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Impact of Vipassana on Organizational Behaviour: A Buddhist Discourse

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Abstract

Business people, depending on the complexities of their work, generally have to face a lot of stress and strain. Such stress has an impact on physical health, and it is said that more than fifty percent of physical problems are psychosomatic in nature. As a side-effect of this meditation, physical health can be improved through the process of mind purification. So Vipassana helps in breaking the barrier between the conscious and unconscious mind. Through the process of observing without reacting, the mind is cleansed of its negativities. With the technique of Vipassana, one reaches deep down to the unconscious level of the mind and experiences sensations within the framework of the body without reacting to them. The law of nature is such that whatever actions we perform are stored in the form of its effect in the unconscious part of the mind. The collection of such impressions *(saizkhari7)* is not only from this life but also from earlier lives. This storehouse is the guide to our reactions to the outside environment.

Keywords: Vipassana, Stress, Organizational Behaviour

Introduction

Vipassana is the oldest science of India. Its rediscovery by Gautama Buddha allowed him to realize the ultimate truth, and he taught this technique for the benefit of humanity. Later on, Emperor Ashoka encouraged the spread of this teaching for the benefit of his subjects, as indicated in the rock edicts. We are extremely grateful to Goenkaji for bringing this lost wisdom to our country. Because Vipassana goes beyond the barriers of caste, sect, communalism, and narrow nationalism, it brings improves morality so that along with material benefits there can be real happiness. Further, it can be an effective instrument in strengthening national integration and international understanding factors which are of great relevance in today's times.

Vipassana is a great science, the science of understanding mind and matter phenomena. It is a process of mind purification and is free from any sectarian, caste or belief-based approach. Further, it works at the experiential level and leads to a happy life through continuous purification of the mind. It is said that the major part of the mind is the subconscious or unconscious mind. Generally it is difficult to reach this part of the mind, which keeps on reacting according to its past conditioning. This reactive mind is the storehouse of our impressions *(sa"mkhaaraa)* of cravings and aversions, and makes our reactions to external events biased and thus lacking in objectivity.

Business people, depending on the complexities of their work, generally have to face a lot of stress and strain. Such stress has an impact on physical health, and it is said that more than fifty percent of physical problems are psychosomatic in nature. As a side-effect of this meditation, physical health can be improved through the process of mind purification. So Vipassana helps in breaking the barrier between the conscious and unconscious mind. Through the process of observing without reacting, the mind is cleansed of its negativities. With the technique of Vipassana, one reaches deep down to the unconscious level of the mind and experiences sensations within the framework of the body without reacting to them. The law of nature is such that whatever actions we perform are stored in the form of its effect in the unconscious part of the mind. The collection of such impressions *(saizkhari7)* is not only from this life but also from earlier lives. This storehouse is the guide to our reactions to the outside environment.
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At the experiential level, the major benefits derived are:

- As more of the mind becomes conscious, one becomes more perceptive and better able to understand a wide variety of situations. In my personal experience, I have found solutions to many difficult problems by meditating.
- By reducing craving and aversion, one is able to face situations in life more objectively, and thus improve the process of decision-making. It reduces irritation and disappointments under situations which would otherwise create pressure on the mind.
- Business people, depending on the complexities of their work, generally have to face a lot of stress and strain. Such stress has an impact on physical health, and it is said that more than fifty percent of physical problems are psychosomatic in nature. As a side-effect of this meditation, physical health can be improved through the process of mind purification.
- One often seeks power and position in business but is unable to enjoy them because of the negative effect they create through inflation of the ego. The ego stops us from developing the human qualities of love, compassion, peace and equanimity. Vipassana is beneficial in business, but more importantly, it helps us experience true peace of mind and happiness through a reduction of the ego. This comes with the understanding of the impermanence of both mind and matter.

- Continuous practice of Vipassana increases equanimity and thus one is able to live more harmoniously, without being much affected by the tensions of everyday life.
- 'Business houses have tremendous strengths at their command-in finance, management and technology. Through development of a better value system, Vipassana induces us to work with the aim of serving humanity. In business, it improves the quality of products and services we produce for society, and encourages a greater service orientation to meet the larger needs of society. I was motivated to start the Lupin Rural Support Programme immediately after learning meditation. This programme has provided increased prosperity and happiness for roughly 200,000 people where we operate, and in turn much happiness to us. We are motivated to develop many more such experiments of human service, some of which we are working toward now. Vipassana leads to purification of the mind, and a purer mind will seek happiness through improved service to society.

It is said that Vipassana is the oldest science of India. Its rediscovery by Gautama Buddha allowed him to realize the ultimate truth, and he taught this technique for the benefit of humanity. Later on, Emperor Ashoka encouraged the spread of this teaching for the benefit of his subjects, as indicated in the rock edicts. We are extremely grateful to Goenkaji for bringing this lost wisdom to our country. Because Vipassana goes beyond the barriers of caste, sect, communalism, and narrow nationalism, it brings improves morality so that along with material benefits there can be real happiness. Further, it can be an effective instrument in strengthening national integration and international understanding factors which are of great relevance in today's times.

Business Management: With the growing complexities of business especially industrial business-the use of meditation techniques has become popular during the last few years. However, they have been used mainly as stress relieving techniques for executives subjected to the tensions of achieving targets. Management of a medium scale industrial business requires organization, quality control, production, purchasing, marketing, fund flow, administration, etc. Each of these operations requires clear thinking, planning, coordination, execution, cost accounting, and profitability projections. There are presently several colleges which teach this type of management. There are special techniques of management for large organizations with turnovers of three hundred crores rupees (one hundred million U.S. dollars) and over. Research and development methods are also available for upgrading the technology of these businesses.

Need for Meditation: Where exactly does meditation come into the picture? To get an answer, we have to look to more industrialized countries such as the United States and Germany. The nature of the societies produced by advanced industrialization has been characterized by heavy alcohol, drug and cigarette consumption; pandemic divorces and broken families; economic recession and job insecurities; and strong feelings of competition and frustration leading to heart attacks, suicide and so on.

Fragmented Society: People who become business managers come from this fragmented society. Business schools teach them to work for more profits and higher salaries, and the stress involved leads to greater consumption of drugs and alcohol, and various health problems such as hyper-tension. The level of equanimity in such societies deteriorates. The business owners, executives and managers develop feelings of pride, prejudice, jealousy and arrogance and experience their concomitants: depression, anxiety, stress and other harmful effects.

Positive Transformation: The *Vipassana* meditation technique improves the lives of executives and business managers by transforming their attitudes. Prejudice is replaced by compassion; jealousy changes into joy at the success of others; greed and arrogance are replaced by generosity and humility, and so on. This transformation of attitude results in stress reduction, and mental equanimity and balance. It is a creative force capable of inducing a dynamic work approach in subordinate staff. The positive change is brought about by a change in the attitude and actions of the executive-to polite and compassionate behaviour, gentle speech, and a mind full of love and friendliness. This positive change in consciousness is the aim of genuine meditation practice, and it forms a new and advanced basis for business and industrial management.

Present Scene: Business management is presently judged by profits or "money-making" ability. Managers are evaluated by their ability to make more money by increasing product turnover, developing new technologies with better payoffs, or decreasing costs through new inventions. In return, they want higher salaries and more requisites. Although there is nothing inherently wrong with generating profits and an increase in incomes, the real aim of an economic venture is to create a wealth which combines money with health and happiness. Vipassana makes a significant contribution towards improving the mental health and happiness of individuals-vital components of wealth.

Human Resource Development: Many companies currently have human resource development departments, popularly known as HRD. HR13 is a welcome new concept because human beings working in business or industry should not be taken for granted. They need to be developed. One of the parameters in this process is the development of mutual respect, which naturally improves interpersonal relations. Meditation will also help to achieve this, enabling us to overcome the hostility towards fellow human beings-colleagues, subordinates, superiors, government officers and others. This hostility manifests as anger, arrogance, jealousy, vengeance, selfishness, greed, prejudice and ill will. Lectures, seminars, books, discussions and so on give some understanding of these subjects. Nevertheless, more than 95% of the negative material in the human mind remains unaffected despite an intellectual understanding of the value of overcoming hostility, negativity and selfishness. This statement stems from my own experience, as well as interviews with more than one hundred business executives during the last ten years.

Right Livelihood: The practice of Right Livelihood is an important aspect of Vipassana meditation. It can become the foundation for business management practice, upon which can be based traditional management techniques of using statistical data such as of cash-flow projections, return on capital, GNP, the turnover of profits, and so on. These parameters are useful if they are based on the concept of Right Livelihood.

Briefly, the application of this concept means that income, whether of a business corporation or an individual, should not only be ethical, but the consciousness of the individuals producing this income should be reasonably clean, i.e., free from the negativities mentioned above. A mental climate free of negativities automatically becomes pure and exhibits the characteristics of genuine love, respect, co-operation, compassion and equanimity. Wealth produced by a group consciousness of this nature not only produces money, but also the mental health and happiness resulting from a stress-free mind.

Subconscious Mind: Without going into the details of Vipassana meditation, I will touch upon an important aspect of the transformation of consciousness: the subconscious mind. Very little is known about this mind which is filled with negativities which are counter-productive to wealth in its totality. While it is possible to recognize and experience these negativities, it is not possible to empty the mind of these defilements without a proper technique.

Most meditation techniques are unable to reach the subconscious mind, they are not colorless and can therefore "taint" the mind which further complicates the situation. Vipassana bases every step on "reality-as it is." Vipassana allows a meditator to experience moments of "no nutriment to the mind. This starts the process of "detoxifying" the mind of its impurities.

Industrial Sickness: A mind which does not meditate and develops impurity causes grave consequences. When the minds of industry leaders are impure, the ramifications are pervasive and serious. This phenomenon is exemplified by the classic example of the management failure at the Bombay Textile Mills. Twenty years ago, it was a viable, profit-making unit; however ' the greed for quick money caused a financial tragedy. The incoming cash, which could have been used for modernizing the plant and machinery, or for financing working capital was siphoned out for the personal gain of the directors. Their livelihood was not "right livelihood". The defilement of greed killed the best interests of the directors and caused widespread misery to a large section of Bombay's workforce and economic system.

Vipassana meditation is a surgical operation of the mind. When practiced properly the pace of purification can be dramatically increased. The technique frees one's mind from greed. A healthy mind is alert and capable of meeting the demands of a situation. It naturally comes out of addictions and indulgences. The practice of Vipassana results in the diminishment 'of craving. A business conducted with the base of such a mind would have resulted in the growth of the textile industry rather than creating sick production units.

An analysis of the increasing industrial sickness and the failure of business manage merit reveals a pattern. In many cases, over anxiety for export or expansion causes the working capital to be diverted into the generation of fixed assets. The result is an acute shortage of working capital and excessive borrowing-clearly dangerous avenues for business practice. With a mind made mature by meditation, these kinds of desire-driven actions are checked by the calm and cool temper of equanimity, which reduces the possibility of making such mistakes.

Pure Mind: The Basis of Management: The Vipassana technique does not create by itself a new technology of management. It contributes to the improvement of management by correcting the root of the problem-impurity of mind-so that a business is continually nourished by the pure food of right thoughts and action. It is excessive craving and greed which poison the minds of managers; this impurity is corrected by meditation.

Attitude towards Competition: Vipassana also changes one's attitude towards competitors. When a business cuts out a competitor, there is a chain reaction: a vicious cycle starts. Many businesses have been ruined by this attitude. Vipassana purifies the mind and fills it with wisdom which enables the practitioner to appreciate that there is room for everyone to coexist. The purification resulting from Vipassana practice results, as it were, in fertile soil where seeds of healthy business management are nurtured. The soil of healthy minds brings forth management practices where the primary aim is to generate peace and happiness in the society, with the secondary aim of generating money as a means for buying goods and services, and attaining economic emancipation and a higher quality of life.

Case Study of Ananda Engineers: Ananda Engineers Pvt. Ltd. (Bombay) has a turnover of five crores (over one million U.S. dollars). All the directors, members of the senior staff and a majority of clerks and workmen have undertaken Vipassana meditation. The way it was introduced was that first the managing director went to a course, then other senior staff followed his example. Other people noticed changes at the top, and they then wanted to try. Our experience has been that the group efficiency has increased, along with profits and an accompanying improvement in mental health and interpersonal relations. There may be larger companies with larger profits, but 1 have found that the happiness of the staff and workers comes not only from money but from warm and compassionate treatment by the management. This cordial treatment does not come about by any means except Vipassana. (This statement comes from my own experience. A detailed project report is available upon request.)

Some highlights of the study are as follows:

Sixty percent of the employees have attended courses. About half' of those have done more than one course. Resultant changes in the organization have been a shift from authority rule to consensus decisions taken at a lower level, from one-upmanship to team spirit and from indecisiveness and insecurity to self-motivation in the work-force. Productivity has improved by 20%.

Conclusion

I have had detailed discussions with more than a dozen business executives who are small-scale entrepreneurs, after their Vipassana courses. These discussions have confirmed that, after a Vipassana course, they are able to work 20% faster than before, and the quality of their work has the improved value of being performed by a subtle mind. They report that qualities of greed, anger, arrogance, and prejudice have decreased and there is less friction in dealing with staff members. Very healthy and cordial interpersonal relations have resulted, and the wealth of their enterprises has steadily increased as a result of these positive changes.

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Predictors of Violence at Workplace

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Abstract
Workplace is an essential part of an individual's existence. In this context, the violence perpetuated at the workplace deprives an individual of their basic human rights. Sexual harassment is one such complex issue targeting violence on one section of the society thereby eroding their personal space and basic human rights. The study paper undertakes to examine 5Ps that are identified as contributing to this form of violence in organizations namely, personality, power, position, patriarchy and policy. The study strongly advocates that issues of harassment needs to be addressed by the organizations in order to preserve the well-being of their human resources.

Keywords: workplace, violence, sexual harassment, human resources

Introduction

The position of Indian women has undergone a great transition over the years. Ancient Indian society accorded women equal status with men (Mishra, R. C.,2006) which deteriorated in the medieval period with invasions from foreign powers. However, by the 19th and the 20th century there was a sea change in the way women were viewed. This period saw the emergence of various social reformers who believed that the decadent society needed to be resurrected for a nation's liberty. The reformers instilled with the spirit of nationalism fought for the liberation of women and questioned the prevalent practices in the Indian society such as Sati, Jauhar, Devadasi, Purdah, Dowry and child marriage.

Post-Independence, the rights of women were enshrined as fundamental rights in the Constitution with right to equality in Article 14, non-discrimination by the State in Article 15(1), equality of opportunity in Article 16, equal pay for equal work in Article 39(d), special provisions by the State in favour of women and children in Article 15(3), renounces practices derogatory to the dignity of women in Article 51(A) (e), and provisions to be made by the State for securing just and humane conditions of work and for maternity relief in Article 42 (Menon,Kalyani, and Shivkumar,A.K., 2001).

Today, the Indian woman is an equal participant in the economy and in the society. Though women constitute nearly half of the population with a majority employed in the service organizations of the public sector, their work is largely undermined and their contributions underestimated. Women are predominantly employed in the service sector. The service sector involves constant interactions with the public and other employees in the organization. The nature of employment in these organizations makes the women employed here more vulnerable to the hazards of violence. These women are more prone to violence at the workplace due to the nature of their jobs. Women in employment not only have to carve a niche for themselves by shattering the existing glass ceiling hindering their presence but they are further obstructed by barriers of a subtle nature. These subtle forms of hazards at the workplace are more harmful and dangerous for women. They are forms of violence which is either ignored or borne in silence by women in their journey to assert their presence at work and in the society.

Harassment at work is termed as a form of violence against women. It is one of the social mechanisms which forces women into subservient position and accords power quotient to the other gender. The United Nations defines violence against as: 'any act of gender-based violence that results in, or is likely to result in physical, sexual or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life'(WHO,2011).

Violence in the workplace is fast becoming the number one problem for employers (Workplace violence statistics, 2010). It takes a devastating toll on women's lives, on their families and on society as a whole. Most societies prohibit such violence yet the reality is that too often it is hushed up or brushed aside. Workplace violence is a spillover of violence at home and in the society. The Indian society still carries the traditional outlook with regard to the representation of women. The women are subjugated in the name of traditional norms and culture inherent in the Indian society. Their domination by the male members at home is extended to the workplace where they are dominated again by male superiors. The power quotient is accorded to one gender, herein the male, by societal norms who in order to retain the power use violence against the other gender to bring them to submission. This is the basis of the traditional theory of understanding violence against women.

The traditional theory of violence against women in the Indian context is part of the patriarchal ideology which has been considerably reinforced and sanctified through the ancient Hindu religious texts which still exercise a strong influence over the Hindu and in general Indian society(UNESCO,1993). One form of violence which is solely targeted against women is sexual harassment. This form of harassment stems from the structure of patriarchy defined broadly as a system of male dominance legitimatized within the family and society through superior rights, privileges, authority and power. Women are much more likely to be victims of external harassment precisely because they lack power, are in a more vulnerable and insecure position, lack self-confidence or have been socially conditioned to suffer in silence. The degree of patriarchy, vary from society to society. The process of subordination however is generally achieved by devaluing women's contributions while at the same time extracting a significant contribution from them. The acceptance of the patriarchy in society forms the crux of the feminist theory or the traditional theory in understanding workplace violence.

The prevailing forms of harassment at workplace also include the sexual desire-dominance paradigm which conceptualizes the hostile work environment harassment (Dugar, Jayashree and Deora, Yashwant, 2011). The term sexual harassment means a type of employment discrimination consisting in verbal or physical abuse of a sexual nature. It has historically been a well-kept secret practiced by men, suffered by women condoned by management and spoken by no one. It is a manifestation of power relations. The cases of sexual harassment of women at the workplace are increasing alarmingly because of several factors like poor status of women, increasing number of working women, poor knowledge of human relations and values, poor law and order position in the society and no adequate provisions of law to deal with the problem effectively. The issue is not just a women empowerment issue but an issue pertaining to Human Rights, Human Resource Management and Health and Safety of the work environment.

The Constitution of India ensures and guarantees every individual the right to practice any profession or to carry on any occupation , trade or business as enshrined under Article19(1)(g)(Bhasin,Alok.,2008). Every woman has a constitutional right to participate in public employment and this right is deprived in the process of sexual harassment which compels her to keep away from such employment. Though this right is only available against the State it is a recognized right in all the major international conventions. Sexual harassment of woman at the place of work exposes her to a big risk and hazard which places her at an inequitable position vis-à-vis other employees and this adversely affects her ability to realize her constitutionally guaranteed right under Article19(1)(g).

Sexual harassment at workplace is also a violation of the right to life and personal liberty as mentioned in Article21 that no person shall be deprived of his life or personal liberty. Right to livelihood is an integral facet of the right to life. Sexual harassment is the violation of the right to livelihood. For meaningful enjoyment of life under Article21 of the Constitution of India 1950 every woman is entitled to the elimination of obstacles and of discrimination based on gender (Radhakrishnan,2009). Since the' right to work' depends on the availability of a safe working environment and the right to life with dignity, the hazards posed by sexual harassment need to be removed for these rights to have a meaning. The Preamble of the Constitution of India contemplates that it will secure to all its citizens – Equality of status and opportunity. Sexual harassment violates this basic motive of the framers of the Constitution.

Sexual harassment at workplace in India was highlighted with the leading case of Vishaka v. State of Rajasthan (Desai,Dhruv.,2008). In this case a social activist, Bhanwari Devi was alleged to be brutally gang raped in the village of Rajasthan. The incident records the hazards to which a working woman may be exposed and the depravity to which sexual harassment can degenerate, and the urgency for safeguards by an alternative mechanism in the absence of legislative measures. The famous Vishaka guidelines an aftermath of the judgement of the case sought to ensure redressal of grievances of women at workplace. Also it outlined the establishment of grievance cells to address the problems of women at workplace in both public and private sectors. In the absence of effective legislative measures, the need is to find an effective alternative mechanism to fulfill this felt and social need. In this case, the Supreme Court has categorically held that sexual harassment results in violation of fundamental rights of equality of sexes, of right to life and liberty, and of the right to practice any profession or to carry on any trade or business.

It was very important for the courts to recognize that gender discrimination can take the form of sexual overtures. The quintessential case of harassment involves a more powerful typically older male supervisor, who uses his position to demand sexual favors from a less powerful female subordinate. Within this paradigm heterosexual desire and male dominance are inextricably linked (Schultz,1998). Men use their dominant positions at work to extract sex from women and this extraction of sex from women ensures their dominance. This sexual desire – dominance paradigm governs the understanding of harassment of women at workplace. The feminist theory of violence against women is based on this quantum where a dominant male subjugates the weaker female. This theory outlines that society is patriarchal which moulds the personality of the male where power and position are used to perpetuate violence.

Research Methods

The researcher has taken secondary source of literature such as case studies to exhibit how violence is perpetuated on women at work. The research has identified five key factors which are referred to as 'predictors of violence'. The case studies reveal how these predictors, which are power, patriarchy, position, personality and policy, are responsible for the violence perpetrated against women. Violence in the context of this research is defined in terms of (i) sexual harassment and (ii) bullying eventually leading to death of the woman.

Research Findings

For the purpose of this research, the researcher has identified certain case studies which would highlight the theory that there are 5Ps in an organization which contribute to violence on women. The cases reflect how violence is committed basically by a person with power and position. It also reveals that personality is an important factor which is corroded with patriarchal behaviour. In addition to these factors, the absence of policies to curb violence leads to its perpetuation. The cases go on to display the absence of an effective redressal system to handle such issues. In most cases the victim is harassed for a period of time before seeking help. The Vishaka Guidelines of 1997 which recognizes sexual harassment as an offense and has laid down the creation of a woman's grievance cell is seldom followed in any of the cases. The scenario leaves a lot to be desired requiring more stringent measures to safeguard the interests of women employees in the organization and ensure existing legislation are enacted favourably.

Case Study 1: Justice Denied as Power Reigns

Sabita Lahkar, working in the media complained publicly of sexual harassment from her senior official who was also a renowned public figure and writer. With many forums supporting her cause her case was finally heard by the grievance redressal cell that was set up internally in the wake of the Visakha judgement. Her statements were recorded however no action was taken. This led to a hostile work environment and isolation. The justice being denied Sabita was forced to quit her job. The 'power' and 'position' of the senior official made the authorities deny justice to Sabita. (Source: Asian Human Rights Commission, December, 2013)

Case Study 2: Lacunae in Policy

Medha worked in a media organization. Her team head constantly kept calling her to his cabin which put her under discomfiture. After a while she reported the matter to the internal grievance committee who recorded her grievance. But no action was taken immediately as the concerned person was powerful and held high position in the firm. A year later he was sent away from the job but the reason given was negligence on the job. When Medha questioned the inaction of her complaint the committee replied that the organization had 'no policy' for that complaint. (Source: Asian Human Rights Commission, December, 2013)

Some similar noteworthy complaints of sexual harassment at the workplace that came into the national limelight were filed by:

- Rupan Deo Bajaj, an IAS officer in Chandigarh, against 'super cop' K P S Gill.
- An activist from the All India Democratic Women's Association, against the environment minister in Dehra Dun.
- An airhostess against her colleague Mahesh Kumar Lala, in Mumbai.
- An IAS officer in Thiruvananthapuram, against the state minister.

The cited cases have clearly indicated that power, position, patriarchy, personality and absence of policy have contributed to violence being perpetuated against women in the workplace. It is explicit that all the cited cases have one common ground where women of a lower rank are subjected to harassment sexually by their superiors. Though all the cases are taken from different areas of its occurrence it is pretty evident that, the attitude of men over women workers remain the same everywhere. The superiors exercise authority to demand sexual favours from the women in a lower rank. The traditional role of women as care givers and guardians of the hearth translates their role in the work environment where they are subjugated by a male worker or a superior. Patriarchal culture and ideology relegate women to an inferior position giving men more power and authority over them. The men who are the head of the household having a dominating presence at home and society carry the same image to their workplace. The patriarchal behavior exhibited by them at home and society spills over at workplace where they command the same treatment from the women workers. When this is denied they resort to sexual harassment and other forms of violence against the women workers.

Of late, the problem of sexual harassment at the workplace has assumed serious proportions, with a meteoric rise in the number of cases. In all the cases the justice is delayed, which is tantamount to justice denied. The social system of accepting male domination at home and thereby at workplace is prevalent in the Indian society. As is visible in most cases the women are frightened of earning the wrath of their male superiors and so take the harassment silently. Women are portrayed as the weaker sex in the society and they themselves tend to retain that image at their own costs. In the few cases where they choose to break the barriers and speak for their rights they are subjected to more suffering and humiliation. Their jobs are at stake, they tend to lose respect among others, health is compromised, and they live in some cases in constant fear. The harassment that the women face has serious negative connotations which if left unattended can hamper their participation in the society. Women, as cited in the case studies, are ridden by the fear factor of the negative consequences of complaining against the harassment they face at workplace. In the few cases where they have chosen to speak up the women have had to pay for complaining against their superior by their image being tarnished further. Also the time taken to mete out justice to the perpetrator leaves the women not victorious but with just a sad nemesis of the harassment they had already faced.

Conclusion

By any measure workplace violence is emerging as a prominent local, state and national issue. Clearly, the place of employment does not exist in a vacuum but rather reflect the larger societal context. Employers and employees of every occupational category in both private and public sectors are realizing that going to work may be hazardous to one's health. The likelihood that such violence may prove fatal provides a new meaning to the term 'graveyard shift' for many employees particularly the women employees in the organization.

Safe working environment is very much essential for the exercise of the fundamental right to practice any profession. The Supreme Court commented Gender Equality includes protection from sexual harassment and right to work with dignity which is a universally recognized basic human right as stated in the case of Vishaka v. State of Rajasthan. This common minimum requirement has received global acceptance. The court had to rely on international statistics and conventions due to the lack of development of the Indian legislation. In the absence of proper legislation pertaining to this field the court took upon itself to formulate effective measures to check the evil of sexual harassment of working women at all workplaces. The contents of international conventions and norms are significant for the purpose of interpretation of Articles14,15,19(1)(8) and 21 of the Constitution and the safeguards against sexual harassment and for the formulation of a guideline to achieve this purpose.

It is imperative that the rights of women have to be safeguarded not just by the legal system but by the women themselves. The societal values and norms which tend to subjugate women need a definite makeover to accommodate the new age woman. Traditionally women have conditioned themselves to tolerate violence as it is taboo to break the rules of the society which is acceptance of the patriarchal system. The women need to break the glass ceiling to shatter the existing scenario in the society replete with more norms and traditions solely targeted against women. A subdued and submissive approach to the violence perpetuated against them does not hold the key to the empowerment of women. Rather an awareness of the existing situation and the will to overcome the barriers posed by the society and their own selves alone will be an answer to the social evil of harassment and violence. Thus, the study focus aids in highlighting the inherent defects in the society which paves way for violence against one section of the society and the lack of effective mechanisms to curb this menace. The five predictors identified in this research need to be addressed to necessarily curb this menace. Thus, in the wake of the new Sexual Harassment Act, 2013 passed on 9th December 2013, it becomes imperative to empower the women not only with the legislation but also by recognizing these predictors and curbing its harmful effects.

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Impact of Emotional Labour on Employee Well-being: A Conceptual Framework

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Abstract

For the past years, the role of emotions in organisations has being rising. Emotion work or emotional labour is the expression of organisationally desired emotions in part of one's job. Employees are not only required to work and spend mental and physical effort but they are also required to manage their emotions as their part of the job. The two dimensions of emotion work are Emotional effort and Emotional Dissonance. Emotional effort is the degree to which employee try to change their inner feeling to match the feeling they are expected to express. Emotional dissonance occurs when an employee is required to express emotion as which are not genuinely felt in a particular situation. It is stressor that is associated which emotional extortion and job dissatisfaction. Excessive emotional demands are responsible for burnout which may further lead to the development of the tendency of evaluating once work negatively. This tendency may be termed as a feeling of lack of personal accomplishment. Emotion work in organisation is an important issue as it has both positive and negative implications.

Keywords: Emotional Labour, Surface acting, Deep Acting, Burnout, Emotional Dissonance

Introduction

With the increase in competition organisations are facing new challenges. One such challenge is the emotions in the work place. The role of emotions is very important in how an organisation communicates with itself and the outside world.

Emotion is derived from the Latin word 'ex' which means 'out' and 'movere' which means 'to move'. Initially the word emotion was used in the sense of movement from one place to another. With the passage of time, the word emotion is now being used to designate any agitated, discomposed, vehement or excited mental state of an individual. Emotions play a very important role and powerful role at the workplace. One cannot separate emotion from a person and therefore emotions find expression at work. Now a days, employees are required to undertake some amount of emotional labour apart from spending physical and mental efforts on assigned tasks. In other words, they are required to display emotions as per the requirements of the job during interpersonal dealings.

The concept of Emotional Labour was first introduced by Arlie Russel Hochschild in her seminal book 'The Managed Heart: Commercialization of Human Feeling: which was published in 1983. In this book she has examined how the feelings of service sector employees are commercialised by employers. According to her, "Emotional Labour is the management of feelings to create bodily and facial displays compliant with social requirements. Emotional labour has an exchange value, since it is paid for."

Difference between Emotional Labour and Emotion Work

The term Emotional Labour and Emotion Work are sometimes used interchangeably but there is difference between them. When the employees put in effort to hide or suppress their personal feelings so as to stay in tune within their socially accepted norms, it is known as Emotion Work. On the other hand Emotional Labour is a broader concept than Emotion Work. An Employee is required to display emotions according to the organisation's prescribed display rules. This is Emotion Labour. When emotion work is commoditized, that is, offered for sale or as part of a service, Hochschild refers to this as "emotion labour"(Adams and Sydie). Morris and Feldman (1996), defined Emotion Labour as the effort, planning and control needed to express organisationally desired emotions during interpersonal transactions."

Review of Literature

It must be noted that there are three types of 'labour' offered to the organisation in exchange for reward. Mental labour refers to the cognitive skills and knowledge as well as the expertise of employees. Physical labour refers to the physical efforts of employees to achieve organisational goals. Emotional labour refers to the extent to which an employee is required to present an appropriate emotion in order to perform the job in an efficient and effective manner (Othman et.al. 2008). According to Diefendorff and Gosserand (2003), employees engage in emotional labour to influence emotions of others (eg. Customers, co-workers) so that work goals can be achieved (e.g. sell a product, make a group decision). According to (Kiel and Watson, 2009), "you get hired for what you know" (cognitive skills) and "get fired for not getting along with others" (emotional skills). According to (Sutton & Rafaeli, 1998), emotions are typically viewed as intra-psychic states caused by factors such as job characteristics, stress, relationships with supervisors or compensation. Inigo et.al, 2007 state that these intra-psychic states of emotions are an important requirement in a number of jobs and play a role in influencing work related outcomes for both employees as well as organisations. Zapf et.al, 1999 has argued that the personal relationships with patients, clients or children are very demanding and require a high amount of empathy and emotional involvement in order to avoid treating other people like objects. In such professions, since the management of emotions become fundamental, employees' constantly work under emotional boundary conditions to create a superior service climate.

Characteristics of Emotional Labour

Emotional labour has the following three characteristics:

1) ***Emotional Labour occurs in face-to-face or voice contact***: Emotional Labour is significant in those jobs where continuous interaction with the clients is required. Examples of such types of jobs are helping professions such as doctors, teachers, debt collectors, police etc.

2) ***Emotions are displayed to influence other people's emotions, attitudes and behaviours***: Emotions are contagious and the emotion displayed by an employee is required to produce a particular emotional state in others. Brucks (1998) and Strauss, Farahaugh, Suczek, and Wiener (1980) have acknowledged the idea that emotional labour influences other people's emotional states.
3) ***The display of emotions has to follow certain rules***: Goffman (1959) suggested that in every social interaction people follow some rules. Ekman (1973) called the rules about appropriate emotional expression display rules. According to him, the display rules are norms and standards of behaviour indicating which emotions are appropriate in a given situation but how these emotions should be publicly expressed.

How Emotional Labour is Performed and Structured?

Certain emotions can be expressed to the public and in the service sector workers are required to provide some expressions as part of sale (Wallace and Wolf). Emotions have use-value and exchange value (Marx). For improving family life, it is useful to have affection, tenderness and discipline. Thus, emotional work in the private sphere has a use-value. In the corporate sector particularly in the service sector, emotions can be sold and therefore they have exchange value. A life insurance agent is able to create anxiety and is thus able to sell policies.

Factors Affecting Emotional Labour

Factors affecting Emotional Labour can be divided into two categories:-

a) Personal Factors
b) Organisational Factors

Personal Factors: Individual differences may be related to Emotional Labour.

1. **Gender**: Hochschild (1983) pointed out that the majority of service jobs are performed by women, and as such gender becomes an issue for emotional labour. Wharton & Erickson (1983) also discussed how women are more likely to manage emotions at work as well as at home. If women engage in more emotion management situations, perhaps they are better at managing emotions(so performance would be better), but they would be engaging in more suppression of true feeling (so stress would be higher).
2. **Self-Monitoring**: According to (Snyder, 1974) self-monitoring refers to the extent that people monitor their self –presentations and control their expressive behaviour. People may be high self- monitors or low self-monitors. High self-

monitors are those types of people who are aware of the emotional cues of others and are able and willing to change their own emotional expression to fit the situation. On the other hand low self- monitors remain true to their internal feelings. High self-monitors would be less reactive to dissonance (Abraham, 1998) and better at customer service jobs (Caldwell & O'Reilly,1982);Friedman & Miller- Herringer,1991). Low self –monitors report higher levels of stress in customer service jobs. Wharton (1993) found that high self- monitors in emotional labour jobs were less likely to report burnout than low self-monitors.

3. **Affectivity** : Positive affectivity is related to enthusiasm and optimism, whereas negative affectivity is related to pessimism and aversive mood states. Morris and Feldman (1996) suggested that positive and negative affectivity would relate to emotional labour. Weiss and Cropanzano (1996), stated that affective traits act as predispositions toward more or less intense emotional responses. Someone in high negative affectivity may respond more strongly to negative events if they occur. This means a high Negative Affective person exerts more emotional labour to maintain the emotional display in the face of difficult encounters.
4. **Emotional Intelligence**: Emotional intelligence is referred to as the ability to recognise and use emotional information in social interactions. According to Salovey, Hsee, & Mayer, 1993 effective affect regulation is one of the signs of strong emotional intelligence. Those with high emotional intelligence are skilled at handling social encounters, and in fact may make other people feel good about themselves as well (Goleman,1995).

Organisational Factors

Besides the personal factors there are certain organisational factors also which have an impact upon Emotional Labour.

5. **Autonomy**: According to Rodin (1986) feeling a lack of control over events has been identified as a source of life stress. Wharton(1993) found that those who reported high autonomy had lower emotional exhaustion in both high and low emotional labour-typed jopbs. Morris and Feldman (1996) reported that job autonomy was negatively related to emotional dissonance and emotional exhaustion and positively related to job satisfaction.
6. **Supervisor and co-worker support**: According to Schneider & Bowen, 1985), support from co-workers and supervisors should create a positive working environment. An employee's perception that he or she works in a supportive climate has been found to relate to job satisfaction , lowered stress and turnover intensions, and even higher team performance (Cropanzano, Howes, Grandey,& Toth 1997; Eisenberger, Cummings, Armeli &Lynch 1997)

Types of Emotions

Emotions can be broadly classified as Positive Emotion and Negative Emotion.

Positive Emotion: Positive emotions at work such as high achievement and excitement have desirable effect. Employees having positive emotion influence their co-workers favourably.

Negative Emotion: Work over load, lack of rewards, verbal abuse, assertiveness, sexual harassment are some of the most stressful work related factors that may cause negative emotions among employees. Negative feelings at work effect "employee morale, turnover rate, commitment to the organisation. This is the organisational consequences of negative emotions. Psychological and emotional consequences of negative emotions can be in the form of anxiety, depression and somatic complains. If we look in to the family aspects, the spouses and the children can feel the cross over effects of burnout brought home from the work place.

Emotion work and Management

Hochschild has argued that all of us act in social situation. We all engage ourselves in Surface Acting and Deep Acting.

Surface Acting: Surface acting involves employees expressing the emotion required by the job without actually feeling those emotions. It is antecedent –focused emotion regulation, which is desirable in organisations so that customers or clients always find the expressions that are required even when the employee feels differently. Hochschiild (1983) suggested that this job demand results in stressful experiences for the employee. This may be because individuals generally do not like to feel "fake", or in the long-term, because suppressing true emotions and expressing false emotions requires effort that results in stress outcomes.

Deep Acting: Deep acting involves employees trying to experience the emotions that they have to express. Deep acting leads to better service performance and greater job satisfaction as compared to surface acting. Engaging in deep acting through reappraisal or self-talk has been called a "good faith" type of emotional labour because it shows the employee has goodwill toward the organisation (Rafaeli & Sutton, 1987).

Emotional Dissonance

It is a stressor which is anchored in the social environment. It occurs when an employee is required to express emotions which are not genuinely felt in a particular situation. It is a form of role conflict and may lead to alienation from one's own emotions, poor self esteem and depression. Grandey (1998) and Krumal and Geddes (1998) identified two dimensions of emotion work: emotional dissonance and emotional effort. Emotional dissonance in their concept refers to Hochschild's concept of surface acting and passive deep acting (automatic emotion regulation) which are considered to be the opposite ends of a continuum. If an employee spontaneously feels the emotion, emotional dissonance is low. If he or she feels nothing or the opposite emotion, emotional dissonance is high. *Emotional effort* refers to the degree to which employees actively try to change their inner feeling to match the feelings they are expected to express.

Burnout

Burnout occurs when an employee becomes overly emotionally involved in interactions with customers and has little way to replenish those emotional resources being spent (Jackson, Schwab, & Schuler,1986). The signs of burnout are emotional exhaustion, depersonalization, and reduced personal accomplishment (Cordes & Dougherty, 19933; Maslach, 1982). Organisations have started using emotion as a commodity. Emotional Labour may be helpful to the organisation but managing emotion for wages may be damaging for an employee. *Impact which Emotional Labour has on individuals is primarily negative. Emotional labour may lead to stress, frustration, exhaustion and finally burnout.*

Several studies have shown that inhibition of emotions is associated with increased psychological arousal, which if it becomes chronic can have an adverse effect on health and wellbeing. (Gross and Levenson 1997); (Panagopoulou et. al., 2002)

According to Schaubroeck and Jones (2000), the root cause of higher rates of tumors and cardio-vascular diseases resulting from a hypo-functioning immune system is to be searched in the suppression of emotions invariably. Hostility and anger suppression has been related to essential hypertension and coronary heart disease (Red ford and Barefoot, 1988); Weidner et. al. 1989). Empirical evidence has related inhibition of emotions to cancer progression (Tamoshok 1985; Temoshok et.al. 1985) and to reduce immune function (Schwartz and Kline, 1995). Hochschild (1983) was the first to report that as a result of their emotional labour, some employees identified themselves with their job defined roles so much that they became unable to disregard their role requirements in other areas of life either.

Conclusion

Emotions in organisations have found increasing interest among scientists and practioners in recent years (Ashforth & Humphrey,1995; Briner 1999; Fineman 1993). The ability to effectively manage our emotions is the key to success in today's dynamic work environment. Emotions play an active part in all work activities. What the employees feel and how they express their emotions, affects their performance and the performance of others. Emotional Labour may result in good organisational performance, but may have consequences for the employees' health. Job Satisfaction, feeling of personal accomplishment are some of the positive consequences of emotion work. Emotional exhaustion, depersonalisation or psychosomatic complaints are some of the negative consequences of emotional labour.

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Impact of Socialization Measures on Role Orientation

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Abstract

Organizational growth is possible only when employees grow with the organization. For this, it is necessary that socialization is effective and employees merge with the culture of the organization, as well as their more experienced colleagues. This paper is based on the tactics of socialization, following the model by Van Maanen & Schein (1979). We have explored the impact of these tactics on newcomers' successful role orientation on a sample of 222 respondents, from different management and engineering colleges. Respondents are interviewed through structured questionnaires, over three waves: 1) during final semester of the course, respondents are those who have received job offers, 2) after 4 weeks on the new job, 3) after 12 weeks on the new job. The institutionalized socialization tactics have been captured through proxy questions and demographic and personality trait details of the respondents have been collected. In the same way results about newcomers role orientation has been captured through variables like organizational knowledge, goal, and history among others. Further it has been established that successful role orientation is directly related to various personality traits like self-mentoring and their sense of independence. Other than this, it has also been found that among the socialization tactics, some of the tactics like formal and investiture tactics influence enhanced role orientation.

Keywords: Socialization, Self-mentoring, Role Orientation

Introduction

Organizations in the today's world try to recruit employees who can indoctrinate themselves in the expectations of the organization and its culture. This enables the organization to retain the talent necessary to build competitive capabilities to survive among other organization. Later the employed new comers are socialized in the ways of the organizational culture by changing attitude and beliefs to achieve an internalize commitment to the organization. Socialization describes learning on the part of the individuals who is adjusting to a changed role within the organization. Effective socialization can trigger career success by the process of enhancing the new comer to gain necessary knowledge, self-efficacy and credibility to increase their further accomplishment. Socialization tactics adopted by the organizations help the new comer to adopt early entry experiences, to reduce uncertainty and anxiety of early work experience and to acquire necessary attitudes and behavior. Organizational attachment and commitment can be visualized as indicators of successful adjustment. Intact successful socialization is the transformation of outsider to participating and effective insider which may influence initial interaction with the job and other organizational members as well as retention of proper manpower.

Organizational Socialization

The process of organizational socialization "entails the learning of a cultural perspective…… [i.e.] a perspective for interpreting one's experiences in a given sphere of the work world" (Van Maanen & Schein, 1979). Newcomers go from being outsiders to becoming insiders through organizational socialization, a process of learning the ropes (Schein, 1968). Organizational socialization plays an important role in the adjustment and learning process of employees.

Socialization Theory

Socialization is a multistage process consisting of at least three stages, anticipatory socialization stage that occurs prior to organizational entry, encounter stage, i.e. the newcomer enters the organization and an adaptive stage in which the newcomer adapts and settles in (Bauer et ai., 1998; Feildman, 1967; Louis, 1980). These have been studied to frame the three waves of the questionnaires used in this paper. Several theories have been developed based on the impact of socialization tactics on newcomers' adjustment. According to them tactics of socialization refers to ways in which the experiences of individuals in transition from one role to another are structured for them by other in the organization. They proposed six tactics, collective (vs. individual), formal (vs. informal), sequential (vs. random), fixed (vs. variable), serial (vs. disjunctive), investiture (vs. divestiture). These tactics are often used by organizations to facilitate the adjustment of newcomers.

Jones (1986) further argues that the six tactics of Van Maanen & Schein (1979) should be categorized into two specific dimensions like institutionalized socialization vs. individualized socialization. According to him, institutionalized socialization includes tactics like collective, formal, sequential, fixed, serial, investiture, and on the other end as individualized socialization including individual, informal, random, variable, disjunctive, divestiture. Further with the help of theorization of Van Maanen & Schien (1979) and Jones (1986), research indicates that institutionalized socialization has been used by organizations to encourage confirmation of newcomers (Allen & Mayer, 1990; As forth saks, 1996; Jones, 1986)

Role Orientation

Role orientation refers to a newcomer's response to what he or she perceives to be expected behavior. Two sets of socialization experiences are relevant for role orientation. The first and foremost is the professional socialization which is concerned with the acquisition of the values, attitudes, skills and knowledge of the professional culture. This type of socialization takes place during the early stages of work career and is an essential part of getting persons committed to careers and prepared to fill organizational positions. The second one is the organizational socialization dealing with the learning and situational adjustment necessitated when the professional leaves the graduate school and enters an organizational settings which is very different from that for which he had been trained or different from his expectations.

Survey of Literature

Survey of literature in the field of socialization deals with organizational socialization process and the theories based on which this process depends.Dr Tannenbaum and Dr McLeod (1967) together worked on the measurement of socialization. They suggested that a set of related measures indexing various aspects of cognitive change act as a part of the socialization process.

Garath R. Jones in 1986 investigated the relationship between the socialization tactics employed by organizations and a series of role and personal outcomes. The study also examined the effects of self-efficacy on role orientation. Consistent with predictions, results suggested that different patterns of socialization lead to different forms of newcomer adjustment to organizations. Specifically, institutionalized tactics lead to custodial role orientations, and individualized tactics to innovative role orientations.

Blake E. Asforth, Allen M. Saks and Raymond L. Tee in 1997, tried to give solution to the raised questions on dimensionality of the operationalization of the theory suggested by Jones' 1986 on measurement of socialization tactics. In their analysis they highlighted that collective, formal, sequential, fixed, and serial and investitures were positively interrelated suggesting a structured program of early work experience. The concept of "situated curriculum" a specific form of social order that instructs the socialization of novices within the context of ongoing work activities had been introduced by Silvia Gherardi, Davide Nicolini, and Francesca Odella (1998) to illustrate that learning in the work place should be understood both as a cognitive and a social activity. In their article they discussed the concept of the term, practical problem related to the disclosure of the term, as well as illustrated some of the implications of the term for the study of learning in organization.

In the year 2001 Elwood F. Holton III, in his study examined the availability and helpfulness of twenty new employee development tactics and their relationship with seven job attitudes. According to him the most important tactic allows the new employees to fully utilize their skills and abilities. Amy McMillan-Capehart, of East Carolina University (2004), observed that by implementing individualistic socialization tactics within a collectivistic culture, organizations will benefit from employees backgrounds and experiences promote team work and a cohesive organization. Zachary P. Hart and Vernon D. Miller in 2005 studied the socialization experiences of 85 newly hired managers over a 4 month period. The result highlighted that partial support for a model proposed a mediating relationship between structured and unstructured socialization contexts, socialization message content and newcomers' adjustment. The study through light on another issue i.e. performance proficiency message content mediated the impact of fixed and serial socialization tactics on role ambiguity whereas investiture tactics were negatively related to new managers role innovation. Again in the year 2005, Tae-Yeol Kim, Daniel M. Cable and Sang-Pyo Kim, through the examination of the linkage between organizational socialization tactics and person-organization (P-O) fit and the moderating influence of employees' proactivity behaviors. They found that employees' positive framing harmonized with institutional tactics to create higher P-O fit and the employees who proactively develop strong relationships with their supervisors replaces institutional socialization tactics.

Alan M. Saks, Krista L. Uggerslev, Neil E. Fassina (2006) further extended the study on socialization tactics and examined the relationship between six socialization tactics and various indicators of newcomers adjustment. The result of their study revealed that institutionalized socialization tactics were negatively related to role change and positively related to job satisfaction and organizational commitment. They also said that the social tactics where the strongest predictors of adjustment outcome. Later on in the year 2006 David G Allen, proposed that socialization tactics influence new comer turnover by embedding new comers more extensively into the organization. Further in 2009, N Rao Kowtha on the basis of the emergent interactionist view of organizational socialization investigated the combined effects of organizational socialization tactics, newcomer prior work experience and information-seeking on organizational socialization. The data for this study was collected from 244 graduates of an Asian university using a longitudinal design. Results showed that social and content tactics are the strongest predictors of adjustment outcomes of role clarity, role conflict, role orientation and organizational commitment. Newcomer experience moderates the effects of tactics on the information-seeking facets, and on organizational commitment. Monitoring for information was positively related to innovative role orientation, and inquiry was found to be negatively related to role clarity and role conflict.

In 1975 Russell Thornton and Peter M. Nardi from the University of Pennsylvania presented a developmental approach to role acquisition, containing both social and psychological dimensions. It entails four stages in the acquisition of a role, i.e. anticipatory, formal, informal, and personal. Their work suggested that acquisition of role lead to passage through all the four sages. Role theory concerns one of the most important features of social life, characteristic behavior patterns or role. Much of the role research reflects five perspectives like functional, symbolic interactionist, structural, organizational and cognitive role theory. The purpose of this phase research project by Charles L. Mulford, Gerald E. Klonglan and Richard D. Warren, with a government agency was to test the hypothesis of Amitai Etzioni involving socialization, communication, and role performance.

The data indicated that both socialization and communication are significantly associated with role performance. Communication continues to affect role performance to a significant degree regardless of the degree of initial socialization experience B.J. Biddle (1984) in his research suggested both centrifugal and interactive forces within the role field. The former reflect differing perspectival commitments of scholars, confusions and disagreements over use of role concepts, and the fact that role theory is used to analyze various forms of social system. The latter reflect the shared, basic concerns of the field and efforts by role theorists to seek a broad version of the field that will accommodate a wide range of interests. After this in 1990, Ralph H. Turner from the department of sociology, university of California, reviewed selected research papers dealing with change in a variety of roles reviewed in order to formulate general principles governing role change. His work revealed sources of impetus to role change and the conditions facilitating and impeding the implementation of change, through the studies of occupational, family, and gender role change. He developed a general model for role change on the basis of evidences reviewed. W. Kevin Baker, in 1995 reviewed Allen and Meyer's 1990 longitudinal study with structural equation modeling to examine the overlooked factors of interactions with job incumbents. The results indicated the presence of two latent factors, role certainty and incumbent interactions. Among these the interaction with incumbents had a strong early impact on organizational commitment of newcomers' which gradually diminishes over time.

Again in the year 1995 Debra A Major and Steve W. J. Kozlowski, Georgia T Chao and Philip D. Gardner examined the moderating effect of role development on the link between unmet expectations and socialization outcomes. Sharon K. Parker, Toby D. Wall and Paul R. Jackson in 1997 highlighted another issue i.e. the relationship between role orientation and work orientation which has been overlooked by the past researchers. They suggested that although the implementation of new production practices can lead to the development of a strategic orientation appropriate to modern manufacturing, change toward a more flexible role orientation additionally requires the introduction of autonomous forms of working. Two eminent researchers Ruth C King and Vikram Sethi (1998) worked together and examined the impact socialization practices on the nature of this role adjustment with respect to information systems professionals. The result suggested that socialization practices affect professional role adjustment. Specifically, institutionalized socialization tactics lead to a custodial role orientation and individualized socialization tactics produce an innovative role orientation.

Research Issue

The study aims to find out the impact of socialization tactics of the organization on newcomers' role orientation. The institutionalized socialization reduces uncertainty or anxiety during the entry process and develops personal adjustment. Thus the study tries to investigate how far the institutionalized socialization is related or otherwise to newcomers' role orientation and consequently gives rise to professional as well as organizational socialization. Literature review suggested that certain tactics may have more effect on newcomers than the others, as different tactics provide different information. The present study has been conducted on newcomers who have just finished their college education and entered an organization to achieve their desired expectations.

Sample and Methodology

The data analyzed in this paper is based on a heterogeneous sample of 222 freshers, from a large variety of engineering and management institutions. Respondents are interviewed through structured questionnaires. The study was based on three wave questionnaires

1) During final semester of the course, respondents are those who have received job offers,
2) after 4 weeks on the new job,
3) after 12 weeks on the new job.

- Wave-1, collected demographic and personality items and background information. The respondents were permanently separated from their last employer and actively seeking work.
- Wave-2, collected information on socializations tactics and the newcomers' ways of sharing information.
- Wave- 3, collected information regarding socialization outcomes.

Findings of the survey

The study was based on the assumption that the respondents were actively seeking job after completing final year of college education. During the study the respondents were compared through dimensions including age, gender and education. There were 134 male and 88 female in the final group belonging to varied age groups. 42.2% of the respondents belong to the age group (24 – 27) years, is the dominant group in the sample. As per qualification is concerned 58.6% respondents are from different management institutions, qualified as MBA and the rest have BE degree.

TABLE 1: DEMOGRAPHIC PROFILE OF SAMPLE FIRMS

Demographic	Characteristics	Respondents	
		No	%
Age	21 to 23 Years	88	39.6
	24 to 27 Years	107	42.2
	28 to 31 Years	27	12.2
Gender	Male	134	60.4
	Female	88	39.6
Qualification	Engineer	92	41.4
	MBA	130	58.6

The data for the study on socialization has been derived from the 2nd and 3rd wave survey. It has been noted that socialization can be rapid in the first 4 weeks and seem to result in stable attitudes. Later after 12 weeks we tried to measure newcomers' adjustment, when adjustment had become more or less stabilized. The dependent variables are also measured during 4 weeks stage to assess the extent to which personal adjustment at this stage predicts personal adjustment at 12 weeks.

Analysis of findings

The institutionalized socialization tactics has been captured through questions based on different socialization tactics e.g. formal, collective, and fixed, etc. Statements explaining each phenomenon was answered on 7-point likert scale ranging from 1(strongly disagree) to 7 (strongly agree) (for example this organization puts all newcomers through common job related training and experiences...)

Newcomers' transition to become insider from outsider has been captured by a statement capturing role orientation which is a positive outcome of successful socialization process (for example I have made an attempt to redefine my role and change what I am required to do…..). Role orientation can be conceptualized as an effective attachment to an organization characterized by shared values, a desire to remain in the organization and a willingness to exert effort on its behalf. This was also captured with structured questionnaire based on 7 – point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

To find out association between different socialization tactics with that of role orientation, a test of association has been conducted. The analysis revealed that all the socialization tactics (except sequential tactic) have significant association with role orientation at 1% level.

Table 2: Reliability and Correlations of Socialization Tactics with Role Orientation

Variables	α	1	2	3	4	5	6	7
1.Collective	0.707	1						
2.Formal	0.783	.586**	1					
3.Fixed	0.674	.182**	.577**	1				
4.Serial	0.772	.403**	.090	-.289**	1			
5.Sequential	0.768	.344**	.373**	.453**	.086	1		
6.Investiture	0.762	.541**	.438**	.025	.461**	.081	1	
7.Role orientation	0.792	.371**	.690**	.486**	-.079	.221**	.416**	1

** Correlation is significant at the 0.01 level (2-tailed). N=222; α = Cronbach's alpha

The correlation matrix shows that

i) Role orientation and collective and serial socialization tactics is having a weak correlation

ii) Role orientation and formal socialization tactics is having a strong correlation
iii) Role orientation and fixed and investiture socialization socialization tactics is possessing a moderate correlation
iv) Role orientation and sequential socialization tactics is not at all associated or having a negative correlation

Following this multiple regression has been run, with the different socialization tactic as independent variables and role orientation as the dependent variable. In regression the value of R^2 = .537 indicates 53.7% of the variability of the dependent variable (role orientation) is explained by the set of socialization tactics used as independent variables.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.057	.479		-.119	.905
	Collective	-.062	.088	-.048	-.707	.480
	Formal	.763	.114	.505	6.695	.000
	Fixed	.163	.072	.160	2.256	.025
	Sequential	-.289	.076	-.222	-3.817	.000
	Serial	-.082	.088	-.053	-.925	.356
	Investiture	.417	.080	.320	5.219	.000

a. Dependent Variable: Role Orientation

The regression matrix reveals that collective and serial socialization tactics, which are having weak correlation, have been rejected from regression mode. Collective socialization tactics referred to socialization by grouping and putting newcomers through a common set of experiences rather than treating each of them independently and putting them through unique set of experiences, may have been of not much impact because no individual attention is possible and specific needs of the employees are not at all catered. Hence it becomes difficult for the newcomers' to relate their personal needs and values with that of the organization. Similarly serial tactics take the advantage of social learning processes to help newcomers a sense of competence and task mastery with the help of experienced organizational members as role model. This indicates that the experienced members of the organization may be dominating the newcomers' by restricting their innovative thinking. Thus the newcomers' are not getting an opportunity to show their talent to achieve the desired goal rather they are forced to adopt the conventional path shown by their senior colleagues. Socialization literature indicates that the newcomers attempt to integrate the organizational role in a manner consistent with his or her own personal needs and values. They desire organizational role that utilize and reinforce their personal characteristics. Thus role orientation is not positively related to these tactics as they show less importance to individual characteristics.

On the other hand, formal, fixed and investiture tactics showed a positive significant relation in the regression model. Formal socialization suggests separating newcomers from more experienced colleagues. This may indicate that formal tactics lead to shared values and reduces uncertainty. This indicates that the newcomers' are getting a clean platform to start work, surrounded by colleagues who are more or less at par with each other. At this stage undue pressure and influence of seniors are absent and the newcomers' can work freely using their personal talent and creativity. They try to learn the organizational work culture with the help of their own efficacy using their sense of independence.

Fixed socialization provides information to newcomers about the timing associated with completing each socialization stage. As a result, it reduces uncertainty and anxiety and helps newcomers to develop a sense of control over their new environment. Here the newcomers get information that clearly defines the work schedules which help them to adjust with the new organizational culture. This gathered information insists the newcomers' to prepare a timetable for the assumption of their expected role to adjust with the new environment. Investiture socialization provides newcomers social support from experienced colleagues till the newcomers adapt themselves to the new environment. Tactics that are more investing helps the newcomers to develop the sense of competence as well as a sense of belongingness. Thus the newcomers learn to work freely with a proper sense of independence with a view to achieve their unmet expectations. Slowly and steadily they adjust with the changing organizational culture with a view to become insiders from being organizational outsiders.

Thus these tactics positively influence role orientation process by developing custodial as well as innovative role orientation which indicates that the newcomers will accept the assigned role with the acquisition of the values, attitudes, skills and knowledge of the professional culture. Beside this the newcomers will start changing the role requirement as a part of situational adjustment to become organizational insiders. Sequential socialization tactics shows a significant but negative relation in the regression model. Sequential socialization provides a set of specific information to newcomers about the sequence of learning activities and experiences. Sequential tactics may reduce anxiety and stress during adjustment to a new environment, but in practice, the newcomers' are overburdened with more and more information, which ultimately reduces their opportunity for proper orientation and adaptation of various situational adjustments to become an active member of the organization.

Conclusion

According to Jones institutionalized socialization tactics namely, collective, formal, sequential, fixed, serial and investiture tactics reflect a tendency to structure newcomers early work experiences. From the analysis it can be concluded that most of the institutionalized socialization tactics have an impact on role orientation by sharing values and developing a sense of control over their new environment. Among the tactics formal, sequential, fixed and investiture tactics encourage newcomers to passively accept established roles that the organization expects them to fulfill, thereby reinforcing the established frame of relationships within the organization. Thus it can be concluded that these institutionalized tactics played a vital role in mediating personal adjustment to organizations. Literature review suggested that institutionalized tactics becomes most important for the situation in which information is ambiguous or role learning is complex. The reason behind this is that it provides social cues and facilitates learning process. The social supports from much experienced colleagues help the newcomers' to generate a good sense of competence.

The present study dealt with respondents who are freshers and are without having any work experience in any field. So as a result of no experience at all they depend mostly on social support from existing organizational member rather than on – the- job training, role model and other job related techniques. Thus to conclude it can be highlighted that content(fixed) and social support(investiture) related socialization tactics rather than context(collective) type of institutionalized socialization techniques will have more effect on newcomers' transition into organization. This study submits the limitation of convenience sampling. A scientifically selected sample could have led to more generalized results. However, due to resource and logistics constraints this could not be overcome. A broader perspective of the analysis could have been obtained if the organizational commitment of the newcomers' are also judged to generate a better result. Role orientation and organizational commitment are indispensable to develop inference on newcomers' personal adjustment outcomes, that is the core benefit derived from this study.

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Predominance of Organizational Role Stress in Private sector: A Study of Indian Organizations

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Abstract

Stress can be defined as any event in which environmental or internal demands tax the adaptive resources of an individual, stress may be biological(a disturbance in bodily system), Psychological(cognitive and emotional factors involved in the evaluation of threat), and even social (the disruption of a social unit). Many sociologists and community psychologists have studied stress by measuring role strain- problem experienced in the performance of specific role, such as partner, worker or a colleague. In organizations different roles have been performed by the employees and the stress generated as a result of occupying role is called role stress. In a last few decades it has become a vital area of research and studied rapidly in India and overseas in different arenas. By means of secondary data existing on role stress, this paper significantly reviews the pronouncement of role stress in Indian private sector and shows that with the rising competition in global market scenario the level of stress is also mounting; consequently the more précised roles are required for enhanced performance.

Keywords: Role Stress, Critical Review, Private Sector

Introduction

Stress is inevitable in today's contemporary era, rapid industrialization, urbanization and technological advancements are the precursors for rising stress and for many it has become a way of life. In simple term stress can be stated as person's inability to cope with the daily routine activities or can be defined as any event in which environmental or internal demands tax the adaptive resources of an individual. Stress may be biological (a disturbance in bodily system), psychological (cognitive and emotional factors involved in the evaluation of threat), and even social (the disruption of a social unit). Stress has its effect on people in a both positive and negative way, as a positive influence, stress can drive a person towards action; it can result in a new awareness and an exciting new perspective and such stress is called eustress. As a negative influence, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems such as headaches, upset stomach, rashes, insomnia, ulcers, high blood pressure, heart disease, and stroke and such stress is called distress.

Stress at workplace can be a real problem to the organization as well as for the workers, if the employees get stressed the results can also be faced by the organizations. As health is not merely the absence of disease or infirmity but a positive state of complete physical, mental and social well-being (WHO, 1986), a healthy working environment is one in which there is not only an absence of harmful conditions but an abundance of health promoting ones. Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the business performance. Work-related stress can be caused by poor work organization (the way we design jobs and work systems, and the way we manage them), by poor work design (for example, lack of control over work processes), poor management, unsatisfactory working conditions, and lack of support from colleagues and supervisors. Employees are less likely to experience work-related stress when - demands and pressures of work are matched to their knowledge and abilities - control can be exercised over their work and the way they do it - support is received from supervisors and colleagues - participation in decisions that concern their job is provided.

Organizational Role Stress- Evolution & Construct

Hans Selye (1936) is generally considered to be the father of modern stress, he is the one who generates an exclusive phenomenon. Selye presented a phenomenon called the General Adaptation Syndrome (GAS). It was described as the bodily response to prolonged stressful circumstances m the form of physiological and behavioral responses.

1. **Alarm Reaction**- In this stage, the person first becomes aware of the stressor. After becoming aware to the stressor, the body goes into a state of shock. In the state of shock, the blood pressure and body temperature drop, and temporary loss of muscle control is experienced. While in shock, the body's ability to deal with the stressor is below its normal level.
2. **Resistance**- If the stressor is not immediately dealt with, the person enters a stage of resistance, in which they try to adapt to the stressor, and cope with it. All unnecessary processes in the body, such as growth, menstruation and sex drive are shut down to save energy, so that all of it is directed towards resisting the stressor.
3. **Exhaustion-** If the stressor has still not been dealt with; the body enters a state of exhaustion. The person or animal can no longer deal with the effects of the stressor, and their resources are depleted. Resistance to disease is very weak, and the organism is vulnerable to physical and mental disorders.

Organizational Role Theory (ORT) was developed in the 1960s and provides insight into the processes that affect the physical and emotional state of an individual in the workplace that affects their workplace behavior. As employee behavior is directly related to their work performance, understanding the determinants of employee's behavior in the workplace can allow organizations to maximize employee performance. However, given that ORT was developed in the 1960s in an organizational context that is markedly different and arguably less complex than that experienced today. The first assumption relates to role-taking. This assumption states that an individual will 'take' or accept a role that is conferred upon them by their employer. In the organizational context it is assumed that an individual will 'take' the role required by their employer when they accept an employment position (Katz & Kahn), 1978. The second assumption relates to the existence of role-consensus between employers and their employees, this assumption states that for organizations to function optimally there needs to be consensus regarding the expectations of enacted roles and the manner in which they interact. The third assumption relates to role-compliance. This assumption states that each role has a set of behaviors that are well defined and consistently adhered to by employees. In the organizational context this compliance is underpinned by the job description that sets the objectives of each position and dictates the behaviors expected in each position to achieve these objectives. Often employees play a multitude of roles and it is obvious that clarity of tasks leads to greater job satisfaction (Ting, 1997).The concept of role stress was introduced by Kahn, et al. (1964) identified three dimension of role stress namely role conflict, role ambiguity and role overload.

Role Conflict- Role conflict is a type of social conflict caused from an individual being forced to take on separate and incompatible roles. Role conflicts can occur individually, as in the case of one person being torn between separate roles for different organizations or groups, or within an organization, when an individual is asked to perform multiple roles in the same group. An employee with both work and management roles in a department, for instance, assumes the conflicting roles of supervisor and co-worker.

Role Ambiguity- Role ambiguity refers to a lack of certainty about expectations from a concerned party. An ill-defined behavior associated by a particular role as noted by the human resource management. Role ambiguity is a key component of role stress. Workers may be unclear regarding the goals, expectations, or responsibilities associated with the performance of their positions. Unclear roles may involve expectations for behavior or performance levels. In order to be proficient in their role, people should be made aware of the responsibilities and obligations of that role, the actions necessary to fulfill the role, and the effects that the role has on various constituents.

Role Overload- Role overload is defined as when there are too many roles at one time for a person to handle or roles are changing and too many new roles develop at once. At the work place or in academia, it is usually as a result of extremely high work demands that one cannot meet in the allocated time. Ill health and a general sense of wariness are symptoms that follow role overload.

Based on the framework of Kahn, et al, a role conflict scale comprising of eight items, and a role ambiguity scale comprising of six items was developed by Rizzo, House and Lirtzman (1970). These two scales were extensively used for role stress research for a long time in spite of controversies about their validity. McGee, Ferguson and Seers (1989) called for a moratorium on the use of these scales. Only two role stressors were measurable until Beehr, Walsh and Taber (1976) developed a role overload scale comprising three items. This condition existed before the contribution made by Pareek (1982), as until this contribution research on stress in organizational roles was confined to role conflict, role ambiguity and role overload, even though these three role stressors have represented the complexities of performance in organizational roles.

Pareek (1982) significantly expanded the framework of role stress by identifying eight role stressors which closely represented problems encountered in organizational roles. He developed the Your Feelings About Your Role (YFAYR) Scale, which comprises 40 items to measure inter role distance, role stagnation, role ambiguity, role erosion, role overload, role isolation, role inadequacy and self-role distance. The YFAYR scale was improved by Pareek through factor analysis, which led to splitting role ambiguity into a new version of role ambiguity and role expectation conflict; and role inadequacy into resource inadequacy and personal inadequacy. A comprehensive role stress measurement scale comprising 50 items for the measurement of ten role stressors was thus, realized.

The new instrument was called the Organizational Role Stress (ORS) Scale (Pareek 1983). The new instrument has two subsystems: Role Space and Role Set. Role Space and Role Set have a potential for conflict and stress. Role Space Stress has three main variables: self, the role under question, and the other roles he occupies. Any conflicts among these are referred to as role space conflict or stress. Role Space Stress has the following dimensions- Self-Role Distance (SRD), Role Stagnation (RS), Inter-Role Distance (IRD). Role Set Stress has the following dimensions:-Role Ambiguity (RA), Role Expectation Conflict (REC), Role Overload (RO), Role Erosion (RE), Personal Inadequacy (PIn), Role Isolation (RI), Result, Role Inadequacy (RIn). This framework has become the basis of study for many of the researcher’s and lots of studies have been done using this framework. These different type of stressors are explained below-

Self-Role Distance (SRD): It arises out of the conflict between the self-concept and the expectation from the role, as perceived by the role occupant. If a person occupies a role that he may subsequently find to be conflicting with the self-concept, he/she feels stressed.

Role Stagnation (RS): As an individual grows older, they also grows in the role that they occupies in an organization. With the individual’s advancement, the role changes and with these changes in the role, the need for taking a new role becomes crucial.

Intra-Role Distance (IRD): An individual plays more than one role, typically an organization role and a familial role. When one of his/her roles is excessively demanding the role occupant is unable to balance between his/her roles.

Role Ambiguity (RA): When an individual is not clear about the various expectations that people have from his role he faces role ambiguity. It may be due to lack of information available to a role occupant, or his lack of understanding of the cues available for him. It may be in relation to activities, responsibilities, priorities, norms or general expectations.

Role Expectation Conflict (REC): When there conflicting expectations or demands by different roles senders (persons having expectations from the role), the role occupant experiences this type of stress. The conflicting expectations may be from the boss, subordinates, peers or clients.

Role Overload (RO): When a role occupant feels that there are too many expectations from the significant others in his role set. While too many expectation from a role generate 'quantitative overload, too high expectations from a role generate 'qualitative overload'. It is more likely to occur where role occupant lack power.

Role Erosion (RE): Role erosion is the individual's subjective feeling that some important expectations that he/she has from a role are shared by other roles within the role set. It is likely to be experienced in an organization that is redefining its role and creating new roles.

Personal Inadequacy (PIn): When a role occupant feels that he/she does not have enough knowledge, skills or training to undertake a role effectively, or that he/she don't have time to prepare for the assigned role they feel stressed. Persons who are assigned new roles without adequate preparation or orientation are likely to experience feelings of personal inadequacy.

Role Isolation (RI): Role isolation experienced when the role occupant feels cut off from the channels of communication. He does not have the desired frequency or ease of interaction and feels distanced. When linkages are strong, the role isolation will be low and in the absence of strong linkages the role isolation will be high. It can be measured in the terms of the existing and desired linkages.

Role Inadequacy (RIn): Resource inadequacy stress is experienced when the resource required by a role occupant for performing his role effectively are not available. Resources may include information, people, material, finances or facilities.

Emergence of Private Sector

The importance of private sector in Indian economy over the last 15 years has been tremendous. The opening up of Indian economy has led to free inflow of foreign direct investment (FDI) along with modern cutting edge technology, which increased the importance of private sector in Indian economy considerably. Previously, the Indian market was ruled by the government enterprises but the scene in Indian market changed as soon as the markets were opened for investments. This saw the rise of the Indian private sector companies, which prioritized customer's need and speedy service. This further fueled competition amongst same industry players and even in government organizations. The post 1990 era witnessed total investment in favor of Indian private sector. The investment quantum grew from 56% in the first half of 1990 to 71 % in the second half of 1990. This trend of investment continued for over a considerable period of time. These investments were especially made in sector like financial services, transport and social services.

The late 1990s and the period thereafter witnessed investments in sector like manufacturing, infrastructure, agriculture products and most importantly in Information technology and telecommunication. The present trend shows a marked increase in investment in areas covering pharmaceutical, biotechnology, semiconductor, contract research and product research and development. The importance of private sector in Indian economy has been very commendable in generating employment and thus eliminating poverty. Further, it also affected the following –

- Increased quality of life
- Increased access to essential items
- Increased production opportunities
- Lowered prices of essential items
- Increased value of human capital
- Improved social life of the middle class Indian
- Decreased the percentage of people living below the poverty line in India.
- Dissolved the concept of monopoly and thus neutralized market manipulation practices
- Ensured Fair competition amongst market players.

The importance of private sector in Indian economy can be witnessed from the tremendous growth of Indian BPOs, Indian software companies, Indian private banks and financial service companies. The manufacturing industry of India is flooded with private Indian companies and in fact they dominate the said industry. Manufacturing companies covering sectors like automobile, chemicals, textiles, agriculture-foods, computer hardware, telecommunication equipment, and petrochemical products were the main driver of growth. The Indian BPO sector is more concentrated with rendering services to overseas clients. The KPO sector is engaged in delivering knowledge based high-end services to clients. It is estimated, that out of the total US $ 15 billion KPO service business around US $ 12 billion of business would be outsourced to India by the end of 2010.

Growth of Private Sector

As of the figures of the last decade, India has had a remarkable growth in private sector investment. The liberal trade and investment policies and the country's infrastructure have provided the environment for higher investment and growth in private sector.

- Growth in Telecom Sector **–**

  As of the figures of 2001-06, there has been an incredible increase in the investment in the telecommunication sector in India and as a result there has been immense growth in the telecom industry. 64% of the investment in this sector in South Asia has been in this sector. Various private telecom companies as airtel, Reliance Communications, and Tata Indi-com etc. have been the major investors in this field. The subscriber base has increased as a result which is reflected in their figures: Bharti Airtel- 3,280,658**,** Reliance communication- 1,232,060**,** Tata Teleservices- 1, 289, 17
- Growth in Energy and Water Sector

  This sector also has attracted a large investment from the private industries. Figures as of 2001-06 registered 17% investment in the sector. However in the water sector there has not been any major investment due to political issues, weak authority etc. In India, the power distribution has been privatized in several cities as Delhi and states like Orissa. The western state of Maharashtra is also keen on having larger investment from the private sector in the power division.
- Growth in Transport Sector

  This sector has also become an important area of investment by the private enterprises. As of figures of the year 2006, there has been an investment of 34% alone in the transport sector. The driving force behind this success has been India's initiatives and policies encouraging partnerships of the private and the public sectors in transport.

Role Stress in Private Sector

The fast growing economy is more concern to generate the income and employment opportunities that were needed for improving living standards for the bulk of the population and to generate the resources needed for financing social sector programmes, aimed at reducing poverty and enabling inclusiveness. India has a younger population not only in comparison to advanced economies but also in relation to the large developing countries. As a result, the labor force in India is expected to increase by 32 per cent over the next 20 years. With the introduction of economic reforms and liberalization in 1991, the Government initiated a systemic shift to a more open economy with greater reliance on market forces and a larger role of the private sector, including foreign investments. The past ten years have seen the development of a dynamic private sector, which has grown in strength and is well positioned to undertake large investments needed to propel the economy to a faster growth path. With this progress the amount or stress also increase, there are numerous sources which lead to stress, such as job, family, personal and professional demands and one of the major sources of stress can be role which occurs as a result of position one occupies in his/her personal and professional life.

Role Stress has been found to be studied most rapidly in last few decades, it is also related with few other variables like job satisfaction, work family issue etc. Intolerance of ambiguity does moderate the impact of role ambiguity (Frone, 1990, Das 1984). Bose (1997) have studied the influence of age and gender on organizational role stress, coping behavior, and parental Interactional styles (PISs) while managing children's stress. Both age and gender do influence all the 10 dimensions of organizational role stress, coping behavior and PISs of career couples. Biswas (1998) examined the effects of six life style stressor i.e. performance, threat, boredom, frustration, bereavement and physical or organizational commitment (managers, supervisors and workers), which stated that performance; threat and frustration stressors are significant predictors of organization commitment whereas none of stressors predict job involvement than supper in forces and works. Workers report significantly higher performance stress than managers and supervisors.

Beulah Viji Christiana.M (2010), find the various factors influencing stress among the Indian IT Professionals The results stated that fear of obsolescence contributes more towards jobs stress followed by 'client interaction', 'technical constraints, 'team factors', 'role overload'. Turan (2011) studied the role stress and demographics namely age groups, gender, qualification and length of service which showed that highest role stressor is IRD, followed by RO, RIN, REC and SRD in a descending order experience was noted as significant with respect to the REC , RE, RO, PI, SRD, RA, and TRS. Madhavi (2011), examined the relationship between work family issues and role stress dimensions and studied the impact of demographic variables on work family issues and the results states that demographic variables namely: education, designation, experience, family type, income, distance travelled and mode of transport used have largely influenced the work family issues. Mehta (2011) studied the stressful environment and culture of call centers in NCR-Delhi and Punjab, and found major role stressor as personal inadequacy, role isolation, and role ambiguity followed by inter-role distance, role stagnation, role expectation conflict role erosion, self-role distance, and role overload affected 60 to 65 percent of employees. Parveen, (2012) it was showed that private sector employees are under high level stress as compared to the public sector and inter role distance was found as a prominent role stressor.

Main Stressors at Workplace

Stress has been studied repeatedly by many researchers with different variables, with the greater understanding of stress as subject different types of stressors have been identified with reference to private and public sector. With the review of more than 25 papers based on private sector different type of stressors have been identified such as: Job performance, factor intrinsic to job, work overload, role conflict, inter role distance, role expectation conflict, role expectation conflict.

Job Performance- the process of being evaluated and appraised can be a stressful experience for everyone. It must be recognized that performance appraisals can be anxiety provoking, for both the individual being examined and the person doing the judging and appraising. In private sector this is one of the main sources of stress because the employees in the private sector are evaluated on the basis of their performance.

Factor Intrinsic to job – one of the other main source of stress are factors intrinsic to job, these factors have been studied rapidly and found that these play important role in generation of stress. The factors include working condition, shift work, long working hours and new technology. More or less these factors stressed the employees and affect their performance.

Work overload- Stress and overload can also affect the productivity, the work relationships, and performance. If person is working longer and longer hours or feel overwhelmed by all that one does, one may experience overload at work. Work overload can lead to physical and emotional exhaustion that leads to symptoms such as headaches, stomach complaints and difficulties sleeping. We can see the signs of work overload in people when they become inflexible, irritable and when they deny having a problem. Left to fester, they become cynical, detached, and mental health starts to suffer. These are all signs of burnout.

Role conflict- role conflict as explains above exists when an individual is torn by conflicting job demands or by doing things he or she does not really want to do, or things which the individual does not believe are part of the job. Workers often feel themselves torn between two groups of people who demand different types of behavior or who believe the job entails different functions. Researchers have indicated that role conflict leads to reduced job satisfaction and higher anxiety levels.

Inter role distance- It is experienced when there is a conflict between organizational and non-organizational roles, for eg the role of an executive and the role of a husband/wife. Such inter role conflicts Are quite frequent in modern society when the individual is increasingly occupy multiple role in various organization and groups. Employees going through personal or family problems tend to carry their worries and anxieties to the workplace. When one is in a depressed mood, his unfocused attention or lack of motivation affects his ability to carry out job responsibilities.

Role Expectation Conflict- This type of stress is generated by different expectations by different significant persons, i.e. superiors, subordinates and peers, about the same roles and the role occupant's ambivalence as to whom to please attribution. When there are conflicting expectations or demands by different role senders, the role occupant may experience this stress. These may be conflicting expectation from the boss, subordinates, peers or clients

Implications for dealing with Stress

- Cut back on other commitments until your workload eases. When one is overloaded, a good rule of thumb is to drop one old commitment when you take on a new one.
- Set priorities. Decide which tasks needed to do now and which ones can wait. Break big projects down into parts and set a deadline for each, then make a timeline or to-do list to help you stay on track. If you aren't sure which tasks are most important, ask your manager for guidance in prioritizing.
- Improve communication skills. Strengthen the ability to ask for guidance and communicate information to others. Rehearse making these requests with someone at home. Role-play with a trusted adviser. Learning to speak up will help you understand your manager's expectations and enable you to ask for support when you need it.
- Manage mail, email, voice mail, and faxes. Too much information can make you feel overwhelmed. Try to answer voice mail, email, and paper mail the same day. Cope with email overload by checking your email only at set times during the day.
- Introduce new performance measures that focus on objectives, results and output, and move away from a focus on hours; and increase the number of supportive managers within the organization.
- Everybody suffers from role conflict. This form of a social struggle could lead to further complications in day-to-day life. People who have to undergo stressful role conflicts and have trouble dealing with them are more prone to failure and social breakdown. Family, professional, social and personal relationships can be drastically affected. Nonetheless, role conflict is healthy in terms of helping people learn to cope with the various situations that day-to-day life may present.
- Set standards for roles. Too much of one may conflict with the other. A proper balance is needed. Time management is a great help. Set standard time limits for the different roles you are playing. Other roles may need longer time to play for the other to flourish.
- Understand the need to play a given role. The gravity of need one has to do in order to execute his roles is important not only to himself but for those who are around him. Be mindful while playing the role, and for whom or what you do it for.
- Ask for her input, make sure that senior knows how committed you are while doing a good job. It may become crystal clear what skills you thinks you need to work on, but if not, ask the boss to share with you the areas in which he/she believes you need to improve. One not only score major points for asking, but this may be the most valuable information you get out of your review.
- Another mindset that can exacerbate stress is perfectionism. Trying to be mistake-free and essentially spending your days walking on eggshells is exhausting and anxiety-provoking. Talk about putting pressure on yourself! And as we all know but tend to forget: Perfectionism is impossible and not human, anyway

- Avoid negative thinking**.** Acknowledge the positive in your life and begin to re-establish some balance in your emotional register. Avoid focusing on only the bad things that happened during your day, but consider the good as well.
- Organize your life. Set goals for what you need to achieve during the day, then write a "to do list". Add some breathing room in the middle of the day that will give you time to recharge. Taking control of your time and priorities will significantly decrease the amount of stress you feel.
- Identify the things that put you under stress. Make sure you understand why you become stressed so that you can try to avoid these circumstances. Knowledge is powerful, and self-knowledge is especially powerful.

Conclusion

Stress in the workplace has been a major problem for both employees and organizations and it has estimated that approximately 13.4 million working days in Britain lost per year due to stress (Fielder, Cooper 2002). Stress can be brought about by pressures at home and at work. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. The effectiveness of an organization is dependent on the effectiveness of its people (Pareek, 1993, 2004) even the most competent and motivated people may not perform well when there are problems in their organizational role. Stress at work can be a real problem to the organization as well as for its workers. Most of the stress at work arises out of a role occupied by a person in the organization. A better appreciation of differences in problems prevailing across the company would facilitate easier identification of right opportunities for enhancing individual and organizational performance and effectiveness in different parts of the company. Now a day's extra attention should be given to the stress generated symptoms and management techniques. Training schedules should be organized for the employees to manage mental as well as physical health.

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Innovation as a Predicator of Organizational Sustainability in Sports Industry

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Abstract

Innovation provides counterweight to the business. Many executives have a belief that sustainability is a burden on bottom line but apparently it seems that becoming environmental friendly lowers the cost and increases revenue. That's why sustainability should be a guiding path for all innovations. Sustainability is an on-going process; organizations need to embed sustainability into their core business. Sustainability is a key driver to Innovation wherein becoming a key for business success and in past it has gained success in the economic sphere. For an innovation to be effective it must result in a sustainable change particularly an improvement in a real product or a service when compared to the previous one which results to the profitability and high rise of the firm. Advancements in technology have helped sports to reach to a level where a number of improvements have been done recently, ranging from equipment to swimwear to shoe and much more. Sports have gained a great prominence in recent years. It has proved to be beneficial to maintain the well-being of an individual. The sport market consists of range of sub-markets ranging from shoe to apparels. In this market, nearness to customers, gaining their insight about the product and understanding of their wishes is one of the key drivers to success. Sports industry faces a number of challenges. As the shift towards an inactive lifestyle and increased longevity innovations in products and services are required in order to meet the demands and wishes for the customers. To meet the changing needs of the customers, sports industry should be more flexible, dynamic and innovative in their approach. The solid foundation of any innovation is the spirit of co-operation among employees. This industry is targeted because of limited and insufficient resources are available for innovation and research. This paper focuses on existing cases from the literature emphasizing the importance of Innovation to sustainability. In this study an attempt is made to discuss the innovations in sports industry.

Keywords: Innovation, Sustainability, Sports Industry

Introduction

In today's highly competitive world, business success depends increasingly on the ability to innovate. Business leaders are already recognizing the importance of design thinking in shaping business strategy. Innovation is the basic foundation of economic growth. It is one of the critical determinants for sustaining, business competitiveness and improving productivity. Innovation is considered to be important because it allows businesses as a whole to change.

Innovation has become the industrial religion of the 21st century. An organization sees it as the key to increasing profits and market share. It is usually thought of as the creation of a better product or process. But it could just as easily be the substitution of a cheaper material in an existing product, or a better way of marketing, distributing or supporting a product or service. Innovation is one of the important processes that look forward to an organization's betterment. Innovation provides a counterweight to business. It provides with a balanced life and a good quality of work life.

The Origin of Innovation: is the result of: a shock (a major failure) to the system, problematic search, random variability in experimentation, deliberate decision to invest in learning, match between a need and ideas which already exist, availability of slack resource, management philosophy and organizational climate, and customer needs" **(**Yuri Ijuri and Robert Lawrence Kuhn). Innovation is a complex development of new ideas and discoveries brought into the business and social environment. Innovation is basically a mixture of Product innovation (new goods), Process innovation (changes the good within the firm) and Behavioral innovation (routine replaced with a new one). Innovation is the foundation of the economic growth. Factors affecting the need for innovations are external driver (competition, lower cost) and internal driver (improve quality, improve profitability) according to Canadian Innovation Center.

Innovation is very important for industries and businesses as it allows adapting new change as a whole. Innovation is a complex process, which requires creativity and a lot of hard work. Innovation is required for economic growth, for competitive advantages, desires for higher business revenues, to take advantages of the opportunities, for better returns and survival as quoted by Lorraine Yapps Cohen. Innovation is the only key to sustain longer in the business.

Today firms are realizing the importance of innovation to gain competitive advantages, in order to win they are engaging themselves in innovative activities. Today, Business environment is very dynamic to meet the needs of their customers. To meet this criterion, firms are creating new products and services to provide better experience to their customers. Innovation provides counterweight to the business. Innovation is just not about technology; it is also about understanding and exploring the needs of the customer. Firms, which innovate, tend to reach to a greater height in their business. Innovations help companies to adopt various strategic options. It provides an opportunity to enter markets faster and deeper.

For any innovation to be effective it must result on a significant change, in order for an innovation to be effective, or even successful, it must result in a significant change, preferably an improvement in a real product when compared with previous achievements (Amabile, 1997; Harper and Becker, 2004). Sustainable innovation is innovation in which improvement of services, products or organizational processes, not only delivers an improved economic performance but also enhanced social and environmental performance, both in the short and long term (Von Weizsäcker *et al.*, 1997; Biondi and Iraldo, 2002; Alakeson and Sherwin, 2004).

Sustainability

The World Commission on Environment and Development (WCED)_(1987) defined sustainable development "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Sustainability is an on-going process; organizations need to embed sustainability into their core business. Laszlo and Zhexembayeva (2011) describe embedded sustainability, as: "… the incorporation of environmental, health, and social value in the company's core business with no trade-off in price or quality." The above definition consists of all factors needed to be considered by organizations including economic, social and environmental responsibility.

Sustaining an organization takes time, planning and cultivation. Sustainability has gained more importance into businesses in the past 10-15 years. With population growing every year there is a risk to existing environmental degradation and thus disturbing the natural ecosystems. Today, Organizations are guided by three sustainability 'pillars' as defined by WBCSD; environmental, social and economic. Organizations want to be associated with the businesses, which are positive and have no negative effect on ecology. They want business, which can improve the quality of mankind all over the world and want business that can sustain themselves by financial measures. Sustainability is an operating principle, which cannot be imposed from outside an organization it has to be accepted by all inside an organization.

Sustainable development is just not possible without innovation. A research by Arthur D. Little found that sustainable development is one of the major sources, which provides opportunity to re-think about the existing idea and bring innovations in the same. Sustainable development is one of the key sources of innovation, which enhances business growth. Communication of sustainable development is one of the most important ways to strengthen relationship with stakeholders. He conducted a research in which data revealed that top 20% of ranked companies enjoyed double the shareholder returns of other companies; companies in the bottom 20% reported shareholder returns of less than a third of other companies; 95% of Wall Street analysts reported that the more innovative companies enjoy a share price premium over their less innovative; more than 90% of the analysts report that the importance of innovation has increased significantly in 10 years; and more than 70% say that innovation is a key for business success.

For an organization to be sustainable its Board of Directors and senior management look after the system in such a way which helps the organization to think long term and think about their employees well-being. Seven components to ensure a sustainable organization are Organizational Identity, a long range strategic plan, annual operational plans, annual financial plans, Long Range fund raising plans, annual board development plan, staff development and organizational culture.

Are Organizations Sustainable?

In today's era the management of an organization spends a quality of time in managing the Sustainability of their employees. Unfortunately, there are evidences that management particularly in private sectors are struggling to make their respective organization sustainable. A brief review of some of the literature of the past ten years examining corporate sustainability produced the following results:

Chris Zook& James Allen (2011) found that only 13 percent of their samples of 1,854 companies were able to grow consistently over a period of 10 years. Richard Foster & Sarah Kaplan, concluded that only 160 of 1,008 companies, which were subject of their examination were able to survive from 1962 to 1998. Every industry including sports is dependent on one core element i.e. Innovation. One of the industry which is highly innovative and sustainable is sport industry, that is why this industry was selected for the present study.

Sports Industry

Sport is multibillion-dollar industry worldwide and in spite of that it is one of the highly respected career option. Sports have gained a great prominence in recent years. It has proved to be beneficial to maintain the well-being of an individual and a way to maintain good social relationships. The sport market consists of range of sub-markets ranging from shoe to apparel. In this market, nearness to customers, gaining their insight about the product and understanding of their wishes is one of the key drivers to success.

The Wide World of Sports

Sports Industry has gained prominence in both developed and developing countries. Examples are as follow.

BRIC GDP growth in developing nations- Russia, India, Brazil and China_has grown more than 4 percent annually since 2000. India and china are among the most dynamic with 8 and 12 percent annual GDP growth. As confirmed by the industry's growth in relation to household spending the economies have been more active in sports. Since 2000, Russia spending on sports rose more than 53 percent annually, China rose by 20 percent, Brazil by 7 percent and India's by 17 percent. This trend will increase in future as Brazil will host the 2014 World cup and 2016 Summer Olympics and Russia will host the 2014 Winter Olympics and 2018 World Cup.

France While growth in France's sports spending has been slow since 2000(4 percent annually), the USFA Euro 2016 will drive sports consumption and investments. The country has a unique opportunity to build new stadiums and upgrade old ones.

Germany Germany spent more on sports in preparation for the 2006 World Cup- the country's sports industry grew at a compound annual growth rate of 5 percent since 2000. Sports marketing in Germany rely on a strong network of local, private sponsors.

United Kingdom The U.K's traditional passion for sports- the country created rugby and was the pioneer of professional football- and its preparation for the 2012 Summer Olympics in London has driven 6 percent annual growth since 2000.

United States U.S.- based sports- American-style football (NFL), baseball (MLB), basketball (NBA) and hockey (NHL)- are the biggest, bringing in more than 15 billion ($ 23 billion) yearly in gate, media and sponsorship revenues.

Note: Figures are for 2000 to 2009. Brazil spending includes investments related to FIFA World Cup 2014, and culture, leisure and other recreational expenditures are not isolated.
Sources: INSEE, Sports England, ROSSTAT, U. S. Census Bureau, Datamonitor, INEGI, Statistical Yearbook Japan, Deutsche Bank, Destatis; A.T Kearney Analysis.

Innovation and Sport Industry

Innovation is one of the important processes that look forward to an organizations betterment. Sports industry faces a number of challenges in order to meet the demands of the population. However, research and innovation in sports industry is limited. As the shift towards an inactive lifestyle and increased longevity innovations in products and services are required in order to meet the demands and wishes for the customers. To meet the changing needs of the customers, sports industry should be more flexible, dynamic and innovative in their approach. The solid foundation of any innovation is the spirit of co-operation among employees. With a shared sense of urgency we can develop a great product and service and only through active and powerful collaboration we share the research, knowledge and development necessary to make innovation in sports industry.

The World's Top 10 Most Innovative Companies in Sports are as follow

- Nike
- NBA
- Qcue
- UFC
- AlterG
- Babolat
- GE Healthcare
- CrossFit
- Synergy Sports
- Cantor Gaming

Innovation is one of the major factor on which the growth of any industry depends, the same goes with sports industry. Without any innovation it will be impossible for any company to survive. Sport industry have developed their own and very different logics of innovation for their products. It is technologically complex when it comes to the development of products because it requires complementary and varied competencies.

Innovation and Sustainability

Today's world is characterized by big innovation, in almost every direction. One of the most dynamic fields is sports industry. Innovation is one of the most critical determinants for performance and competitiveness.

Steps to a successful innovation are as follow

- Analysis- It is an important part of evaluating whether innovation is a flexible option. Evaluating the strengths and weakness are helpful in achieving the objectives.
- Idea Generation- Once analysis is done, the next step is brainstorming further discussing the opportunities, advantages and disadvantage. This process must be open, flexible and transparent those are achievable.
- Market Research- one of the critical step, which helps to determine whether there is a place for such product in market.
- Identify resource requirements- It is important to make a list of resources required to carry out the research. Each phase (design, development, production) has different requirements.
- Identify resource availability- At this stage determining what resource will cost and how they will be accessed are questions need to be answered.
- Factor assessment- Factors such as cost of production, market concern, risk involved, and commercialization should be addressed before beginning any development. Once the company gathers all this information, the team will have a better understanding of its innovation.
- Product Development- Once all the above-mentioned steps have been fully addressed, the company can finally proceed with the work required to develop and bring the product to the market.

Innovation is required for economic growth, for competitive advantages, desires for higher business revenues, to take advantages of the opportunities, for better returns and survival. Innovation is the only key to sustain longer in the business. Today firms are realizing the importance of innovation to gain competitive advantages, in order to win they are engaging themselves in innovative activities. Sustainable development is just not possible without innovation. Sustainable development is one of the key sources of innovation, which enhances business growth. Communication of sustainable development is one of the most important ways to strengthen relationship with stakeholders.

Literature Review

Innovation is a key for business success (Cooper, 2001; Totterdell*et al.*, 2002; Zhang and Doll, 2001). In past, innovation has been measured specifically in the economic sphere. The corporate management has been due to increase in non-economic sphere eventually leading to innovation management (e.g. Christiansen and Buen, 2002; Preuss, 2007; Roth, 2009). For example, some companies measure their innovation according to environmental criteria (Fitzgerald *et al.*, 2006; Adamzcyk *et al.*, 2009). The sustainable development has to be the strong reason to recognize the non-economic aspects in management. The Brundtland Commission in 1987as defined the concept of sustainability a political concept: "Sustainable development is that development which meets the needs of the present without compromising the ability of future generations to meet their own needs." The influencing term "triple bottom line" has been used in business) for the integration of economic, social, and environmental aspects (Elkington, 1998).

Sustainability is the key word to innovation management both from a moral and a business perspective (Salzmann *et al.*, 2008). From a moral perspective, studies have found that the corporation is important in solving societal and environmental challenges, as all these problems are too complicated to be solved from the political aspect. Keeping in mind the business perspective, sustainability has significant potential for innovations and business opportunities. Two arguments, which support the above, mentioned statements are: First, Innovativeness is the product of new regulations and laws existing in our societal environment (Fichter, 2006; Hockerts, 2008; Preuss, 2007). Second, the new source of ideas and visions leading to business opportunities has been due to sustainability (Hart, 1997; Day, 1998). A positive correlation has been found between sustainability and business success by many researchers (Wagner and Schaltegger, 2003). Studies have shown that minority of businesses consider sustainability as one of the key source of innovation and competitive advantage (Hockerts and Morsing, 2008). For an Innovation to be effective it must have a significant change in the real product so as to contribute to the profitability and long continuity of a certain firm (Amabile, 1997; Harper and Becker, 2004).This effectiveness should be such so as to improve the quality, diversify the products, improved efficiency, improved reputation and have a positive influence on turnover of a firm (Guinet and Pilat, 1999).

Milton Friedmanin his article (1970) stated that there is only one social responsibility of business i.e. to engage in activities for increments of profit and proper utilization of resources but confined by certain rules or certain boundaries. McKinsey conducted a Global Survey (2011) which revealed that integration of Sustainability principles in the businesses have proved to be successful and profitable for the companies. Sustainability and Global Executive Study (2011) in collaboration with MIT Sloan Management Review and the Boston Consulting Group found that investment in sustainability was increasing despite of economic downturn, which was due to sustainability being a permanent agenda in their list. One third of MIT's sample reported that sustainability improves the quality of life of humankind and contributes to the profit. John Elkington (1997) coined the term “triple bottom line” which consists of three pieces i.e. people, planet and profits, and these three elements so termed as “triple bottom line” is one of the central concepts around sustainability and business. 3Ps lead the management to think about how business should work for its own benefits and for the benefits of all its stakeholders.

Ram Nidumolu, M. R. Rangaswami and C. K. Prahalad, (2009), suggested that sustainability has is one of the major source of innovation especially, in an economic downturn. True sustainability requires innovation a wide innovation. World Business Council for Sustainable Development reported that, "Innovation is at the core of creating a sustainable human society. As a society, we will not succeed in creating a sustainable world if we focus merely on doing more efficiently what we currently does." Compatibility btw innovation and sustainability enhances the process of employee engagement. Changes in the innovation always lead to sustainable companies, which are by product of ongoing processes and their eventual products. Significant progress in the work is due to the feeling of attachment to the work according to research by Harvard Professor Theresa Amabile and her colleague Steve Kramer, They tell us, 'As long as workers experience their labor as wrathful and meaningful, progress is followed by positive excitement about the work' (Amabile and Kramer 2011). Research shows that performance is due to a positive inner work life experiences. They say 'Inner work life has a profound impact on workers' creativity, productivity, commitment, and collegiality' (Amabile and Kramer 2007) When people are happy about their work, they put more effort into it. Pursuant to Green Research 2011, it has been revealed that employees who are most committed to their organization put forth 57% more effort and are 87% less likely to leave their company as compared to the employees who consider themselves as disengaged (Bloomberg Business Week 2010). Apple, Pixar Studios and 3M all have been significant examples to prove the above-mentioned statement. All the examples have one thing in common is that they have established forums for creative conversations and collaboration among people with diversified experiences and technical knowledge. They have a strong belief that certain factors including geographical, functional and institutional divisions amongst the individuals stimulates new ideas (Lehrer 2012) which has provided us with some amazing gazettes like I-phone, I-pad and toy story.

Objectives of the Study

The present study was conducted to analyze

- Is Innovation a major cause of sustainability?
- To identify the key players in Sports Industry following Innovative Practices.
- To identify the key reasons for Innovation in Sports Industry.

Analysis

Innovation and sustainability in sports industry

Nike products are designed with the aim of using the best quality to provide great performance.

Nike has recently regained leadership in sportswear and all this has been possible because of innovation and sustainability. “Just do it” is one of the statements, which is very close to the heart of the Nike organization. Nike has recently regained its mojjo. Programmes such as Nike ID mass-personalization platform has shown great results and got partnerships such as the Nike+ IPod with Apple, there has been great focus on innovation.

CEO of the company Mark Parker recently said, “The success which we have received is all possible because of our commitment to innovation and great design. We here at Nike believe in translating the insight of athletes into real innovation.” He further added, “Employee at Nike are obsessed with innovation and that’s the secret of our success. They are determined and curious to know about the world. This curiosity is applied to sustainability and they continue to learn what is necessary for a real innovation.”

Cindy Davis, President of Nike Golf said “ For us Innovation and Design are major source of everything we do, we love to challenge everything around us, we think of something nobody else can ever think of, we builds something which nobody ever can build and we improve something which nobody can ever think of improving. If it’s good then we make it the best for our customers.”

Athletes want to achieve a breakthrough moment, which pushes them towards higher level of performance and put their best foot forward. That’s how Nike creates value for their business and innovates for a better world. At Nike they use the energy, power of their brand and the passion of their employees to create a meaningful change. They build a deeper connection with the consumer and community and create an environmental and positive change for the world. For innovation and sustainability, Considered Design is Nike's refined standard to assess the products. Through Considered Design they reduce waste of the product and use environmentally preferred materials. At Nike Designers are encouraged to make a break through design, which is smart and sustainable choice. Designers have limited resources and they work with what is available to them. In some cases sustainable material is just not available to them in such cases they apply innovation to develop new change in the product. The creative power of Nike Company is their Designers who make hundreds of decision daily which impact thousands of products ultimately shaping Nike's footprint. At Nike Environmentally Preferred Materials are heavily weighted which do not compromise on performance, price, aesthetics or sustainability. They include materials that ate renewable, bio-based or recycled.

Nike's Vision is that they use the fewest possible materials and assemble them in a way, which allows them to be recycled into a new product. Reuse-A-shoe program was launched by Nike through which they collected more than 25 million pairs of shoes for recycling and recycled more than 30 thousand tons of scrap material. They are then recycled into what is called Nike Grind. Nike in collaboration with many co-operate companies have incorporated Nike Grind in thousands of sport surfaces which provide places for kids to play. They have been working together for a common goal i.e. to create highest quality surface using recycled material.
Every stage of a NIKE, Inc. product has a different motive, evolving potential and a unique impact. At Nike they work to optimize each stage and how it integrates with the ecosystem that is their value chain.

- PLAN- Nike believes in controlling their own destiny. At Nike they have a proper guide for successful business. The people, brand, office are all part of this plan. They define who they are by what they do and also how do they do it.
- DESIGN- Nike products are designed with the goal of using the best quality material that provides superior performance.
- MAKE- Ideas take shape and Manufacturing Index helps to evaluate quality, delivery, cost and sustainability and rewards are given to those who meet or exceed their high standards.
- MOVE- Nike is always on the go. They outsource logistics while working with the key partners to move hundreds of millions of products worldwide.
- SELL- Nike operates more than 750 retail stores around the world where advice, inspiration and experience are free.
- USE- Nike believes that there should be a direct relationship with the customer that would impact the care for the life of a product.
- REUSE- Nike believes in reusing and recycling their products as much as possible.

Achievements of Nike

- April 2013 — The Corporate Register Reporting Awards (CRRA) 2013 awarded NIKE, Inc. top honors in two categories for its FY10-11 Sustainable Business Performance Summary: Innovation in Reporting and Best Overall Report.

- Feb. 2013 — Fast Company magazine named NIKE, Inc. the No. 1 Most Innovative Company in its annual ranking of the world's top 50 innovators.

Profitability of Nike During 2010-2014

Nike is a consumer product company. The decline in the income of consumers have affected Nike's performance during the global economic crises. The macro-economic condition such as politics, competition, economy, technology, socio-cultural trends together affect the profitability of Nike. More than ever now Nike is expanding its global operations. Nike has got a huge market in Asian countries like China and India. Today Nike has got double digit revenue growth in India and China has fastest growing economy today. At the same time in Europe and U.s the revenue growth was also high. The estimated cost of goods is slightly lower than the historical average due to sustainable cost cutting efforts in 2010. Till 2014 the sales are expected to grow at a rate of 6-7% every year. Thus the profitability at Nike looks attractive.

Nike will be a profitable company with great cash flows, growth prospects and high return to shareholders.

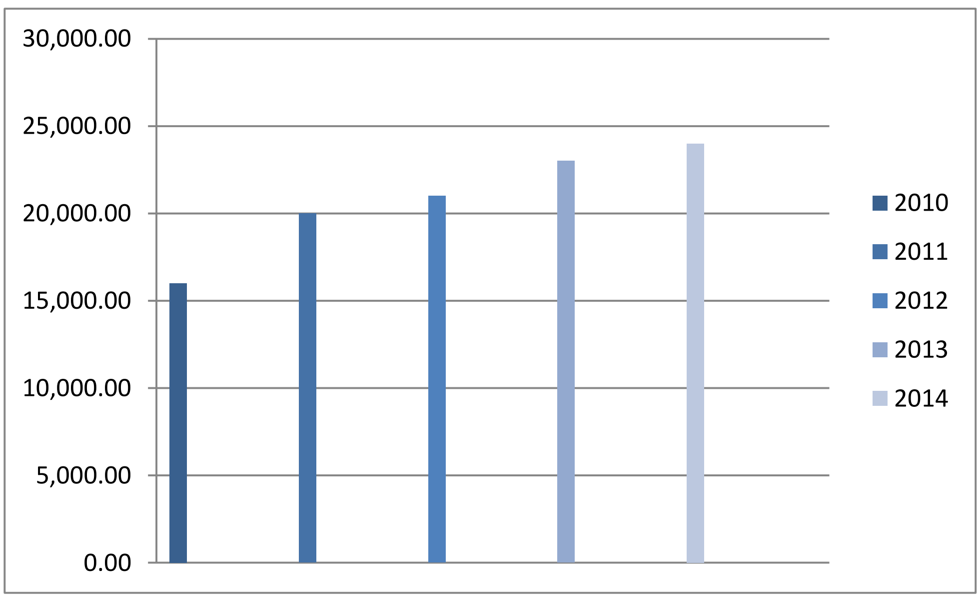

Figure I Revenue Growth Forecast Chart for NIKE

The key success factors for Nike contributing towards profitability will be distinctive marketing activities, extensive research and development innovation and distributing capabilities.

By launching the first sustainability report in 2001, the adidas group made history by becoming the first company in sports industry to do so. The adidas group is one of the leading groups in sports industry offering footwear, hardware and apparel for lifestyle and sports worldwide brands like Reebok, Rockport, Taylor Made, Reebok CCM-hockey. Adidas has headquarter in Germany with 46,000 employees. The sustainability strategy by Adidas group is rooted in values like passion, integrity, performance and diversity. Five areas of Adidas Groups are as follow:

- Respecting the rights given to humans
- Achieving environmental sustainability
- Engaging stake holders
- Developing employees
- Supporting people where adidas group operates.

In 2012, adidas celebrated the breadth and depth of the brand across streets, sports and style through several brand campaigns which focused on increasing engagement with our core audience by leveraging multiple digital platforms, including the launch of the new adidas.com "go all in" platform, providing new levels of access to their products, celebrities, events and athletes, The ClimaCool and Predator Lethal Zones campaigns alone reached over 330 million consumers worldwide. In 2013, Adidas will further leverage its brand assets, product initiatives and major sporting events locally and globally, with the goal of engaging in stronger conversations with its customers, both online and offline. Innovation messaging is a key priority for the brand in 2013, and it will focus on using innovative ways to continue those stronger conversations, amplifying the product innovations that will be showcased throughout the year while taking the brand experience to the next level.

The founder of adidas Adi Dassler reported, "the goal of our company is have product that enhance performance and is also made in a sustainable way. Our main aim is to make athletes better that are the reason innovation is one of the key drivers of all our products. The choice of materials and how they are manufactured are the two main ways by which our innovation teams can influence the environmental footprint of our products. Examples: Avoiding oil-based plastic helps reduce carbon emissions."

Reebok's innovations has captured the market in last three decades whether its apparel, sport equipment and footwear, there are no sings visible of slowing down in market, all this is possible because of Innovations. One man who is responsible for the success is

Bill McInnis (Head Of Innovation). The deigns and concepts of Reebok are all super-guided by McInnis which include RunDmx, Pump 2.0. He further reported that "One major thing for his team is Focus. Focus is a key driver to bring any concept into market. They all are stars and put the best foot forward to search next breakthroughs which should create boom in market. A great team of innovators is present at our organization so ideas come from anywhere- engineering, insights, and marketing. One of the important element is a great motivation itself i.e. Healthy competition.

He further added, "There is so much information available these days that we find difficulties to know where to start from. Efforts are made to get outside the footwear industry and do send our employees to attend conferences like the Detroit Auto show. We want to create something original and something of one's own, we don't look up to our competitors. A great innovation has been done recently; we have a shoe to create a buzz in the market, a shoe that draws inspiration directly from an ATV wheel and body. For my innovative team I would say there is a great level of experience and creativity, which brings great value to the culture. My team is innovative, creative, curious and collaborative and obviously a great level of experience that adds to the culture."

In 2012, Reebok launched one of its largest integrated marketing campaigns in recent years: "The Sport of Fitness Has Arrived". This multi-touch point campaign leveraged traditional media such as TV, print and in-store, but carried an even higher emphasis on digital and social media elements, including a re-launched Reebok.com site, as well as a number of impact grassroots activities. Through the lens of the fitness movement – Cross Fit – Reebok introduced consumers around the world to a new way of approaching fitness, making Reebok's passion for fitness apparent to all who engaged with the brand. The goal of the campaign was to highlight to consumers the fun, passion and camaraderie that fitness can deliver, showcasing that everything they love about sport can be found in fitness.

Conclusion

With the development of economy, sports industry has become one of the global hot industries today, also is a new industry with fierce competition, open space and higher profit. In social economy, its proportion has shown an increasing trend. How to plan sports science to be scientifically developed is the urgent problem needed to solve in the field. This paper firstly analyzes the current situation of sports industry development, and analyzes the characteristics of the development of innovation mechanism industry. On this basic, based on normality assumption environment, it builds the model of optimizing industrial development strategy under the innovation mechanism. Scientific development strategic decision of sports industry provides practice guideline to a certain extent for the healthy development of the sports industry. If an enterprise wants to walk in the forefront of the times, it cannot do without innovation mechanism theoretical thinking even for a moment, and there's not a moment to stop mechanism innovation. The innovation mechanism enterprises need to develop their own enterprises to continuously update in the enterprise product quality.

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Cultural Diversity in Global Workforce: Issues and Challenges

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Abstract

As companies stake their growth strategies on global expansion and pursuit of new market, their ability to forge a human capital strategy and HR capability that is both globally consistent and locally relevant are the keys to be successful. Attracting and retaining skilled workers, stabilizing the labour force in a new market, increasing productivity, structuring an organization so that credible and competent leadership is placed in the right locations, fashioning a culture that is consistent but also accommodates local differences, these are now the activities and competencies that are critical to success for any organisation. No matter what direction the global expansion takes the challenges of global workforce remains same for every organisation i.e. sourcing, developing and managing human resource. These HR challenges are much more complex in an international environment. The subtle issues companies face as they expand across ocean is adopting a genuinely neutral global perspective, without presumptions about whose role is dominant. Cultural differences play a crucial role in making of global HR policy. Labour laws vary in irreconcilable ways from country to country, attitudes and policies towards employees that are common and accepted in one nation are not necessarily appropriate in another country. Managing diversity has become one of the biggest challenges of human resource in a global organisation.

Keywords: Diversity, Global workforce, Cultural differences, Business environment

Introduction

In today's global economy, most people in the MNCs are working with peoples who are coming from a wide range of cultures. Global businesses demand management that can work in a diverse environment. Working with people from different cultures brings both challenges and benefits. The key to turning these challenges into benefits is to increase the cultural awareness of employees and ensure that they can work effectively with culturally different people; this is particularly true for managerial staff. The cultural diversity for the employees represents an essential problem for the managers, because beside the unquestionable reality of this one in the majority of the multinational companies but in the national companies also, a different force of labour from the cultural point of view, brings to the organization advantages and inconvenient. When the organisation employs personnel from different countries, this one must obey to the restrictions coherent to the cultural differences.

What is diversity?

Everyone is a unique person. Even though people have things in common with each other they are also different in all sorts of ways. Differences include visible and non-visible factors, for example, personal characteristics such as background, culture, personality, and work-style, size, accent, language and so on. A number of personal characteristics are covered by discrimination law to give people protection against being treated unfairly. The 'protected characteristics' are race, disability, gender reassignment, gender, marriage and civil partnership, pregnancy and maternity, religion and belief, sexual orientation and age.

Diversity is the sum total of the differences which make individuals who they are, and their collective ability to contribute to the goals of an organization. Diversity is no longer just a black/white, male/female, old/young issue. It is much more complicated and interesting than that. *In The Future of Diversity and the Work Ahead of Us*, Harris Sussman says, "Diversity is about our relatedness, our connectedness, our interactions, where the lines cross. Diversity is many things - a bridge between organizational life and the reality of people's lives, building corporate capability, the framework for interrelationships between people, a learning exchange, a strategic lens on the world." Diversity is beneficial to both the organization and the members of the company or organization. Diversity brings substantial potential benefits, such as better decision making and improved problem solving; greater creativity and innovation, which leads to enhanced product development; and more successful marketing to different types of customers. Diversity provides organizations with the ability to compete in global markets.

Impact of cultural difference in the organization environment

Culture is based on knowledge, beliefs, art, laws, morals, customs, religion, language and any capabilities or habits acquired as a result of being a member of a certain group. Subjective culture is developing an understanding of your own core values and how cultural filters effect your perception of the world. These values and cultural filters are developed as a result of all the things that encompass our background as a child and life experiences including our religion, things our parents taught us, perceptions of ethics and morality, and more. Culture is based on the values and practices of a society, a group of people who interact together over time. People absorb culture through the early process of socialization in the family, and then this process carries over to the ways in which they perceive themselves and the world. We all develop individual *world views simplified* models of the world that help us make sense of all we see, hear, and do.

We perceive our worldviews as making sense if they are consistent with our society's values, our abilities to anticipate and interpret the events we experience. *Values*, which vary from culture to culture and from person to person, are the standards we use to determine whether something is "right" or "wrong". Trouble arises when a person begins to believe that "Only my culture makes sense, espouses the right values, and represents the right and logical way to behave." This mode of thinking is called *ethnocentrism*. When two ethnocentric people from different cultures interact, there is little chance that they will achieve an understanding of each other's worldviews. Common ethnocentric reactions to a differing worldview are anger, shock, and amusement. If we are to manage diversity effectively, we must suspend ethnocentric judgments and begin to question why particular things are done. The opposite of ethnocentrism, and the attitude that training in managing diversity seeks to promote, is *cultural relativism*, the attempt to understand another's beliefs and behaviours in terms of that person's culture. The person who responds to interactions with cultural relativism rather than ethnocentrism is able to see alternatives and to negotiate with another person on the basis of respect for cultural differences. On the other hand, conflicts created by diversity can create tension in the workplace, which could ultimately affect productivity if not managed effectively. If the workplace is moving from a homogeneous to a more diverse workplace culture, members of the "old guard" may resent the change, which could make it difficult for people to work together.

Difficulties inevitably arise when there is diversity within an organization. Most of us have limited information about other people's worldviews. Frustration often occurs when two people with different worldviews interact; frequently, neither feels valued or understood. Often one or the other practices ethnocentric thinking, experiencing their unique sense of time, use of language, and beliefs about work styles as comprising the one appropriate way to behave. When ethnocentric thinking pervades an organizational culture, the result can be exclusion of some, favouritism toward others, and intra group conflict. The same difficulties can arise when an employee attempts to interact with a customer who is culturally different from them.

Managing diversity a workplace

Managing Diversity is a conscious choice and commitment by an organization to value these differences by using diversity as a source of strength to achieve organizational goals. With the diverse culture it is difficult to manage a workplace where in every employee feels valued and important to the organization. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures, and work with varying cultural beliefs and schedules.

A benefit of a diverse workforce is the ability to tap into the many talents which employees from different backgrounds, perspectives, abilities and disabilities bring to the workplace. Many companies, however, still face challenges around building a diverse environment. Part of the reason is the tendency to pigeonhole employees, placing them in a different silo based on their diversity profile. If an employee is male, over 50, English, and an atheist, under what diversity category does this employee fall? Gender, generational, global or religious? In the real world, diversity cannot be easily categorized and those organizations that respond to human complexity by leveraging the talents of a broad workforce will be the most effective in growing their businesses and their customer base. So, how do we develop a diversity strategy that gets results?

The companies with the most effective diversity programs take a holistic approach to diversity by following these guidelines:

1. **Communication:** Providing information accurately and promptly is critical to effective work and team performance. This is particularly important when a project is troubled and needs immediate corrective actions. However, people from different cultures vary in how, for example, they relate to bad news. People from some Asian cultures are reluctant to give supervisors bad news - while those from other cultures may exaggerate it.
2. **Walk the talk:** If senior management advocates a diverse workforce, make diversity evident at all organizational levels. If you don't, some employees will quickly conclude that there is no future for them in the company. Don't be afraid to use words like black, white, gay or lesbian. Show respect for diversity issues and promote clear and positive responses to them.
3. **Team-building:** Some cultures - like the Europeans - are individualistic, and people want to go it alone. Other cultures value cooperation within or among other teams. Team-building issues can become more problematic as teams are comprised of people from a mix of these cultural types. Effective cross-cultural team-building is essential to benefiting from the potential advantages of cultural diversity in the workplace.
4. **Time:** Cultures differ in how they view time. For example, they differ in the balance between work and family life, and the workplace mix between work and social behavior. Other differences include the perception of overtime, or even the exact meaning of a deadline. Different perceptions of time can cause a great misunderstanding and mishap in the workplace, especially with scheduling and deadlines. Perceptions of time underscore the importance of cultural diversity in the workplace, and how it can impact everyday work
5. **Link diversity to the bottom line:** When exploring ways to increase corporate profits, look to new markets or to partnering with the clients more strategically. Consider how a diverse workforce will enable the company to meet those goals. Think outside the box. At a Fortune 500 manufacturing company, Hispanics purchased many of the products. When the company hired a Director of Hispanic Markets, profits increased dramatically in less than one year because of the targeted marketing efforts The new customers may be people with disabilities or people over the age of 65.
6. **Broaden the efforts:** expand the definition and the diversity efforts. As baby boomers age and more minorities enter the workplace, the shift in demographics means that managing a multi-generational and multi-cultural workforce will become a business norm. Also, there is a wealth of specialized equipment available to enable people with disabilities to contribute successfully to their work environments. If the organizational environment does not support diversity broadly you risk losing talent to the competitors.
7. **Remove artificial barriers to success:** The style of interview - behavioral or functional- may be a disadvantage to some job candidates. Older employees,

for example, are less familiar with behavioral interviews and may not perform as well unless the recruiters directly ask for the kind of experiences they are looking for. Employees from countries outside the US and non-Caucasian populations may downplay their achievements or focus on describing, "who they know" rather than "what they know" Train your recruiters to understand the cultural components of interviews.

8. **Retain diversity at all levels:** The definition of diversity goes beyond race and gender to encompass lifestyle issues. Programs that address work and family issues – alternative work schedules and child and elder care resources and referrals - make good business sense.
9. **Provide practical training:** Using relevant examples to teach small groups of people how to resolve conflicts and value diverse opinions helps companies far more than large, abstract diversity lectures. Training needs to emphasize the importance of diverse ideas as well. Workers care more about whether or not their boss seems to value their ideas rather than if they are part of a group of all white males or an ethnically diverse workforce. In addition, train leaders to move beyond their own cultural frame of reference to recognize and take full advantage of the productivity potential inherent in a diverse population.
10. **Mentoring:** Involve the managers in a mentoring program to coach and provide feedback to employees who are different from them. Some of the most influential mentors can be people with whom you have little in common. Find someone who doesn't look just like you. Find someone from a different background, a different race or a different gender. Find someone who thinks differently than you do, a mentor who is different from you.
11. **Measure the results**: Conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess the progress over the long term. Keep doing what is working and stop doing what is not working.
12. **Calendars:** The business world generally runs on the western secular year, beginning with January 1 and ending with December 31. However, many cultures use other calendars to determine holidays such as New Years or specific holydays. For example, Eastern Orthodox Christians celebrate Christmas on a different day from western Christians. For Muslims, Friday is a day for prayer. These variations affect the workplace as people require time off to observe their holidays. A cultural calendar is a helpful tool to ensure meetings are successful, and deadlines are met.

Conclusion

Diversity is fundamentally a business issue that may be signaling an end to the "one-size-fits all" era of management. But, truth be told, we like to be with people who are like ourselves – it is a natural inclination. It may not be based upon race or gender, but we like those who are like us. This creates a problem for companies when the world around them is changing and their people inside seek to maintain familiarity and stability. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views and a corporate mindset that values those views. It's also no secret that the lack of diversity can affect the ability to communicate effectively with diverse clients. As an organisation body it’s their duty to link the diversity strategies to specific goals like morale, retention, performance and the bottom line. Build their business with everything they've got, with the complex multi-dimensional talents and personalities of the workforce.

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Cross Cultural Management in Academics: Issues, Opportunities and Challenges

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Abstract

Unprecedented cross-national migration has been more significant in recent decades around the world. The brisk ethnic and cultural diversification of the youth and the expansion of academics overseas in the recent decades have been reflected by an escalating interest to cross-cultural issues in management. This Paper focuses on the variety of issues, opportunities and challenges that arise when we take action (i.e., leading, managing, being a member, following) outside our own culture. It revolves around the concept of *Cultural intelligence* (CQ) which refers to individual's abilities and skills to effectively manage interactions in cross-cultural situations. An academician's credibility and effectiveness are always to some extent "culture-bound." Outside our native culture, our attitudes and actions do not necessarily mean the same thing that they do inside our native culture. Emphasis in this paper will be on personal experiences and interpretations. However, the paper shall also discuss the impact of cross cultural interactions on the academic learning of students. The objective of the paper is to highlight the nature of Intercultural communication and think across cultural differences. It also focuses on experimenting with different ways of acting in cross-cultural situations.

Keywords: Migration, Diversification, Cultural Intelligence, Academician

Introduction

'Being Global' is the key word today. It is that one thing that all the organizations and institutions are adopting across the world, be it in the service sector or manufacturing sector. Similarly, the academic sector is also not untouched by the very fact. Academic institutions are also adopting global tie-ups and partnerships. The global tie ups and partnerships facilitate the exchange of faculty and students in person and virtually as well. Students get a chance of experiencing cross – cultural environment much before they actually start their professional life by working for large MNC's. These global partnerships can materialize in various forms viz. faculty from foreign countries can come to another country to deliver lectures and share their knowledge with the students. Students can also go to foreign partner institutions to get international exposure in terms of study methods, course curriculum, and teacher – student exchange etc. These partnerships and exchanges, along with the many benefits, bring with them

certain challenges as well. The challenge lies in being able to facilitate these cross – cultural exchanges while maintaining the real spirit of education.
Culture is the manifestation of values and beliefs that influences how people interpret their surroundings and generate behavior. It is a shared system of beliefs, symbols, beliefs, attitudes, values, expectations and norms for behavior. It is a what a person does, eats, talks, believes in, follows and practices Culture is acquired from many components viz. symbols, artifacts, values, language and norms.

"*Most of one's culture is acquired during childhood, before puberty. Humans at an early age have the ability to absorb cultural norms from their cultural surroundings, from parents, siblings, playmates…. etc. Therefore, culture helps people to function smoothly within a specific society. There are certain levels at which a culture can work:*
1.1 National level: It is well known that national cultures differ at the level of unconscious values which are acquired during childhood and these national cultures are stable, the afterward changes that occur are practices whereby the underlying values are left untouched.

1.2 Organizational level: Organizational cultures differ at the level of practices which can be described as superficial and they are to some extent manageable. These organizational cultures differ from one company to the other within the same country.

1.3 Occupational level: This kind of culture comes between the national and organizational cultures; getting into an occupation such as teaching requires the social values acquired coupled with the practices of the organization.
1.4 Gender level: Gender differences are recognized within the same culture, there is what can be called a men's culture that differs from a women's culture. Technically, men and women have the ability to perform the same tasks at the workplace, but they have differences when it comes to responding to the symbols used in society. The differences between men and women highly depend on the national culture of the country."

[Tagreed Issa Kawa. "Cross-cultural Differences in Management", International Journal of Business and Social Science Vol. 3 No. 6; (Special Issue -March 2012), Page No. 105, 106]

In today's times where boundaries are becoming thinner day by day, one of the most dynamic factors of any organization or institution is the cross – cultural exchange between its incumbents. Cross – cultural exchange refers to the exchange of thoughts, ideas, values, beliefs and experiences between people belonging to different cultures. When these differing ideologies come together in an organization there is some dissonance that occurs as a result of different cultural backgrounds. Cross–cultural exchange is not just a phenomenon which takes place only in multinational corporations. The world today has become a global village which is making the geographical boundaries a lesser significant factor for choosing markets not only for business but also for academia. As a result of which we witness cultural diversity in classrooms as well. Classrooms today are becoming a diverse place where students get a taste of managing diversity much before experiencing diversity at the workplace.

Issues in Cross cultural Management

Cultural misunderstandings are common in classrooms. It is not feasible to list down every situation, but few can be overviewed here: It is observed that some students are not comfortable and habituated, to look directly at an authority figure or an elder person, while communicating. They are accustomed to looking down or away. This is a sign of respect in few cultures. Certain Students who are narrow in English resist and escape from asking for help and will not answer voluntarily. Besides not communicating verbally, they pretend certain non –verbal gestures like smile or a nod, reflecting their understanding towards what is being said, when in reality they do not understand. Some students feel hesitant about speaking out in a group, either because they are scared of the presence of any teacher—who is seen as a respected "elder" or because they lack meaningful content to say.

Silence — in some other cultures— is a sign of respect rather than a sign of an inability or a refusal to participate. Many students have undergone teacher-centered classrooms in their native countries and are not comfortable with being asked to take vigorous role. Students are exposed and habitual to different teaching styles, depending upon their social backgrounds and their native culture. Hence, some students may not be accustomed to physical education activities and may resist participating at first.

People are governed by their culture and different cultures identify personal space differently. The comfort one has with self can be expressed differently by culture. The amount of distance we need and the amount of space we perceive as belonging to us is influenced by a number of factors including social norms, situational factors, personality characteristics and level of familiarity. Self-identity and appreciation can be manifested by humble bearing in one culture and by macho behavior in another. Independence and creativity are countered in other cultures by group cooperation and conformity. Americans have a sense of space that requires more distance between individuals, while Latins and Arabs will stand closer together. Allow time and provide opportunities for adjustment to these differences—for students with Limited English Proficiency and other students in your classroom.

Another form of nonverbal communication which can create pointless misunderstandings among students is to how they communicate via touching. Touches among humans that can be defined as communication include handshakes, holding hands, high five, kissing (cheek, lips, and hand), brushing an arm, back slapping and a pat on the shoulder. The study of touching is known as Haptics in communication. Different cultural groups follow differing attitudes towards the importance of time and being on time. Some students may arrive at late, while others may follow punctuality on a consistent basis. Misunderstandings due to communication problems or cultural differences are quite common. Students should be advised to practice patience and understanding as these students adjust to new situations.

Challenges in Cross Cultural Management

Cultural diversity or cross cultural management comes with its own share of challenges. These challenges become trickier when we are dealing with students in a classroom rather than executives or expatriates in any MNC. The mentor takes up a very crucial role in dealing with these cross cultural challenges. It is in the mentor's hands if he/she lets these challenges become a hurdle or utilizes them as opportunities. Cross cultural management in academics poses the following challenges:

Difficulty in coping up with differing communication styles: How an individual communicates depends largely on the culture he/she belongs to. Communication styles vary from culture to culture. Communication involves both verbal and non-verbal communication.

Certain examples of differences in verbal communication are the commonly used words in certain languages which might be unacceptable in certain other languages. Also, even while considering verbal communication in some cultures it is imperative to use written form of communication while in some (more casual) cultures only oral communication will suffice. Similarly, non-verbal communication also has its own importance. The degree of importance given to non-verbal communication may differ from culture to culture. Non – verbal communication involves gestures, facial expressions, kinesics, proxemics and sense of time. For example, in Hindu culture doing Namaste is more preferred than shaking of hand

Difference in cultural notions: Different cultures have different notions attached to the language and even words belonging to the native language. While working in a cross cultural group such things need to be kept in mind. For example in American Culture coming late to a class is regarded as disrespectful to the entire class. The Americans believe that 'To come early is to be on time, to come on time is to be late and to come late is not acceptable'. So the non-American students studying in USA will have to abide by these cultural notions.

Differences in power distance relationships: Power Distance is the "extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally." Culture's that have a low power distance "expect and accept power relations that are more consultative or democratic. People relate to one another more as equals regardless of formal positions." Those holding inferior positions are willing to question and challenge those in superior positions, whether it comes to decisions making or suggesting a new idea. For example, in a lower power distance culture, if one was to want a promotion at their job, they would be willing to confront their boss and ask for one.

Differences in work approaches: From culture to culture, there are different ways that people move toward completing tasks. Some reasons include different access to resources; different judgments of the rewards associated with task completion, different notions of time, and varied ideas about how relationship-building and task-oriented work should go together. When it comes to working together effectively on a task, cultures differ with respect to the importance placed on establishing relationships early on in the collaboration.

Differences in conflict handling mechanism: How the conflict (either individual or organizational) is handled differs from culture to culture. Some cultures view conflict as a positive thing, while others view it as something to be avoided. In a classroom environment when the students are asked to work collectively in a group, how they handle conflicts affects the environment of the class. The challenge lies in making them understand not only the importance of working in teams but also how important it is to handle conflicts in a productive way as conflicts are part and parcel of any team.

How to handle cultural Differences?

The most crucial aspect of handling cultural differences is to identify them. Any difference can take the form of misunderstanding if it is not identified and accepted. The mentor needs to identify and handle these challenges in the best manner possible. The mentor can do so by conducting focus group discussions, by organizing seminars, or even by conducting management games focused specially on bridging the cultural gap amongst the students.

Understand relativism: We need to understand that all cultures are worthy way and are of equal value. Some things like belief, customs and ethics are relative to the individual within his own social context. What is considered moral in one society may be considered immoral in another. Since no universal standard of morality exists, no one has the right to judge another society's customs.

Give appropriate personal space: Cultures perceive personal space differently. Comfortably close in one culture may be perceived as an invasion of space or an aggressive posture in another. Allow time and provide opportunities for adjustment to these differences.

Ethnocentrism can lead to many cultural differences: Remember, a person may believe most in his own religion, but what strikes him as unreal or illogical may be a constant truth of other's religion. If he faces an acceptance problem, he may leave and move on, but never belittle other's religion.

Know relationship differences: What strikes one as abnormal or weird, may be normal and acceptable to others. People believe that Americans are superficial in relationships and are taken as too voluble & withdrawn. On the other hand, Americans might think relationships of other cultures are too sensitive.

Try to learn about their culture: To develop harmony and good bonding with others, one should try and learn certain elements of other's culture. Try and learn about the greetings, goodbye rituals, before meal ceremonies, food habits and clothing styles. This will help you understand people from other cultures.

Accept and improve on the lapses in communication: One may fall short while communicating across native cultural boundaries. Accept the gaps and errors and try to bridge them with humor and non-defensiveness.

No tool can replace the effectiveness of communication: Whenever a person finds problem of misunderstanding or feel that the other person is neglecting you or is offended, simply communicate.

Learn to become "culturally competent": Cultural competence refers to a person's ability to interact, understand and work with people from different backgrounds. It is important to be culturally competent, as it helps you to know where your understanding of religion and country ends and your ignorance and biases begins, and to be committed to learning about and respecting differences in others. Remember, Learning must be done in a zeal and fortitude of respect and increased appreciation.

Discuss with children about race and culture: Discussions make children aware that differences besides having negative consequences, are inspiring and make a point of similarities too. It is important to discuss the past and current realities of racism with the children. Admit that racism has formed our culture in very unconstructive ways, creating obstructions of mistrust and misunderstanding.

Benefits of Cultural Diversity

Classroom atmosphere is an essential part of conduct and learning of a classroom. Students face diversity in class and therefore it is important for all students to respect each other in order to promote an amicable environment. It is also important to create an atmosphere of tolerance, acceptance and caring in the classroom.

Diversity in the classroom has become a reality and it's advantageous. As world is becoming a global village these days, students are migrating across nations to acquire knowledge, they encounter different cultures, races, religions, ethnicities, values, languages, and cultural beliefs and practices. As diversity in daily life becoming more and more unavoidable, similarly, diversity in the classroom is also a existing reality and there are many reasons why such diversity is beneficial and valuable for students of any age.

Cultural Awareness

Sitting in their native countries, students get to interact with peers who come from different areas of the world and become aware of places that would otherwise remain unknown to them, learning about religious beliefs, attitudes, cultural practices, foods, and value system. A cross cultural curriculum benefits students that teach them about holidays and celebrations from other countries. This may result into a significant life-changing effect on youngsters. Students can democratically chose their career path and even decide to reside in another country based on their experiences and opportunities available outside their national boundaries.

Overcoming Stereotypic View

With time, people tend to develop biases towards other cultures. a widely held but fixed and oversimplified idea of a particular type of person or thing: One of the main advantages of a culturally diverse classroom is that it helps students conquer their own personal and cultural biases. This is especially true of schools and academic institutions in rural like remote areas, where varied ethnicities, values and belief systems may not be represented as uniformly as they are in developed urban areas. A diverse class helps students come together and learn more about each other and therefore challenge and overcome their own assumptions. An intercultural setup also gives the students a hands-on experience about the likely environment they will have to face in their professional lives. Employees have to deal with cultural diversity not only if they are working for MNC’s but also when they are working for nationalized organizations. Even nationalized organizations today see a lot of cross cultural interactions in terms of the stakeholders they deal with. Organizations have climes and customers that come from different corners of the world; they have business partners (supply chain partners) that could be working from a different side of the continent. A liberal and open outlook towards other cultures is the key to managing cross cultural diversity effectively as one cannot survive in today’s global world by living in silos.

Language

Students are eager these days, to diverse themselves in various spheres. This curiosity stimulates them to learn foreign languages. Many students due to frequent interaction with peers get to learn about various aspects of other cultures i.e., their ethnicity, moral values, beliefs and language forms the primary element in that learning. A diverse classroom environment provides a thrust for students to discover and explore other cultures, including languages.

Humility

When students encounter diversity, it insists them to be humble and modest by pushing them beyond their comfort zone. If they want to be able to get along with people who are different, they must develop acceptability and be aware of and sensitive to cultural assumption that differs from their own. This, in turn, makes them aware of their own biases and assumptions, which would otherwise remain unknown and unconscious and could be taken for granted.

Conclusion

Culture has been talked as a possible problem, but it is also a great advantage to an academic environment. A student who has limited English proficiency, can give personal insight into a way of life different from our own. Learning about foreign students' home countries and cultures also supports these students by giving them a sense of worth and letting them contribute more to the class. This is a great opportunity to learn about different languages, mores, beliefs, music and dance styles, traditions, family life, and much more. If managed and utilized properly a culturally diverse class can serve as rich and robust source of knowledge and experience, for the students belonging to the host as well as the foreign culture.

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Understanding the Nuances of Work-Life Balance

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Abstract

The study tries to investigate the role of organizational culture, policies and supervisory support for balancing life and work in the organization. Past studies have shown that there are lot of work-life policies introduced in the organization to support the employees to balance family and work. Many studies have shown the interference of the work into family and vice versa. shown that Organizational culture has been identified as a key factor for employees' work-life integration (Rapoport et al., 2002). It is found that many of the work-life initiatives has encouraged and motivated women into work force. It has also reduced stress and conflict in the fast pace modern working life of both male and female population. The most common explanation of the work-family interaction is based on the scarcity theory of role accumulation that contends that individuals possess a finite amount of time and energy and that the accumulations of roles will mostly lead to overload, conflict and strain (Marks, 1977). Through this paper the role of moderators to cushion the influence of stress and conflict is examined. Apart from culture and policies the way in which the supervisor support can integrate work-life domain successfully is also studied. So a conducive culture with family supportive policies and supervisory role is examined.

Keywords: Work-life Balance, Culture, Supervisor, Organization

Introduction

Changes happening in the organization due to globalization, demographics in labour force especially growing working women have resulted in work-family disconnect. For example, more women are joining the workforce and dual career couples are becoming increasingly common (Moorhead, Steele, Alexander, Stephen & Duffin 1997). Many changes in the workplace and in employee demographics in the past decade have led to an increased concern for the boundary between employee work and non-work lives (Hochschild 1997). Other significant common issues and problems that managers address include: employees feel isolated, disconnected, lack meaning in life, the nature of work is changing as a result of increasing globalization and a shift from the industrial age to the information age and knowledge society and economy, which has resulted in longer work hours, and increased expectations for productivity, accompanied by less job security, a lower organizational loyalty, due to downsizing, layoffs and increased work-life conflict (Kinjerski and Skrypnek, 2006). When the pressure increases due to the existence of new workplace structures and practices, employees became concern about balancing their work in the office and the family life. This is the result of a world of work characterised by change and increased demands on time, energy and work commitment (Burke, 2000). Now more employees telecommute (work from home), or bring work home, thus blurring the boundaries between work and non-work (Hill, Miller, Weiner& Colihan 1998). Empirical research in the UK (Hyman et al., 2003) indicated that intrusion of work demands into personal life (e.g. working during the week-end) was related with reports of heightened stress and emotional exhaustion for employees. Employees have an increased concern about balancing their work and personal lives (Grant-Vallone & Donaldson, 2001). An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace (Elloy & Smith, 2003).

This is an issue of not only women but also of men. survey data (Cully et al., 1999) showed that a substantially higher proportion of employed men than employed women in the United Kingdom work "long hours" (i.e. more than 48 hours per week); and empirical evidence suggests that men may experience lower work-life balance than their female counterparts (Parasuraman and Simmers, 2001). There is some empirical evidence that suggests that there are differences between male and female employees in the factors that contribute to their experience of work-life imbalance (White et al., 2003).

However, because of the increased demands of jobs and changing social expectations (Burke, 2000;), it is recognised that balancing issues are important for all employees regardless of gender or parental status (Grant-Vallone & Donaldson, 2001) and the research area has subsequently expanded to incorporate the wider population and broader non-work life activities beyond the family (Burke, 2000; Krim & Read (1999); Whitehead, 2002). When an individual enters into an organization he ⁄she may encounter different kinds of problems. There are problems which are purely personal and other can be relating to the environment in which one is living. Aycan et al (2007), groups these problems in three life areas; *personal problems* (psychologic and psychosomatic problems, dissatisfaction of life), *family problems*(marital dissatisfaction, problems in relation to children, role dissatisfaction, problems in relationship with friends and social environment) and *work problems*(absenteeism, tendency to leave, decrease in job satisfaction and organizational committment, role dissatisfaction, decrease in motivation, unproductiveness in team work and decrease in work performance). When faced with lot of problems around, balancing the work and non-work activities is very important.

The studies have shown that there is need to understand the factors that can balance work and life for improving the productivity in the organization. Some of the studies shown that organizational culture, policies related to work-life balance and the support from supervisor and co-workers can bring about this balancing act. Kossek, Lewis & Hammer (2010) argue that both policies (structural support) and organizational culture, encompassing informal policies, organizational, managerial and co-workers' support (cultural support) are important to assist employees in their work-life integration.

Organizational Culture

Organizational culture includes a range of symbol, ceremony and myth. All of these reflects the beliefs and values of the organization to the employees. (Ouchi, 1987) Internal work culture of an organization is constructed by two essential organizational elements: the task and the employees. Managerial assumptions related to the task concentrated on the nature of the task and how it can be best accomplished; those related to the employees concentrated on the employee nature and behavior. (Aycan et al., 1999) Culture consists of unwritten rules and it represents the emotional side of the organization. Everyone participate in the culture but culture generally process unrealized by everyone. Organizations realize the culture when they attempt to apply new and different strategy or program which are opposite of the fundamental cultural norms and values (Daft, 2004, 361). Schneider S.C. (1988,231), implies that organizational culture provide cohesiveness and coherence inside the organization and resembles it to “glue” which brings and holds people together. Organizational culture described by Hofstede (1998) as “The collective programming of the mind which distinguishes the members of one organization from another.” So, organization’s culture is assumed to reside in the mind of all the personnel of the organization not only in the minds of its managers or chief executives. The first study about culture in the management literature is known as “The Changing Culture of a Factory, Elliott Jaques, 1951, England” (Hofstede, 2001) It is noted that, organizational culture is first described in the literature by Pettigrew with his study namely “On Studying Organizational Cultures” published by Administrative Science Quarterly(Hofstede, 2001; Scott et al, 2003). Thompson, Beauvais & Lyness (1999) introduced the notion of work-family culture as the "shared assumptions, beliefs and values the integration of employees' work and family lives (p.394). It was empirically demonstrated that this definition was sound and that work-family culture indeed refers to employees' shared perceptions of organizations' value and support for work-life issues (Major et al 2008).

Kossek, Lewis & Hammer (2010) distinguish between structural and cultural support for work, family and personal life. By structural support they understand all those initiatives that alter individuals time, place and amount of work done and provide additional resources to be able integrating all parts of life. Such policies as flexible work schedule, teleworking, reduced workloads etc. Cultural support refers to informal policies and social relationship support as shown by supervisors', co-workers and general organizational cultural norms supportive of one’s personal demands. Therefore it operates on the work-group level and organizational level, encompassing cultural norms and values.

According to Schein (1990), culture operates on three levels: artifacts, values and assumptions. Artifacts represent the surface of culture, such as the physical environment, dress code, the way that employees interact with each other. The values transmit norms of the groups and philosophies, based on assumptions that guide the way people think, feel and behave.

Rapoport et al (2002) identified various work practice norms that reflect deeper assumptions and influence employeesè work –life balance 1. Use and politics of time, eg. Long working hours and visibility at work are encouraged. 2. Image of top performers, eg. Top-performers invest many hours into work, are fully committed, and do not take into account other responsibilities; 3. Beliefs about real work: eg. Complacency towards clients, being always there for them and not disturbing them even if additional information is needed; 4. Beliefs about hierarchy and control: eg. Strict control of presence as an indicator or employees productivity and commitment (Rapoport et al., 2002). According to the Organizational Culture Index (OCI) there exist: 1. Bureaucratic (sub) culture, characterised by a power-oriented, structural and hiereachical values; 2. Innovative (sub) culture, distinguished by its entrepreneurial style and dynamism; finally 3. Supportive (sub) culture, a human-oriented subculture emphasizing harmonious relationships (Wallach, 1983)

Hofstede (1998) came up with the definition of a professional, administrative and customer interface subcultures. His finding were aligned with the theoretical proposition of Jones(1983) concerning the existence of three organizational cultures: production – similar to the routine work of the administrative subculture; bureaucratic – being rule and procedure oriented, similar to the customer interface; and professional – grouping skilled personnel doing non-routine difficult task aligned with the professional subculture.

There are many classifications about organizational culture and it differs from one to another but all underline the same fact. The culture of a workplace is regarded as relevant for the well-being of the individual (Thompson, et al., 1999) but also seen as a relevant resource for an organisation to realise competitive advantage (Itami, 1987). Organisational culture is defined as 'widely shared and strongly held values' (Chatman and Jehn,1994: pg. 524). Work-life balance culture is a particular aspect of the organisational culture that reflects the attitudes and values in the organisation surrounding the ability of individuals to balance their work and nonwork lives (Thompson, Beauvais and Lyness, 1999). Certain work-life balance cultures may lead to higher commitment (Allen, 2001). Thompson, et al. (1999) define work-family culture as "the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees' work and family lives" (pg.394). Thompson et al(2004) assume that the supportive climate can enhance group norms that contribute to cooperation and group level support and work-interference-with-family.

The most commonly cited approach to this aspect of organisational culture is Thompson, et al.'s (1999) three dimensions of work-family balance culture. The work by Thompson et al. (1999) is the first to directly measure worklife balance culture, and conceptualises it along the three dimensions. Thompson et al's (1999) first dimension of work family culture measures *time demands*, defined as the extent to which an organisation expected an employee to put work before their family responsibilities. It focuses on the amount of time needed for work, and the organisation's expectations around this. The second dimension measures the perceived negative *career consequences* of using work-family benefits or from prioritising family over work demands. It is believed that negative career consequences (such as fewer opportunities for promotion and a lesser likelihood of receiving other organisational rewards) may arise when a lack of physical presence in the workplace is thought to be associated with a lack of commitment to the organisation. Employees who utilised family-friendly policies were found to be allocated fewer organisational rewards, including advancement opportunities and salary increases, than employees who did not use the policies (Allen and Russell, 1999). The third dimension measures *support from management* including sensitivity to employees' family demands. It has been argued that managers play an important role in the success of work-life balance programs because they are in a position to actively encourage or discourage employees' efforts to balance their work and non-work lives (Perlow, 1995; Thompson, Thomas and Maier, 1992). Allen (2001) suggests that this dimension should be broken into two dimensions – direct *supervisor support* and broader *organisational support*.

Allen (2001) utilised the same conception of culture as Thompson et al. (1999) and also conducted a survey in the United States with over 500 respondents from many different organisations. Their results also demonstrated that perceptions that the organisation was supportive of family friendly practices were related to higher levels of organisational commitment. Greenhaus J. H., et al, demonstrated the usefulness of conceptualizing three components of balance (time, involvement and satisfaction). Time balance is equal time devoted to work and family, involvement balance is equal involvement in work and family, satisfaction balance is equal satisfaction with work and family. Also they revealed that work-family conflict and stress as a mechanism explain the relationship between balance and well-being.(2003, p.528).

Research shows that, whether or not formal provisions to promote a work–life balance such as flexible working are in place, a key factor in whether or not they contribute to a work–life balance is the organizational culture in which they are situated and managerial attitudes to work–life balance issues (Trinczek, 2006). A supportive work-life culture has been defined as shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family life (Bardoel et al., 1998). "When employees were provided with the means of reducing work-family conflict and an environment that encourages them to take advantage of work-benefits, they are likely to feel a reduction in work-family conflict". (Bragger et al., 2005, p. 304). Supportive work-family culture was related to higher levels of affective

commitment, lower intention of turnover, and less work-to-family conflict (Thompson et al., 1999) and reported perceptions of the organization as family unfriendly were linked to job dissatisfaction, less organizational commitment and greater turnover (Allen, 2001). Workplace norms were defined as the behaviors endorsed by the culture of the organization (Bess & Dee, 2008).
The study on cultural aspects related to work-life balance has been put together in the table 1 below.

Table 1: Researches on Culture: A Snapshot

Year	Authors	Explanation
1987	Ouchi	Internal work culture of an organization is constructed by two essential organizational elements: the task and the employees.
1988	Schneider S.C	Organizational culture provides cohesiveness and coherence inside the organization and resembles it to “glue” which brings and holds people together.
1993	Morgan & Milliken	Family-friendly programs were also very likely to communicate organizational values.
1994	Chatman and Jehn	Organisational culture is defined as ‘widely shared and strongly held values’. (pg. 524)
1997	Schein	Cultural characteristics such as artifacts, values and assumptions need to be researched within the work-family culture framework.
1998	Hofstede	Organizational culture described as “The collective programming of the mind which distinguishes the members of one organization from another.” So, organization′s culture is assumed to reside in the mind of all the personnel of the organization not only in the minds of its managers or chief executives.
1998	Bardoel et al	A supportive work-life culture has been defined as shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family life.
1999	Thompson, et al.	Work-family culture is defined as “the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees’ work and family lives”. (pg.394).
2001	Allen	There is a need to focus on the perception of global organizationl support on organizational and supervisor support for specific work-life

		policies and introduced the concept of family-supportive organizational perceptions(FSOP).
2002	Rapoport et al	Identified various work practice norms that reflect deeper assumptions and influence employees' work –life balance like use and politics of time, image of top performers, beliefs about real work and beliefs about hierarchy and control.
2003	Aselage & Eisenberger	According to organizational support theory, employees have a tendency to ascribe humanlike characteristics to the organization and view its action as evidence of favourable or unfavourable treatment towards employees.
2004	Thompson et al	The supportive climate can enhance group norms that contribute to cooperation and group level support and work-interference-with-family.
2005	Bragger et al	When employees were provided with the means of reducing work-family conflict and an environment that encourages them to take advantage of work-benefits, they are likely to feel a reduction in work-family conflict. (pg. 304)
2006	Trinczek	Research shows that, whether or not formal provisions to promote a work–life balance such as flexible working are in place, a key factor in whether or not they contribute to a work–life balance is the organizational culture in which they are situated and managerial attitudes to work–life balance issues.
2007	Callaham	It was becoming a commonplace assertion that a supportive organizational culture was required to ensure that the intent of family-friendly policies was realized. (pg. 673)
2008	Bess & Dee	Workplace norms were defined as the behaviors endorsed by the culture of the organization.
2010	Kossek, Lewis & Hammer	Between work and personal life two supports are structural and cultural support. Structural support are that alter individuals time, place and amount of work done while Cultural support refers to informal policies and social relationship support.
2011	Matos and Galinsky	Employees who were employed in flexible work environments reported that they had greater amounts of time to spend with their spouses/partners and children.

Work-life Policies

Today, mostly, practice offered by employers is not to shorten working hours but to provide employees with more flexibility in their working hours, for example by part-time working or flexi-hours. (Eikhof, D.R., et al, 2007, 326) Lee et al.(2011) mention about "reduced-load" or "new concept part-time" work among professionals(Benko and Weisberg, 2007; Hill et al., 2004; Meiksins and Whalley, 2002) in their study. It means a reduction in work hours and load (e.g. three day, four day week) besides proportional cut in pay, also available sustaining a career and yet having enough time for personal and family life.

Clark C.S. searched the relations between flexibility of working hours, flexibility of the work itself, supportive supervision and work-family balance. Flexibility of working hours was unassociated with any work and family satisfaction. She found in her study that, work/family balance was lower when employees had a large number of children and supportive supervision. (2001, p.348) Moore F., (2007) states that flexible working practices creates work-life balance. More broadly, changing organizational structures, flexible work organization (lean production and supply chain management in manufacturing and retailing, and new service requirements in both public and private sector services) and work intensification throw up new challenges to work–life balance in the new economy (Brannen *et al.*, 2001; Perrons *et al.*, 2007). Much of the literature around work-life balance examined organizational motivation for offering family-friendly programs. (Halpem & Murphy, 2005). Allen (2001) argued that there is a need to focus on the perception of global organizationl support on organizational and supervisor support for specific work-life policies and introduced the concept of family-supportive organizational perceptions (FSOP).

Family-friendly practices applied by organizations are generally; on-site child care, generous personal leaves, flexible scheduling, teleworking.(Kossek E.E., 2011,354; Kossek E.E 2006) Depending on the studies of Grover and Crooker(1995) and Lambert(2000) it is possible to categorize family-friendly practices in four groups: 1)Flexible work arrangements 2)Child care-dependent care-elder care 3)time off (parental, maternity, family, personal leave) 4)employee assistance programs and counselling. It is found that family-friendly practices increase the loyalty of employees to the organization, job satisfaction and organizational citizenship behaviors.(Grover and Crooker,1995; Lambert, 2000; Kossek 2011.) Kossek E.E and Ozeki C.(1999), states that, most researches assume that use of family supportive policies by organizations will reduce work-family conflict.

Callaham (2007) stated "It was becoming a commonplace assertion that a supportive organizational culture was required to ensure that the intent of family-friendly policies was realized" (p. 673). Family-friendly programs were also very likely to communicate organizational values (Morgan & Milliken, 1993). At the same time, organizations received internal benefits from employees who appreciate these programs (Grover & Crooker, 1995). An organization can offer work and family policies, such as flexible work arrangements, assistance with child and elder care, and expanded leave options (Kossek, 2003). These are some of the programs that can make it easier for employees to resolve personal issues (Berg, Kalleburg, & Appelbaum, 2003). Some of these programs include, part-time work, job sharing, working from home both occasionally and full-time, and allowing leave for education or family matters (De Cieri, Holmes, Abbott & Pettit, 2005).

Kossek and Friede(2006) suggest four types of work-life policies: 1. Flexibility of working time 2. Flexibility of working place 3. Support with care responsibilities and 4. Informational and social support. Flexibility of working time includes reduces hours or part-time; flexitime; compressed work-week; job-sharing; compensatory time (extra time gets recouped) and leaves of absence. Flexibility of working place refers to teleworking, that is working from another location other than the office. The support with care responsibilities benefits encompass child⁄elder care; child ⁄elder care provider of referral service; financial support for dependent care ; emergency⁄child⁄elder care. Finally the informational and social supports include support hotlines and support groups. Among the policies, flexibility of working time are most often used and time tends to predict levels of job and family satisfaction over time, while the use of telecommuting, workplace child care provision and job sharing reduce levels of work-family conflict, stress, absenteeism and turnover and increases employees' health and satisfaction (Allen et al 2000; Kossek et al 2006)

Supportive Supervisor Behaviour

Hammer et.al. (2009), defines the family supportive supervisor behaviors as, “behaviors exhibited by supervisors that are supportive of families”. Supervisor can show this behavior in four dimensions: emotional support, instrumental support, role modeling behaviors, creative work-family management. Kossek(2011) mention about a study that represents the reality of applications. According to a 2011 study of American Psychological Association only 36% of U.S. workers(which was 42% in 2009) are satisfied with the manner in which their employers assist them in balancing work-life and personal demands. Supervisor support was critical for a family-responsive culture in the workplace (Kossek & Nichol 1992; Warren & Johnson, 1995). This was largely because if supervisors are not supportive of employees using family-friendly work-life programs, organizational policies will not result in retention-relevant outcomes (Crooker, Smith, & Tabak, 2002).). Blair–Loy and Wharton (2002) found that employees with supervisors that support work-family programs are much more likely to use these programmes.

A lack of manager support for employee utilization of family-friendly programs can lessen employee participation (Blair-Loy & Wharton, 2002). Managerial support is essential to successfully integrate work-life domains (Anderson et al 2002; Poelmans & Beham, 2008; Thompson et al 2004). Thomas & Ganster (1995) proposed that a family-supportive work environment consists of two main elements: family supportive policies and family supportive supervisors. Consequently, employees with powerful supervisors are more prone to use work-family policies as they expect their managers to buffer potentially negative career consequences (Blair-Loy & Wharton, 2002). Pfeffer (2005) and Pfeffer and Veiga (1999), for example, suggest "communal-like" (close) relations between employers and employees can lead to a higher motivation of employees and increased organisational performance.

The importance of supervisory support got reflected in the recent advancement in the field and development of the family supportive supervisory behaviour (FSSB) construct in four key dimensions: emotional support, instrumental support, role model behaviour and creative work-family management. Emotional support refers to employees' perception of being able talking over work-life issues and being understood and supported by the manager. Role modelling reflects supervisor's display of his/her own work-life integrating behaviours through role modelling. Instrumental support captures the supervisor's ability to attend to employees' work-life needs on a daily basis and adapt the schedule accordingly. Creative work-family management is proactive, strategic and innovative in groups and departments management in introducing actions that facilitate work-life integration.

Conclusion

It is found through studies that positive outcomes of family-friendly practices can be part of an organizations culture. This improves the commitment of the employees and results in enhanced performance and increased productivity. Also it is found that employers offer these programs but in reality employees can be reluctant to use programs because of an unspoken stigma associated with participation (Powell, 1998). Policies with changing pattern in the working hours and flexibility gives less stress to the employees towards the job and help to balance work and life. Intrusion of work into personal life and vice versa results in imbalance. Fisher and Layte (2003) consider three distinct sets of measures of work-life balance, viz. proportion of free time, the overlap of work and other dimensions of life, and the time spent with other people.

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Impact of Interpersonal Relations and Perceived Stress on Work-Life-Balance: A Qualitative Study

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Abstract

This study is on the Impact of Perceived Stress and Interpersonal Relation on Work-Life-Balance. It is a comparative study comparing between the employees with different work-experience. The study was conducted on 15 employees. This is a Qualitative research based on the open ended semi-structured interview done on the 15 employees, which are analysed through thematic analysis. The first six hypotheses were supported and the last hypothesis that stated that "the influence of interpersonal relation on Work life balance is different in different work experience groups" was rejected as the results showed that the work experience did not play a role in the influence of interpersonal relation on the Work-life-balance.

Keywords: Interpersonal Relationship, Perceived Stress, Work-Life Balance, Work Experience.

Introduction

In the present scenario of life, where the life style, competitions and other external and internal demands on an individual, becomes important to fit into any social set up, a healthy and positive mind is very necessary. Psychology is very well needed in every field of life such as education, relationship and marriage, industries, clinics etc. Psychology at work today is a very important department, to keep employees motivated and satisfied to work and perform well not only, for the organisational benefits but also for personal growth and development such as self-confidence, crisis management and problem solving etc. Employees spend half of their day at work and then return to their personal life in the evening. Balancing between their personal and professional commitments plays a vital role in their life in maintaining a good and positive physiological, psychological and emotional health. Psychology and HRM can be linked in many other aspects, though this study focuses on only Work-Life-Balance and two of the factors that can influence it. Work-Life Balance is the priorities that the individuals set between their life-styles and career. Setting these priorities may involve many factors that influence it, two of which are Interpersonal Relation and Perceived Stress. Interpersonal Relation is the process of an individual building and maintaining psychological, emotional and intellectual connections with others. It can either be personal or professional, formal or informal etc. It can play a role in work-life-balance because in the process of prioritising life style and career, a person needs support from others both within and outside the company or any institution that they are working in. Also, when relationships at one place have conflicts, the employees may portray their frustrations in the other place spoiling it even there which may hinder their performance at work. This will call for psychological and emotional help for which industrial psychologists will be useful. Perceived Stress is how one interprets a particular situation to be stressful. There are many different aspects to it which includes: actual environmental experiences; subjective interpretation of the stressfulness of a situation; the emotional, behavioural, or biological responses to the experiences or the interpretations to it… which can hinder the employees' personal health and performance at work affecting their Work-Life-Balance. This can be set right with counselling and psychological training/corporate training in stress management and industrial psychologists are necessary and needed even here.

Review of Literature

Salguero A C, González A M C, José María Salinas-Martinez de Lecea (2010), studied the relationship between work- family conflict and job satisfaction taking into consideration how the gender difference plays a role in the relationship between the variables. It was hypothesised that, 1) the relationship between WIF and general job satisfaction is stronger in women than in men. 2) Gender has significant moderating effects on the relationship between WIF and general job satisfaction and 3) the salience of the family role compared with the work role has significant moderating effects on the relationship between WIF and general job satisfaction in the case of women, but not in the case of men. The data was collected through observation method and also questionnaires were designed and administered on 162 workers from a Spanish Public Organisation. The analysis was done using regression analysis and it was inferred that there was a gender difference and women have a lower level of job satisfaction. It was also concluded that family roles had not played an effect on the relationship between the two variables in both the genders whereas culture plays a role, in both the gender, in effecting the relationship between the two variables. The limitation of the study is that the researcher has not taken into consideration the multi-dimensional nature of the conflicts.

Dr. Kumar A S, Dr. Shivakumar P P studied on managing work-life-balance was conducted with the Objectives: 1) To know whether work-life balance / imbalance have an impact on the learning effectiveness of the students. 2) To analyse whether the anxiety of getting a job (i.e. perceived employability) affects their learning effectiveness / performance of the students and 3)To evaluate whether family expectations / dependency have an impact on the learning effectiveness / performance of the students. This study was conducted on the sample of250 students of both UG & PG from different colleges in Raichur City of Karnataka State, India, of the age group of 20-23 years by administering Questionnaire on them which were analysed using descriptive statistics. Results showed that there were troubles in the students in terms of work-life-balance. The Limitation of this study is that they have not mentioned the detail of the results got in their study and also they have not mentioned about any kind of interventions that can be given to the students to make help them manage and handled the troubles. Implication or limitation of the study is not mentioned in the paper.

A study was conducted on “The relationship between Work-Life-Balance resources and the well-being of working parents” by Jang SJ. The objective of the study was to study how parents cope up with work-life demands. The data was collected by 27 parents with chronically ill or disabled children in New Jersey. This study contained both qualitative and quantitative analysis. The qualitative analysis was of the in-depth interview and the quantitative analysis was of the questionnaire that was administered on these parents. The results illustrate the effects of formal and informal workplace supports in maintaining and enhancing the well-being of employees with children in general and those with a chronically ill or disabled child in particular.

Augustine LF, Vazir S, Rao S F, Rao MVV, Laxmaiah A and Nair KM, (2009), studied Perceived stress, life events & coping among higher secondary students. The Objectives of the study were, 1) to assess stress appraisal among students 2) to identify institution-specific differences in stress appraisal and coping. Perceived stress scale and life events scale were administered on 80 students from six schools in the age group of 16-17 years equally divided into different gender and category of school (government and private). The results show that, 1) both private and public schools students have similar responses the private school students had more mean score and 2) The Students from Government schools showed a higher avoidance coping score and hence that has to be taken care of.

Nakakis Konstantinos and Ouzouni Christina in the year 2008, conducted a study on the factors influencing stress and job satisfaction of nurses working in psychiatric units: A Research review. Objective of the study was to study the various factors that influence stress and job satisfaction of mental health nurses. This study was a Research Review-content analysis. The results through the analysis of the various researches suggested that, 1) the inter-professional collaboration is uncertain between nurses and 2) It was found that there is a negative relationship was found between clinical leadership, inter-professional collaboration, and stress and job satisfaction. The limitation of this review study is that the limitations and implication of the original study is not mentioned in the review and also the selected sample.

A study on Interpersonal Relationship at work: Organisation, Working Condition and health by Stoetzer U done in the year 2010, had an objective to study the association between interpersonal relationships at work, organisational factors, working conditions and health. It was a qualitative-content analysis based on the various studies conducted on the managers of Swedish company. The results inferred that “Study 1- high demand had an effect on serious conflicts at work and Low skill discretion has an effect of exclusion by co-workers study 2- low social support, serious conflict and exclusion by co-workers has an effect on depression Study 3- low level of sickness leave was found in the company which show good leadership strategies, employee involvement, corporate values and vision, etc. which can relate to relationship between employees and managers Study 4- it was studied in this study that there were more manager-employee interaction seen in companies with less sickness absence when compared to the ones with more absenteeism" according to the thesis of Ulrich Stoetzer, in the online file, http://ki.se/content/1/c6/06/58/90/Ulrich_Stoetzer_Thesis_Frame_2010.pdf. The limitation of this study could be that the Interventions for the negative effects of the various variables on interpersonal relationship are not discussed in the paper.

A study on Job strain, work-family conflict and job satisfaction among employees in advertising agencies was done in the year 2006, by Beléndez M, LlagunoMM and Topa GG. It was hypothesised that 1) Higher WFC and FWC will be associated with lower job satisfaction 2) Higher job stress will be associated with lower job satisfaction 3) Higher autonomy and feedback will be associated with lower WFC and FWC and higher job satisfaction and 4) Higher job satisfaction will be associated with higher organizational commitment. The data was collected from 276 current workers, male and female, from 26 advertising agencies, through the methods of depth interview and feedback. It was found though the analysis that all the hypothesis had been proved right. The limitation of this review is that it does not contain the implication and limitation of the original study.

Research Question

Is there any influence of interpersonal relation and perceived stress on work-life-balance among employees with different work experience?

Objective

- To study the influence of perceived stress on the work-life balance.
- To study the influence of interpersonal relation on the work life balance.
- To study the role of work experience in perceived stress.
- To study the role of work experience in interpersonal relation
- To see if the influence of interpersonal relation on work-Life-Balance is different in different work experience groups
- To see if the influence of Perceived Stress on work-Life-Balance is different in different work experience group.

Hypotheses

- There is an Influence of Interpersonal relation on the work life balance
- There is an influence of Perceived stress on the work life balance
- The level of perceived stress among employees is not different in different work experience groups.
- The level of interpersonal relation among employees is not different in different work experience groups.
- The influence of perceived stress on Work life balance is different in different work experience groups.

- The influence of interpersonal relation on Work life balance is different in different work experience groups.

Variables

Predictor Variable:- Perceived stress, Interpersonal relation and work experience
Criterion Variable:- Work-Life-Balance

Functional Definition of the Variables

- Perceived stress is about how the employees perceive their work life to be stressful. The reason of them feeling a stress need not be any kind of a stressor. These perceptions could be based on either their work environment, or family environment, or both.
- Interpersonal Relation is the professional and the personal relationships of the employees within the organisation and family respectively.
- Work-Life-Balance refers to how the employees balance between their personal and professional commitments and stresses.
- Work experience is the total years of work experience of the employee.

Research Design

Qualitative Research

Sampling

Sampling Characteristics- Employees- Both, Males and Females with minimum of 1 year of work experience in the age group of 25-50.

Sample Size- Fifteen Employees. Out of the fifteen employees in the sample, eleven were from an MNC in Bangalore, one entrepreneur from Bangalore, two employees from the US and one professor from Ahmedabad.

Data Collection

An open ended semi-structured interview was conducted on them either face to face (in the case of the eleven employees from the company) and by email (in case of the other four employees. The open ended semi-structured interview was to study if there is an influence of interpersonal relation on work life balance and also to see if work experience plays a role in the influence.

Analysis of Data

The sample were first segregated into three categories of work experience which are, 1-3 years, 4-7 years and 8 years and above of work experience.

- The responses to the Open-Ended Semi-Structure Interview were written analysed in term type of responses that were made in each question and how different the responses are in different work experience groups.
- In-depth interview and thematic analysis method was used.

Discussion

The following analysis of the study explains in more detail about the role of work experience on the impact of interpersonal relation and perceives stress on work life balance. This research was conducted to study the influence of interpersonal relationship and perceived stress on work-life balance and also to see whether the work experience of the employees plays a role in their perceived stress and interpersonal relationship. The sample consists of employees with different demography such as age, gender, work experience etc. This study will be looking at the differences at the work experience factor. Work experience needn't be related to the age of the employee. A person with higher qualification can have lesser work experience when compared to the ones with a comparatively lower qualification who is of the same age.

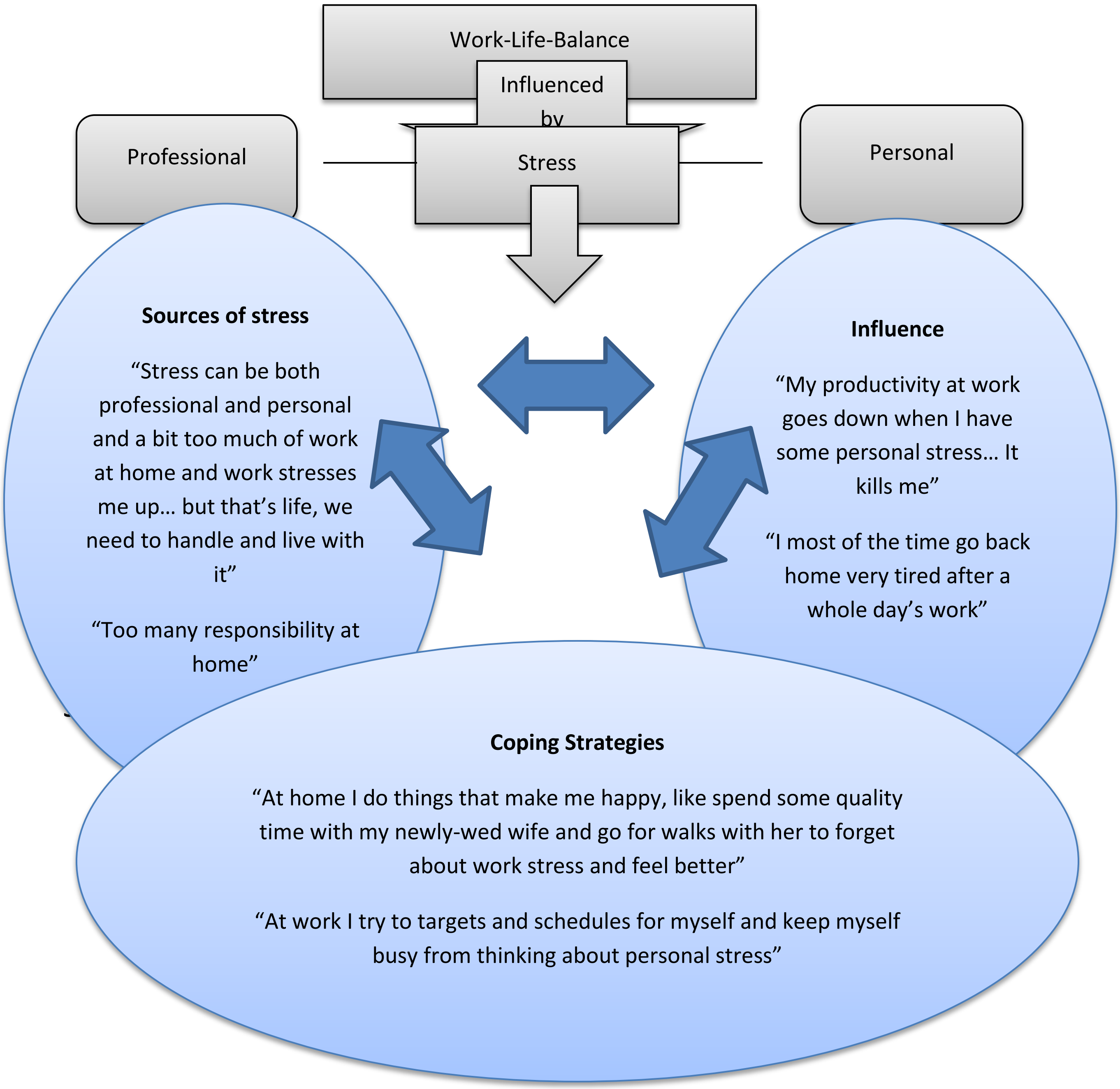
This area of demography has been taken as a comparative factor because work experience plays a role in having more stress due to work overload or under load based on the employee being a fresher or an experienced in the field. It also plays a role in managing stress and keeping the balance between work and personal problems and worries.

Work experience plays a role in maintaining relationships at work and personal life and maintaining the balance between the two. It can also play a negative role in maintaining relationships in one way, e.g.- employees with lesser experience may find it difficult to deal with or open up to the experienced people in the work place.

How one perceives stress and how one interacts with others can be based on the personality traits of the person which has nothing to do with work experience. Experience does play a role in the development of personality but that may not have a role to play in the way one interacts with others of with the way they perceived stress. The position they are in, in their organisation could also play a role in their level of Interpersonal relationship and Perceived Stress. Higher work experience need not mean that would be in a higher position at work. The environment they are put up in can also play a role in the way an individual interacts socially and perceives stress. Role conflict can also affect the employee in terms of their interpersonal skills and stress.

The study analyses the impact of interpersonal relationship and perceived stress on work-life-balance in a summary of the responses in the open ended semi structured interview. Thematic Analysis is used for seeing the impact of interpersonal relationship on work-life-balance, generally and also in the three categories of work experience taken for the study which are employees with 1-3 years, 4-7 years and 8 & above years of work experience. The analysis is done based on the responses given by the participants in each of the question that they were asked.

Bellow Flow chart shows a small model of the impact of stress on work-life-balance along with Quotes of a few of the responses by the employees in the interview.



Most of the response that said they feel more stress at home were the employees form the category of 1-3 years of work experience. They say they find it a little stressful at work too depending on the project but a lot at home. Most of responses which said that they are more stressed at work also fall under the categories of employees with 1-3 years of work-experience. Some employees with 1-3 years of work experience and 4-7 years of work experience say they neither feel home is stressful nor work. None of the employees with 8 and above years of work experience feel that there is no stress at all at home of work. There was equal number of responses seen in all the three categories in the response that says they feel stress in both work and home. Though some of the employees who fall in the first category say the stresses are very small and can be handled easily. And some employees with more than 8 years of work experience say that it depends on their day where they feel more stress but they face stressful times, both at home and work.

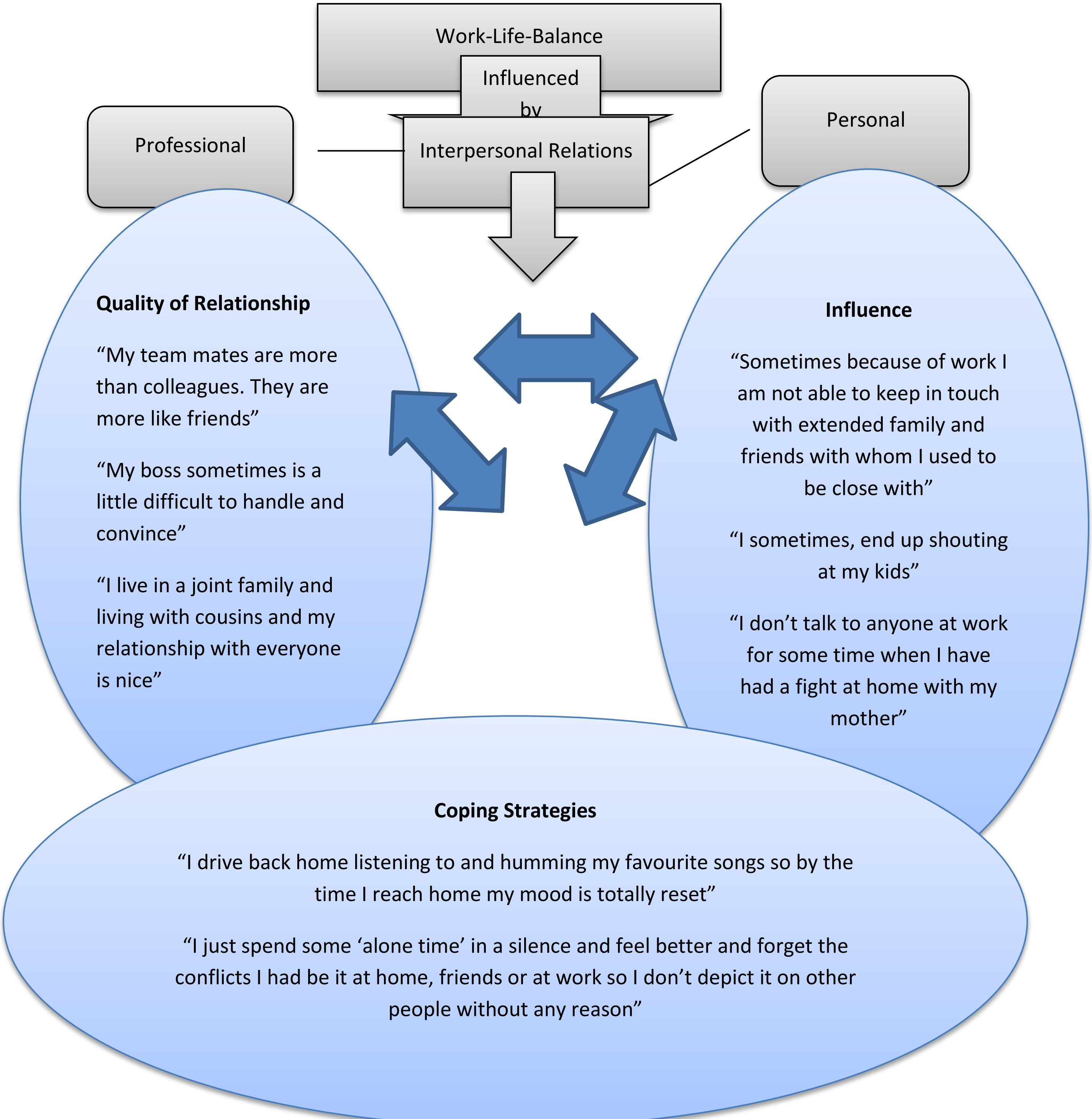
The Influence of the two stresses on each other

Most of the responses that said that the two stresses do not have any influence on each other were from the employees who have the 1-3 years of work experience. There are a few in the other two categories who responded that there is no influence of the two stresses on each other. One employee who has a work experience of more than 8 years says that initially it was difficult for him to manage but gradually learnt to balance between the two. Employees with 1-7 years of work experience (i.e. the first and second category in the study) they project their personal stress at work, which results in their work performance coming down. Whereas some employees with 4-7 years of work experience and many who have work experience of more than 8 years say that they project their work stress at home. None of the employees in any of the category feel that the stresses clash in both the places.

Stress Coping Strategies

In order to maintain the balance in the two stresses, all the employees in all the three categories say that they do make conscious efforts except for one employee with 1-3 years of experience says she has never been in a situation yet where she has to maintain the balance between the two. The methods that employees use while making the conscious efforts are different at the different levels of work experience, according to the responses given by the employees. One of the methods they use is that they set targets and keep themselves busy at work to keep them away from personal stress. Many employees have given this response where most of them are in the first category of 1-3 years of work experience. Some employees used hobbies and other recreational activities like watching TV, listening to and/or playing musical instruments, play with pets, reading books, outdoor games, etc… most of the employees who use these techniques also fall under the first category of work experience. A few employees in the second category say that they just stay calm both at work and home and do not make any hasty decisions and actions. Some employees, more in the first category say they forget about one stress when they are in the other place and also they do not try to project one stress in the other place.

Most of the employees, in all the three categories feel they are quite successful in their efforts to keep the balance between work and personal stress. Some employees in the first category feel that they are very successful and a few other from the same feel they are just successful in maintaining the balance according their conscious efforts as it leaves them with pending work when they do not think about home at work and vice versa. Bellow Flow chart shows a small model of the impact of Interpersonal relations on work-life-balance along with Quotes of a few of the responses by the employees in the interview.



Almost all the employees in all the three categories say that that they are very close to their family and they spend time with and talk to all the family members every evening about their day. Some of them are from joint families and have cousins of the same age group staying with them and the relationship at home is very active and fun. Some of the employees say it's difficult for them to keep in touch with extended family relatives and friends who they are close to because of workload and work stress. One employee in the second category says that there are many individual differences in his family which makes it difficult to handle all the members. They all spend quality time with family and are close to other relatives and friends.

All the employees from all the three categories feel their relationship with their co-workers/ peers is friendly and supportive. When it comes to their relationship with their supervisors many employees, mostly the ones in the second category feel they share a friendly and supportive relationship. A few employees from the first categories feel that their supervisors are a little difficult to deal with but supportive. The employees in the second and the third category, mostly the ones in the third share a friendly relationship with their juniors and subordinates. The higher ups in the company who fall under the third categories say that they are professionally close with their subordinates though they keep a personal distance as that may affect the work productivity. They are open to others views and opinions. The employees in the first category say that they enjoy learning from their team mates and supervisors. One employee in the first category works in his family business with his dad and brother and he feels good working.

How balanced are the relationships?

A very few people from all the three categories say that they project their work frustrations on people at home due workload and find it difficult to keep in touch with friends and relatives. Most of the employees, in all the three categories feel that their personal and professional relationships do not influence each other. One employee in the first category works in his family business with his dad and brother and does not find any difference in the personal and professional relationship.

Coping Strategies

There was not much of a difference seen in the coping strategies in maintaining interpersonal relationship in the three work experience group and most of the employees in the sample do not feel to maintain the balance as personal and professional relationships are completely different. Just like in coping balancing with personal and professional stress, to maintain a balance in the professional and personal relationships and conflicts, the employees try to detach themselves from the conflicts and frustrations in one domain of life and maintain the balance. One employee with 1-3 years of work experience who is the only employee from the sample says that she projects personal frustrations at work by not talking to anyone and stays alone for some time and then mingles with everyone and is fine.

Conclusion

- Hypothesis 1 which states that "There is an Influence of Interpersonal Relationship on the Work Life Balance" has been supported.
- Hypothesis 2 which states that "There is an influence of Perceived Stress on the Work Life Balance" has been supported.

- Hypothesis 3 which states that "The level of Perceived Stress among employees is not different in different Work Experience groups" has been supported.
- Hypothesis 4 which states that "The level of Interpersonal Relationship among employees is not different in different Work Experience groups" has been supported.
- Hypothesis 6 which states that "The influence of Perceived Stress on Work Life Balance is different in different Work Experience groups" has been supported.
- Hypothesis 7 which states that "The influence of Interpersonal Relationship on Work Life Balance is different in different Work Experience groups" has been rejected.

Implication

- This study can be used for the future studies and researches on Work-Life-Balance.
- It has both Qualitative and Quantitative Analysis to study the influence of the variables on each other in depth.
- There are samples from outside Bangalore too, to generalise the study's results
- This study can be used to understand the influence of perceived stress and interpersonal relationship on work-life-balance and improve the work-life balance of employees by helping them to cope up with stress and relationships.

Limitation

- The sample contains many differences in the demography but only work experience is taken for the comparative study. Gender and age could also play a role in the influence.
- The sample size is small though the analysis is deep and in detail.
- Some interventions could have been given to bring about the balance to those employees who are finding it difficult to maintain it.

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The Moderating Role of Servant Leadership: Investigating the Relationships among Employer Brand Perception and Perceived Employee Retention

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Abstract

This research study investigated the interrelationships among Employer Brand Perception (EBP), Servant Leadership (SL) and Perceived Employee Retention (PER) using the data collected from the 169 (N=169) employees working in Indian public and private sector organizations. Employer brand perception and servant leadership was positively correlated with perceived employee retention intentions. Servant leadership moderated the relationships between employer brand perception and perceived employee retention. It was found that when servant leadership style followed by the leader is high then the positive relationships between employer brand perceptions and perceived employee retention intentions were also high in comparison with when servant leadership style followed the leader is low. Servant leadership also influenced the positive relationships between employer brand perception and perceived employee retention intentions. Management and future research implications are discussed.

Keywords: Employer Brand, Servant Leadership, Employee Retention, Turnover Intentions

Introduction

The shift in the functioning of human resource management function from a merely supportive role to strategic role, provides direction to human resource professionals/ practitioners to make continuous efforts to build and communicate the employer brand image to both outside and inside the organization to make its presence felt among the existing and potential employees and make their employer a distinctive and desirable employer to work for. Communicating the employer brand image and its distinctive features is also very important to deal with the issue of high turnover intentions of the employees. With the continuous change in the expectations of the 21st century employees, employee retention becomes a critical challenge in front of organizations. The organizations today are struggling with devising the best possible human resource policies which help the organizations retain the skilled workforce to achieve competitive edge. Apart from the changing expectations of the employees, global competitive pressure also forces the organizations to take necessary steps in building trust and confidence in their employees and provide them leadership support, so that they remain working with them for longer.

Problem Statement

The aim of this research study is to provide new insights into the relationships between employer brand perception, servant leadership and an important organizational outcome perceived employee retention. Specifically, how do employees perceive their employer brand image? How this employer brand image related to perceived employee retention they hold towards their organization? What is the role of servant leadership in influencing these relationships?

This proposed research aspires to explore the influence of employee's perception of their employer brand and servant leadership style followed by leaders on perception of employees towards factors affecting employee retention. In the following sections, we have reviewed the literature about employer branding, servant leadership and perceived employee retention. We have then described how servant leadership style might moderate relationships between these variables. We have described the methodology and findings of the survey conducted among a sample of employees workings in public and private organizations of India. In the final section we have explained the implications of the findings to the organizations and recommend some areas for future research.

Review of Literature

Employer Brand Perception: Ambler and Barrow (1996) have first coined the term "*Employer branding" and defined it as 'the package of functional, economic and psychological benefits provided by the employment and identified with the employing company.* The various researchers described the attributes of the employer branding differently. Llyod (2001) described employer branding as the 'sum of a company's efforts to communicate to both existing and prospective staff that it is a desirable place to work, but Ewing *et al*. (2002) concluded that Employment branding is concerned with building an image in the minds of the potential labour market that the company, above all others, is a 'great place to work.' Since its inception, employer branding has been studied from the point of view of potential labour market (Berthon, et al., 2005). In an increasingly competitive employment environment, employer branding helps in recruiting and retaining the best human talent within any organization. Little empirical evidence on how employer brand perception among the existing employees affects the important organizational outcomes clearly indicates the gaps in the existing literature **(**Backhaus & Tikoo, 2011). The questions like below are still unanswered Does employer branding increase retention? Does employer branding change employee's work behavior? Is job satisfaction improved? Is productivity improving? It is because of this reason that it is worth studying that how employer brand perception affects the employee's behavior in an organization. The another important reason to study the employer brand perception among existing employees is the findings of the study conducted Kucherov & Zavyalova (2012) which indicates that the companies with strong employer brand (CEBs) have potential advantages in comparison with companies without employer brand (CWEBs). The study also indicates that the CEBs have gained economic advantage due to lower staff turnover rates and higher rates of HR investments in development activities of employees. It was also found that in CEBs, the employees are actively involved in decision making and management processes.

The Strong employer brand image is predictor of organizational outcomes like employee satisfaction, Affective commitment and Turnover (Priyadarshi**,** 2011). Given the state of existing literature one can conclude that employer branding as a concept has gained much attention in the field of marketing and it was found that the concept employer branding is still in infancy stage within Human resource management field. There are number of key areas from OB area like leadership, motivation that can help add theoretical foundation to the concept and can help understand what makes a successful employer brand (Edwards**,** 2010). Research studies also revealed the fact that employee's willingness to stay with the organization increases if employees feel pride in working for that organization (Jiang & Iles, 2011). Given the state of existing literature we hypothesize that employer brand perception is positively associated with perceived employee retention and negatively associated with employee turnover intentions.

H1: Employer brand perception is positively associated with perceived employee retention and negatively associated with employee turnover intentions.

Perceived Employee Retention: As defined by Lockwood, (2006) retention is a critical element of an organization's more general approach to talent management, which is defined as "*the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs*".

The researchers in the field of organizational studies have extensively researched the factors that influence employee retention. Research findings from the existing literature indicates that factors such as compensation and benefits, work environments, organizational affiliation are some of the prime factors of talent retention (Mosley and Hurley, 1999), whereas Hannay and Northam (2000) in a study titled "Low-cost strategies for employee retention" found that retention of employees cannot be resolved by money alone. Targeted effective recruitment and working environment that satisfies both intrinsic and extrinsic needs of the employees help improve employee retention. The study also concluded that overemphasis on increasing financial rewards and avoiding employee's development is likely to increase employee turnover rather than decreasing it. The research suggested that proving the work environment that provides challenge, autonomy, respect, opportunities and variety can help improve employee retention as this kind of work environment is difficult to find and also difficult to leave. The notion of working environment full of career opportunities is also supported by the findings by Yang, Wan & Fu (2012) which states that in order to improve the retention of employees, managers need to understand the needs of subordinates and provide them career advice and relevant training programs to enhance career opportunities. The authors argued that the employee's career ambitions must be given prior attention by the managers before devising retention strategies. The research also indicates that mentoring plays an important role in understanding the employee turnover causes. The authors concluded that knowing the expectations of employees regarding intrinsic motivations and extrinsic motivations can enhance job satisfaction, strengthening employee's commitment and hence reducing the turnover. Where some researchers emphasize on compensation and career advancement as major influencers of employee retention, Deery (2012) in the study titled "Talent management, worklife balance and retention strategies" has proposed a framework which suggest that the improved organizational strategies such as recruitment strategy, quality of training, appropriate education and job fit, work life balance policies helps in increasing job satisfaction, organizational commitment and employee retention. Murphy and Williams (2004) studied the impact of compensation on the turnover intentions of the managers and found that managers are mostly influenced by modern compensation plans (deferred compensation, stock options and ownership stake) in comparison with traditional plans (base pay, insurance and retirement plans). The study also concludes that quality of life and quality of family life were the most influential factors in decision to leave. Tymon et al. (2011) in their study found that intrinsic rewards and personal commitment mediated the relationship between managerial support and career success and retention. Dockel, et al. (2006) has developed and validated a retention factor measurement scale (RFMS). The authors found that compensation, training, worklife policies, Job characteristics, supervisor support and Career opportunities are important factor in measuring employee retention. The research also found that retention factors appeared to significant influence on the organizational commitment.

The existing literature supports the fact that attractive HR policies and practices with respect to compensation, training and development, work life balance, career advancement, job characteristics, quality of work life, recruitment strategies can help change the perception of employees towards the organization and makes it difficult for them to leave the organization. So for the purpose of this research, it is assumed that employee's satisfaction with the HR policies and practices and their perception toward turnover intentions is indicating the level of perceived employee retention.

Servant Leadership: The concept of "Servant Leadership" was first coined by Robert K. Greenleaf in 1970 in an essay entitled, "*The servant as Leader"*. *"The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?"* (Greenleaf, 1977).

Although the concept "servant leadership" was coined by Robert, K. Greenleaf in the year 1977, but the concept has gained attention by the researchers in late 90's. Majority of the early researchers in the field of leadership has focused upon building the theoretical framework of servant leadership, as the concept was more anecdotal in nature. Theoretical development of servant leadership framework opened up the new vistas of research for the researchers in late 90's. The concept Servant Leadership was practised even thousand years ago before Greenleaf identified it formally (Sendjaya & Sarros, 2002). The narration from Bible clearly depicts this notion. Jesus Christ's teachings to his disciples are clear examples of servant leadership theory. The findings from the research work done by (Spears, 1996, 2010, Farling, et al. (1999), Blanchard (1999), Russell (2001), Sendjaya & Sarros (2002), indicate that the concept servant leadership is more of anecdotal nature which lacks empirical evidence of its influence.

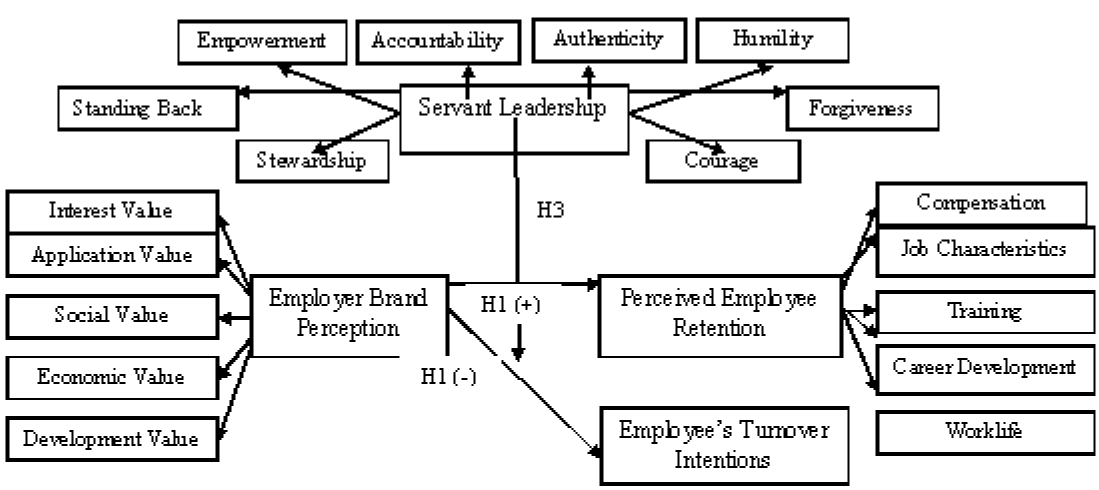
The focus of these studies mentioned above was to develop the strong foundation of the concept and giving it a shape for empirical investigation. Looking at need of traditional leadership theories in 21st century, the authors described the applications of servant leadership style in organizations. The various models have been developed by the research to test its practical implications. The research also focused upon the distinctive attributes of servant leadership. Although it was found that primary intent and self-concept differentiate servant leadership from transformational and charismatic leadership styles, yet some researchers proved these leadership styles to be same. Authors found that although most of the great companies to work for have servant leadership as their core value of culture, yet there is a strong need to make its presence felt by further research.

Vision, credibility, trust, service, appreciation for others and empowerment proved to be the most important basic values of servant leadership. *1. Listening, 2. Empathy, 3. Healing, 4. Awareness, 5. Persuasion, 6. Conceptualizing, 7. Foresight, 8. Stewardship, 9. Commitment to growth, 10. Community building* are identified as ten basic characteristics of servant leadership. The studies criticized the managerial style of being more coercive, judging and critic in comparison to managers those are cheerleaders. Depending upon the extensive literature review the studies proposed three conceptual models of servant leadership. The various researchers (Laub (1999), Ehrhart (2004), Dennis & Bocarnea (2005), Barbuto & Wheeler (2006), Wong & Davey (2007), Liden, R.C et al., (2008), Van Dierendonck & Nuijten (2011)) have developed and validated the construct to measure servant leadership.

The construct's dimensions were developed on the basis of the ten characteristics defined by Spears (2010). Some constructs are unidimensional and some are multidimensional. First scale to measure servant leadership was developed by Laub (1999) and was named as OLA (organizational leadership assessment). Recent scale on servant leadership is developed by Van Dierendonck & Nuijten (2011) and named it as SLS (Servant leadership scale). It is the first measure of its kind where the underlying factor structure was developed and across several field studies in two countries. The result of the study conducted by Van Dierendonck & Nuijten (2011) includes development an eight dimensional measure of 30 items as: 1. *Standing Back, 2. Forgiveness, 3. Courage, 4. Empowerment, 5. Accountability, 6. Authenticity, 7. Humility* *and 8. Stewardship.* The findings from the literature study indicate that so far servant leadership was examined with a range of other organizational variables like, extra effort, satisfaction, organizational effectiveness (Barbuto & Wheeler (2006), procedural justice climate, organizational citizenship behavior Ehrhart (2004), leadership effectiveness Hale & Fields (2007), team effectiveness Irving & Longbotham (2007), organizational commitment, turnover intentions, job stress, job satisfaction Jaramillo, et al. (2009), organizational commitment, community citizenship behavior Liden, et al. (2008), organizational justice Mayer, Bardes & Piccolo (2008), helping behavior Neubert, et al. (2008), perceived organizational support Sun &Wang (2009), integrity, competence Washington, et al. (2006), role clarity West, et al. (2009), trust Reinke (2003), extra role behavior, commitment, Bobbio, et al. (2012), turnover intentions, disengagement Hunter E.M., et al. (2013).etc. varied correlation with these variables indicate that servant leadership is impacting the organizations. The concept servant leadership has been studied as independent variable and mediating variable in many research studies but its influence as a moderating variable between organizational variables lack empirical evidence. This study is an attempt to find that servant leadership might moderates the relationship between the organizational variable of interest. We hypothesize that servant leadership style is positively associated with perceived employee retention and negatively associated with employee turnover intentions. Servant leadership is significantly moderating the relationship between employer brand perception and perceived employee retention.

H2: Servant leadership is positively associated with perceived employee retention and negatively associated with employee turnover intentions.
H3: Servant leadership is significantly moderating the relationship between employer brand perception and perceived employee retention.

Theoretical Framework



The theoretical framework mentioned above explains that how employer brand perception factors can influence the perceived employee retention and impact of servant leadership factors in influencing the relationship between these two variables.

Research Method

Participants: The data were collected from 169 respondents working in Indian organizations. From total 169 respondents, 129 (76.3%) were males and 40 (23.7%) were females, working in 28 (16.6%) and 141 (83.4%) service organizations. The number of private and public organizations participated in survey was 59 (34.9%) and 109 (64.5%) respectively and 1 (0.6%) is non-profit organization. Most of the respondents 52 (30.8%) were less than 25 years of age, followed by 46 (27.2%) falls between 26-30 years of age, 23 (13.6%) were between 31-35 years of age, 9 (5.3%) between 36-40 years, 11 (6.5%) between 40-45 years and 28 (16.6%) above 45 years of age. The majority of responds 97 (57.4%) were post graduate followed by 59 (34.9%) graduate, 9 (5.3%) higher than post graduate and 4 (2.4%) diploma holders. The hierarchical level on which respondents were working comprises of 48 (28.4%) at junior level, 104 (61.5%) at middle level and 17 (10.1%) at senior level. In terms of experience, most of the respondents 84 (49.7%) have less than 5 years of experience, 34 (20.1%) have experience between 6 to 10 years, 13 (7.7%) have experience between 11-15 years, 6 (3.6%) between 16-20 years and 32 (18.9%) have experience more than 15 years. The majority of respondents 53 (31.4%) had their leaders in the age bar of 36-45 years, followed by 50 (29.6%) between 45-55 years of age, 35 (20.7%) between 25-35 years, 31 (18.3%) above 55 years of age.

Measures: The study used four published scale to measure employer branding, servant leadership, perceived employee retention and turnover intentions.

Employer brand perception has been measured by adopting the scale developed by Berthon, et al. (2005). The instructions have been modified for the research under study. Respondents were asked to rate the presence of attributes such as “Recognition/appreciation from management” on a five pint likert scale (1- to a very small extent to 5- to a very great extent). Berthon, et al. (2005) reported a Cronbach’s alpha of 0.96 for final 25 item EmpAt scale. In this study, Cronbach’s alpha for employer brand perception was .94 (Table 1).

Servant leadership was measured with Servant Leadership Scale (SLS) by Dierendonck and Nuijten (2011. Literature supports the fact that subordinates are the best resource to assess their supervisor’s leadership. We asked our respondents to rate their leaders on this 30 item scale on a five point likert scale (1- Strongly disagree to 5- Strongly agree). Items on SLS include the statements such as: “My manager gives me the information I need to do my work well,” “My manager learns from criticism,” “My manager appears to enjoy his/her colleagues’ success more than his/her own.” In this study, the SLS had a Cronbach’s alpha of .94 (Table 1).

Employee retention factors were measured by the scale developed by Dockel, et al. (2006). The responses were calculated on five dimensions affecting employee retention i.e. compensation, job characteristics, Training, Career Development and work life practices. For the purpose of this study it is assumed that the satisfaction level of employees with respect to above mentioned dimensions explains employee's perceived retention. The Cronbach's alpha for compensation is (.93) for 13 items, Job characteristics (.76) for 4 items, Training (.88) for 6 items, Career development (.63) for 6 items and work life practices (.84) for 4 items (Table 1).

Turnover Intentions were measured on a 3 item scale which has been adapted from Michigan Organizational Assessment questionnaire by Cammann, et al. (1979). Respondents were asked to rate the items on a five point likert scale ((1- Strongly disagree to 5- Strongly agree). The cronbach's alpha for turnover intention is .83 for this study (Table 1).

Table 1: Mean Standard Deviation and Internal Consistency for scales

Scale	Mean	SD	Cronbach's α
Employer Brand Perception	3.6	0.69	.94
Servant Leadership	3.4	0.62	.94
Perceived Employee Retention (Overall)	3.3	0.49	.89
Compensation	3.4	0.72	.93
Job Characteristics	3.4	0.61	.76
Training	3.3	0.81	.88
Career Development	3.2	0.60	.63
Work Life Practices	3.0	0.91	.84
Turnover Intentions	2.6	0.99	.83

Procedure: The survey method was employed to collect the data. The researchers personally visit the organizations to collect the data from the employees. Some of the data is also collected through e-mail invitations to employees through professional networks. The data was collected between the time periods from 01-02-2013 to 31-08-2013.

Data Analysis

Item Reliabilities: Cronbach's alpha coefficients were calculated for all the scales. The reliability coefficients are presented in the (Table 1) mentioned above. All the scales indicated the acceptable reliability coefficients ranging from .63 to .94 as discussed earlier.

Descriptive Statistics: Means and standard deviations were calculated for each scale (Table 1). The means scores of five point likert scale data for (Employer branding, servant leadership, perceived employee retention and turnover intentions) ranged from 2.6 to 3.6, and standard deviations ranged from 0.49 to 0.99.

Hypothesis Testing: Correlational analyses were used to test the hypotheses 1 and 2. Correlation coefficients among variables are displayed in Table 2 below, employer brand perception was significantly and positively correlated with perceived employee retention (r=.670, p<.05), and was negatively correlated with turnover intentions (r = -.236, p<.05) significantly. Servant leadership was significantly and positively correlated with perceived employee retention (r=.601, p<.05), and was negatively correlated with turnover intentions (r = -.239, p<.05) significantly. These findings supported hypothesis 1 and 2, indicating stronger employer brand perception and servant leadership was positively associated with perceived with employee retention and negatively associated with turnover intentions.

Table 2: Correlation coefficients among variables under study

Scale	Employer Brand Perception	Servant Leadership	Employee Retention	Turnover Intentions
Employer Brand Perception	1	.656**	.670**	-.236**
Servant Leadership		1	.601**	-.239**
Employee Retention			1	-.319**

** p<.05 (two tailed)

In order to test hypotheses 3, moderated multiple regression analysis were used. Following the steps presented by Baron and Kenny (1985), the predictor variable employer brand perception and moderating variable servant leadership were centered by subtracting the means from observed scores, which results in creation of an interaction term. Then, multiple regressions were performed with the centered variables and interaction terms as predictor of perceived employee retention (Hypothesis 3).

Results of regression analysis for testing hypothesis 3 indicated that the overall regression model was significant, R^2=.50, F (3, 165) = 57.8, *p*<.05. Employer brand perception significantly predicted employee retention (ER, β = .53, t (169) = 7.12, *p*<.05. Servant Leadership significantly predicted employee retention (ER, β = .29, t (169) = 4.11, *p*<.05. the interaction term was also significant, β =.14, t (169) = 2.4, *p*<.05, providing support for positive moderating role of servant leadership. This findings of the study indicated that servant leadership partially moderates the relationship between employer brand perception and perceived employee retention. Hence, hypothesis 3 is accepted.

Discussion

This research study investigated the outcomes associated with employer brand perception and servant leadership in Indian organizations. It also attempt to find whether servant leadership style might moderate the relationship between employer brand perception and perceived employee retention. Results of the study indicated that employer brand perception and servant leadership style is positively associated with perceived employee retention and negatively associated with turnover intentions.

Positive relationships between employer brand perception and perceived employee retention indicate that employees who perceive positive about their employer brand are more likely to retain in their organizations and have lower turnover intentions. The findings of this study are in alignment with the previous studies done by (Kucherov & Zavyalova, 2012 and Priyadarshi, 2011). Employer brand perceptions have been studies on five dimensions (Interest value, Application value, Social value, Economic value and Development value) proposed by Berthon, et al. (2005). It has been found in the study that employees perceive social value and development value as the most important dimensions of any Indian employer brand. This finding is in alignment with the study conducted by (Hannay and Northam, 2000) that indicated that money alone cannot help employee retention. If this would have been the case the employees should have given preference to economic value in the current study. This indicated that the employers high on these dimensions (Social and Development value) are more likely to retain their employees. The organizations like Infosys, TCS, Google India, Le Marriot are examples of Indian organizations those have established themselves as employer brands and have been regarded as great place to work for by survey conducted by Great Place to Work For organization in 2011 and 2012. Looking at the benefits of strong employer brand image in the minds of existing and potential workforce, organizations today are highly investing in employee development and career growth to gain competitive edge over competitors. This also helps in attracting and retaining the talent for building desired workforce to achieve higher performance and growth.

Further the findings from the moderation analysis suggest that employees with strong employer brand perception have higher levels of perceived employee retention and lower turnover intentions. It was found in the study that servant leadership is playing significant role in increasing the positive relationships between employer brand perception and perceived employee retention. It clearly indicated that employees who perceive their leaders to be servant leaders with characteristics of empowerment, forgiveness, humility, stewardship, authenticity, courage, standing back and accountability are more likely to be emotionally attached with their organizations and have lower turnover intentions and hence high retention intentions. The findings of the study that servant leadership is positively associated with perceived employee retention and negatively associated with turnover intentions are in alignment with the previous research studies conducted by (Jaramillo, et al. 2009 and Hunter, E.M. et al., 2013)

Overall the findings of this research study indicated that stronger employer brand perception and servant leadership not only influence employee retention but can also improve employee's performance and their contributions in the organizations. The findings can be used to guide management development programs. The organizations can design training programs to inculcate servant leadership behavior in their leaders to bring desired results. It is quite easy for Indian leaders to behave as servant leaders as India stands high on humane orientation (Gupta, et al., 2002) where individuals care for each other. Humane orientation is related to supportive leadership (Dorfman, et al., 2012) which also supports servant leadership style. Leaders who behave with humility can help in developing the organization culture that is full of respect for each other and consists of trustworthy employees. It can also help in extending the relationship with the society in terms of corporate social responsibility. Servant leadership style exhibited by leaders can also help followers modify their behaviors as being more loyal and trustworthy. This climate of mutual trust and respect will definitely make the organizations more productive and great place to work for.

The findings of the study not only indicated that how organizations can build stronger employer brand but also suggested that leaders in the organizations should change their behaviors towards their followers by acting in serving style rather than authoritative and controlling. The leaders should possess the attributes such as work to serve, set aside self-interest, providing support to the employees. By following these attributes leaders can improve the workplace culture and can help employees work for the organizations for longer.

Future research

Future research study can focus on the actual employee retention rates in the organizations rather than perceived employee retention. It will help in producing more accurate results as the current research study just focused upon the perception of the employees towards their retention intentions. Further work can focus upon developing and validating the construct for measuring employer brand perceptions as little evidence is available for these kinds of studies. Comparative studies can also be conducted to find how different sectors differ in their orientation on the variables under study. It will be interesting to find out that whether public or private sector is dominating on servant leadership style, which sector emphasize more on employer brand image building?

Conclusion

The relationships studied between employer brand perception, servant leadership and perceived employee retention are important for managerial implications. Employee's perception of stronger employer brand image is positively associated with organizational outcomes such as higher employee retention rates and lower turnover intentions. It is important for the leaders to understand the importance of leadership behavior and its impact on employee's behavior. The research put emphasis on the servant leadership style, which has been ignored by Indian leaders. Although India stands high on humane orientation yet, there is a strong need to exhibit these behaviors by Indian leaders.

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An Inclusive Workplace: A Case Study of Infosys

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Abstract

Gender inclusivity has become the new buzzword in recent years in the human capital management. Due to globalization and changing family structure, women now form a significant portion of the workforce. Gender inclusivity involves giving women employees' equal opportunities and suitable work environment to help them to meet the demands of work and home. There is a business case for gender diversity. The business enterprises, which respect gender diversity, take better decisions due to a variety of thinking styles, earn a good image for themselves in the market, attract good talent and earn the loyalty of all their crucial stakeholders. This case study talks about gender inclusivity practices in Infosys, a multinational Information Technology services company, headquartered in Bangalore, India. Infosys is a pioneer in providing women inclusive environment so that they can use their talents to the fullest capacity. It has established IWIN (Infosys Women's Inclusivity Network) in 2003, for helping women in their career lifecycles through support group and policies, thereby enhancing their retention. Infosys has a number of outstanding policies such as paid maternity leave, telecommuting, and sabbaticals for a year for childcare and satellite office for working mothers. Besides these, the company also provides for its women workers flexible arrival/ departure, parenting workshops, supported day care centers and providing free counseling for handling stress. NASSCOM awarded Infosys for excellence in gender inclusivity, at the third Annual IT Women Leadership Summit in 2008-09.

Keywords: Gender inclusivity, Equality, Retention, Good Image

Introduction

Gender inclusivity is all about creating a fair and equitable culture by organizations, in which, women employees can contribute to her full potential. It has become imperative for organizations to survive in a global market place. Today women are not only managing their home, but with improved education standards, are also employed successfully in several top-notch organizations. Work-force dynamics has undergone a huge change and women have become a crucial part of the workforce. The companies today wish to adopt an inclusive environment where women employees feel valued and excited about opportunities for their personal and professional responsibilities. They respect equal opportunity principles with regard to salary as well as selection, promotion and training. Inclusivity has become a long-term commitment for most of the organizations and they have a number of strategies for executing inclusive practices like childcare facilities, reduced working hours, working from home etc., at the workplace. It is also about engaging in complex thinking beyond categories and assessing equitable achievement.

There is also a business case for gender inclusive practices as it enables access to a wider pool of talents and ideas. Researches have demonstrated that women bring their unique leadership style to their organization, outnumbering men in areas of playing role models, participative decision making, inspiring colleagues etc. Women employees also possess empathy, emotional intelligence and ability to handle conflicts well. In this uncertain business environment, women are important components of the talent pool along with men and therefore add different experiences and values to the decision making. Thus, recruiting and retaining technical women is vital for the survival of the firm. Catalyst, a research firm, has found that firms with the highest number of representation, on their top management teams, experienced better performance. Moreover, companies that inculcate inclusive and diverse cultures create a better workplace, better value for clients. Inclusive practices are imperative for a sustainable and just future Mercer 8

India IT Industry Demographics

The Indian IT industry mirrors the availability of women engineers in professional colleges. In the mid ’80s, only 5-8 per cent of students in engineering colleges and approximately 25-30 per cent of the population entering the IT industry were women. The dramatic growth of the IT industry in the mid ’90s inspired a larger percentage of women to obtain higher education, and by 2005, 40.4 per cent of the entrants into institutions of higher education were women5. This trend has had a direct impact on the positions filled by women in IT, the bottom of the pyramid having favourable gender ratios.

Since then, the number of women employed in the Indian IT industry has increased (see Chart 1). This is a consequence of various factors, including the following:

- The number of women graduating from engineering colleges has been on the rise.
- The idea of a working spouse is more widely accepted.
- The IT-BPO industry is generally perceived to offer a safe and friendly work environment.

Year	No. of Women Employees(In Thousands)
Jan, 2013	1073
Jan, 2014	1071
2008	670
2006	421

Source: Economic release(http://www.bls.gov/news.release/empsit.t21.htm)

Strategies of Gender Inclusivity at Infosys

Infosys has become one of the most admired companies for promoting gender inclusivity and diversity. The company has become a leader in innovation and is serving hundreds of customers worldwide. Understanding the demands of customers requires the best employees with a wide range of skills. Infosys was quick to realize that to maintain quality, sustainability and innovation in a global world, it has to incorporate diversity and gender inclusivity initiatives. Women constitute 32.4% of Infosys employee strength and are provided equal opportunities in terms of pay, promotion etc. Infosys also believes that women employees are indispensable for the prosperity of the company as they bring their own unique style of working at the workplace. Thus, women employees must be encouraged. These concepts of diversity and gender inclusivity have also given Infosys huge business edge over its rivals by attracting and retaining talented employees, increasing job satisfaction and enhancing creativity and productivity.

Narayan Murthy launched IWIN (Infosys Women Inclusivity Network) in 2003 for supporting its women employees in managing their personal and professional development. The goal of IWIN is to help Infosys become the employer of choice for women across the world and to help them attain leadership positions in the company. Infosys is also one of the first companies in India to have an inclusivity survey to measure the inclusivity index of their workforce in 2007 and evaluate the progress of inclusivity programmes in the company. Infosys provides excellent nurturing environment to its women employees by providing them with flexible working hours, telecommuting, child-care sabbaticals which help employees to have a balance between their personal and professional lives. Infosys believes in the philosophy that as an organization that believes employees is their greatest asset, and the company ensures that employee engagement remains their priority and communication is honest and transparent. The company enjoys the competitive edge as the spirit of people and together they can achieve the corporate goals and personal aspirations.

INFOSYS: Employees by Location (Including Employees deputed to customer locations)

Region	2008-09	2007-08	2006-07
APAC	3,756	2,666	2,170
EURP	5,067	4,889	3,336
India	84,690	72,523	57,144
Middle East & Africa	151	92	34

Americas	**11,186**	**11,017**	**9,557**
Grand total	**104,850**	**91,187**	**72,241**

Scope : Infosys Group

In 2008-09, Infosys were recognized for their efforts to promote a more inclusive work environment. They won the Corporate Award for Excellence in Gender Inclusivity instituted by the National Association for Software Companies (NASSCOM), India, for the second consecutive year. Also received the Helen Keller award, instituted by the National Centre for Promotion of Employment for Disabled People, for the third consecutive year. Infosys had also won the ASTD Excellence in Practice Award for diversity training.

To measure inclusivity levels across the organization, Infosys developed their own patent-pending inclusivity index in 2007. The index helps us track our progress in promoting inclusivity within the company. Diversity dashboards, which were developed in 2007 and deployed across the organization on a quarterly basis, act as ready-reckoners for sensitizing and deciding policy changes. It believes that their inclusivity efforts have to be continuously monitored and improved for effectiveness. The senior management is sensitized at all business units on diversity matters through diversity campaigns and training and all the employees are sensitized to follow the core value system, C-LIFE.

They also regularly organize training programs for employees on cross-cultural sensitivities. These programs help instill respect and to appreciate the differences in cultures that arise out of having a diverse global workforce. The Head – HRD, is the custodian of equal employment opportunity. The Diversity Office and the HR department are responsible for coordinating efforts in implementing and disseminating information regarding the company's diversity agenda. To foster inclusivity, employees are encouraged to participate and contribute their views through focus-based affinity networks.

Active Networks at Infosys

Infosys Women's Inclusivity Network (IWIN): Launched in 2003 to create a gender sensitive and inclusive work environment, this network continues to address the work-life balance and developmental needs of our women employees. A special mentoring program, The Infosys Women's Inclusivity Initiative's Mentoring Program (IWINTOR), was launched in 2008. Approximately 1,000 women have enrolled in and are benefiting from this program. It is believed in supporting and recognizing employee volunteerism. International Women's Day was celebrated by recognizing around twenty of our women achievers with the "Women as Catalysts for Social Change" award.

Infosys continues to partner with major gender networks and forums across the globe to benchmark the practices in inclusivity and also publish research papers.

Infosys Women Inclusivity Initiative Mentoring Programme, was launched in 2008 by IWIN to identify and nurture high-potential women employees. About 1000 women employees are benefiting from the programme whose chief objective is to provide women with a source of guidance, counsel and experience. In this mentoring programme, the senior executives perform the role of mentors and train fresh women recruits up to managerial positions. Mentors provide guidance to women employees for maximizing their potential and improve their performance. Mentoring of women employees is of critical importance in knowledge organizations like Infosys for improving their skills and confidence and for gaining a broader-based perspective. Infosys is an organization that gives a huge importance to issues of gender diversity and mentoring is an ideal solution for fully capitalizing on the talents of its women employees.

Infyability: Since 2006, it has been a conscious effort by Infosys to support employees with physical disabilities through the Equal Opportunities team. A platform is established a platform to help employees come together and benefit by sharing experiences and knowledge, leading to skill enhancements. Focused interventions are deployed which includes, training, campaigns and celebrate World Disability Day to sensitize employees on disability and allow them to share their thoughts on creating an inclusive work environment. This year, an accessibility audit was conducted for its India-based facilities in Bangalore, Chennai and Hyderabad and recommended appropriate measures to promote disability-friendly facilities.

Family Matters Network: This network was launched in 2008 to help employees with parenting and work-life balance issues. Employees are given online expert counseling and provided referral services on daycare, information on schools for their children and family healthcare. An estimated 14,000 employees are benefiting from this program. Parenting workshops, online counseling and forum discussions are regularly organized by the Diversity Office. Recently the program has been tailored to suit the needs of our employees in North America. Apart from the benefits and support that is offered under the Family Matters Network India, parents at our North American offices can also avail corporate discounts on various educational services and day care facilities and gain access to a counselor 24/7, free of charge.

Inclusivity initiatives launched by Infosys for its women employees

Tapping its rich mine of educated female talent has been an important factor in allowing India to become one of the world's fastest-growing economies. But recently this particular dynamo has been showing signs of strain. Not surprisingly, the most stress is felt among women between 25 and 55 years of age, who are trying to balance demanding careers with obligations at home. Surveys showed that many Infosys women dropped out after getting married; the numbers skyrocketed after the birth of their first child and were almost universal after the second.

The gender diversity practices in Infosys seek to address needs specific to the development, engagement, growth and retention of Women by promoting an inclusive workplace where the potential of women is leveraged and every woman feels valued, heard and fully involved with the company. We were the first company in India to focus on gender diversity and create a gender based affinity network - IWIN - in 2003 to promote inclusion. The Network's support allowed us to develop innovative practices to balance the needs of Indian women and traditions in a multipronged approach to help women achieve career and life goals. - comprising of (1) emotional assistance, (2) inclusive policies and (3) infrastructure support.

Emotional well-being

Majority of women are exhausted with the demands of multiple responsibilities at work and managing their daily chores at home, in this fast-paced world. Women employees feel a lot of stress and often struggle to achieve work-life balance. Stress among women employees arise due to a number of factors such as adjusting at the workplace, coping with numerous domestic responsibilities, pressures to meet deadlines etc. Learning how to cope with stress is becoming increasingly significant. When strain becomes too high, counseling is required to help the women employees gain control over stress. Infosys provides counseling to its women employees on stress, personal and behavioral problems. This counseling is provided by Infosys through a professional counselor to its women employees free of cost. The objective of counseling is to break isolation, reduce emotional suffering, enable women to consider alternative perspectives and improve self-esteem. Counseling also enables women employees to make positive changes in their lives and restoring healthy lifestyles. It also helps them to improve their relationships and inculcates positive ways of handling intense pressure.

Peer counseling: The gender affinity circles help women with work life balance concerns such as parenting matters, day care referrals, career road maps while being away on maternity etc. In addition we have working mothers discussion boards for women to network with peers and get suggestions regarding childcare.

Professional counseling and workshops: Women face unique challenges during the child bearing and rearing stages. We provide online support by professional counselors to employees for advice on matters such as child behavior, education, nutrition etc.

Women Harassment Prevention Cell: There is a support network available for women facing harassment at home. We have established counselors and referrals who can assist with emotional, legal, temporary shelter and other related support.

Health programs: We provide seminars by gynecologists, health and nutrition specialists, pediatricians, and other specialists on an annual basis.

Pregnacare: This is a unique program offered for expecting mothers. A special yoga and fitness class is available in the Infosys campus. Besides, the physiotherapist provides ergonomics related counseling.

- **Doctor on Call***:* We have on site Doctors who can assist with ready prescriptions for mothers as well as over the counter prescriptions for their children.
- **Referrals:** Referrals for day care, home care, schools, hospitals, etc are available on D&I portal.

Policies

- **Maternity Leave**

Women today are not only playing the role of homemakers, but also, breadwinners. Maternity leave has become a concern for all employers for increasing the motivation and efficiency of their women employees. It is also vital for retaining talented women employees who take a break for raising their families for physical recovery and reduced strain. Often, working women may be forced to quit after the childbirth if they are not given the vital support for taking care of their infants. Infosys provides a nurturing environment for its women employees by giving them paid maternity leave, so that motherhood becomes a joyous experience for all its working mothers. The company cares about the security of its women employees and ensures that the working mothers get time to take care of their newborn child. Maternity leave provided by Infosys helps women to reconcile responsibilities within public and private sphere.

- **Child –care sabbaticals**

Sabbatical originates from Greek, and it means hiatus or absence from the work. Infosys gives one-year sabbaticals to its women employees for taking care of their young children or any family related issue. The sabbaticals make women employees realize that the company values them and appreciate their unique needs. The women employees also have decreased tension and peace of mind. This need-based flexibility has earned a lot of goodwill for the company and has resulted in increased retention of its female employees.

One year child care sabbatical and the part time policy has helped women balance their child care priorities, irrespective of the age of the child. Part time also allows compressed work hours at Infosys. Employees can either work half a day or work for a few full days in a week. The flexible working hour policy allows mothers to attend to the children's needs along with work.

- **Satellite Office**

Most of the employers are framing women-centric policies for exhibiting empathy towards their women employees. Due to the huge development in information and communication networks, satellite offices are becoming the favourite of a number of employers for eliminating long distance and time-consuming commuting. Infosys has set up an office in the heart of Bangalore to save pregnant women and young mothers the time to commute. The women employees can connect through the corporate network that ensures data security and productivity measures required by customers. They are also able to get rid of the unending traffic woes and are able to enjoy the work. Satellite offices in Infosys provide women employees the flexibility to work at their own pace, reduced women employees, increased their productivity and reduced their absenteeism.

- **Stay connected Pogramme**

Infosys offers stay connected programme to its women employees who have gone on extended maternity leave to stay connected with the work place even if they postpone their careers. This is done through their secure-id networks by which women are provided regular counseling for keeping their professional lives afloat. Often women employees who commence work after the huge gap because of their extended maternity leave lose their confidence. In order to keep them abreast with the changes that are taking in the business environment, Infosys gives its women executives' opportunities to complete certain courses in technical and quality certifications, which can be easily completed, from home. This helps the company in retaining talented women employees who have

- ✓ The telecommuting policy allows employees to attend to family emergencies and the on - duty policy facilitates working mothers to prioritize their work life matters.
- ✓ Satellite office policy allows women to work from the city office during pre and post maternity periods.
- ✓ Alternate career opportunities help women with less stressful jobs and these are available through the internal job posting policy.

- **Networking Forums**

Infosys provides to its women employees networking forums for thriving in their careers, family and personal lives. Though networking forums, Infosys tries to create a supportive community of working mothers, working managers and tries to empower them in every respect. The networking forums are also serve the purpose of obtaining the feedback of the women employees on issues related with gender inclusivity which are being implemented in Infosys. In the increasingly time-pressed lives of women employees, networking forums help them in receiving advice and tips from other women employees for their professional advancement. These networking forums also enable women employees to form a team of friends and share experiences, knowledge and ideas with other working mothers. The working mothers realize that they are not alone in their daily juggle and that there are people who have similar types of issues to whom they can reach out quickly and efficiently for advice.

Infrastructure support

- **Near site day care centers:** All our office locations have day care support within 4 KM radius for convenience of working mothers.
- **Nursing stations:** In order to help young mothers all the offices are equipped with lactation centers ably supported by the doctor on call and women helpers.

- **Shuttle services:** Infosys offices are known for their vastness; and expecting mothers require help for commuting within the premises for which we provide shuttle services. Also, we allow employees to use office buses for dropping their children in the day care centers free of cost.
- **Travel support:** Young mothers can take their children and an extended family member with them and use the office guest house while on long official travel. This facility is provided based on request from employees.
- **Facilities in premises:** For the convenience of working mothers Infosys campuses are equipped with the following: departmental stores, beauty salons, drug stores with over the counter prescription care for children, banks, ready to take home meals from the in house restaurants, and recreation facilities. The concierge services helps with tax returns, relocation, telephone, insurance, travel and other day to day matters.

Conclusion

Gender inclusion involves creation of a workplace where women employees have the opportunity to participate in creating success. It fosters creativity and brings in a number of innovative ideas. Top management has a vital role in ensuring that inclusive practices are followed in the organization. It has to ensure equality in attracting, promoting and retaining women candidates. All employees of the company should receive training in inclusivity and diversity practices. The organizations must have an embracing culture that leverages differences among employees and spurs participation of women, especially at higher levels in decision-making. They must strive to become equal opportunity employer for all professionals in the workplace. Gender inclusivity surveys should be conducted in every company to review the implementation of inclusivity initiatives and policies. Synergy in the organizations can occur only every member of the organization is treated with respect. Every company must try to implement best practices on gender sensitive policies across countries. Women are finally being recognized for their contribution in achieving the objectives of the organization.

This paper has put forth an attempt to make this work commence and to provide a multi-dimensional and more exhaustive view of how this phenomenon needs to be looked at. The conceptual model and the road maps can and should be used by organisations to assess where they are on the journey and define steps needed to effect the transformation individually and collectively. The transformation journey from inclusivity to empowered ecosystems is difficult and complex. It is multi-dimensional and requires individuals and the organisation to gain a more holistic perspective. This is not just another corporate initiative with tick-in-the-box metrics, but a transformational journey.

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Sustainability as a Competitive Advantage: An Outcome of Strategic HRM

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Abstract

The word "sustainability" in itself comprise plethora of meanings thus it represents different things to different people. For the purpose of this study, sustainability is defined as the commitment by organizations to balance financial performance with contributions to the quality of life of their employees, emphasizing long-term employment security to avoid disruption for employees, their families and designing a company's HRM system to reflect equity, development and well-being, thus contributing to the long-term sustainability of an organisation. This paper discusses about the economic, social and environmental benefits of sustainability known as the "triple bottom line" to society while also ensuring its own long-term sustainability as an organization. The paper focuses on Sustainability as it is typically connected to HRM through the traditional HR paradigm - service delivery, client satisfaction, and HR policies and practices, various Strategic Human Resource Management initiatives used by an organisation in order to strengthen their sustainability as a competitive advantage. Framework that requires sustainability to be truly actionable that connects decisions about the organization's talents with Sustainability in a clear, deep and logical way.

Keywords: Sustainability, Competitive Advantage, Human Resource Management

Introduction

In order to remain viable, organizations must find ways to foster social and environmental prosperity while creating economic prosperity. They must transform themselves from wealth creating organizations into commonwealth creating organizations – new requirement we might refer to as the sustainable effectiveness imperative. In addition we make a distinction between ecological & human sustainability. By ecological sustainability we are referring to redesigning organizations to contribute to sustainable economic development and the protection and renewal of the biosphere. By human sustainability we are referring to building human capability and skills for sustainable high level organizational performance and for community & social well-being. Ecological & human sustainability encompass the main tenets of sustainability including what is commonly termed as triple bottom like that is economic, social & environmental out comes. These distinctions also reflect our conviction that commitment to human and societal well-being is as important to the sustainability debate as ecological commitment to the planet. We must preserve a planet fit to live on and also create organizations that sustain the quality of social life. Sustainability has become so much crucial for an organization that a clear gap has emerged between companies that embrace sustainability and integrate it into their overall business strategy (the "embracers") and companies that integrate sustainability only on a limited basis by focusing on individual, short-term activities such as resource efficiency (the "cautious adopters").

Who are the embracers?

If sustainability embracers tend to be larger, in heavier industries and in growing markets, these are not the only characteristics they share. Critically, embracers not only claim that sustainability strategies are necessary to be competitive — they also believe these strategies are helping them to gain competitive advantage. Indeed, the overwhelming majority of these companies see themselves as outperforming their competitors. Embracers are also confidently making the link between sustainability and profitability. Part of this is the ability to increase sales by providing new products valued by consumers who care about issues such as ethical supply chains and energy efficiency. P&G's director of global sustainability Peter White sees these as including "products that allow consumers to save energy and save money, products that have clear social sustainability benefits in terms of saving people time, empowering women and so on." Developing these products, he argues, is a way "to actually build your business." It is not surprising that most companies believe sustainability will be necessary to be competitive in the future and so see the need to accelerate their adoption of sustainability-driven management. But what does that mean, exactly? How can it be done? What are the high-leverage tactics and strategies that will transform the way an organization competes on sustainability? In our study, along with identifying who the embracers are, we discovered seven practices that typical embracers share. What do embracers do?

Characteristic Features of Embracers

1. Move early — even if information is incomplete. First, they tend to be bold, see the importance of being an early mover and be prepared to accept that they need to act before they necessarily have all the answers. Business leaders we interviewed tend to agree. "Much of what you do in business can't be reduced simply to a formula or to a financial return calculation," says Brian Walker, CEO of Herman Miller. Many decisions, he says, "require a bit of instinct, a gut feeling for where you're ultimately trying to go. It can't be reduced to simply a piece of paper." Duke Energy's Roberta Bowman sees sustainability-driven management as a journey in which different businesses are at different stages. "It is an evolutionary process, and companies go through stages of growth in adapting sustainability to their business," she says. "Even within a complex company, we are starting at different places, we are evolving in different ways with our approach to sustainability." Embracers are not paralyzed by ambiguity, and instead see action as a way to generate data, uncover new options and develop evidence iteratively that makes decision making increasingly effective. Movement diminishes uncertainty.

*2. Balance broad, long-term vision with projects offering concrete, near-term "wins."*Leading companies are striking a balance between an overarching vision and being specific about the areas where they can gain competitive advantage. An ambitious vision might generate brand premiums, transform organizational culture and help attract capital, talent or public collaborators. But smart embracers balance those aims with narrowly defined projects in, say, supply chain management, which allow them to produce early, positive, bottom-line results. They exhibit relentless practicality. Dan Esty, professor of environmental law and policy at Yale University, sees this two-mindedness dividing the leading companies from the laggards: "The emphasis on execution is going to separate a few leaders from the pack who may have seen change coming but have not positioned themselves to act on the opportunity."

3. Drive sustainability top-down and bottom-up. Leading companies recognize that sustainability must not only be driven from top down — with leaders prepared to talk openly about the challenges and opportunities it brings to their organization — but must also involve employees, creating incentives (both financial and managerial) to contribute. SAP's Graf believes that employees have a key role to play. In fact, he says this was something that, initially, his company underestimated. "The first surprise was that some of our employees were much more aware of sustainability challenges and potential solutions than our management team," he says. "Our employees have long understood the role SAP can play. We saw a lot of grassroots activities happening around the globe and were amazed by the degree of passion that went with it." Embracers have learned that working to enlist employees in sustainability at all levels has many benefits. In addition to gaining ideas and insights from multiple sources, the genuine involvement of staff in that process drives up levels of employee engagement and productivity and nurtures a culture that is attractive to talented recruits.

4. Aggressively de-silo sustainability — integrating it throughout company operations. Embracer companies do not treat sustainability as a separate function but have established a culture in which sustainability is applied to all existing business processes. "We are now looking at much more precise ways to build sustainability into our core business processes, whether that's our integrated resource plan or our view of merger and acquisition candidates," Duke Energy's Bowman says. She argues that it may not even need to be called "sustainability" to be wired into the business. "It's the approach, it's the process, it's the mindset." In some cases, integration means embracing opportunities; in others, it means addressing risk. For HSBC, for example, bringing sustainability into lending practices is one way of integrating it into the business. "HSBC has a series of very clear and unambiguous policies around the standards we have for financial relationships with clients in forestry, water, chemicals, energy, metals and mining," says Robins. "That goes straight through the credit risk function, and I think it's a well-understood and formal process. And so that provides a very clear way of integrating material risk into the business decision making."

5. Measure everything (and if ways of measuring something don't exist, start inventing them). Embracers establish baselines and develop methods of assessment so that starting positions can be identified and progress measured. Some of these assessments are of tangible or physical activities, such as waste and energy efficiency or water conservation. However, forward-thinking companies are also trying to establish ways of quantifying the impact of sustainability on brand, innovation and productivity. Assessments that make the link between a company's sustainability credentials and its employee engagement are of particular interest to companies as they recruit skilled executives who want to work for a company they believe is doing the right thing. This issue is extremely important to most employee populations, particularly millennials. And although many people see this as a big, complex, intellectualized issue, the employee population invested in sustainability is growing, and employees are simply going to demand it from organizations. Of course, the way companies develop their approach to measuring intangibles is likely to vary according to their sector and activities. Mechanisms already exist that companies can adapt, such as employee satisfaction and exit interviews or the number of times analysts ask to see sustainability-related information. Initially, these kinds of metrics make intangibles more tangible — and, critically, they may help develop data that can tie less tangible sustainability-related rewards to the organization's financials.

6. Try to be authentic and transparent — internally and externally. Finally, companies leading the charge on sustainability are fundamentally realistic. They do not overstate motives or set unrealistic expectations, and they communicate their challenges as well as their successes. That was something embraced early on by companies such as Nike and Gap, which in the mid-2000s started producing labor supply chain reports that included details of the supplier factories in which they had encountered noncompliance with labor, environmental and health and safety standards. Unilever has also demonstrated that it is looking toward long-term horizons, even if that means less impressive results on its short-term margins. Unilever is taking an open approach to communications, as was seen recently in its public pronouncements about its Sustainable Living Plan, in which company CEO Paul Polman emphasized the need to move away from a focus on short-term profit margins. Polman also stressed the fact that Unilever had not yet come up with answers to many environmental and social sustainability challenges in its operations but would work in partnership with other sectors to do so. The "warts and all" approach to reporting and communication has yet to be adopted by many companies — embracers included. Those that do communicate openly find that this shores them up against accusations of "greenwashing," both internally from employees and externally from stakeholders, customers and activists.

Challenges for HR

1) The challenge for HR managers is to clarify the competencies required to deliver the company's strategy, as well as to cope with changing competitive circumstances. Success will depend on identifying the most effective means of building these

competencies, whether through formal training programmes, mentoring, peer-to-peer learning, or involvement in community programmes.

2) Employees are motivated by a complex mix of rewards. These range from financial security and bonuses to promotion and peer recognition and from taking on new challenges to making a difference to the things they care about. The challenge for HR managers is to create the opportunities and incentives that maximise employee contributions to corporate performance – to help the company make the most of its people's talents. In particular, if people can be motivated to learn on a continuing basis, this can add immense value by enhancing the overall adaptive capacity of the organisation – its ability to respond quickly and flexibly to changes in its operating environment.

3) A sustainable development perspective encourages employees to make a productive contribution to their company. Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships. The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organisation – to explain why the company offers the most attractive place for a person to develop their career. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour. HR managers has to handle it in two main ways, addressing the expectations of both employees and employers.

Characteristics of Employee Sustainable Workplaces

To be an effective strategic tool for the organization and serve varying occupant needs, workplaces must incorporate Innovative Ideas for Sustainable and in turn productive Workplace. HR Managers play a vital role by incorporating various characteristics within the organisation as described in detail below.

Flexibility

Easily adaptable workplaces that support varied work strategies and help balance an individual's work and home life—including systems and furnishings that accommodate organizational change with minimal time, effort, and waste. Easily reconfigured infrastructure and furniture, including freestanding work surfaces, mobile storage units, modular walls, and access floor systems—to distribute power, data, and air— are leading examples of flexible systems. Flexible work strategies, such as flex-time, job sharing, and telework programs, allow employees to work how, when, and where they are most productive—contributing significantly to employee satisfaction and work-life balance.

Spatial Equity

A humane, well-designed workspace that meets the user's functional needs and provides individual access to privacy, daylight, outside views, and aesthetics. This concept means that all workers have the space, equipment, and support they need to excel at their job, with equal access to important workplace elements, such as natural light, outside views, and space to talk privately. Organizations can no longer ring the outside of a building with private offices, cutting off natural light and views to people sitting inside, and expect them to perform at their best.

Healthfulness

Clean and healthy work environments with access to air, light, and water—and free of contaminants and excessive noise. Construction materials, furniture, office equipment, and cleaning roducts/processes can add harmful contaminates that pollute the indoor air. Liberal amounts of fresh air must be provided to the space when occupied, and ventilation systems must be designed, tested, and maintained to ensure good air quality.

Comfort

Occupant-adjustable temperature, ventilation, lighting, acoustic, and furniture systems providing personal and group comfort. Allowing people to control their workspace goes a long way toward satisfying their needs and reducing complaints. Providing furniture and task lighting that occupants can reconfigure to suit their work needs, and giving them the ability to adjust lighting levels, temperature, and ventilation within the personal workspace will result in more satisfied and productive employees.

Connectivity

A robust communications system providing access to people and/or data from any place, at any time. ”Follow-me/Find-me” technology (enables callers to find you wherever you are by dialing just one number), wireless voice and data technology, and virtual networking (logging into your company's network from any location) are examples of advanced communications systems that improve employee productivity.

Reliability

Efficient and state-of-the-art building, security, computer, and telecommunication systems that are easy to maintain. Providing heating, ventilation, air conditioning, lighting, power, security, telecommunication systems, and technology equipment that provide reliable service with minimal disruptions.

Sense of Place

A workplace that has a unique character, with an appropriate image and identity, instills a sense of pride, purpose, and dedication for the individual and the workplace community. One test of workplace success is whether the space would pass the "relative test." Would most of the occupants be proud to bring in family and friends and show them where they work? If not, the workplace has not yet achieved an appropriate

sense of place for the people using it. It is good to add some recreational amenities in the workplace, such as a television lounge (that doubles as an informal meeting area), informal seating or lunch areas, or a small area with a pool or ping-pong table. Consider providing some areas that incorporate color and direct sunlight to warm up neutral tones typically used in office furniture. In addition to accommodating employees and the organization, innovative or sustainable workplaces must accommodate the environment. Combining the concepts of sustainable design, development, and maintenance produces a "sustainable workplace" that:
• Respects the environment
• Improves health and performance
• Maximizes human capital
• Supports an efficient organization
• Makes the best use of resources

The features and benefits of sustainable workplaces can be defined within the context of three main categories:
1. Sustainable planning, design, and construction: Eliminates toxics, minimizes or eliminates waste, reduces contingent liability, increases safety and proficiency, and creates long-term value.

2. Sustainable repair and alteration: Abates hazardous materials, reduces churn costs, and provides healthier environments.

*3. Sustainable operations and maintenance***:** Increases occupant health and safety, prolongs the life of building finishes and systems and uses healthier and eco-friendly products and procedures. Investing in high quality systems maintenance extends equipment life and maximizes efficiency.

A powerful concept for creating "world class" workspace, sustainable workplaces provide the most effective work environments and strategies at the lowest life cycle "true" cost. When sustainable workplace concepts are integrated with an organization's mission, the organization can make decisions that benefit the project constituents, the environment, and the bottom line. The following key qualities are found in a sustainable workplace:
•Integrated design process –focused on adaptability and mobility, environmental issues, ergonomics, collaboration, privacy, and noise control.
•*Healthy environment* – with more daylight, outside views, and fresh air.
•*Flexible systems* – such as ergonomic equipment, chairs, and keyboards; flexible monitor location; and moveable task lighting
•*Occupant control of lighting, heating, and cooling systems.*
•*Alternative work strategies* – Nature of work and the including telework programs and Workplace. centers, desk-sharing, touchdown space, and remote information access.
•*Flexible workplace strategies* – such as community space and ample private space; cell phones and laptops.

Integrating sustainable workplace features with the Hallmarks of the Productive Workplace results in an innovative workplace approach that not only creates a healthy and productive work environment but also delivers significant additional benefits. Increased sensitivity to sustainability is another trend that will increasingly shape the nature of work, as companies begin measuring success—and making operational decisions—in terms of economic, social and environmental parameters.

Most companies view sustainability as eventually becoming "core," what's more interesting is the revelation that one camp of businesses — the "embracers" — are acting on the belief that it is core already. Whereas "cautious adopters" see the sustainability business case in terms of risk management and efficiency gains, embracer companies see the payoff of sustainability-driven management largely in intangible advantages, process improvements, the ability to innovate and, critically, in the opportunity to grow. And the embracers, it turns out, are the highest performing businesses in the study.

• Companies are committing to sustainability but investment levels vary, with companies dividing into "embracers" and "cautious adopters."
• Embracer companies are driving sustainability through their operations and have largely succeeded in making robust business cases for their investments.
• All companies — both embracers and cautious adopters — see the benefits of strategies such as resource efficiency and waste management.
• All companies recognize the brand-building benefits of developing an approach that minimizes their social and environmental impact, with the largest group of respondents (including both embracers and cautious adopters) citing this as among the top 3 benefits.
• While even embracer companies still struggle to measure the more intangible business benefits of sustainability strategies in financial terms, these companies are nevertheless acknowledging the value they bring to their business.
• Companies across all industries agree that sustainability is essential to remain competitive.

Embracers are more aggressive in their sustainability spending, but the cautious adopters are catching up and increasing their commitments at a faster rate. And when it comes to views on the relationship between sustainability and competitiveness, the views of the embracers diverge even more markedly from those of cautious adopters, with a far larger proportion of embracers seeing sustainability strategies as a means of gaining competitive edge than cautious adopters.

Of course, being an embracer need not mean that a company is embracing every aspect of sustainability. Depending on their sector and business activities, companies can be embracers and drive the agenda of individual topics within sustainability. Moreover, views differed among senior leaders when we asked them about the challenges of making the business case for sustainability. "Nobody's asked me to talk about the business case for several years," says Peter White, director of global sustainability at P&G. "From our point of view, it's a done deal — it's proven, let's get on with it."

A Picture of the Management Future

Like most business trends, sustainability has not emerged in a vacuum. First, it is a reaction to the growing risks and uncertainties companies face, such as scarcity of natural resources, the rising price of carbon and looming environmental legislation, as well as external pressures from consumers, supply chain customers, advocacy groups and investors. Consequently, what the boldest companies are finding is that once they view their business through a sustainability lens, opportunities are emerging that might not have been identified otherwise.

That relates partly to the readiness of some companies to learn while doing, accepting that they do not yet have all the answers or measurement metrics in place, but pushing ahead regardless. In the course of this research, many business leaders described the process as a journey with surprises and discoveries emerging along the way. Of course, many companies — cautious adopters included — understand that resource efficiency benefits the bottom line. But while measuring resource use and waste efficiency is a good way for companies to start the process of measuring sustainability and basing investment decisions on that information, the more intangible rewards of embracing sustainability, such as employee engagement or the ability to innovate, are equally if not more important to business success.]

Companies still have some way to go in measuring these intangibles, and they are wrestling with the financial side of how to use them to make the business case for investing in sustainability. Yet in our research, business leaders say that these are important and beneficial side effects of adopting sustainability, and they are starting to look for ways to assess them. Brand value is enhanced, often in unexpected ways. Partnerships generate unanticipated sources of innovation. In short, sustainability is revealing new paths that will enhance companies' long-term ability to compete.

Best Practices for Top Management

Executive Commitment and Support: Executive commitment and support is crucial in setting the correct tone and direction for supply chain sustainability. For example, Wal-Mart's CEO has been very vocal about the company's increased focus on supply chain sustainability. This commitment from the very top has enabled buy-in throughout Wal-Mart's large and complex organization.

Communication:

- Written and oral communication from top executives that emphasizes the importance of sustainability as a way of doing business
- Clear articulation of the vision and approach with concrete milestones and metrics
- Regular internal updates around the company's sustainability priorities, successes and Challenges

Potential pitfalls:

• Limited Follow-up: One common pitfall is a mismatch between stated priorities and the resources devoted to achieving them.

• Pockets of Resistance: In some cases, the top leadership at the CEO and Board of Directors level may be committed, in addition to those responsible for the program; but the management in between can effectively kill efforts by not having the same level of commitment.

• Risk Mitigation: Often sustainability is perceived as a risk management program rather than a proactive business strategy.

Integrated Policies, Strategy and Structure

Policies: This includes a clear articulation on how procurement, design, marketing and other key departments must integrate labor and environmental standards into their job functions.

Strategy: For supply chain sustainability and business objectives to be mutually reinforcing, it is critical that sustainability become an input into the strategy planning process. For example, Nike includes the vice president of corporate responsibility in strategic reviews and meetings, emphasizes innovation-driven solutions that demonstrably improve conditions on the factory floor, and measures sustainability performance in concrete areas (such as excessive overtime) against long-term targets and goals.

Structure: Historically, sustainability functions—particularly those with a supply chain focus— often reported into legal departments (which illustrated a risk mitigation standpoint) or into communications departments (which meant a focus on external messaging as opposed to an inward focus). Many companies believed that separating out sourcing and sustainability made good sense and helped prevent a “fox guarding the henhouse” scenario. Today, leading companies are placing sustainability responsibilities within purchasing (or reporting into or closely linked to purchasing) to ensure integrated decision making and to prevent mixed messages on the factory floor. Some companies have noted the importance of having on-the-ground sustainability and sourcing personnel sharing office space and being in close proximity in order to ensure frequent communication.

Thus, it’s the employees who are driving the agenda, being job candidates, they are holding potential employers under increasing scrutiny regarding their track records on sustainability. And while this does not necessarily trump pay and benefits, sustainability credentials are having an increasing influence on the decisions of job seekers. In turn, HR leaders being daily immersed in the tasks of building a loyal, diverse workforce with the skills, knowledge, aptitudes and attitudes required for business success in an increasingly competitive world, have the expertise that sustainability specialists generally lack. They know how to imbed organizational goals and objectives into performance measurement, how to develop employee and organizational capabilities like innovation and collaboration, how to facilitate cultural and organizational change, and how to measure & broaden the impact of initiatives in employee engagement, morale and productivity.

Job Enrichment as Determinant of Employee Engagement

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Abstract

Globalization has brought a spectacular change in the business world. Every organization in order to fight the tough competition wants competent, committed and skilled employees. It is believed that employees can either make or break the organization so employee satisfaction is becoming prime concern for every organization. Hence many organizations are resorting to employee engagement as means for developing committed and satisfied work force as it is the loyal and committed employees who can help the organization to achieve its goals and objectives. Job enrichment is a job design approach. It is an effective way of improving employee engagement. Making work challenging, interesting and providing autonomy through job enrichment will develop motivation, job security and committed employee which will ultimately help to improve employee engagement. This paper is an attempt to highlight the significance of employee engagement and how job enrichment helps in improving employee engagement. This paper provides a literature review and an approach that how job enrichment can contribute to improve employee engagement and ultimately overall efficiency of organization.

Keywords: Globalization, Job Enrichment, Employee Engagement, Job Satisfaction

Introduction

Globalization has brought a spectacular change in the business world. Changes are taking place rapidly in the social, economic and technological business environment and making the environment highly competitive. Globalization has created many opportunities as well as challenges for the organization and one of the biggest challenges is downsizing. This has compelled the organization to control their cost in order to sustain and remain competitive in the present era. It is a fact that human resources are the strength of organization for it is they who can either make or break the organization. If the organization are going to value its employees then the employees will value the organization, it can bring success to both employer and employees. It has been assumed that if the employees are engaged in their work and are committed towards their organization, the employee turnover rates would be low and can be helpful in attaining higher productivity and profitability. The success of an organization lies in the hands of competent, committed and skilled employees. Hence many organizations are resorting to employee engagement as means for developing committed and satisfied work force as it is the loyal and committed employees who can help the organization to achieve its goals and objectives. This requires that the employees who are engaged should be constantly motivated. The motivated employees are more committed and satisfied which increases their efficiency. It is believed that job itself is a motivating factor and Job enrichment mechanism will allow the organizations to make employee engagement a better technique in making employees committed, to cope up with the challenges of present business environment and make organizations sustainable.

Literature Review

Today organizations human capital is considered as providing competitive advantage over rivals and improves internal financial indicators and employee engagement is seen as one means of facilitating the utilization of human capital.

According to Kahn (1990) employee engagement is defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Further he said that engagement means to be psychologically present when occupying and performing an organizational role. In the only study to empirically test Kahn's (1990) model, May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement. They also found job enrichment and role fit to be positive predictors of meaningfulness; rewarding co-worker and supportive supervisor relations were positive predictors of safety, while adherence to co-worker norms and self-consciousness were negative predictors. Resources were a positive predictor of psychological availability, while participation in outside activities was a negative predictor. Overall, meaningfulness was found to have the strongest relation to different employee outcomes in terms of engagement.

'An engaged employee extends themselves to meet the organization's needs, takes initiative, is proactive, reinforces and supports the organization's culture and values, is in the flow, shares the values of the organization, stays focused and vigilant and believes he/she can make a difference'. (Macey, 2006 cited in Kaufman et al., 2007). Employee engagement is defined as 'the degrees to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust. Engaged employees will stay with the company longer and continually find smarter, more effective ways to add value to the organization. The end result is a high performing company where people are flourishing and productivity is increased and sustained.'(Catteeuw etal., 2007)

Macey (2008) employee engagement is a desirable condition, has an organization purpose and connotes involvement, commitment passion, enthusiasm, focused effort and energy so it has both attitudinal and behavioral component. Moreover, and Concelman (2005 cited in Macey, 2010) state that engagement is the illusive force that motivates employees to higher (or lower) levels of performance. Evans (2010) said employee engagement is key driving performance in organization to achieve good performance and retention. Employee engagement depends on organizational structure, the system of work and quality of leadership and communication skill, performance management. Evans (2010) more distinctly, if employee engagement can be linked to the organizational performance easily because both of them were bounded each other and cannot be separated. Sarah Cook (2008) identifies engagement as a psychological contract more than a physical one, and that it is something that the employee has to offer. Ac-cording to her, the engaged employees are feeling inspired by the work they are doing, they truly care about the future of their company and are also willing to put their own effort to make the company succeed.

Purpose/Objective

Employee engagement is need of the present business environment but as it is downsizing era many employees would not favour and reverse repercussions could be faced. In such an environment job enrichment techniques would be very fruitful in encouraging employee engagement and ultimately fulfilling the needs of both organization and employees.

This paper is an attempt to highlight

- The significance of employee engagement and
- How job enrichment helps in improving employee engagement.

Significance of Employee Engagement

The employees of the organizations are the most valuable assets, gone are the days when employees were treated just as a resource which helps in production. The present scenario has changed, employees are now considered as key to the success of organization. The employee's needs and expectations from the organizations have also increased. This is because of many reasons like, rise in the level of education, realization of role of HR in organization, change in perception of people etc. Moreover the economies of the world are facing the economic downturn situation, when the needs of highly competent and committed employees become essential. Thus, employees play a very significant role in today's business environment and employee engagement act as a tool for nurturing high productivity and performance for the success of an organization.

Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment." If the employees are committed and loyal they would stay in the organization for a longer period of time and give their maximum output to the organization which would be helpful for attaining organizational efficiency and effectiveness. So the employee engagement is generally the level of commitment and involvement that an employee has towards their organization and its core values and ethics. The employee engagement strategy is aid in promoting the loyalty and retention of talented employees and increase in the productivity and performance level of organization.

Job Enrichment as Determinant Of Employee Engagement
In the present scenario, the organizations are competing globally and to remain competitive in this era, controlling of cost is essential. This means that new hiring should be discouraged and the existing employees should be given additional work to catch organizational growth. Though by giving additional work to the employee engagement of employees is being encourage but this would not be favoured as employees would feel that they are overloaded with work with no benefits and growth opportunities , rather a feeling of insecurity gets inbuilt in them. The motivational, commitment and satisfaction level towards organization reduces. This affects both the organization and employees negatively. Thus in order to encourage employee engagement, job enrichment plays a very effective role in achieving and improving it. In many researches it has been found job enrichment as a strong predicator of motivation, job satisfaction and organizational commitment which are drivers of employee engagement.

Job enrichment is a job design strategy which increases the scope of the job by adding more task responsibility and autonomy and making the task challenging and interesting. It was promoted by psychologist Frederick Herzberg, who emphasized that job enrichment expands the task set and provide more stimulating and interesting work which would help in adding variety and challenge to an employee's routine work. Hence, increasing the depth of the job and allowing employees to have more control over their work. It is a very effective way of attracting, motivating and retaining competent and talented people especially when the nature of work is boring, monotonous and repetitive.

Employee Engagement is significantly related to job enrichment and work role fit. However, if employee jobs only consist of non-engaging activities, employee well-being will slowly be eroded and employees will not feel very positive toward their leaders or the organization.

Following are ways which prove how job enrichment as a determinant of employee engagement

Motivation: Job enrichment is a source of motivation for the employee and leads to goal oriented behaviour (Likert, 1967 and Odiorine, 1970). It has been indicated by many researchers that job itself is motivating. Job enrichment increases autonomy and responsibility of employees which compels them to perform work with great care. The work becomes challenging and interesting too. According to the job characteristic theory if skill variety, task significance and task identity are emphasized then job becomes more meaningful to the employees and motivated them to perform better. Therefore, motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction.

Commitment: Engaged employees and committed employees give organizations crucial competitive advantages by leading to higher productivity and lower employee turnover. Job enrichment promotes loyalty and commitment among the employees. When employees are given autonomy and responsibility through job enrichment, employees feel that they are being valued by the organization which develops in them feeling of belongingness in the employees towards organization. Being attached to the organization they feel that the success or failure of organization as success or failure of their own. This tends them to work harder and become more loyal, not only this absenteeism and turnover also gets reduced. Thus job enrichment by increasing commitment and loyalty contributes in improving employee engagement.

Skill and Career Development: Skill and career development opportunities are very essential for employee engagement. It has been considered that skill and career development act as a catalyst in increasing employee engagement. Today, employees want those jobs which make full use of their skills, give them opportunities for continuous learning. This enables them to make an impact on the people they serve. Job enrichment can be a very effective tool in developing the career and skills of employees. It is through adding of task and variety to a job employee becomes more skilled and learns many things on the job. This enhances the skills and career development of employees and prepares them to meet the future challenges in jobs. Hence, employees do not become obsolete rather job enrichment helps them to be more competitive and can be boon for success of organization.

Leadership: In today's rapidly changing business environment organizations need to be more agile and efficient than ever before. It has become an essential requirement that the mangers and supervisors to maintain strong engagement among a diverse range of employees. So the learning process during work must be interesting and enlightening employees. Hence inculcating leadership qualities can help organizations to improve the trust between managers and employees, while bolstering engagement. Job enrichment develops a sense of leading and develops leadership qualities in employees. Autonomy and responsibility gives them the power to make decision and implement them at the level they are performing tasks. This helps them to be decisive and make them learn how to act and react in different situations. Job enrichment by developing in employee's leadership qualities enhances employee's engagement.

Job Security: Job insecurity creates serious impact on the engagement of employees and affects their behaviour towards the organization. Insecurity will loose their commitment, reduce their motivation, satisfaction and increase stress finally affect efficiency. Job enrichment can be very effective techniques in creating job security as when employees are given autonomy they feel valued, not only do they learn and develop competencies but also make them fit to meet the future job requirement. Hence, job enrichment increase job security and ultimately effect employee engagement.

Job Satisfaction: Job satisfaction is a driving force for employee engagement and job enrichment increases satisfaction level in job. When the jobs are enriched their higher order needs are satisfied enrichment in turn increases the motivation, commitment and ultimately helps in attainment of job satisfaction. When their job satisfaction the organizational goals are satisfied as their effectiveness and efficiency increases while on the other hand the individual needs of the employees are satisfied. Therefore, job enrichment play significant role in achieving employee engagement.

Work Life Balance: Work/life balance is increasingly important for engagement and affects retention. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Job enrichment leads to job satisfaction commitment and motivation which helps to improve the work life of employees and in turn their family life is also improved. It is a belief that if a person is satisfied and stress free then he /she can spend time with the family and can maintain a balance between family and work life.

Stress Management: Stress is a common word in the present environment and stress management can be very effective in employee engagement as it also reduces absenteeism and employee turnover and relieves employees from anxiety. Job enrichment by satisfying the higher order needs of employees provide satisfaction from job and increases their commitment level leading to relieve them from stress. This helps not only engaging employees but also increases the productivity and profitability of organization.

Recommendations

Though organization are taking various steps in improving the employee engagement so that the productivity and profitability of the organization increase and also the individual needs of employees are fulfilled and job enrichment is acting as a very effective tool in doing so. But still there are certain recommendations if followed can prove to very fruitful in engaging employees.

- Sound and effective system of communication should be there.
- Maintaining harmonious relations between the employer and employees.
- Sound grievance redressal system.
- Cordial relations between superior and subordinates.
- Creating stress free environment by providing various leaves, yoga, meditation and provision for holiday trips etc.
- Proper arrangement for health and safety provisions
- Flexible working schedule
- Maintaining congenial and quality of work life.

Conclusion

In this global and competitive era employee engagement leads to competitive advantage. Employee engagement in the organization has become the need of the day and can be very successful way of making organization effective and efficient by making employees more committed and loyal. Job enrichment is a determinant in employee engagement as it job enrichment which creates challenge in the job and helps the employees. The employees feel that they are given importance and increase motivational level of the employees. Job enrichment leads to self-actualization, self-esteem and self-control of the workers ultimately leading to the success of the employees in improving performance. Thus, the paper focuses on the need of employee engagement in the present environment and highlight job enrichment as a determinant of employee engagement.

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Impact of Working Conditions on Employee Participation and Employee Growth

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Abstract

Employee participation in management crystallizes the concept of Industrial Democracy and indicates an attempt on the part of an employer to build his employees into a team which works towards the realization of a common objective. The research examines a variety of dimensions of working conditions and its impact on employee participation. The data used in this study came from an employee participation survey conducted .The findings of the survey coupled with existing literature allowed the researcher to make recommendations to increase employee participation and ultimately increase employee productivity. The recommendations are increasing team building trainings, conducting an organizational culture inventory, increase recognition, and implementation of 360 degree evaluations of all employees. The study investigated the various strategies for organizational culture and support and its effect on workers performance. Ten organizations were selected by simple random sampling technique. They were stratified into three (5) public sector and five (5) private service organizations. Through proportional allocation method of the stratified sampling technique, a total of 60 respondents were selected. Questionnaires were either self-administered or through the face-to-face interview. Both descriptive and inferential statistics were used in the analysis.

Keywords: Employee Participation, Employee Productivity, Organizational culture, Team building, Job Satisfaction.

Introduction

The concept of employee participation in management is considered as a mechanism where workers have a say in the decision making process of an enterprise. Workers' participation in management is a resounding phrase, bridging the past and the future. It echoes the millennial vision of 19th century thinkers while heralding the new forms of industrial organization under twentieth century pressures. According to Davis, "It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them.

Essential Conditions for Successful Employee Participation

Organizations should strive for favourable working conditions in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees. The success of employee participation depends upon the following conditions:

- Equal opportunity for each employee to realize their full potential within the company
- Strong communication with all employees regarding policies and company issues
- Strong company leaders with a strong sense of direction
- Peaceful atmosphere that facilitates creative thinking
- Participation should be real.
- Objectives should not be unrealistically high

Need for the Study

Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time although a company may have their "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects. Schein (2009), Deal & Kennedy (2000), Kotter (1992) and many others state that organizations often have very differing cultures as well as subcultures.

Research Objectives

The primary objective of this study is to assess the impact of organizational culture on employee suggestions are as follows:

- To ascertain if organizational culture affects employee suggestions systems.
- To determine empirically the relationship between organizational culture and employee suggestions systems.
- To formulate recommendations regarding organizational culture and employee suggestions systems

Scope of the study

The study was carried out by taking a sample size of 60 employees of public and private sectors has presented a holistic conceptual framework of organizational culture and its impact on employees' suggestions systems and subsequent job performance and retention.

Research Methodology

A structured questionnaire, using Likert five-point rating scale was prepared, which was administered as a schedule. A systematic variation in the organizational culture and employee suggestions systems was found between workplaces, and the variation in job analysis was attributed to several organizational levels. Organizational characteristics of workplaces have an impact on the working environment and thereby participation of employees.

Literature Review

Organizations are known for their unique cultures. With globalization there has been a plethora of changes in the working patterns. The old concept of bureaucratic organizations has given place to participative management style where employees are encouraged to give their expert opinions and take independent decisions. Human Resources Department plays a pivotal role in bringing major changes in the working style of an organization. As human resource activities grow in scope and complexity, many human resource practices such as recruitment and selection, compensation, performance management, career planning, training and development and rewards are delegated to the Human Resource department.

Organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the company. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things.

Types

The dominant culture in organizations depends on the environment in which the company operates, the organization’s objectives, the belief system of the employees and the company’s management style. Therefore, there are many organizational cultures. For example, highly bureaucratic and well-structured organizations typically follow a culture with extensive controls. Employees follow standard procedures with a strict adherence to hierarchy and well-defined individual roles and responsibilities. Those in competitive environments, such as sales, may forgo strict hierarchies and follow a competitive culture where the focus is on maintaining strong relationships with external parties. In this instance, the strategy is to attain competitive advantages over the competition. The collaborative culture is yet another organizational way of life. This culture presents a decentralized workforce with integrated units working together to find solutions to problems. Collins and Porras, 2000 identified that organizational culture always refers to a system of shared meaning held by members of the society that distinguish one organization from other organizations. The members believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization’s culture can be captured indifferent basic characteristics. Of these characteristics, some are:

- Innovation and risk taking which characterizes the degree to which employees are encouraged to be innovative and take risks while performing their duties;

- Attention to detail which identifies the degree to which employees are expected to exhibit precision analysis and attention to detail;
- Outcome orientation refers to the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes;
- People orientation focuses on the degree to which management decisions take into consideration the effect of outcomes on people within the organization;
- Team orientation discusses the degree to which work activities are organized around teams rather than individuals.

Data Analysis and Interpretation

Table 1: Details of the respondents

Variables (n=60)	**Number**	**%**
Public sector	30	50
Private sector	30	50
Total	60	100

Sample

For the present study a sample consisting of 3 public sector organizations and 3 private sector organizations have been selected. Sample size includes 60 employees [30 from public sector and 30 from private sector] constituted the sample on the basis of incidental sampling technique. The age ranges from 30 – 50 years. The study is limited to respondents selected from Hyderabad.

Tools used

The tools used for hypothesis testing Karl Pearson's Coefficient Correlation.

Research hypothesis states that organizational culture is not positively related to employee suggestions systems. The null hypothesis, which is assumed to be true until proven wrong, is that there is really no relation between these two populations.

Hypotheses

Ho: Organizational culture is not positively related to employee suggestions systems.

Ha: Organizational culture is positively related to employee suggestions systems.

Results and Discussions

Table 2: Organizational culture Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

Table 2

S.N	Organizational culture Constructs	Mean	SD
1	Do you agree management believes that employees are the most important asset of firm?	4.1	0.40
2	Do you agree employees are constantly watched to assure that rules and procedures are followed?	4	0.63
3	Do you agree employees share a pride in their work?	4.5	0.54
4	Do you agree organization has a code of professional conduct that employees are expected to follow?	4.1	0.75
5	Do you agree management encourages creativity, innovation, and continuous improvement among staff?	3.8	0.40

Table 3: Organizational culture Constructs: Frequency and Percentage of Employees Agreeing and Disagreeing

S.N	Organizational culture Constructs	SDA	DA	N	A	SA
1	Do you agree management believes that employees are the most important asset of firm?	0	0	0	0	1
2	Do you agree employees are constantly watched to assure that rules and procedures are followed?	0	0	1	4	1
3	Do you agree employees share a pride in their work?	0	0	0	3	3
4	Do you agree organization has a code of professional conduct that employees are expected to follow?	0	0	1	3	2
5	Do you agree management encourages creativity, innovation, and continuous improvement among staff?	0	0	1	5	0

Table 4: Employee Suggestions Systems.Constructs: Mean and Standard Deviation of Employees not sure and saying yes

S.N	Employee Suggestions Systems Constructs	Mean	SD
1	Does your organization have a steady, uninhibited flow of improvement ideas from employees?	**4**	**1.09**
2	Do you regularly give improvement ideas that effect the bottom line of your organization?	**4**	**0.89**
3	Are you confident that employees are actively searching for improvement ideas and otherwise thinking about ways to increase productivity, quality and customer satisfaction?	**4.6**	**0.51**

4	Do employees fully utilize their creative and analytical abilities to generate workable improvement ideas?	**4.5**	**0.83**
5	Are you confidential that potentially useful ideas are never stifled by employees or supervisors?	**4.5**	**0.54**

Table 5: Employee Suggestions Systems.Constructs: Frequency and Percentage of Employees not sure and saying yes

S.N	**Employee Suggestions Systems. Constructs**	**NS**	**N**	**RA**	**OF**	**Y**
1	Does your organization have a steady, uninhibited flow of improvement ideas from employees?	0	1	0	3	2
2	Do you regularly give improvement ideas that effect the bottom line of your organization?	0	0	2	2	2
3	Are you confident that employees are actively searching for improvement ideas and otherwise thinking about ways to increase productivity, quality and customer satisfaction?	0	0	0	2	4
4	Do employees fully utilize their creative and analytical abilities to generate workable improvement ideas?	0	0	1	1	4
5	Are you confidential that potentially useful ideas are never stifled by employees or supervisors?	0	0	0	3	3

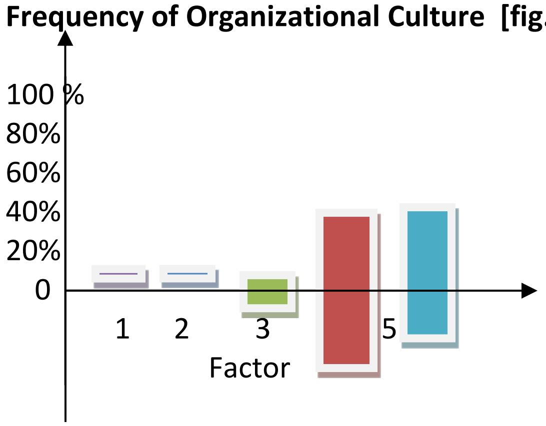
Findings and Discussions

This presents the research findings and discussion of the results with reference to the specific research objectives.

Impact of Organizational Culture on Employee Suggestions Systems

The study sought to find out the impact of organizational culture on employee suggestions systems. The results obtained were as shown in figure below.

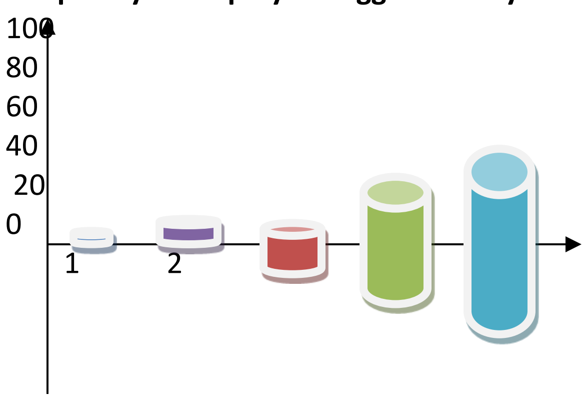
Frequency of Organizational Culture [fig.]



S. No.	factor	frequency	%
1	Strongly disagree	0	0
2	Disagree	0	0
3	Neutral	3	10
4	Agree	14	46.6
5	Strongly agree	13	43.3
total		30	100

As shown in the above figure, 0% of respondents strongly disagree and 0% disagree their
organizational culture is not efficient. 10% are neutral and 43.3% strongly agree. A majority of
46.6% agree that their organizational culture is efficient in encouraging employee suggestions.

Frequency of Employee Suggestions Systems [fig]



S. No.	factor	frequency	%
1	Not sure	0	0
2	No	1	3.3
3	Rarely	3	10
4	Oftenly	11	36.6
5	Yes	15	50
total		30	100

As shown in the above diagram, 0% of the respondents are not sure whether employees suggestions systems are accepted or not . 3.3% gave response as no. 10% of respondents are neutral in their views. 36.6% gave response as often. A majority of 50% of the respondents say yes their organizations do accept employee suggestions systems.

Table 3 shows the Pearson correlation between organizational culture and employee suggestions systems.

Table 3: Pearson Correlation Between Organizational Culture and Employee Suggestions Systems

S.N	X	Y	X2	Y2	XY
1	26	24	0.36	4	1.44
2	25	24	0.16	4	0.64
3	24	28	0.16	4	0.64
4	27	27	2.56	1	2.56
5	25	27	0.16	1	0.16
	∑X = 127	∑ Y =130	∑ x^2 =3.4	∑ y^2 = 14	∑xy =5.44

$$r_{xy} = \frac{n\sum XY - \sum X \sum Y}{\sqrt{\left[n\sum X^2 - \left(\sum X\right)^2\right] * \left[n\sum Y^2 - \left(\sum Y\right)^2\right]}}$$ r=0.795

1]coefficient of determination= 0.795x 0.795=0.63 [r^2]

2] coefficient of non-determination = 1-0.63 = 0.37[$1-r^2$]

3] determination of alienation = √0.37 =0.608 [$\sqrt{1-r^2}$]

4]significance of correlation = P.E.= 0.6745 x $1-r^2/\sqrt{N}$ =0.6745 X 0.37/2.23= 0.11

0.79> 0.11 ; r>6P.E ; Coefficient of correlation is certain ; r is significant. The value 0.795** shows the correlation is significant at 0.05 level. There is a significant association between Organizational culture and employee suggestions systems. Hence, Ho is rejected. Ha is accepted.

Recommendations

The study revealed that recognizing employees for their suggestions is important if we want to create an engaged culture in our organization and encourage more ideas. However, it is important to know *how* one should recognize employees for their suggestions. There are many great ways to recognize employees, but money is not one of them. Employees want their good work to be acknowledged and appreciated, with more than just money. Responding and acting on employee suggestions will engage employees and encourage them to submit more helpful ideas. Acting on them will also show employees that their suggestions are taken seriously and want to use them to improve organization.

Conclusion

Many of employees probably have similar suggestions, so encourage employees to work on others' suggestions to improve them. Let employees provide feedback on other employees' suggestions to help expand upon those suggestions. Allowing employees to provide feedback on others' suggestions can also encourage participation in submitting suggestions. This can help manager to understand the organization more and his employees' needs. He will gain more insight from his employees. The study showed results in terms of organizational culture and employee suggestions systems. Pearson correlations signified that that the organizational culture is positively related to employees' suggestions systems in the members of public sector and private sector organizations. Organizational culture and support strategies will impact positively on workers' performance. This enhances the employee contributions to the success of the organization.

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Job Satisfaction as Mediator of Association between Role Clarity and Organisational Citizenship Behaviour

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Abstract

The paper examines the influential relationship of Role Clarity on Organizational Citizenship Behaviour (OCB) among Indian Business Executives. Furthermore, the paper attempts to investigate the effect of Job Satisfaction on the association between Role Clarity and OCB. A total sample of 198 Business Executives from various sectors of India was taken for the study. Data was collected exclusively through personal visits and face-to-face interaction. Correlation and Regression Analysis were used to test the Hypothesis in research. Further, Baron and Kenny's (1986) method was deployed to test the mediation level. A significant relationship was found between all the variables in the study. Job Satisfaction was found to partially mediate the relationship between Role Clarity-Organisational Citizenship Behaviour. Amusingly, both Supervisor Support and Role Clarity affected Organisational Citizenship Behaviour directly as well as indirectly through other variables. With the investigation of the relationship between Role Clarity, Job satisfaction and Organisational Citizenship Behaviour (OCB), the study made an attempt to fill the gap in present literature between all the three existing variables. The implications of the findings are also discussed in the paper.

Keywords: Role Clarity, Organisational Citizenship Behaviour, Altruism, Job Satisfaction, India

Introduction

Over the last few decades, Role understanding has become one of the important variables to understand various Job outcomes. Many managers and supervisors believe that investment in Role Clarity and subordinate morale will improve work performance but researchers are still having less confidence over this relationship. Podsakoff and Williams (1986) reviewed top journals, in order to compare findings related to job outcomes and satisfaction of employees and found no significant relationship. For a long time this discrepancy between thinking of practicing managers and researchers existed, till Organ(1988) explained that practicing managers endorse thinking that satisfaction with role and job increases willingness to do 'little extras' but researchers measure performance in terms of output, level of production etc. according to him Organizational Citizenship behaviour (OCB) is component of Job performance itself. It is not part of formal role requirement but do contribute to effective functioning of organization. Since then, OCB has gained lot of attention from researchers.

The purpose of this study is to establish the potential mediating role of job satisfaction in the Role Clarity-OCB relationship. Literature shows that most of the studies are done western countries and very few in non-western setups. Because this study is based on Indian sample, we expect to contribute to further understanding of cross-cultural aspects in OCB studies. Integration of two of the visible literatures i.e. Role Clarity and job satisfaction with OCB will add to existing literature of OCB.

The objectives of this study are:

(1) Investigate the effect of Role Clarity on OCB in Indian organizations.
(2) Examine the mediating effect of Job satisfaction on the relationship between Role Clarity and OCB in Indian organizations.

Literature Review

Organizational Citizenship Behaviour: Katz (1964) is the one who has the credit for developing the concept now known as organizational citizenship behavior. He points out that few employees sometimes go beyond the call of duty to help the organization to flourish and labeled this behavior as extra-role behavior. Bateman and Organ (1983) gave the term *organizational citizenship behavior*. Organ (1988) defined OCB as those behaviors in which employee voluntarily engages in and that promote organizational effectiveness, but are not explicitly rewarded by the organization. Basically the definition of OCB can be talked about in three elements. First, OCB is a discretionary or voluntary behaviour, not required as a part of job and is a personal choice of worker (Kohan and Mazmanian, 2003). Second, it is done not directly to benefit a person but for supporting coworkers and the organization (Smith et al., 1983). Third, there is no guarantee of reward for Citizenship behavior because it falls outside approved job duties (Somech and Drach-Zahavy, 2004). However, that does not necessarily mean that OCB is never acknowledged or rewarded.

These impulsive behaviors by employees have played a key part in fostering the positive climate at the workplace and also effectiveness and efficiency. Now a day, managers and supervisors are encouraged to increase their subordinate's voluntary actions in organizations, on the supposition that such behavior generates an improved work environment, leads to superior work outcomes, and encourages the ambitions of the organization as a whole (LePine et.al., 2002; Organ and Ryan, 1995). OCB has been defines as "individual behavior that promotes the goals of the organization by contributing to its social and psychological environment" (Organ, 1997; Rotundo and Sackett, 2002). Farh et. al. (2004) stated that OCB has been considered in relation to other similar concepts such as extra-role behavior (Van Dyne et. al., 1995), civic citizenship (Graham, 1991), pro-social behavior (Baruch et.al., 2004), organizational spontaneity (George and Brief, 1992), and contextual performance (Motowidlo et.al., 1997). Lievens and Anseel (2004) revealed how OCB has been considered in a range of fields and disciplines like HRM, economics, education, marketing, local governance, health care, the public sector, etc. and analysis was done at individual, group and organizational level also (Schnake and Dumler, 2003). A general denominator of the above studies is that, for the most part, OCB has been considered as a self-initiated, constructive, spontaneous or voluntary behavior intended to enhance the productivity of the workplace. Even in the absence of consensus on the scope of OCB, five projected dimensions of OCB by Organ (1988) are used worldwide. The Dimensions are Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue.

Role Clarity and OCB: Shoemaker (1999) defined Role Clarity as the extent to which a person is convinced regarding how he/she is anticipated to do a job. This level of clarity has also been connected to performance whereby a person who is clear about his/her role will be more pertinent in fulfilling that particular function (Braxton, 2008). According to Mukherjee and Malhotra (2006) Role clarity can also be defined as the point to which an Employee obtains information about the anticipated outcomes of the duties to be done by him/her in specific terms. It enhances the insight of being proficient in individuals because they realize what they must know, what they are competent of and how will they do it (Wynne and Stringer, 1997; Baron and Armstrong, 1998). If job roles are not properly/clearly defined, there is constantly likelihood of individuals will take up duties that are not in fact theirs while disregarding what they are expected to do. This disproportion between what one is expected to do and what he/she performs creates role ambiguity and role conflict among employees (Fields, 2002).

Organ (1997) while cleaning the construct of OCB, focused on discretionary actions of the employee which is not enforceable or required by the Job description or the Role. He also focused on the concept of “role “and “job “. While differentiating the two, job was considered as the description of Duties given by the employer at the time of employment, which is generally tightly stated and defined while Role comes with vast discretionary power with it. Fortune magazine’s cover story titled “ The end of the Job” stressed that job no longer is the best way of doing work amidst changing environment, downsizing, team based organization. Smith et al. (1983) stated that OCB are things that your supervisor would like you to do, though he can’t make you do it and also cannot guarantee any reward. So, by this, even those behavior comes under clarity regarding superior and hence a part of role clarity. In a study conducted by Morrison (1994), 18 out of 20 items were identified by most of the respondents as “in- role”. He also added that OCB varies from one employee to next one and also between supervisor and employee. Role Clarity’s negative dimensions, i.e. Role conflict and Role Ambiguity were found significantly negatively related to OCB by a later study done by (Podsakoff et. al., 2000). Kwon (2002) also found similar results with Role ambiguity and Altruism.

From the above evidence it can be concluded that a High level of understanding and Clarity regarding what an employee does is really necessary in the organization. And with the growing clarity of what are the expectations of people around, the employee becomes more confident and exhibits a higher OCB.

$H_{1:}$ There exists a positive and significant relationship between Role Clarity and Organizational Citizenship Behavior.

Job Satisfaction and OCB: Job satisfaction is one of the most widely researched topics in the organizational behavior in interpreting various result outcomes in the organization. Locke (1976) defined employee job satisfaction as an enjoyable emotional situation resulting from the appraisal of his/her work and mentions that job satisfaction comprises of features relating to the job itself, such as work environment, promotion, wages etc. There are different views on how researchers have seen employee job satisfaction. Some have taken it as an overall variable in itself, but others have looked at it from different dimensions. Satisfaction in relation to work, supervisor, customers, peers, promotion opportunities, etc. is being studied and examined (Brown and Peterson, 1993). Job satisfaction was also found to play an important part in measuring employee turnover (Woodard, 2003), employee's individual life satisfaction and even well- being of the organization (Weiss, 2002).

Bateman and Organ (1983) were pioneers in research related to the relationship between job satisfaction and OCB. The research of Bateman and Organ (1983) was followed by many more studies validating and projecting the relationship between job satisfaction and OCB (LePine et al., 2002; Motowidlo, et al., 1986; Organ and Konovsky, 1989; Organ and Ryan, 1995; Podsakoff, et al., 2000). Bateman and Organ (1983), in study conducted on university employees, found a significant relationship between Job Satisfaction and OCB. Similarly, Konovsky and Organ (1996) while doing research on Hospital Staff found a significant relationship between Job satisfaction and all the five dimensions of OCB. Lowery et al. (2002) also supported the relationship while doing research on Blue-collar workers. Williams and Anderson (1991), while investigating the role of job satisfaction as a predictor of OCB, established that the cognitive component of job satisfaction considerably predicted OCB, while the affective component did not. However, there are few studies which reported lack of relationship between the two variables. For e.g. Farh et al. (1990) and also Moorman (1991) showed existence of no relationship between JS and OCB.

H_2: Job satisfaction will relate positively to Organisational Citizenship Behavior (OCB).
H_3: Job satisfaction will relate positively to Role Clarity.
H_4: Job satisfaction will mediate the relationship between Role Clarity and Organisational Citizenship Behavior (OCB).

Research Methodology:

Respondents: About 198 executives from Private as well as Public sector, manufacturing and services Industry took part in the study. The Respondents were from both Private and Public sector. The Questionnaires were distributed to respondents taking into consideration their willingness and interest to give responses. The data was collected through face to face Interactions.

Table I: Respondent's Demography

Category	**No. of Respondents**	**%age**
Gender		
Male	144	72.08
Female	54	27.92
Age		
21-25	9	4.56
26-30	31	15.7
31-35	47	23.04
36-40	25	12.7
41-45	9	4.56
45 & above	46	39.08
Education		
Diploma	16	8.08
Graduate	95	47.97
Post Graduate	80	40.4
Above post graduate	7	3.53
Job Hierarchy		
Junior Level	58	29.29
Middle Level	111	56.06
Senior Level	29	14.64
Organization sector		
Private	69	34.84
Public	129	65.16

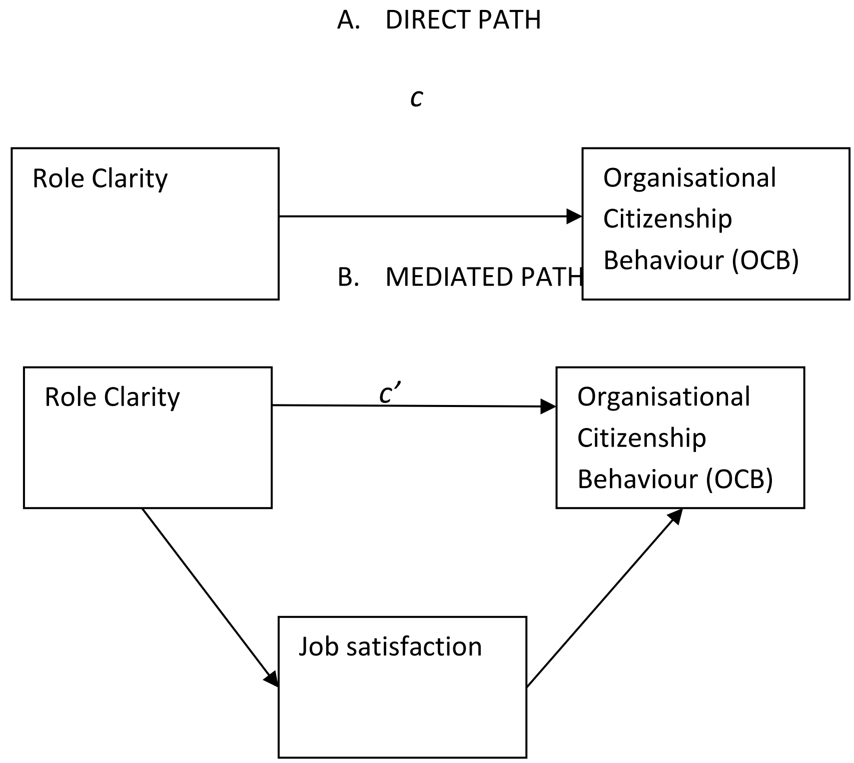
Measures: Role Ambiguity: Role Clarity Questionnaire by Udai Pareek (2002) was used to assess Level of Role Clarity among the employees in organizations in the study. The Role Clarity Questionnaire comprises of 15 items and is a 5-point Likert scale**.** The Cronbach's alpha value for the 15 item Role Ambiguity: Role Clarity Questionnaire was found to be 0.936. Some sample items of the questionnaire are 'What your senior officers expect from you', 'rules, regulations and procedures relevant for your role', 'Appraisal system to assess how well you perform in your role'.

Scales of Job satisfaction (12 items) was taken from QWL Scale developed by McDonald (2001) with proven reliability and validity. Reliability Coefficients of the scale was 0.90. It was measured on five-point Likert-scale that varies from 1 for 'strongly agree' to 5 for 'strongly disagree'. In addition, there is one option of 'not applicable' which is indicated by number 6. Some sample items are “Overall, I find my work enjoyable”, “My work allows me to do what I am best at” and “I am able to pursue areas that are of personal interest to me through my work”.

OCB was measured on five- point Likert Scale adopted from Podsakoff et.al. (1990), Scale consisted of 24 items representing 5 types, citizenship behaviour, i.e. Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic virtue. The Reliability Coefficients of the scale was 0.80. Some sample items of the questionnaire are ‘I help others who have heavy workloads’, ‘I know how to report complaints and suggestions peacefully’ and ‘I willingly help others who have work related problems’.

Fig.1. (A) Illustration of direct effect of Role Clarity on OCB

(B) Illustration of simple mediation effect of Job Satisfaction on Role Clarity-OCB Relationship



Data Analysis

To test the hypothesis of the study, correlation and regression were deployed with the help of SPSS 20.0. To test the mediation effect of Supervisor support on Role Clarity – Organisational Citizenship Behaviour (OCB) baron and Kenny’s (1986) technique was used. For further analysis, Sobel z-test (Sobel, 1982) was also conducted as a way of examining further the mediation effect above and beyond what was already covered by the recommendations of Kenny and baron.

Table 2: Mean, S.D., inter-correlation among variable under study

Variables	Mean	Std. Deviation	JS	RC	OCB
JS	3.2850	.44562	1		
RC	3.8906	.70751	.435**	1	
OCB	3.6477	.52225	.291**	.551**	1

*p<.05; **p<.01

Results

Mean, S.D. and correlation coefficients of the variables are showcased in Table 2. As can be noticed, Job Satisfaction and Role Clarity significantly and positively correlated with OCB. Although Job Satisfaction correlates strongly with Role Clarity but Role Clarity is more strongly correlated with OCB here. All the variables in the study are significantly related with each other, thus, giving support to $H_{1,}$ H_2 and $H_{3.}$

Table 3. Job satisfaction as Mediator

Variable	β	*t*-value	*F*-value	Df	R^2
Investigation 1: OCB on RC	0.407*	9.247*	85.507*	196	0.304
Investigation 2: JS on RC	0.274*	6.759*	45.691*	196	0.189
Investigation 3					
Step 1: OCB on JS	0.341*	4.263*	18.171*	196	0.085
Step 2: OCB on RC	0.386*	7.903*	43.200*	195	0.307

Note: *p < 0.01

Job satisfaction as Mediator

To find out mediating role of PDM on Supervisor support-OCB, Baron and Kenny's (1986) conditions for mediation were examined: first condition is that Role Clarity (independent variable) related to OCB (dependent variable); second condition is that Role Clarity(independent variable) relates to Job Satisfaction (mediating variable); and the third condition is that Job Satisfaction (mediating variable) relates to OCB (dependent variable) and the relationship of the Role Clarity (independent variable) and OCB (dependent variable) significantly reduces in partial mediation or no longer remains significant when controlled by Job Satisfaction (mediator) in full mediation. The analysis was completed by doing three different regression analyses. In Investigation 1, OCB (dependent variable) was regressed on Role Clarity (independent variable). As portrayed in Table 3, significant and positive relationship with β=0.407, p<0.01, hence, fulfilling first condition of mediation. In Investigation 2; Job Satisfaction (mediating variable) was regressed on Role Clarity (independent variable). Here also significant and positive relationship was found with β= 0.247, p<0.01. Hence, condition two for mediation also satisfies. At last in Investigation 3, hierarchical regression analysis was used in two steps. In the initial step, OCB (dependent variable) was regressed on Job Satisfaction (mediating variable) in step 1 and then on Role Clarity (independent variable) in step 2. As in Table 3, Job Satisfaction was found as significant predictor of OCB (β=0.341, p<0.01) and also Role Clarity and OCB relationship was weakened (from β=0.407 to

β=0.386) but remained significant. Therefore, final condition has also been met. As a result, Job Satisfaction partially mediates between Role Clarity and OCB. Hence, H_4 is supported fully.

Discussion

Our study made an attempt to investigate the direct and indirect effect of Role Clarity on OCB among Indian Employees. The indirect effect was analysed with Job satisfaction as mediator of the relationship of Role Clarity and OCB. This study adds to the existing literature by giving empirical support for the mediated relationship in Indian context. All the Hypotheses were well supported with sample data. Pearson Correlation Analysis outcomes portrayed strong positive relationships between all of the variables under study.

Our findings also advocates support for direct relation between Role Clarity and OCB dimensions. As H_1 predicted that there exists a positive and significant relationship between Role Clarity and Organizational Citizenship Behavior. The results of our analysis are consistent with results of Organ (1997), Smith et al. (1983) and Morrison (1994). The possible reasons to our finding on existence of significant relationship between Role Clarity and OCB is perhaps the greater the Role Clarity regarding various dimensions of his/her job like Authority, decision making, performance appraisal etc., higher will be the motivation and willingness in employees to do something above and beyond Job Descriptions implications.

Our study also presented that Job satisfaction partially mediate the relationship between Role Clarity and OCB, hence supporting $H_{4.}$ As anticipated, Job satisfaction to an extent explained Role Clarity-OCB Relationship. Clarity of Role can lead to job satisfaction and subsequently stimulate OCB in employees. The reasons for this relationship between three variables can be seen from various viewpoints.

Fairness perception made in minds of employees on whether or not roles or jobs, procedure and rules are fair or not. This fairness perception motivates a person to be satisfied or dissatisfied on his job and workplace. High fairness perception leads to high participation and helpfulness in employees. Our findings are against the findings of Moorman et al.(1993) who found lack of individual relationships between Job Satisfaction and OCB with controlled variables. Another perspective can be seen with help of Theory of Reciprocity and Theory of Social Exchange. Clear and fair work allocation, sound policies, pay related to Role performing develops trust in the employees towards organization, and they feel satisfied and motivated and reciprocate in form of OCB (Deckop et al., 2003). Our results are consistent with finding of Su and Hsiao (2005) who advocated mediating role of intrinsic job satisfaction in job significance to employee- OCB relationship. As said by Vitell and Singhapakdi (2008), clarity related to Job or Role, in promotion, compensation and Top Management Expectation leads to job satisfaction. Once employees are satisfied that all the aspects of job are clear to him, he feels motivated to show Extra-role behaviour.

Conclusion

While concluding the story, it can be said that OCB has its roots in both in organizational well as individual functioning. Although all the variables in the study are considered as individual traits are influenced and influences organizational systems. Direct path between Role Clarity and OCB as well as indirect path with Job satisfaction as Mediator are accepted. The fact that we are the first once to investigate this relationship in India makes our study unique. An effort is made to uncover the motivational system at centre of Role Clarity-OCB relationship. Moreover, a foray is made to bridge the gap in the literature between Role Clarity, Job satisfaction and OCB especially from India and other developing economies.

Managerial Implications

For Practicing Managers, the most important implication of the study centres appraisal and monitoring of wide range of behaviours and not just those behaviours which are directly linked to Job Descriptions or the Roles assigned. It has now become important to monitor those 'extra-role' behaviours and employees be appreciated for them. To encourage employees to portray OCB, organization may need to first provide full information regards expectations from all the work colleagues, weather it is written or psychological in nature. For example an employee should know parameters of his appraisal system, his financial and non-financial decision making limits. Furthermore, it showed that job satisfaction increases OCB, organizations may introduce pro-employees policies, which in turn will increase morale and satisfaction level. For example constantly involving them in planning and be empathetic towards their problems. Jobs and Roles with built-in characteristics of feedback and autonomy need to be designed to reduce stress and tension in employees. Selection procedure of new recruits may have an assessment test to assess readiness of aspirants to multi-dimensional demand fulfillment towards various levels of employees.

Limitations and Future research Scope

First, causal inferences on relationships were constrained because of cross-sectional nature of our data. It could have been eliminated by utilizing longitudinal research design. Second, we assessed OCB by taking responses from subordinates; this could give biased results based on self-perception. Instead, responses from both Superior and Subordinates can be taken to get the complete picture. Third, data of only 198 respondents was taken. Sample size could be increased to get more accurate results. Forth, our study only considered uni-directional relationship between the variables. However, reciprocal relationship can also be studied.

More variables can be added to know the complete and full mechanism governing OCB. Since, focus area of interventions are teams and rarely individual. These variables can be studied on teams and groups as well. Future researches can also focus on the changes in OCB pattern in different types of turbulent environment in organization.

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Employee Satisfaction: Feeling the Employees' Pulse

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Abstract

In today's scenario, the corporate world has started giving a lot of weight age to its most precious asset, 'Employees'. This is evident from the fact that earlier for the corporate world and big business houses external customers were the priority. But now the scenario has completely changed. The management of these big business houses have realized that only if it will keep its internal customers (employees) satisfied and happy, it can extract the best from them and encourage them to bring good business for the organisation. Hence employee satisfaction acts as a tool for retaining the best of talents in the organisation. The basic purpose of this paper is to determine the Mean Total Employee Satisfaction Index of the employees working at the company store of Eye Wear Retail in Delhi and NCR region and also to determine the factors impacting employee satisfaction.

Keywords: Employee Satisfaction Index, Factors, Eye Wear Retail, Delhi and NCR

Introduction

Employee satisfaction is a measure to identify whether employees are happy with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. To measure employee satisfaction, many companies will have mandatory surveys or face-to-face meetings with employees to gain information. Both of these tactics have pros and cons, and should be chosen carefully. Surveys are often anonymous, allowing workers more freedom to be honest without fear of repercussion. Interviews with company management can feel intimidating, but if done correctly can let the worker know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can truly get to the centre of the data surrounding employee satisfaction, and can be great tools to identify specific problems leading to lowered morale.

Employee Satisfaction: An Overview

The concept of Employee Satisfaction can be traced back to Edward Thorndike, who in the early 1900's published an article in the Journal of Applied Psychology where he explored the relationship between work and satisfaction (Bavendam, 2000). The concept of Employee Satisfaction has certainly been researched very thoroughly over the years and has been linked to many other issues like employee loyalty, employee commitment, employee engagement and job satisfaction Fosam, Grimsley & Wisher, 1998; Martensen & Grønholdt, 2002). One of the most cited theorists is Hertzberg (1968) who during the 1950's developed a theory which identified two dimensions of satisfaction, namely motivation and hygiene. Hertzberg (1968) mentioned that the hygiene factors could not motivate employees but rather helped minimise dissatisfaction levels if addressed. These hygiene factors include topics such as; company policies, supervision, salary, interpersonal relationships and working conditions. The motivating factors addressed topics such as: the work itself, achievement, recognition, responsibility, and advancement. If continuously good levels are maintained in respect of these topics, a motivated work force is created.

Employee Satisfaction can be defined as "the degree to which the individuals needs and desires are met and the extent to which this is perceived by the other employees" (Küskü, 2003, as cited in Samuel, 2005). Employee Satisfaction was a much popularised subject during the 1980's and 1990's, where much of the literature (Stoner & Wankel, 1986; Brewster, Dowling, Grobler, Holland & Warnich, 2000), focused on the link between Employee Satisfaction and Employee Performance. Subsequent research has, however, proven that this link is not particularly strong, (Kreitner & Kinicki, 2005; Ivancevich & Matteson, 2002).

Employee Satisfaction and Customer Satisfaction

Recent research has confirmed that there is a clear reciprocal relationship between Employee Satisfaction and Customer Satisfaction (Kraut, 1996). It can be observed in one of the most detailed studies undertaken by Heskett, Sasser, Jr. and Schlesinger (1995). The authors point out that, "When companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained" (as cited in Bailey & Dandrade, 1997).

Employee Satisfaction and Organisation Satisfaction

Other researchers have shown a relationship between a company's finanacial success and its commitment to management pracrtices that treat employees as assets (Pfeffer and Velga, 1999: Chen etal.2007). Linking information from employee opinion surveys with important organisational outcomes is one area of potential value .When a relationship can be established between elements of organisation work environment and performance outcomes, the organisation can gain a competitive advantage (Nebeker et al.2001).Satisfied employees tend to show a high level of loyalty and commitment to their companies and are unlikely to leave the jobs (Guimaraes, 1997).

Employee Satisfaction Index

Employee Satisfaction Index is a methodology used to create an indexation or trend of employee satisfaction ratings. The index is created at question level, question group, employee group and study or wave overall. In simple words employee satisfaction index is an index to measure satisfaction of employee in an organization.

Purpose of the Study

This study has been conducted to find out and understand the significance of Employee satisfaction in an Eye wear Retail Company. The focus of this paper is to determine the Mean Total Employee Satisfaction Index of the employees working at the company store of Eye Wear Retail in Delhi and NCR region and to determine the Mean Satisfaction Index of the factors individually impacting employee satisfaction.

Research Methodology

This research work involves descriptive research design. A sample survey was conducted to measure units from a sample that is the cross section of the population of all the store employees in NCR region. Sample Size constitute of 56 respondents. All the employees available at the time of survey on the company stores of Eye wear Retail store which includes the Eyewear Consultants, Store Managers and Optometrists were included .Sampling Area is Delhi and NCR Region. A structured questionnaire was designed on a likert scale having 25 statements to be answered as per the level on agreement ranging from Strongly Agree to Strongly Disagree.

The approach adopted to conduct this study is the calculation of Total Employee Satisfaction Index and the Satisfaction Index of the related Job factors *viz.* Satisfaction with the Company, Satisfaction with Job and Work Place, Satisfaction with Career and Development, Satisfaction with the Manager, Satisfaction with Communications, Satisfaction with Performance Appraisal and Feedback and Satisfaction with Employee Compensation and Welfare Benefits expressed as a percentage. An Employee Satisfaction Index (ESI) rating of 80 percent or higher represents high employee satisfaction. Any ESI below 60 percent signifies low satisfaction among employees. Once the status of the dissatisfied employees is assessed the most appropriate strategies for raising employee satisfaction in those categories are determined. Data is analyzed with the help of SPSS using Employee Satisfaction Index, Individual Factors Satisfaction Index,

Analysis and Discussion

Calculation of Employee Satisfaction Index / Individual Factors Satisfaction Index

1.) There is a five-point scale in the questionnaire based on which the employee responses range from Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree.

2.) The negative and positive questions are then aligned so that the remarks are ranging from Strongly Agree (5) to Strongly Disagree (1). This is just in if questionnaire has some negative questions to ensure that the employees have simply not marked the questionnaire without-reading.

3.) The total number of questions with answers against each response is calculated. (5, 4, 3, 2, 1).

4.) The total number of questions answered is calculated (just in case somebody has avoided marking answer for a particular question in the questionnaire) [Total].

5.) The Total Score Received is calculated = (total number of responses of 5 * 5) + (total number of responses of 4 * 4) + (total number of responses of 3 * 3) + (total number of responses of 2 * 2) + (total number of responses of 1 * 1)
6.) Calculate the Maximum Total Score which is the Total (pt. 4) * 5.
7.) This gives the Index which is the Total Score Received / Maximum Total Score * 100.
8.) In case on calculation of Individual Factors Satisfaction Index the statements that comes within a particular category are evaluated for that category only to find out its satisfaction index.

Note: An ESI rating of 80 percent or higher represents high employee satisfaction. Any ESI below 60 percent signifies low satisfaction among employees. Once it is assessed that employees are dissatisfied, the most appropriate strategies for raising employee satisfaction in those categories can be determined.

It can be observed that in the sample there are 46 Males and 10 Females. In all there are 56 respondents. 17.86% of the sample constitutes Females and 82.14% of the sample constitutes Males.80.36% of the respondents are in the age group of 25-35 years, 16.07% below 25 years and 5.36% above 4 years of age .It is also identified that 51.79% of the respondents have spent 2 to 4 years in the organisation and very few respondents are in the category of above 4 years i.e. 5.39%.(refer table1).

In all, sample units were collected from 13 company stores of Eye wear Retail store across Delhi and NCR. On average 4 to 5 respondents were taken as a sample from each store.

Total Employee Satisfaction

The total employee satisfaction is composed of 7 factors. Each factor has certain number of statements or attributes related to that factor. The statements are on a likert scale and have scores ranging between1 to 5 (Strongly Agree to Strongly Disagree). On summing up the scores of each factor a score which is called as Total Employee Satisfaction Index expressed in a percentage for each individual respondent or employee were determined. The seven factors which all together account for the total employee satisfaction are:

- Satisfaction with the Company
- Satisfaction with Job and Work Place
- Satisfaction with Career and Development
- Satisfaction with the Manager
- Satisfaction with Communications
- Satisfaction with Performance Appraisal and Feedback
- Satisfaction with Employee Compensation and benefits.

It is observed from the table 2 that Mean Total Employee Satisfaction is 76.6% that rounds off to 77%.It means that on an average 77 % level of satisfaction is found among the store employees of Eye Wear Retail which is very good. If it is observed by the scale then >=80% Total Employee Satisfaction indicates a high satisfaction or highly satisfied work force and 77% almost approaches to 80 %.Any Satisfaction level below 60 percent signifies low satisfaction among your employees. So it can be concluded that on an average the employees are more than satisfied with the organisation. (Refer Table 2)

Factor discussed:

1. Company Satisfaction:

Table 2 depicts that Mean Company Satisfaction is 85.7% that rounds off to 86 %.It means that on an average 86% level of satisfaction with the Company is found among the store employees If the observation is by the scale then >=80% level of satisfaction indicates a high satisfaction or highly satisfied work force and any satisfaction level below 60 percent signifies low satisfaction among the employees. So it can be concluded that on an average the employees are highly satisfied with the factor Company.

2. Job and Workplace Satisfaction:

It is identified from Table 2 that Mean Job and Work Place Satisfaction is 78.7% that rounds off to 79%.It means that on an average 78 % level of satisfaction with the Job and Work Place is found among the store employees .If it is shown by the scale then >=80% level of satisfaction indicates a high satisfaction or highly satisfied work force and any Satisfaction level below 60 percent signifies low satisfaction among the employees. So it can be concluded that on an average the employees are more than satisfied with the factor Job and Workplace**.**

3. Career and Development Satisfaction:

It is observed that Mean Career and Development Satisfaction is 80.2% that rounds off to 80 %.It means that on an average 80% level of satisfaction with the Career and Development is found among the store employees of eye wear retail, which is outstanding **.**If it is observed by the scale then >=80% level of satisfaction indicates a high satisfaction or highly satisfied work force and any Satisfaction level below 60 percent signifies low satisfaction among the employees. So it can be concluded that on an average the employees are Highly Satisfied with the Factor Career and Development.

4. Manager Satisfaction:

Table 2 depicts that Mean of Manager Satisfaction is 78.7% that can be rounded off to 79%.This again indicates that the work force is more than satisfied on an average with the factor Manager Satisfaction when tested on the scale. If emphasized by the scale then >=80% level of satisfaction indicates a high satisfaction or highly satisfied work force and any Satisfaction level below 60 percent signifies low satisfaction among the employees.

5. Performance Appraisal and Feedback Satisfaction:
It is identified that Mean Performance Appraisal and Feedback Satisfaction is 61.2% rounded off to 61%.It means that on an average 61% level of satisfaction with the factor performance appraisal and feedback is found among the store employees of eye wear retail. This is although more than the minimum required level of satisfaction of 60% but is still comparatively less as compared to other factors influencing Total employee satisfaction. Any Satisfaction level below 60 percent signifies low satisfaction among the employees. So it is concluded that on an average the employees are just around satisfied with the factor Performance Appraisal and Feedback.

6. Communication Satisfaction:
It is observed that Mean of Communication Satisfaction is 65.6% rounded off to 66%.It means that on an average 66% level of satisfaction with the factor communication is found among the store employees .This is although more than the minimum required level of satisfaction of 60% but is still comparatively less as compared to other factors influencing Total employee satisfaction. Any Satisfaction level below 60 percent signifies low satisfaction among the employees. So it can be concluded that on an average the employees are just around satisfied with the factor Communication Satisfaction.

7. Employee Compensation and benefit Satisfaction:
It is shown in the table that Mean Employee Compensation and Benefit Satisfaction is 74.3% that rounds off to 74%.It means that on an average 74 % level of satisfaction is found among the store employees of this company, which is good. If observed by the scale then >=80% Total Employee Satisfaction indicates high satisfaction or a highly satisfied work force and 74% averages good. Any Satisfaction level below 60 percent signifies low satisfaction among employees. So we conclude that on an average the employees are satisfied with the Employee Compensation and Benefit Satisfaction.

From the study of the Total Employee Satisfaction and its related Factors it was found that each factor qualified the minimum benchmark 60% and thus one can conclude that on an average the entire workforce of the store employees of Eye wear retail is satisfied. But there is always a scope for improvement. Although all the factors qualified the minimum stipulated benchmark of 60% there were two factors which reported comparatively less level of satisfaction The Factors were Performance Appraisal and Feedback & Communication Satisfaction. They reported 66% and 61% satisfaction respectively that is below 70%.It is also observed that initially the Mean Employee Satisfaction increases till the 4th year but then a steep fall is witnessed between the 4th and the 5th year. It is observed that the senior employees satisfaction level reduces with number of years spent in the organization.

Factor Analysis
H0:- The variables are uncorrelated/there exists no relationship between the variables of employee satisfaction.

H1:- The variables are correlated/Relationship exists between the variables of employee satisfaction

Since P value is 0.000 which is < (less than) α=0.05, therefore Null hypothesis (H0) is Rejected. Hence we conclude that the variables of employee satisfaction are correlated. In other words, Bartlett's Test of Sphericity is significant at 5% level of significance, thus sample size is appropriate and KMO value is 0.794 which is > than 0.5; therefore Factor Analysis is appropriate to use.(refer Table :3). The calculated Cronbach alpha 0.918 for 25 multi-item scale shows that the observations are reliable for exploratory study. (Refer Table 4).
The method of Principal Component analysis could extract 7 factors accounting for 72.314 of variation with a loss of 27.686% of information we can trust on these 7 factors.(refer table 5,6,7&8). The 7 Factors extracted as explained below:

Factor 1: Work environment
This factor has emerged as the most important determinant of employee satisfaction with a total variance of 4.831 which is 48.31% of total variance of 25 variables and it depicts that employee in Eye retail is motivated to .perform when they are provided with better work environment .and rewards.

Factor 2: Guidance & Support:
The second most important factor which impacts employee satisfaction with 3.368 which is 33.68% of total variance of 25 variables .Employees are motivated to perform when they get support and guidance and regular feedback from senior managers for the work performance.

Factor 3: Growth Opportunities
Factor 3, with a variance of 2.947 which is 29.47% of total variance of 25 variables; Factor 3 has an average score of 3.19. This implies that employees perform well when they are provided growth opportunities in the organization.

Factor 4: Organizational Belongingness
Factor 4, with a variance of 2.356 which is **23.56%** of total variance of 25 variables ,and average score of 4.46 shows that employees of eyewear retail are highly satisfied and they have deep sense of belongingness.

Factor 5: Employee Welfare Benefits and Rewards
Factor 5, explains a variance of 1.667 which is **16.67%** of total variance of 25 variables;
Factor 5 has an average score of 4.08. This implies that employees are Satisfied (Agree) with the Factor Employee Welfare Benefits and Rewards. Employees have good demand in the market owing to its goodwill in the community

Factor 6: Working Conditions
Factor 6 explains a variance of 1.474 which is **14.74%** of total variance of 25 variables;

Factor 6 has an average score of 4.14. This implies that employees are Satisfied (Agree) with the Factor Physical Working Conditions. "The physical working conditions in my store are excellent. (Like drinking water, sanitation, lighting, cleanliness of store, telephone facilities, space of store, lunch facility etc.)" attribute accounts for the highest correlation impacting Employee Welfare Benefits and Rewards.

Factor 7: Innovative Culture

Factor 7 with a variance of 1.435 which is **14.35%** of total variance of 25 variables;**.**

Factor 7 has an average score of 4.02. This shows that employees are Satisfied (Agree) with the Factor Innovative Culture. "Employees are encouraged to enhance sales" attribute accounts for the highest correlation impacting Opportunities for Advancement.

Limitation

The key limitation to this investigation is the small sample size which limits the ability to use data to draw meaningful conclusion about Eye wear retail as a whole. A further limitation is that the data is completely undertaken from the different stores of one company.

Conclusion

This study on Employee Satisfaction has successfully determined the Total Employee Satisfaction level and the Satisfaction levels of the various components (Job Factors) together impacting Employee Satisfaction at the Eye Wear Retail. The study has clearly highlighted the comparatively less satisfaction levels with 2 job factors viz. 'Performance Appraisal and Feedback' and 'Communication of the employees with the regional team' when matched with other job factors in a series that have displayed comparatively high satisfaction levels. Although it should be marked that each of the Job Factors in including Mean Total Employee Satisfaction have qualified the minimum benchmark of 60% level of satisfaction .The research suggests that the major factors which impacts employee satisfaction are :Work environment, Guidance and support, Growth Opportunities, Employee welfare and benefits, Working condition and Innovative culture.

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Table 1: Demographic profile of the Respondents

Gender		
	Frequency	Percentage
Male	46	82.14
Female	10	17.86
Age		
Below 25	9	16.07
25- 35	45	80.36
Above 35	2	3.57
Years spent in the organisation		
Below 2	24	42.85
2- 4	29	51.79
Above 4	3	5.36

Source: Primary data

Table 2: Total Employee Satisfation

	Total Employee Satisfaction	Company Satisfaction	Job and Work Place Satisfaction	Career & Development Satisfaction	Manager Satisfaction	Communication Satisfaction	Performance Appraisal & Feedback Satisfaction	Employee Compensation & Benefit Satisfaction
Mean....	76.6%	85.7%	78.7%	80.2%	78.7%	66.6%	61.2%	74.2%

Table 3 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	Approx. Chi-Square	774.736
	Df	300
	Sig.	.000

Table 4: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.914	25

Table 5:Communalities

	Initial	Extraction
The company is a well-known brand in the market.	1.000	.666
Employees working in the organization have good demand in the market owing to its goodwill in the community.	1.000	.685
My Sense of Belongingness towards the company is very deep.	1.000	.739
I would recommend this company as a nice place to work.	1.000	.718
I am clear about my tasks duties and responsibilities.	1.000	.576
The physical working conditions in my store are excellent. (Like drinking water, sanitation, lighting, cleanliness of store, telephone facilities, space of store, lunch facility etc.)	1.000	.775
I feel free to discuss my personal and professional problems with my peers.	1.000	.627
I feel totally secure in this job.	1.000	.723
My job timings are fair enough.	1.000	.778
The amount of work expected of me is reasonable.	1.000	.546
Morale of the employees in the store is high.	1.000	.656
Adequate training programs and workshops are conducted as per my job requirements from time to time.	1.000	.664

Employees are encouraged to suggest new ideas to enhance sales.	1.000	.776
My abilities are utilized in the store to the fullest.	1.000	.752
My Manager is willing to support me when I require guidance to work.	1.000	.899
My Manager evaluates my work performance regularly and fairly.	1.000	.841
There is sufficient and satisfying communication between us and the regional team.	1.000	.794
The management periodically provides feedback on work performance (both good and bad) to help the employee improve their inputs.	1.000	.692
The policy of Performance Appraisal of the company is fair and just.	1.000	.816
My promotions are linked with the performance appraisal.	1.000	.658
My company is a Good Paymaster.	1.000	.743
I am satisfied with the structure of incentives paid to me linked to my monthly sales target.	1.000	.781
My company provides excellent fringe benefits and welfare facilities for its employees and their families.	1.000	.757
My company provides easy loan facilities and processes it timely.(For example: Any emergency, vehicle, jewellery, marriage etc.)	1.000	.755
I receive the right amount of Recognition for my performance at work.	1.000	.662

Extraction Method: Principal Component Analysis.

Table 6:Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.938	35.750	35.750	8.938	35.750	35.750	4.831	19.323	19.323
2	2.087	8.347	44.097	2.087	8.347	44.097	3.368	13.474	32.796
3	1.698	6.790	50.888	1.698	6.790	50.888	2.947	11.787	44.583
4	1.582	6.329	57.217	1.582	6.329	57.217	2.356	9.426	54.009
5	1.448	5.794	63.011	1.448	5.794	63.011	1.667	6.668	60.676
6	1.288	5.152	68.162	1.288	5.152	68.162	1.474	5.898	66.574
7	1.038	4.151	72.314	1.038	4.151	72.314	1.435	5.740	72.314
8	.874	3.496	75.809						
9	.828	3.314	79.123						
10	.703	2.811	81.934						
11	.643	2.573	84.507						
12	.587	2.347	86.855						
13	.490	1.961	88.815						
14	.433	1.733	90.549						
15	.385	1.539	92.088						
16	.321	1.284	93.372						
17	.309	1.237	94.609						

18	.296	1.183	95.792						
19	.245	.979	96.771						
20	.208	.831	97.602						
21	.181	.722	98.325						
22	.132	.529	98.854						
23	.112	.448	99.302						
24	.098	.393	99.695						
25	.076	.305	100.000						

Extraction Method: Principal Component Analysis.

Table 7:Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
My company is a Good Paymaster.	.817						
I would recommend this company as a nice place to work.	.741			.354			
Morale of the employees in the store is high.	.698						.349
The policy of Performance Appraisal of the company is fair and just.	.627	.354	.472				

My job timings are fair enough.	.596		.443	.342			
I am satisfied with the structure of incentives paid to me linked to my monthly sales target.	.589		.522				
My abilities are utilized in the store to the fullest.	.573	.549					
I feel totally secure in this job.	.562			.318			
The amount of work expected of me is reasonable.	.544		.415				
I receive the right amount of Recognition for my performance at work.	.541	.419	.339				
My Manager is willing to support me when I require guidance to work.		.889					
My Manager evaluates my work performance regularly and fairly.	.426	.793					
The management periodically provides feedback on work performance (both good and bad) to help the employee improve their inputs.	.470	.524	.323				

I feel free to discuss my personal and professional problems with my peers.		.498				.442	
Adequate training programs and workshops are conducted as per my job requirements from time to time.		.428	.352				.420
My company provides easy loan facilities and processes it timely.(For example: Any emergency, vehicle, jewellery, marriage etc.)			.832				
My promotions are linked with the performance appraisal.			.702				
There is sufficient and satisfying communication between us and the regional team.			.572	.466	-.357		
My Sense of Belongingness to Titan Eye+ is very deep.				.805			
My company is a well known brand in the market.				.645	.454		

I am clear about my tasks duties and responsibilities.	.332			.600			
Employees working in the company have good demand in the market owing to its goodwill in the community.					.765		
My company provides excellent fringe benefits and welfare facilities for its employees and their families.	.329	.399			.547		
The physical working conditions in my store are excellent. (Like drinking water, sanitation, lighting, cleanliness of store, telephone facilities, space of store, lunch facility etc.)						.863	
Employees are encouraged to suggest new ideas to enhance sales.							.747

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Table 8:Factor loading

Factors	Mean	Specific Attributes	Factor Loading
Factor 1: Work Environment	3.73	1) Good Paymaster. 2) Recommend this company as a nice place to work. 3) Morale high. 4) Performance Appraisal is fair and just. 5) My job timings are fair enough. 6) satisfied with the structure of incentives paid 7) My abilities are utilized in the store to the fullest. 8) I feel totally secure in this job. 9) Work expected of me is reasonable. 10) Recognition for my performance at work.	0.817 0.741 0.698 0.627 0.596 0.589 0.573 0.562 0.544 0.541
Factor 2 Support &Guidance	3.80	1) Manager support when I require guidance to work. 2) Evaluates my work performance regularly and fairly. 3) The management provides feedback	0.889 0.793 0.524

Factor 3 Growth opportunities	3.19	1) easy loan facilities 2) Promotions are linked with the performance appraisal. 3) Satisfying communication between me and the regional team.	0.832 0.702 0.572
Factor 4 Organisational belongingness	4.46	1) My Sense of Belongingness is very deep. 2) My company is a well known brand in the market. 3) Clarity in tasks, duties and responsibilities.	0.805 0.645 0.600
Factor 5 Employee Welfare & Benefits	4.08	1) Employees working in the company has good demand in the market 2) excellent fringe benefits and welfare facilities	0.765 0.547
Factor 6 Working condition	4.14	1) The physical working conditions in my store are excellent.	0.863
Factor 7 Innovative Culture	4.02	1) New Ideas are encouraged.	0.747

Role of CSR in Employer Branding: Emerging Paradigm

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Abstract

Any investment in human resource is always a step towards betterment. Studies have also shown that employer branding investment is worth every penny. Traditionally, we only considered marketing departments doing the branding work. However, in recent years, HR department also shoulders the responsibility of creating and maintaining employer brand. An employer brand is nothing but a positive impression of the organization as a place to work. Creating employer is a strategic function. It's an integrated process that comes into play before, during and after the recruitment process. Employees, i.e. human resource and the brands seek core importance in the employer branding of the companies in the employment market. Creating positive impression in the minds of existing and prospective employees is a continuous process and cannot be only achieved through fat compensation packages. But, many factors contribute to creating an employer brand like work culture, policies, job satisfaction, social image of the company, and many more. Socially responsible image of an organization also is one of those various factors which cannot be overlooked these days. Corporate social responsibility is not a buzz word anymore and with the recent developments in the Companies Bill, it's more spoken about. This paper tries to study the link between the socially responsible image and its contribution to employer branding of organizations, internally and externally. The study is conducted in manufacturing companies in Pune Industrial region. This paper forms part of the doctoral research work of the research student under the University of Pune.

Keywords: Employer branding, Corporate Social Responsibility, Recruitment Process, Internal branding

Introduction

"Business is not divorced from the rest of society…..a company should be a responsible member of the society in which it operates". (WBCSD, 2006). Business Organizations operate in the society, use environmental resources and earn profits. This expects them to return back a share of profits to the society and environment. The previously acknowledged voluntary duty of businesses is becoming compulsory legal duty to contribute towards social development and environmental conservation, widely known as Corporate Social Responsibility. These voluntary actions of organizations certainly add to the good image of organizations. This not only has impact on the society, prospective employees of the organizations but also the existing employees there.

Employer's good reputation built up due to good working conditions, competitive compensation packages, and good reputation of being socially responsible, are drivers of employer brand. However, there has been a limited amount of volume of research which directly establishes a connection between corporate social responsibility and employer branding.

Corporate Social Responsibility and Employer Branding

The evolution in business has also brought evolution in related concepts of business ethics, social responsibility also. Corporate Social Responsibility (CSR) means the responsibility of corporations towards all its stakeholders viz., shareholders, society, government, vendors/ suppliers, employees and environment. CSR is no more considered as a philanthropic act anymore. Today corporations have realized that CSR is indistinguishably linked to their reputation among societal members and their employees as well. This realization has made CSR undergo significant change from a charitable action to a must-do act. The globalization, Global Compact (GC) and the Global Reporting Initiative have changed the face of the CSR and corporations are more using it as a strategic tool for marketing as well as HR, ultimately enhancing the corporate reputation. CSR gradually is garnering success being social consciousness. Sound CSR can increase shareholder value, boost employee engagement and increase employer brand recognitions.

With rapidly growing industrialization, along with population growing with equal speed, and the impairment to the environmental and natural resources due to industrialization, the sustainability of the environment and society have become issues of concern. The needs of the weaker sections of the society and the environmental conservation have become two major concerns for the government. Industries today, are coming forward with a conscious mind to move up their share in the social welfare and environmental conservation along with the government. Social responsibility initiatives by the industries haven't been limited to monetory donations as charity, but, it is gradually taking constructive nature. Business organizations also have realized the positive impact of their socially responsible behavior and hence have started focusing on their CSR policies, budgets and initiatives. Employees today, also prefer to work in organizations which not only pay well, but also, in organizations who are known for their socially responsible image. Being known as a responsible organization, includes many factors such as good ethics, good HR practices, good compensation policies, work culture and socially responsible behavior. Employer brand means nothing but being employer of choice and preference. A strong employer brand attracts best employees and also helps to retain the same. This paper is all about studying the connection between the socially responsible behavior of business organizations and their employer brand.

Literature Review

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (Commission of the European Communities, 2001) looks at the responsibility from voluntariness aspect. The world Business Council for Sustainable Development defines CSR as 'The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life'. (1999).Corporate and Social Responsibility denotes that business organizations have an obligation to consider the interests of customers, employees, shareholders, communities and the environment in all aspects of its operations (Wikipedia, 2007: Anne-Marie Kontakos) CSR is particularly significant for industries in developing countries like India, where it can contribute towards meeting the ever growing demands of the society by increasing the resources levels. CSR is no more an opportunity given to companies, but, its becoming an expectation of the stakeholders including the Govt., shareholders, business partners, customers, society and employees.

Employer Brand (EB): The term employer brand was first used in the early 1990s to denote an organisation's reputation as an employer. Since then, it has become widely adopted by the global management community. Minchington (2005) defines your employer brand as "the image of your organisation as a 'great place to work' in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders). The art and science of employer branding is therefore concerned with the attraction, engagement and retention of initiatives targeted at enhancing your company's employer brand." While the term 'employer brand' denotes what people currently associate with an organisation, employer branding has been defined as the *sum of a company's efforts to communicate to existing and prospective staff what makes it a desirable place to work*, and the active management of *a company's image as seen through the eyes of its associates and potential hires*. (Wikipedia Definition)

Today, an effective employer brand is essential for competitive advantage. Increasingly, Indian corporations are becoming intentionally strategic to utilize the employer brand to attract and retain talent and, ultimately, to expand and grow. "Employer brand is about capturing the essence of an organization in a way that engages current and prospective talent. It expresses an organization's 'value proposition'—the entirety of its culture, systems, attitudes and employee relationships, providing a new focal point for the company", Manmohan Bhutani, Vice President, People and Operations, Fiserv India. (SHRM, 2010). As defined by Universum, "Employer branding is the strategy companies use to appeal to desired current and future ideal talent". In other words, employer branding is to convey to the 'employees that matter', why an employer's workplace is appealing and unique. The purpose is to make it easier for the employer to attract good workers, or even more importantly to get the top talent it needs from the job market.

According to Universum, employer branding has definitely become a critical management tool. Employer brand is essential for gaining competitive advantage, Indian companies are becoming intentionally strategic to use EB to attract and retain talent for expansion and growth. Powerful EB has capacity to attract and retain talent and represent quality to its customers with goal of gaining recognitions in sustainable manner. CSR has become a part of employer brand. (Suman Kumar Dawn & Suparna Biswas, 2010).

CSR Today- The change in the paradigm

World witnessed a remarkable shift in the CSR approach of business organizations. It saw a shift from philanthropy to participation. The business organizations focused on the society wherein they operated as stake holder like their customers, employees, etc. They started feeling accountable socially which included social, environmental and financial performance and not just the financial figures donated. Thus, corporate social responsibility could be seen gaining more importance as a value than just compliance. ('triple bottom line') According to John Samuel and Anil Sari's this transformation has been the result of business organization realizing the importance of 'reputation capital' and it made CSR the new strategy.

The Change

The transformation in the conceptualization of CSR has led to changes at the organizational level including changes in the organizational values, policy about corporate governance and the way CSR is implemented. Due to exposure to global competitive environment, corporations are becoming more innovative, creative towards their social responsibility approach. Variety of innovative activities in diverse areas like environment protection, protection of tribal art and culture, education, healthcare (attention to global health issues like cancer, obesity, malnutrition, etc.), rural development, disaster management, etc. are initiated by corporations today (to name a few- Lupin, Cipla, Ranbaxy, NIIT, TCS, BPCL, Ion Exchange, HLL, ITC, BHEL, TATA, Birla, NTPC, ONGC, etc.) and are also proving help to add value to the brand image. This has attracted researchers to the topic and research studies have indicated a positive relationship between social performance and financial performance of the corporations. In the seminar " Does Ethics Pay?" organized by 'Business Round Table Institute' USA, they found most of the CEOs attending the seminar answered 'YES' !

Many organizations reviewed their Corporate Governance policies and also innovated tools for measuring corporate social performance. Firms now see their social commitment to further sustainability and responsible business as a source of competitive advantage. Corporations are aiming at a CSR change in the entire value chain, i.e., socially responsible behaviour from employees, vendors, suppliers, etc. It is an emerging thought that CSR must not be limited to business operations but also penetrate in the business purpose and strategy.

Objectives of study

- To study the relation of socially responsible image/ reputation of business organizations to employer brand
- To study the use of CSR as a tool for employer branding as a new policy

Research Methodology

The paper is based on primary and secondary data. The secondary data as to company's policies, CSR initiatives, practices etc. was collected through the literature review, company literature, journals, research papers, white papers, etc. Primary data was collected through questionnaire survey conducted in large scale manufacturing companies in and around Pune. The geographical scope of the study included organizations located in Pune district. The sample consisted of organizations having a separate CSR department or CSR carried out by HR dept. The sample population was all HR managers/ CSR managers, and employees participating in CSR initiatives in large scale manufacturing industries. However, a sample size of 60 was selected to be representative, comprising of HR managers, CSR managers and employees. The primary data was collected through questionnaire survey. The data so collected was tabulated and analyzed with simple statistical tools.

Data Analysis and Interpretation

The responses were collected using 5. Likert scale wherein 1 represents Highly Disagree and 5 represents Highly agree. The questions were tested for validity which came 100 %. The respondents were having a combination of employees working in that organization for 0 -10+ yrs. The responses were analysed with simple statistical tools of mean, median and mode and lastly the validity was checked for each response.

Question	Valid		Frequency	Percent	Valid Percent	Cumulative percent
I am proud to say that I work here	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	10	16.67	16.67	16.67
		5	50	83.33	83.33	100.00
Management cares for its employees at all levels	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	0	0.00	0.00	0.00
		5	60	100.00	100.00	100.00

83.33 % respondents expressed that they are proud to work in their organizations. All the respondents shared that the management cares for them at all levels.

Question	Valid		Frequency	Percent	Valid Percent	Cumulative percent
Organization cares for my health and security	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	3	5.00	5.00	5.00
		5	57	95.00	95.00	100.00

Question	Valid		Frequency	Percent	Valid Percent	Cumulative percent
Organization cares for health and welfare of the society	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	56	93.33	93.33	93.33
		5	4	6.67	6.67	100.00
Our organization is following social responsibility in its culture	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	13	21.67	21.67	21.67
		4	41	68.33	68.33	90.00
		5	6	10.00	10.00	100.00
I am aware about various Corporate Social Responsibility initiatives of the organization	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	31	51.67	51.67	51.67
		4	20	33.33	33.33	85.00
		5	9	15.00	15.00	100.00
I participate in various corporate social responsibility initiatives of the organization	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	49	81.67	81.67	81.67
		4	8	13.33	13.33	95.00
		5	3	5.00	5.00	100.00
I feel good to be a part of the CSR team of the organization	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	3	5.00	5.00	5.00
		4	54	90.00	90.00	95.00
		5	3	5.00	5.00	100.00
The information about various CSR initiatives is shared with us	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	57	95.00	95.00	95.00
		5	3	5.00	5.00	100.00
Participation in CSR activities is voluntary in our organization	Valid	1	0	0.00	0.00	0.00
		2	0	0.00	0.00	0.00
		3	0	0.00	0.00	0.00
		4	3	5.00	5.00	5.00
		5	57	95.00	95.00	100.00

The respondents answered positively for the questions about their organization caring about their welfare as well as welfare of society. 95% of the respondents participate in CSR initiatives of the organization voluntarily and expressed that information about CSR initiatives is shared effectively with them by the HR department, which ultimately keeps them updated and motivated with the good image of the organization. Participation in the CSR initiatives also creates a sense of belongingness among the employees towards the society and the organization.

If we look at the components of employee engagement, involvement of employees in various organizational activities like CSR as well has a positive impact. CSR initiatives thus prove an effective tool for employee engagement and employer branding.

Question	Valid	Frequency	Percent	Valid Percent	Cumulative percent
I would suggest this employer to my friends / acquaintances	Valid 1 2 3 4 5	0 0 0 0 60	0.00 0.00 0.00 0.00 100.00	0.00 0.00 0.00 0.00 100.00	0.00 0.00 0.00 0.00 100.00
Overall, I am satisfied with this rganization as an employee?	Valid 1 2 3 4 5	0 0 0 0 60	0.00 0.00 0.00 0.00 100.00	0.00 0.00 0.00 0.00 100.00	0.00 0.00 0.00 0.00 100.00

When asked about the employees being satisfied with organization as an employer, 100% responses were positive and they expressed that they would refer this organization to others as a good place to work, i.e. nothing but a positive brand.

Conclusion

Employer branding comprises of various components that attract talent to the organization. Strong employer brand is the strength of organization for talent acquisition and management. Apart from the competitive compensation and best HR practices, concern for the society through initiatives, socially responsible behavior is an emerging component of the employer brand with increasing significance. The preference of employees to work with organizations that have a good social reputation is increasing. The amendments in The Companies Act regarding the corporate budget for socially responsible initiatives has started changing the picture already. The organizations which had no CSR policy in place have initiated the process and an independent position of CSR Managers is emerging in the organization structure. The strategic implementation of CSR initiatives involving the employees not only creates a social awareness among the employees, but creates a sense of belongingness towards the organization and adds to the positive brand image of the organization in the minds of existing employees and the society. This contributes to the strengthening of the employer brand of the organization.

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Training and Development of Employees of SMEs: A Social Capital Perspective

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Abstract

This study proposes and substantiates with empirical findings that to overcome these challenges SMEs can use their formal networking ties and the social capital generated therefrom to provide training and up-gradation of the employees, which they may be unable to provide on their own. This study is based on 100 SMEs in West Bengal among which 50 firms form the experimental group with formal networking ties and 50 others from the control group. Survey results show that SMEs having networking ties in the form of membership in formal business networks enjoy a significantly greater support in addressing these employee developmental issues compared to other small firms. The study reveals that, dimensions of social capital like strength of network ties, level of trust and shared vision among the members of the formal networks enable SMEs to overcome the challenge of attracting and retaining skilled and trained employees.

Keywords: SMEs, Training & Development, Social Capital, Formal Networks

Introduction

Skills, motivation and activation of employees are crucial preconditions for the sustainable success, productivity and innovation of enterprises in today's knowledge economy. Due to their limited resources small and medium enterprises (SMEs) often encounter difficulties finding qualified staff as well as providing them with adequate training and development opportunities to keep abreast with the changing scenario. At a micro level, the resource based theory points to the human capital of employees as a major source for sustained competitive advantage for individual firms (Ferligoj et al., 1997; Koch and McGrath, 1996; Wright et al., 1994). Firms can increase the human capital of their employees by stimulating their learning behaviour (Patton et al., 2000). An important tool for stimulating such learning behaviour is providing the employees with opportunities of training and development.

Smaller firms provide less formal training to their employees than larger firms (Black et al., 1999; Barron et al., 1987; Patton et al., 2000) as they may find formal training too expensive due to less financial resources (Curran et al., 1997, Nooteboom, 1993;

Westhead and Storey, 1996) and on the other hand training may increase the outflow of trained employees. Inadequate training opportunities, low image of the job, enterprise or sector, unmet earning expectancies and lack of growth prospects in SMEs pose a challenge for them in attracting and retaining qualified staff. The paradox in the SMEs in this regard is that only fresh applicants lacking adequate skills and experience may take up stop-gap jobs and at the same time the enterprises are limited in funds to organize the training required in the age of knowledge economy. How can the SMEs therefore address these challenges of training their employees with the goal of building a competitive workforce?

Social capital, often conceptualized as a set of social resources that are embedded in networks, can enable SMEs to engage effectively in training and development of their employees. Dimensions of social capital like strength of network ties, trust and shared vision in formal networks (in the form of membership in industry/trade specific associations and formal business associations) enable SME owners/managers to provide training and development facilities to their employees and such facilities are greater as compared to firms embedded in informal networks.

Objective of this study based on a 100 SMEs in West Bengal is to analyse the effect of social capital in training and development of the employees of small firms through the constructs of network ties, trust and shared vision among the members of the networks. The study also attempts to draw a comparison between firms having formal networking ties in the form of membership in formal business networks and other small firms embedded in natural networks in addressing the issue of employee training and development.

Review of Literature

The social capital theory is laid on the foundational concept of social connections or networks, which may be characterized by norms of accepted behaviour and trust, and which enable participants to effectively act together in pursuit of shared objectives (Flora, 1998; Granovetter, 1983; Putnam, 1995). Nahapiet and Ghoshal (1998) define social capital as “the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit.” Nahapiet and Ghoshal (1998) categorized social capital into three interrelated dimensions: cognitive (shared codes and language and shared narratives), relational (trust, norms, obligations, and identification) and structural (network ties, network configuration, and appropriate organization) for analytical purposes. Network ties deal with the specific ways the actors are related. Ties are a fundamental aspect of social capital, because network ties create opportunities for social capital transactions (Adler & Kwon, 2002). Trust is a necessary element in developing relationships and is considered both a catalyst that must be present before relationships move forward to solidify (Granovetter, 1983), and an incrementally created outcome from successful transactions among individuals or organizations (Kandemir et al., 2006; Morrissey and Pittaway, 2006). Behaviour that results from understanding the power of solidarity enables mutual support. In other words shared vision develops when individuals agree upon common tactics or methods for achieving desired outcomes and are willing to invest in long-term relationships (Jarillo, 1988; Jarillo and Ricart, 1987).

Metlay (2002) identified a training paradox in small businesses. He found that in spite of employers' positive attitude towards training the actual provision rates are low due to lack of availability of relevant training, time constraints, high cost of training, lack of trainee cover and in-house trainers among other reasons. Cardon (2003) suggests that small and/or new firms are likely to have more problems in recruiting employees, because they lack both the resources and the legitimacy. Likewise, Williamson concludes that "without applicants having knowledge of a firm, its practices or its members, small firms find it harder to establish their legitimacy as a prospective employer" (Williamson, 2000).

Ram et. al. (2001) observed that membership in employers' association or contact with local sources of business advice (Chambers of Commerce, or the Federation of Small Businesses, etc.) may deliver some economies of scale regarding training provision in SMEs. Erickson and Jacoby (2003) found that in the USA, management participation in business networks positively affected the provision of employee training programmes. They also found that the impact of such networks is cumulative – the more sources of advice drawn on, the better the resultant practice. Miller & Bessar (2007) found that possible benefits to the businesses from formal networking include self and employee training and development opportunities, improvement of management, and advancements in work practices, or productivity, or use of technology. Fuller-Love and Thomas (2004) found that development of management and specialized skills was one of the motivators for SMEs to join networks. While assessing a range of contribution of business associations towards SMEs, Bennett and Ramsden (2007) observed 'training and skill development as one of the services received through formal networking. With specific regard to the SME sector, Green (1993) found that, where present, trade unions exert a positive influence pressurizing firms with fewer than 25 employees to provide training opportunities. The provision of training in SMEs may be affected by the relationship between the SME and its larger customers (Hendry et al., 1995; Kinnie et al., 1999). Hunter et al. (1996) found that large customers develop their SME suppliers and encourage workforce training, with 25 percent of supplier firms changing workforce training in response to customer requirements. A partnership with a larger organization may significantly reduce the SME's innovation costs (Goss et al., 1994) and introduce economies of scale with regard to employee training.

A gap exists in the literature regarding studies on the effect of various dimensions of social capital in the form of network ties, trust and shared vision generated through the entrepreneurs' network relationships on training and development of employees in small enterprises. This study attempts to address this research gap and analyse the effect of a firm's social capital on training and development of employees.

Research Objective

The objective of this paper is to analyse the effect of different dimensions of social capital like network ties, trust and shared vision on training and development of employees among a sample of 100 SMEs in West Bengal. Of these 50 firms embedded proactively in formal networks in the form of business associations and industry/trade specific associations form the experimental group. Control group constitutes 50 others firms which are engaged naturally in merely informal alliances like family networks, social networks, internal networks and buyer-supplier networks. The study also attempts to bring out a comparative analysis of the effects of social capital on training and development of employees in firms having formal ties vis-à-vis informal ties.

Methodology and Sample Profile

This study is based on a set of primary data collected using structured questionnaires. The questionnaire was formulated incorporating the issues culled from predominant theories advanced in social capital and talent management literature and a review of previous survey instruments. The questionnaire was piloted over a sample of 20 firms in order to ensure content validity and necessary changes made. Our sample constituted SMEs in West Bengal which are a driving force for the future industrial growth and employment generation of the state. The state also has a strong formal networking environment in the form of industry/trade associations and Chambers of Commerce. There also exists a culture of cooperation and support among the members of various networks. Data has been collected from 100 firms, taking 50 firms having membership in different associations as the experimental group. Another 50 firms not under the umbrella of any associations were selected as the control group. The sample of member[1] firms was picked out using a random number table from the pooled population of members of five business associations. Using received wisdom these associations were selected from list of Industry Associations available from the Directorate of Micro and Small Scale Enterprises, Government of West Bengal. Two of them are general business associations (Bengal National Chamber of Commerce and Industries (BNCCI) and Federation of Small and Medium Industries (FOSMI)) and three are trade /industry specific associations (Computer Association of Eastern India (COMPASS), Bengal Hosiery Manufacturers Association (BHMA) and Electronic and Accessories Manufacturers Association (ELMA). Another 100 firms were randomly selected from a population of continuing small businesses (having filed Entrepreneurship Memorandum II with District Industries Centre as per the MSMED Act 2006[2]) in the suburban and urban areas of West Bengal spread across different

[1]Member firms - Members of Industry/Trade Specific Associations and Formal Business Associations
Non-Member firms - Not member of any Industry/Trade Specific Associations or Formal Business Associations

[2]As a step towards a more liberalised and industry-friendly regime, the MSMED Act 2006, has introduced the concept of Entrepreneur Memorandum (EM). The validity of SSI registration has ceased and an Entrepreneur Memorandum has to be filed by the micro, small and medium enterprises with the respective District Industries Centre (DIC) and/or the Joint Director of Industries. The new enterprises prior to proposed setup, apply for Entrepreneur Memorandum (EM) in the prescribed Part I form for which it

industries. A complete enumeration of all these 100 firms was done with one basic question- ‘are you a member of any formal business association?’ 62 firms gave a negative reply. All of them were interviewed using structured questionnaire. After removing the outliers and gaps, 50 samples were used. Face to face interview was conducted with owners/managers of sample firms to gather their perception on various dimensions of social capital and its use in employee training and development. Demographic profile of the sample firms have been presented in Table 1.

Operationalization of the research objectives

In trying to investigate the possible relationship between ‘social capital’ and ‘employee training and development’ in SMEs, tested measurement items were used for capturing social capital dimensions. New items were developed from the theoretical insights in the literature for measuring the training and development activities which may be facilitated by their social capital networks. The responses to each item were measured on a five point likert scale. To ensure the reliability of all the scales used, a Cronbach’s alpha test was applied. They exhibited satisfactory alphas that were larger than the acceptable threshold of 0.60 (Nunnally, 1978).

As a measure of social capital we have used the construct of ‘network ties’, ‘trust’ and ‘shared vision’. A construct of ‘training and development’ was generated to measure the training and development activities in the sample firms, which may have resulted as an outcome of social capital.

Network ties - On the basis of extant literature we inquired the sample firms in the survey about their strength of ties in various types of networks. To derive an indicator of strength of network tie, responses were taken on three items assessing perception of closeness, duration of relationship, and frequency of contact in each network. “How close are you with the members of the network?” (1 = very distant, 2 = distant, 3 = neutral, 4 = close, 5 = very close); “How many years have the relationships been in existence?” (1 = less than one year, 2 = 1 to 3 years, 3 = 4 to 6 years, 4 = 7 to 9 years, 5 = 10 or more years); “On average, how frequently do you communicate with the members of the network in relation to business?” (1 = once a year or less, 2 = 6 times a year, 3 = once a month, 4 = once a week, 5 = daily), (Granovetter, 1973; Perry-Smith, 2006; Baer, 2010; Gronum et. al., 2012). Strength of tie in each network was measured as an average scoring of closeness, frequency and duration of contact in the network.

Average score of strength of tie in industry/trade specific associations and business associations was used as formal network tie score. We named this variable as net_tie(formal). Informal network tie consisted of average score of strength of tie in extended family network, social network, internal network and buyer-supplier network. This variable was named net_tie (informal).

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receives an acknowledgement, which is valid for 2 years. After commencement of production, they can obtain EM by filing necessary information in Part II and receive the acknowledgement thereof.

Trust- Alongside network ties, the variable used to capture social capital is trust. Our survey instrument includes four items to measure the sample firms' perception of trust and cooperation in networks with two items pertaining to enforceable trust[3] and two items for generalised trust[4] (Portes and Sensenbrenner, 1993; Miller & Bessar, 2007). The responses were taken on a five point likert scale (1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree). Average score generated for each respondent was used as index of trust for further analysis. This variable is named 'Trust'.

Shared vision: Shared vision among network members has been measured using four items taken from Miller and Bessar (2007). The responses were taken on a five point likert scale (1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree). Average score generated for each respondent was used as index of shared vision for further analysis. This variable is named 'Sh_vision'.

Employee Training and Development: As a benefit derived through social capital in various networks of SMEs, training and development opportunities of employees is of great significance to small firms who cannot afford formal training procedures for their employees within the organisation. Gathering from literature we have developed a six item measure for benefits of training and development of employees received by SMEs from their network (Miller and Bessar, 2007; Fuller-Love and Thomas, 2004; Bennett and Ramsden, 2007). The respondents were asked about their perception of benefits derived from their networks relating to employee training and development. The responses were taken on a five point likert scale. (1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree). The extent of employee training and development activities facilitated by social capital generated from formal and informal networks was measured as an average score of these items. We named this variable 'Tr&Dev'.

Table 2 presents the list of items measuring the construct variables.

Firm types, form of business, size of the firm have been used as control variables for the study. Literature on social capital and networking often use information about firm type, form of business, firm size, as control variables (McEvily and Zaheer, 1999; Gronum et. al., 2012; Ferriera et. al., 2008). Firm related attributes like type, form and size of the firm can be considered as proxies for a firm's specific resources that may affect its employee training and development activities. Table 3 presents the list of control variables.

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[3] Trust arises out of the network's tacit and explicit standards of acceptable member to member behavior, surveillance of compliance with the standards, and sanctioning of members who deviate from trustworthy behavior (Farrell and Knight, 2003; Gulati and Gargiulo, 1999). Portes and Sensenbrenner (1993) call this enforceable trust.

[4] Farrell and Knight (2003) speak to the generalized form of trust whereby trust experienced with known individuals is extended to individuals with whom there has been no prior experiences if those individuals are somehow associated with those who are known and trusted.

Analysis and Results

To comprehend the pattern of benefits in training and development activities received by member and non-member firms across various scores of formal network ties, informal network ties, trust and shared vision cross tables have been prepared (Tables 4 to 7). Score 'upto 2' is considered 'very low', '2.01 to 3' is taken as low, 3.01 to 4 is considered high and '4.01 to 5' is depicted as very high score. Table 4 indicates that formal network ties may be significant for member firms in deriving training and development benefits as 82% firms having highest formal network tie score have received high and very high training and development benefits. Table 5 shows that, 14% member firms and 66% non-member firms having highest informal network tie score derive highest training and development benefit indicating that member firms rely mostly on formal networking ties for training and development of their employees and entrepreneurs. Considering the dimension of trust (Table 6) we find that at the highest level of trust 93% member and 76% non-member firms have received high or very high level of training and development benefits from their network. Looking into the dimension of shared vision (Table 7) reveals that 93% member and 88% non-member firms have received high or very high level of training and development benefits from their network at highest level of shared vision. This indicates that trust and shared vision among a firm's network members facilitate network driven training and development activities among the sampled firms. Cross-tabulations of scores of benefits of training and development activities across business types, form and size of business did not reveal any broad variation and have not been included in the analysis.

To further substantiate these findings correlation and multiple regression analysis have been conducted. The correlation matrix for the study variables are presented in Tables 8 and 9 for member and non-member firms respectively. Correlation matrix for member firms (Table 8) reveals that all the three dimensions of social capital are significantly correlated with training and development benefits score with ties in formal networks having highest correlation followed by trust and shared vision. Among non-member firms (Table 9) informal network ties, trust and shared vision have significantly positive albeit low correlation with training and development benefits score with informal network ties having the lowest correlation. For both member and non-member firm's type of business is not significantly related to benefits of training and development activities and form of business is significant but has low correlation only in case of member firms. Size of the business in terms of number of employees has significant but low correlation with benefits of training and development activities indicating that larger firms derived more benefits compared to smaller firms and this correlation is higher in case of member firms as in our sample they are bigger in size compared to the non-member firms.

To further test the effect of social capital on employee training and development, multiple regression analysis was computed for member and non-member firms using SPSS 17 software. Using stepwise method of regression analysis the most robust models were selected for member and non-member firms after controlling for firm related variables. Table 10 presents the regression models 1 and 2 for estimating the impact of social capital constructs on employee training and development activities of member and non-member firms respectively.

The results indicate that all three dimensions of social capital are positively and significantly related to employee training and development for firms having membership in formal networks. Also the model (Model 1) is more robust with a R^2 value of .742 indicating 74.2% variation in employee training and development activities can be explained by social capital level and size of the firm in SMEs having formal networking ties. Model 1 shows that training and development activities among the member firms are affected by formal network ties (β = .537, $p<0.01$), shared vision (β = .169, $p<0.01$) and level of trust (β = .309, $p<0.01$) among the members of the network. The strength of association is highest for ties in formal network among members firms. Positive association between size of business (β = .108, $p<0.01$) and training and development activities indicates that bigger sized firms have greater inclination towards availing the training and development opportunities through network relationships.

Model 2 presents the effect of shared vision (β = .106, $p<0.0$) and trust (β = .124, $p<0.01$) on employee training and development activities among firms not belonging to any formal network. For the non-member firms also size of the firm (β = .092, $p<0.01$) has a positive significance. Model 2 is not as robust as model 1 whereby only 39.7% variation in employee training and development activities can be explained by social capital level and size of the firm in SMEs embedded in informal networks. This may be explained by the fact that the components of model 2 are firms which are not member of any formal business network and their informal natural networks have not been able to justify the attempted shared training and development activities.

Discussion and Conclusion

Benefits of employee training and development are more robustly explained as a dependent variable on social capital in case of member firms in comparison to non-member firms. 74.2% of variance in training and development activities of employees is caused by the different dimensions of social capital in member firms whereas only 39.7% of such activities are explained by social capital in non-member firms. This substantiates our hypothesis that social capital has a more significant role to play in employee training and development activities of member firms.

Among the three dimensions of social capital in member firms, the component representing ties in formal networks, is inherently absent in non-member firms. Informal ties in social networks have no influence on employee training and development activities among member and non-member firms. Shared vision and trust as other dimensions of social capital have positive significance for both member and non-member firms but it is more pronounced in case of formal networks (seen in β values of the result). This helps us to infer that formal network membership allows SMEs to provide more training and development opportunities to their employees by sharing of ideas and procedures among fellow SMEs.

A unique observation from the field survey analysis may be discussed here. Size is a significant variable in the regression results, which indicates that benefits from social capital in the arena of employee training and development activities are more pronounced among the larger firms in the sample. This may be because the smaller firms employ only unskilled worker on daily wage, whereas comparatively bigger firms need their employees to upgrade their skills on and off. These small firms may not be able to bear the cost of training and skill development programmes for their employees, hence are more prone to maximise their network ties to provide training to these workers.

Higher impact of social capital constructs on employee training and development activities among member firms may be attributed to the various training, workshops, seminars, management development activities and skill development programs organised by the membership organizations from time to time. Moreover these membership organizations provide a platform for relationship development through repeated contacts among the members which give rise to a level of trust and shared vision among them and induce cooperation among them in the area of sharing resources towards training and development of employees.

TABLE 1: DEMOGRAPHIC PROFILE OF SAMPLE FIRMS

Demographic Characteristics		Member firms		Non-member Firms	
		No.	%age	No.	%age
Nature of Activity	Manufacturing	36	72%	26	52%
	Service & Trade	14	28%	24	48%
Form of Business	Unincorporated	27	54%	43	86%
	Incorporated	23	46%	7	14%
Firm age	Below 15 years	10	20%	31	62%
	15 to 30 years	28	56%	18	36%
	Above 30 years	12	24%	1	2%
Firm Size	Below 6 employees	3	6%	13	26%

7 to 10 employees	10	20%	25	50%
11 to 20 employees	21	42%	10	20%
21 to 100 employees	16	32%	2	4%

Source: Field Survey

TABLE 2: LIST OF ITEMS MEASURING THE CONSTRUCT VARIABLES

Items	Variable Name	Measures
Network tie	Net_tie (formal)	Ties in industry/trade networks
		Ties in formal business associations
	Net_tie (informal)	Ties in family networks
		Ties in social networks
		Ties in buyer-supplier networks
		Ties in internal networks of employees
Trust	Trust	Rely on the members of the network without fear
		Members in the network cooperate with each other
		In general, people in the network will always keep their word
		There is high level of trust between the members
Shared vision	Sh_vision	Members hold the same ambitions and visions
		Members expend resources to help each other
		Provide opportunities for personal socializing
		Members care about the fate of each other's business
Employee Training and Development	Tr&Dev	Jointly arranges for technical up-gradation of employees
		Organizes awareness programmes on topics of current interest to the industry
		Shares cost in conducting training and workshop for up-gradation of employees'
		Organizes Management Development programmes on communication and management skills
		Organizes seminars and workshops for development of creativity and innovative skills of talented employees
		Arranges for skill development in best practices

TABLE 3: LIST OF CONTROL VARIABLES

Variables	Operationalization
Business Type (TYPE) –	'Manufacturing'– 1, 'Service and trade'- 0
Business Form (FORM) -	'Limited liability firms (Private Ltd.)'- 1 'Unlimited liability firms'

	(Proprietorship and Partnership firms) - 0
Size of the Firm (SIZE) -	No. of employees as on 31.3.2012

Table 4: Distribution of Sample Firms over Training and Development Benefit Score and Formal Network Tie Score among Member Firms

Formal network Tie score	Tr&Dev Benefits Score				
	Upto 2	2.1 to 3	3.01 to 4	4.01 to 5	Total
Upto 2	5 (71%)	2 (29%)	0	0	7
2.1 to 3	1 (14%)	5 (72%)	1 (14%)	0	7
3.1 to 4	0	4 (21%)	12 (63%)	3 (16%)	19
4.1 to 5	0	3 (18%)	7 (41%)	7(41%)	17
Total	6	14	20	10	50

Table 5: Distribution of Sample Firms over Training and Development Benefit Scores and Informal Network Tie Scores across Membership Status

	Informal network tie scores	Tr&Dev Benefits Scores				
		Upto 2	2.1 to 3	3.01 to 4	4.01 to 5	Total
Member Firm	**Upto 2**	3 (30%)	3 (30%)	3 (30%)	1 (10%)	10
	2.1 to 3	2 (12%)	5 (29%)	7 (41%)	3 (18%)	17
	3.1 to 4	1 (6%)	4 (25%)	6 (38%)	5 (31%)	16
	4.1 to 5	0	2 (29%)	4 (57%)	1 (14%)	7
	Total	6	14	20	10	50
Non-Member Firm	**Upto 2**	7 (50%)	5 (36%)	2 (14%)	0	14
	2.1 to 3	8 (42%)	6 (32%)	4 (21%)	1 (5%)	19
	3.1 to 4	3 (21%)	5 (36%)	5 (36%)	1 (7%)	14
	4.1 to 5	0	0	1 (34%)	2 (66%)	3
	Total	18	16	12	4	50

Table 6: Distribution of Sample Firms over Training and Development Benefit Score and Trust Score across Membership Status

	Trust score	Tr&Dev Benefits Score				
		Upto 2	2.1 to 3	3.01 to 4	4.01 to 5	Total
Member Firm	**Upto 2**	4 (50%)	3 (37.5%)	1 (12.5%)	0	8
	2.1 to 3	2 (22%)	4 (45%)	3 (33%)	0	9
	3.1 to 4	0	6 (33%)	10 (56%)	2 (11%)	18
	4.1 to 5	0	1 (7%)	6 (40%)	8 (53%)	15
	Total	6	14	20	10	50
Non-Member Firm	**Upto 2**	8 (67%)	3 (25%)	1 (8%)	0	12
	2.1 to 3	7 (44%)	8 (50%)	1 (6%)	0	16
	3.1 to 4	2 (14%)	4 (29%)	7 (50%)	1 (7%)	14

	4.1 to 5	1 (12%)	1 (12%)	3 (38%)	3 (38%)	8
	Total	18	16	12	4	50

Table 7: Distribution of Sample Firms over Training and Development Benefit Score and Shared Vision Score across Membership Status

	Shared Vision score	**Tr&Dev Benefits Score**				
		Upto 2	**2.1 to 3**	**3.01 to 4**	**4.01 to 5**	**Total**
Member Firm	**Upto 2**	3 (43%)	3 (43%)	1 (14%)	0	7
	2.1 to 3	2 (18%)	6 (54%)	3 (27%)	0	11
	3.1 to 4	1 (5%)	4 (22%)	10 (56%)	3 (17%)	18
	4.1 to 5	0	1 (7%)	6 (43%)	7 (50%)	14
	Total	6	14	20	10	50
Non-Member Firm	**Upto 2**	8 (62%)	4 (31%)	1 (7%)	0	13
	2.1 to 3	7 (39%)	8 (44%)	3 (17%)	0	18
	3.1 to 4	3 (27%)	3 (27%)	4 (37%)	1 (9%)	11
	4.1 to 5	0	1 (12%)	4 (50%)	3 (38%)	8
	Total	18	16	12	4	50

Table 8: Descriptive Statistics, Reliability and Correlations for Member Firms

Variables	Mean	S.D	α	1	2	3	4	5	6	7	8
1.Net_tie(Formal)	3.475	.9754	.947	1							
2.Net_tie(Informal)	2.332	.8509	.907	.000	1						
3. Trust	4.22	.7080	.861	.428**	.647**	1					
4. Sh_vision	3.26	.5296	.850	.605**	.509**	.339**	1				
5. Tr&Dev	3.58	.6223	.870	.592**	.164**	.531**	.457**	1			
6. TYPE	-	-	-	.170	.039	.256	.054	.261	1		
7. FORM	-	-	-	.287**	.285**	.205	.182	.232**	.423**	1	
8. SIZE	33.9	25.896	-	.423**	.082	.052	.094	.319**	.393**	.458*	1

* Correlation is significant at the 0.01 level (2-tailed).

** Correlation is significant at the 0.05 level (2-tailed). N=50; α = Cronbach's alpha

Table 9: Descriptive Statistics and Correlations for Non-Member Firms

Variables	Mean	S.D.	α	1	2	3	4	5	6	7
1.Net_tie(Informal)	2.419	.7413	.890	1						
2. Trust	3.94	.9130	.814	.410**	1					
3. Sh_vision	2.84	.817	.283	.262**	.175**	1				
4. Tr&Dev	2.74	.7432	.836	.141**	.284**	.241**	1			

5. TYPE			.248	.207	.078	.237	1		
6. FORM			.043	.241	.322**	.253	.456**	1	
7. SIZE	16.18	9.753	.044	.201	.059	.176**	.258**	.318**	1

*Correlation is significant at the 0.01 level (2-tailed).

** Correlation is significant at the 0.05 level (2-tailed). N=50; α = Cronbach's alpha

Table 10: Regression Models 1& 2: Effect of 'Social capital' on 'Tr&Dev'

Member Firms				Non-Member Firms			
Model 1	**B**	**Beta (β)**	**Sig.**	**Model 2**	**B**	**Beta (β)**	**Sig.**
(Constant)	1.635		.000	(Constant)	1.428		.000
Net_tie (Formal)	.740	.537	.000				
Sh_vision	.226	.169	.006	Sh_Vision	.064	.106	.005
Trust	.375	.309	.000	Trust	.118	.124	.000
SIZE	.113	.108	.004	SIZE	.071	.092	.000
R^2=.742				R^2=.397			
Adjusted R^2= .684				Adjusted R^2=.324			

Dependent variable: Employee Training and Development

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Imperatives for Training of Academic Administrators in West Bengal

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Abstract

Usually, senior and experienced faculties of higher learning institutions are responsible for the administration of the academic institutions. Following UGC guidelines, with special reference to West Bengal, specific number of years of teaching experience is considered the desired/requisite qualification for appointment of the academic administrators such as Vice -Chancellor, Pro-Vice-Chancellor, Registrar and others. Academic administration is a branch of university or college functions, responsible for the maintenance and supervision of the institution and separate from the faculty or academics, although some personnel may have joint responsibilities. Many senior administrators come from academics as they do not get interest in teaching or conducting research actively with advanced degrees any more. This paper builds a case for training of senior academic administrators for better governance of higher education institutions in West Bengal.

Keywords: Academic Administrators, Higher Education Institutions, Training, West Benagl

Introduction

Education is an important function in society. A career as an educational administrator allows one to combine an interest in promoting education with versatile managerial capabilities The importance of both, the urge to promote excellence in education and management training in performing the job drives the core issue of this study. Usually, senior and experienced faculties of higher learning institutions are responsible for the administration of the academic institutions. Following UGC guidelines, with special reference to West Bengal, specific number of years of teaching experience is considered the desired/requisite qualification for appointment of the academic administrators such as Vice -Chancellor, Pro-Vice-Chancellor, Registrar and others.

Academic administration is a branch of university or college functions, responsible for the maintenance and supervision of the institution and separate from the faculty or academics, although some personnel may have joint responsibilities. Many senior administrators come from academics as they do not get interest in teaching or conducting research actively with advanced degrees any more. In the university system, an educational administrator like Vice-chancellor is responsible for carrying out the activities of the whole university through the line-officers, such as Registrar for overall administration, Controller of Examinations for conducting examinations and allied activities, Finance Officers for fund management, resource planning and accounting , Dean of Students for hostel management, welfare activities of the students, Librarians for the library management etc. under the guidance of highest policy making body of the university (such as: Court and Council). In addition, he is responsible for directing the teaching curriculum of an educational institution, as well as supervising the work of teaching job through the faculty members and deans, supporting staff etc. He has to interact with internal and external stakeholders concerning academic progress of the institution. Universities are autonomous and the Vice-Chancellor is the leader of a higher education institution. As per the norm he/she should be an eminent academician, excellent administrator and also someone who has a high moral stature. How the Vice-Chancellor is selected; the process and procedure adopted for the purpose and the relationship between Governments and universities in this process are interesting issues. However, the focal point of this paper brings out the lacunae in the policy regarding selection and allied matters for the academic administrators in Indian universities, in general and West Bengal in particular.

Research Issue

The research attempts to diagnose the weaknesses in the selection criteria of academic administrators and throws light upon a framework of training pre-requisite that may be considered necessary as the qualification of an academic administrator or more importantly making an experienced academician fit for the job of an academic administrator. The intention of revisiting the problem of selection policy is to resolve the skill based gaps among academic administrators by proposing training module for the potential academic administrators.

The background

For the sake of imparting education, building our future responsible citizen, contributing in research to cater the future needs, helping nation to move towards newer directions from the highest level of learning , the role of the universities are unlimited. The urgency for better management of these institutions is paramount and that tends towards employing best quality academic leaders and administrators. In the higher education scenario, it has been observed that the administration of the higher educational institutions have been taken care by the people having wide experience in research and teaching and subsequently taken charge of the administrator though they do not have such formal training or degree of in the related area. Most widely accepted the highest position in the higher educational institutes is Vice-Chancellor, but the requirements or essential qualifications for the position of Vice Chancellor do not demand necessarily his past administrative experience in the allied field. Or to be selected for the position of the college principal in West Bengal, 15 years teaching experience as Assistant professor is good enough; though his role is at par with the CEO of the institute.

Further, on the other hand, from experience, it is observed that a good number of renowned academicians became popular being academic administrators. At the same time, it is also happened that academicians who had opted for academic administration, quit the job to rejoin their original vocation. It is further observed that one Vice-Chancellor came from the Indian Administrative Services became challenged for the style of leadership he had shown.

Possibly, psychology behind the selection of the academic administrators might be- a) the egoist attitude of the teaching community that resist the appointment of the administrator from the non-academic sectors , b) administrators without having experience in academics may not be able to understand the requirement of higher education sector, c) persons with teaching and research experience is good enough to administer the higher academic institutions or d) administration of higher educational institutes is run traditionally by the academicians. This might not be out of place to mention that the universities are autonomous bodies; but as system it is related with all type of social bodies to cater the interest of the society. It is reflected in the relevant university act of the state of West Bengal in formulating the highest policy making body of the universities where the representatives of its stakeholders can contribute and take part in framing policy for the universities.. Salary structure of academic administrators is often observed to be skewed to the effect that a Principal of a college may be drawing more than a government employee with same or higher credentials (say, posted in the higher education ministry). This may be based on the belief that academic administration may involve less stress, but requires more skills, to balance academic advancement and administrative pressure. Academic administration is collaborative; it requires working with people every day. In many positions, socializing is part of the job, and success depends on maintaining productive relations with a host of other faculty members, staff members, and administrators. Academic administrators need to be more mobile than faculty members. Academic administrators have a less flexible and more structured work schedule. Be especially aware of issues relating to credibility and authority. It is very important to be sensitive to support the institutions which are highly hierarchical, status conscious with shared governance. Faculty members work in isolation, but administrators work collaboratively. Also, an administrator has a supervisor who has to be reported to or be accountable to in case of deviations. Administrators must make decisions and sometimes those decisions will provoke criticism. As an administrator, one has the responsibility for resolving conflicts.

International scene

Besides, the Vice-Chancellor, the other senior positions in the higher educational institutions in the global scenario may be - Directors of Human Resources, Estates, and Corporate Affairs, Academic Registrar and so on. Though, the overall activities of those institutions are more or less same as in India. The structures for administration and management in higher education in the United Kingdom vary significantly between institutions. Any description of a general structure will therefore not apply to some or even many institutions, and therefore any general statement of structures may be misleading. Even not all UK universities have the post of Registrar. Interestingly, one much known academician has been appointed Registrar in the University of Oxford in recent times. Whereas in Australia, the qualification of present Executive Director (Academic Services) and Registrar of University of Western Australia is logically fulfill the required academic qualifications as well as professional experiences to fit in the job. In United Sates, the structure of administration is somewhat different and job descriptions of the administrative officers are much defined. For example, administrative structure of University of California, Berkeley includes a number of Vice-Chancellors (Executive Vice Chancellor and Provost, Administration and Finance, Equity & Inclusion, Facilities Services, Research, Student Affairs and University Relations) to look after the whole administration of the university.

In general, in the universities of Asian countries (including India), the Vice Chancellor is appointed either by the Head of the State or the Chancellor without or in consultation with the University Council. It may be noted that for most universities in the states in India, Head of the State is also the Chancellor of the university. Following findings of a survey carried out by the Commonwealth Higher Education Management Service (CHEMS) in 1996, 55 per cent of the Asian universities Vice Chancellors are appointed by the government; 18 per cent of the Vice Chancellors though chosen by the Council have to get approval from the government; and it is in only 27 per cent of the universities where appointment is made by the university itself. Appointment by the Government appears to be less common in Africa than in the Asian countries. In 25 per cent of African universities, the Vice Chancellor is appointed by the Government. In 17 per cent of the universities, the Council chooses it's Vice Chancellor and the appointment is approved by government and in 50 per cent of the universities the Council appoints the Vice Chancellors. It is obvious from the above analysis of CHEMS that in a considerable number of universities, the Vice Chancellor is appointed by the Head of the State or his/her Chancellor without or with consultation with the University Council. This method provides greater say for universities in the choice of their executive head. The government's contribution is very much smaller than in Asia and Africa. (Markham, Lucy 1996). Further, professional body for higher education administrators and managers in the United Kingdom and Ireland, such as the Association of University Administrators (AUA) exists to advance and promote the professional recognition and development of all who work in professional services roles in higher education, and to be an authoritative advocate and champion for the sector.

Challenges in selection criteria of academic administrators in India

A supply demand optimization and market orientation is probably the most important pathway of developing a University in Indian socio-economic milieu. The Vice-Chancellor, as may be cited as an example should be the one who would lead the University in its academic excellence as well provide the necessary administrative balance required. The Vice-Chancellor being the principal executive and academic officer of the university, should exercise general supervision and control over the affairs of the university and give effect to the decision of all its authorities. He shall be the exofficio Chairman of the Court, Executive Council, Academic Council, Finance Committee and Selection Committees and shall, in the absence of the Chancellor preside at any convocation of the university for conferring degrees. It shall be the duty of the Vice-Chancellor to see that the provisions of the Act, Statutes and Ordinances and Regulations are fully observed and he should have the power necessary for the discharge of this duty. (Gajendragadkar Committee on the Governance of the University, 1971: 60). According to the West Bengal University Laws (Amended) Ordinance, 2011: The Vice-Chancellor shall be appointed from the persons of the highest level of competence, integrity, morals and institutional commitment. The Vice Chancellor shall be a distinguished academic with a minimum of ten years of experience as Professor in a University system or ten years of experience in an equivalent position in a reputed research or academic administrative organisation.

This appears more like one who will be the Chief Executive Officer of any organization, should be able to optimize the supply demand mix for higher learning and placement in field of research to cater the need. Can a mere 10 years of experience in research or academics be considered adequate? Is it not necessary that his academic vision be strengthened with administrative training in order to steer the university in the most appropriate manner? The regulations also state that the Pro-Vice-Chancellor for Business Affairs and Finance shall be appointed from the persons of the highest level of competence, integrity, morals and Institutional commitment. The Pro-Vice Chancellor shall be a distinguished academic with a minimum of ten years of experience as Professor in a University system. This paper tries to raise the question that does such appointment require any specialised functional expertise, as in this case, any special understanding or training to handle finance. The same fallacy may be observed in the selection criteria of other academic administrators of Universities, namely, Registrar (15 years of experience as Assistant Professor), Deputy Registrar (Nine years' of experience as Assistant Professor) and respective equivalent positions other than technical positions. Similarly, for appointment of college-principal, 15 years of teaching experience in recognised colleges and universities is minimum requirement.

Recent developments in India

As on March 2013 it has been documented that Higher education regulator University Grants Commission (UGC) is rethinking its decision to scrap the minimum qualification for the appointment of vice-chancellors. The UGC in July last year decided to delete clause 7.3.0 (minimum qualification for appointment of teachers, other academic staff in universities and colleges and other measures for maintenance of standards in higher education) in UGC Regulations, 2010. It is being felt that a 360 degree selection process may be designed in the process of appointment of the head of an institution.

The Cabinet Committee on Economic Affairs (CCEA), in its meeting held on 3rd October, 2013 approved the Rashtriya Ucchatar Shiksha Abhiyan (RUSA), a Centrally Sponsored Scheme (CSS) for reforming the State Higher Education System. RUSA for Leadership Development of Educational Administrators will be spread over the 12th and 13th plan periods. RUSA has suggested of a centrally administered program for professional development for the professional development of educational administrators/academic leaders/policy makers. This scheme will support leadership development programmes for department heads, deans, registrars, principals, vice-principals, vice-chancellors, pro vice-chancellors, SHEC members, state project directors, commissioners, secretaries etc. Besides, capacity building initiatives will be provided to State-level policy makers and members of governing bodies at the institutional level. Preference in selection for training shall be given to those faculty/educational administrators who are below the age of 50 and have demonstrated leadership skills in their respective institutions. A sum of Rs 100 crores has been earmarked for centrally administering leadership training and development programmes. Which goes a long way to justify the felt need for academic administrators with leadership potential to undergo such administrative training.

Suggestions and Recommendations

In today's times when education is more of a marketable commodity, this paper tries to explore the extent to which an academic administrator is able to deliver and perform without formal training along to match his much acclaimed degree and scholarly expertise in the line subject. Thus a skeleton of suggestions that may be considered for policy advocacy on the lines of training of academic administrators is delineated below:

Objectives of the Training Programme

a. Estimate the skills, attributes of effective academic leadership and need for developing a culture of academic excellence in the institutions.

b. Understand the challenges faced by these institutions and develop leadership for strategic directions to the Institutes in holistic manner.

c. Understand governance and financial management of academic institutions within the frame of the legal environment to keep pace with its vision statement.

d. develop integrated technology based innovative academic and administrative functioning of the institute to position it as a socially responsible organisation .

Proposed Training Modules

1. Strategic Leadership Skills: To focus on developing leadership team within the institute and creating a culture of governance mechanism for academic excellence to accomplish the institutional vision.
2. Human Resource Management: To understand interpersonal and psycho- social relationship for managing intellectual talent and other stake holders for effective leadership.
3. Resource Management: To understand of financial management, management of infrastructure and leveraging information technology for academic excellence.
4. Perspectives of Higher Education: To understand the social-cultural-economic-legal-global-technological environment to formulated the effective leadership style

Training and Development Practices in Co-Operative Banks

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Abstract

Training and development occupy an important place in personnel management next to staffing (Mamoria). Training and development have received greater attention and the management has realized the significant role of training in improving efficiency and job satisfaction of employees. Training is a complex process and is concerned with increasing the capabilities of individual so that they could contribute effectively to the attainment of organizational goals (Ibid, p.33). Both the human and non-human resources from have their own role in structuring and managing such economic situations. Human resources are vital ingredients for the success of organizations. In view of the emerging business scenario, training and development practices have gained crucial role for survival, productivity, and organizational competitiveness. This section is devoted to discuss policy of training and to analyze the training need of co-operative bank employees. The paper also generates the base line information that will significantly contribute to the field of human resource management.

Keywords: Training and Development, Cooperative Banks, India

Introduction

Training and development have received greater attention due to rapid expansion of business and industry and the managements have realized the significant role of training in improving efficiency and job satisfaction of employees. Training is a complex process and is concerned with increasing the capabilities of individuals so that they could contribute effectively to the attainment of organizational goals (Ibid., p. 33). Every employee requires training in his job and proper training motivates the workers to generate interest in their work and to increase their capacity for doing the work in better way. All employees need to be taught how to perform specific tasks when introduced to their work environment, regardless of their previous training, education and experience. Training must be considered an integral part of the entire personnel programme which increases the knowledge and skill of an employee for doing a particular job. The organization doesn't have choice to train their employees or not, but the only choice they have is to adopt the appropriate method of training. Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. The employees apply their newly acquired knowledge and skill which aid achievement of organizational goals. Larger institutions are often called cooperative banks. Some are tightly integrated federations of credit unions, though those member credit unions may not subscribe to all nine of the strict principles of the World Council of Credit Unions (WOCCU).

Like credit unions, cooperative banks are owned by their customers and follow the cooperative principle of one person, one vote. Unlike credit unions, however, cooperative banks are often regulated under both banking and cooperative legislation. They provide services such as savings and loans to non-members as well as to members and some participate in the wholesale markets for bonds, money and even equities. Cooperative banking systems are also usually more integrated than credit union systems. Local branches of cooperative banks select their own boards of directors and manage their own operations, but most strategic decisions require approval from a central office.

Cooperative banking is retail and commercial banking organized on a cooperative basis. Cooperative banking institutions take deposits and lend money in most parts of the world. Cooperative banking includes retail banking carried out by credit unions, mutual savings banks, building societies and cooperatives, as well as commercial banking services provided by mutual organizations (such as cooperative federations) to cooperative businesses. Co-operative banks setup to supplement the indigenous sources of rural credit particularly money lenders. Co-operative banks mostly serve the needs of agriculture and allied activities, rural-based industries and to a lesser extent, trade and industry in urban centers. Co-operative banks have a three tier structure — primary (agriculture or urban) credit societies, district central co-operative banks and at the apex level, state co-operative banks. Hence, co-operative banks play an important role in Indian economy.

For the purpose of this study, training here means a short term process to non-managerial personnel for a definite purpose with a systematic and organized procedure to impart technical knowhow and orientation to carry out the day to day banking operations in the context of rural economy.

Review of Literature

Mirza S. Saiyadain, (1998) describes the objective of training differ according to the employees belonging to different levels of organization. The basic objective of training is to establish a match between employee and his job. M. N.Ramesh, (1994) discussed that proper training motivates the worker to take interest in their work and increase their capacity for doing things in a better way. He further said that training could not be viewed in isolation but must be considered an integral part of the entire personnel programme.

Training is the formal and systematic modification of behavior through learning which occur as a result of education, instruction, development and planned experience.' (Armstrong,2001:543)

A study of 74 senior managers by Farhad Analoui, (1995) in Indian Railways, over three years, has revealed that managers, in order to become effective, not only require task and people skills but also self-development knowledge and skills, because the effectiveness of the senior officials within the public sector has been disproportionately associated with task instead of people-related skills.

Diarmuid De Faoite, Colette Henry, (2002) discussed the importance of proving the effectiveness of training. Effectiveness is the primary motive for training. They define that in order to measure the effectiveness of training evaluating it by way of behavior changes on the job is most important. They emphasize that an approach whereby individuals can see how they have changed and quantify the amount of change is very important.

Purpose of Present Study

The raw human resource can make only limited contribution towards achievement of an organization objective. Therefore, training promotes willingness and efficiency of an employee in accomplishment of organizational objectives. Training increases the productivity of the employees and contributes to considerable saving in men, material and machines (Baun, Bernard). Therefore, training promotes the willingness and efficiency of an employee to co-operate with others in accomplishment of organizational goals. Further, there is likely to less prone to commit operational mistake if the workers are better trained. Through training programmes, the organizational climate is likely to improve as endless chain of positive reactions.

Employees with adequate training perform meaningful work with knowledge, skill and pride. However, general perception is changing, apart from providing a structured career growth path, one of the reasons for this change in the mindset would be the nature of training provided to new entrants once they are taken on board. The employers are quickly realizing that they need to train and coach their employees appropriately for quality of their manpower.

In an established organization the employees may become obsolete due to age and temperament. This is more relevant in case of co-operative bank employees. The co-operative banks have gained much more importance as they are considered instruments of socio-economic change in rural India. Without the support of professional management, with social commitment, the co-operatives cannot serves the constituents (Kamat). The success and growth of co-operatives is possible only through the development of proper cadres of competent, trained and well-satisfied employees who are capable of running co-operatives as model business ventures (Mehta). Co-operative banking plays as a catalyst by improving the rural lot. The success of the co-operative central banks depends on employees working in these institutions. Moreover, the employees with better training, public relations and understanding of the rural problems will able to achieve the goals of rural upliftment.

Objectives of the Study

- To identify training need identification process at Allahabad District Co-operative Bank.
- To study different skills that employees at different levels feel important for improving their performance.
- To study employees perception about training programs offered by Co-operative Bank.
- To study the satisfaction of the employees from different training programs.

Research Methodology

The research is descriptive and diagnostic in nature where based on the practices the effectiveness of training is attempted to be measured at Co-operative Bank, Allahabad District Co-operative Bank Ltd, Allahabad. Sample size 42 which is selected across different levels to measure and compare different skill requirement of employees in the organization. Sampling unit is all employees of Allahabad District Co-operative Bank, Allahabad. Type of sampling used in this study is convenience sampling. In this method, the sampling units chose randomly from the total employees at all levels in the organization. The collected data based on questionnaire was analyzed using percentage method to identify the relationship between factors affecting training.

Data Analysis and Interpretation

Based on the questions and response collected the following analysis and interpretation can be made. The UP government Act and Rules stipulate that every society must have only the trained paid staff. It means that co-operative bank employees should not have any staff without training at any time. As a matter of fact the Allahabad District Co-operative Bank, feel that those who are not trained and who have not attended any training courses, are considered 'Not Qualified' for holding the post even though they possess required formal educational qualification. If the bank recruits any untrained candidates, it is the responsibility of the Bank to get them trained within a reasonable time. After a thorough discussion and feedback on training need identification 9 different skills which the Bank tries to instill at different levels were identified and then importance that employees at different levels consider were recorded and identified. The details of these are as follows-

Table-1 Table showing The Difficult Areas Of Work In Initial Stages

Column1	Column2	Column3
Particulars	**No. of Responses**	**% to 42**

Lack of knowledge of Procedures	32	45.28
Problem in recovery of loans	40	78.12
Problem in contracting loanees	35	40.62
Problem on managing field work	42	78.12
Maintenance of Accounts	40	71.87
No proper guidance	38	43.75
Public relations	25	9.3
Preparation of Annual Statements	41	65.62
Knowledge of Financial and Accounting aspects	41	65.75

After having analyzed the quantum of trained personnel of SBI, now it is proposed to examine the opinions of the employees relating to the pre-training and post-training experiences. It was found that the employees had few difficulties during pre-training period and their work efficiency can improve after training. The responses have been tabulated and presented in Table1 from which it can be understood that 78.12% of respondents felt difficulty in recovery of loans and in carrying out field after joining in service i.e. before acquiring practical training. About 46% of employees have expressed that they were lacking the knowledge of banking procedures. In SBI it is a general practice that the clerks are also transferred as supervisors to attend to the field work. Therefore, it is necessary for them to have the knowledge of preparation of Annul Statements. In this connection, it was found that about 66% employees feel difficulty in preparation of Annual Statements. It is clear from above analysis that the employees have difficulties in vital areas like recovery, preparation of statements and banking procedures in the initial stages i.e. before training.

Table-2 Table showing The Benefits Derived From Training

Column1	**Column2**	**Column3**
Benefits	**No. of Responses**	**% to 42**
Improved knowledge	44	78.75
Improved confident in work	39	59.37
Achieved Mastery over the banking procedure	44	68.75
Better realization of duties and responsibilities	28	43.75
Better handling of field problems	37	53.75
Easy preparation of Annual Statements	42	65.62
knowledge of legal procedures	38	56.25
knowledge of SBI Principles	44	68.75
Knowledge of Financial and Accounting	41	65.75

Table 2 explains the improvements achieved by the employees on account of training. These opinions are expressed by 50 selected employees to a question whether they have derived any benefit out of the training? Out of the 50 selected employees of SBI, 44 (78.75%) confirmed that they have broadened their horizon of SBI banking, 68.75% of respondents acquired better knowledge of banking procedures and that about 66% of respondents could improve their knowledge of preparation of Annual Statements. And that of knowledge of financial and accounting aspects it is about 66%. In brief, the responses presented in Table1 and Table2 amply prove that the training improves the skill of employees at all levels.

Table-3 Table Showing Problems While In Training

Syllabus Contents	No of Response	%to Total 37
More Theoretical	2	7.4
Both Theory and Practice	35	78.12
Not useful	1	3.7
Problems of Language in Class room	1	3.7
Unsatisfactory Boarding facilities	2	7.4
Unsatisfactory Lodging	2	7.4
No Relationship between Training and Work	1	3.7
Poor Library Service	7	21.81

It was found that the co-operative bank has sponsored 37 employees out of 42 employees for training. It is observed that 5 employees had their training before joining the service. Thus, there are 37 (84.37%) employees found training in the bank. The responses shown in Table-3, out of 37 trained employees one has shown their dissatisfaction about utility of training. He stated that training obtained was very preliminary and not useful in the job. It is heartening to note that 35 employees opined that the training courses were both theoretical and practical. Their opinion was that the training programme has been useful in discharging their duties n the bank. It was found that 7% trained were not comfortable with boarding and lodging facilities while 22% of trainees reveal that they are inadequate library service. Hence, it can be inferred that the training acquired by the employees was quite effective but there is need to improve infrastructural facilities.

Findings of the Study

Thus from the above analysis the following observations were made-

1. Training and development programs in Allahabad District Co-operative bank are aimed at systematic development of knowledge, skills, knowledge of banking procedures and better realization of duties and responsibilities.
2. Knowledge of banking procedures is the most important factor in banking sector. It plays a major role in employees' growth and development, commitment

towards job. It is evident from the analysis that 78.75% of respondents acquired better knowledge of banking procedures.

3. It was found that almost irrespective of the level need of focusing on Annual Statements, legal procedures, financial and accounting aspects along with knowledge of procedures were accepted to be strong factors in which skills need to be developed, thus while designing training programs focus should be on emphasizing these skills so that training becomes more employee driven.
4. The analysis revealed that training can show visible and effective results and that depending upon the nature of the training. Participants could be helped to improve upon existing qualities & develop new qualities.
5. To evaluate training effectiveness by matching post training achievement with pre training expectations of the managers, peers, subordinates and trainee himself. Table2 explains the improvements achieved by the employees on account of training.
6. It was found that almost 22% of respondents were satisfied with the method of training.
7. 36% respondents admit that efficiency of employee improves if he is trained. While 35% were satisfied with selection of method of training.
8. Participants believe that training needs should be identified according to the level, designation and job profile and such training needs should be finalized only after conducting a joint discussion between HODs and their subordinates.
9. Participants said that training cannot be effective unless policies and practices in related areas support and sustain the training effort. A centralized system of training should be formulated & undertaken.
10. 22% of the trainees reveal that they are inadequate to cater to the needs of the internees. Hence, it can be inferred that the training acquired at the training institutes is not bad but there is a need to improve infrastructural facilities like board and lodging and library services.

Conclusion

It can be concluded from above analysis that in order to make training more effective in banking sector few changes and improvements are required like identification of training needs should be conducted more frequently in order to gauge the perception of employees regarding training & development process practiced by the organization. No employees would be perfectly efficient in his work unless he is given knowledge of the task being performed by him. It should be borne in mind that training is only one of the mutually dependent components of a personnel program for organizational effectiveness. It is expected that the employees apply their newly acquired knowledge and skills on the job such a way that they aid in the achievement of organizational goals.

In co-operative bank training is considered as a basic input since the employees are to blend the principles of co-operation with business activities, objectives and goals, and selection of a suitable method of training is an important step in the organization of training programme. Design of suitable training programme and training needs of the employees are attempted. The trained employees opine that they had improved their work efficiency after their training.

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Use of Role Play and Case Study in Off the Job Training: A Comparative Analysis

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Abstract

Training method refers to the specific means by which training is imparted to the individuals. There are various methods of training which can be broadly classified into- 'on-the-job training methods' and 'off-the-job training methods'. The choice of the method depend on a wide variety of factors, such as competence of instructors, relevance to the participants, the program design, the content and finally its cost implications. Experts assert that the usefulness of training methods cannot be assessed in isolation from the effectiveness of the training course as a whole. The methods depend on the objectives of the training and the type of knowledge or information to be offered. Cultural considerations are to be considered in certain areas of the organizations. Evaluation techniques are also available to ascertain the effectiveness of the training and its methods.

Keywords: Role Play, Case Study, Off the Job Training

Introduction

Training method refers to the specific means by which training is imparted to the individuals. There are various methods of training which can be broadly classified into- 'on-the-job training methods' and 'off-the-job training methods'. The choice of the method depend on a wide variety of factors, such as competence of instructors, relevance to the participants, the program design, the content and finally its cost implications. Experts assert that the usefulness of training methods cannot be assessed in isolation from the effectiveness of the training course as a whole. The methods depend on the objectives of the training and the type of knowledge or information to be offered. Cultural considerations are to be considered in certain areas of the organizations. Evaluation techniques are also available to ascertain the effectiveness of the training and its methods.

Objectives of Training Methods

Training methods have a number of objectives. The method of training has to be chosen in relation to the program requirements. Some of the important objectives are:

1. To impart the basic knowledge and skill to the new entrants and enable them to perform their jobs well.

2. To equip the employees to meet the changing requirements of the job and the organization.
3. To teach the employees the new techniques and ways of performing the job or operations.
4. To prepare employees for higher level tasks and build up a second line of competent managers.

Off-the-Job Training

Even though there are a number of methods, only few methods are used normally in all training programs. In a corporate, even fewer numbers of methods are in operation. The off-the-job training methods includes vestibule training, role playing, lecture and video-presentations, case study, simulation, management games, in-basket exercise, self-study laboratory training etc.

Role Play

Trainees are asked to enact, in the training situation, the role they will be called upon to play in their job of work. Used mainly for the practice of dealing with face-to-face situations (i.e. where people come together in the work situation). It is suitable where the subject is one where a near-to-life practice in the training situation is helpful to the trainees. The trainees can practice and receive expert advice or criticism and opinions of their colleagues in a 'protected' training situation. This gives confidence as well as offers guidelines. The trainees get the feel of the pressures of the real life situation.

Model session Design for role Play

Step	Typical Activity
1. Climate setting	1. Short story: statement about topic area
2. Goals	2. Explain goals and clarify
3. Experience a. Describe the situation b. Select the role players c. Give task to observers d. Brief the role players e. Set the stage f. Begin the role play	a. Tell about the characters who they are and what they will be doing, where, why, what background information. b. Ask for volunteers or select. c. Assign something that observes look for during role play d. Work with each role player separately to make sure he/she understands the role. Do not tell them what to say or do. e. Reminding everyone of the situation and set up the furniture. f. Let role play run for approximately five minutes. Keep role play up front.
4. Processing	a. First ask group. “What strategy to use? b. Secondly ask role players. “How well did your strategy work?”

5. Generalizing	Ask participants and players what they learned from the role play and processing discussion.
6. Applying	Record their responses on flipchart/chalkboard
7. Closing	Wrap up

Case Study

A history of some event or set of circumstances, with the relevant details, examined by the trainees.

- Those in which the trainees diagnose the causes of a particular problem.
- Those in which the trainees set out to solve a particular problem.

It is suitable where a cool look at the problem or set of circumstances, free from the pressures of the actual event, is beneficial. It provides opportunities for exchange of ideas and consideration of possible solutions to problems the trainees will face in the work situations. Trainees may get the wrong impression of the real work situation. They may fail to realize that decisions taken in the training situation are different from those which have to be made on-the-spot in a live situation.

Role Play vs. Case Study

Case Study	Role Play
Presents a problem for discussion.	Places a problem in a life-like setting.
The problem is decided from previous events.	The problem involves on-going processes.
The problem typically involves others.	The problem typically involves the participation themselves.
Emotional and attitudinal aspects are dealt with an intellectual frame of reference.	Emotional and attitudinal aspects are dealt with in a similar form of reference.
Emphasizes the importance of facts.	Emphasizes the importance of feelings.
Discussion is typically from a psychological position 'outside' of the problem situation.	Participants are psychological 'inside' the problem situation.
Facilitates intellectual involvement.	Make for emotional involvement.
Furnishes practice in analysis of problems.	Provides practice in interpersonal skills.
Provides for development of ideas and hypothesis	Provides for testing ideas and hypothesis.
Trains in the exercise of judgment.	Trains in emotional control.
Defines action or solution.	Provides for execution of action or solution.
Define action or solution on sequences of action is usually undetermined.	Provides for execution of action or solution allows continuous feedback.

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Employee Attitude towards Training and Development Practices in Manufacturing Sector: A Case Study

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Abstract
This study is a survey to find out the attitude of employees towards the training and development practices in the organization. Out of the total 385 employees 20 % of the employees were the target for the data collection which is 76 employees. 100 questionnaires were distributed out of which 80 complete and correct questionnaires were received. The sample was collected from all the levels of employees of the organization. The data collected was then undergone analysis. Data analysis tried to find out the importance of training in the eyes of the employees in enhancing their skills, motivation and commitment to the organization. . The contribution of this study is that it provokes insights amongst owners/managers, policy makers in the organization about training and development practices and satisfaction being created among the employees by these practices.

Keywords: Training and Development, Employee Satisfaction, Employee Commitment.

Introduction

Liberalization, Privatization and Globalization and the evolution of global village concept gives tremendous pressure to all organizations over the entire world to improve their performance and efficiency not only for survival but also for accelerated growth. Any organization which does not respond for this pressure will disappear. And the viability of any organization depends on the skills and knowledge of different employees who contribute to the organization's efficiency and be able to cope with the pressure of changing environment. Hence human resources development is of paramount importance and training has now become one of the important segments of Human Resource Development (HRD) process. That is why the efficiency of any organization depends directly on how well its employees are trained. Training motivates employees to work efficiently and it is widely accepted as a problem solving tool. Training activities will have a positive impact on the performance of individuals and teams by virtue of change in their attitudes, motivation, and empowerment. Improvement and changes of individual employees is essential in the manufacturing companies where change is constant in all its functions. The overall personality of the employees can be seen changing for the betterment of the company over a period of time. Number of training programmes organized by companies for the employees is based on the importance the companies are giving for the development of its employees for effective performance and for committed relationship. Thus the role played by training and development can no longer be overemphasized. However, the need for organizations to embark on managerial development programmes has become obvious. Absence of these programs often manifests tripartite problems of incompetence, inefficiency and ineffectiveness. Hence, the training is felt vital for the manufacturing industry for its overall growth and development of the employees and the organizations.

Statement of the Problem

Manufacturing industries are the backbone of Indian economy as provide employment opportunities galore. Therefore it is utmost important that the people who manage the manufacturing industries are properly recruited and trained to harness sophisticated technology. Hence, the present paper focuses on training and development of manufacturing industry Energy Tech India Ltd which is into manufacturing of Transmission and Development Equipment.

Review of Literature

Training programmes are an effective way of directly transferring the organizational goals and values to a whole group of people simultaneously (Shen, 2006;Harzing, 2004). Appropriate training can develop managers at all levels including the knowledge and skills required to gain competency in order to manage change in organization in any business environment (Stewart,1996; John, 2000).) Helliriegel et al,(2001) states that training of employees in organization increases higher productivity through better job performance, more efficient use of human resources, goals and objectives more effectively met, reduced cost due to less labour turnover, reduced errors, reduced accidents and absenteeism, more capable, and mobile workforce and retention of the existing staff. Similarly, Echard and Berge (2008) stated that effective training techniques can produce significant business results especially in customer service, product development, and capability in obtaining new skill set. Echard and Berge, (2008) also provides that effective training and development improves the culture of quality in business, workforce, and ultimately the final product (Huang, 2001).Human Resource Management (HRM) practices of training and development enhance employee skills, knowledge and ability which in turn enhance task performance of individual and in the long run increases the organizational productivity (Huselid 1995). We could go further and consider Shandratilek (1997) and Dessler 2005 who emphasized that the point that the availability of high quality employees, places the organization in a competitive advantage over others even within the same industry and that the inadequacy of expertise is a major constraint as such organization take major concrete measures to organize training programmes.

Herman Aguinis and Kurt Kraiger (2009) adopted a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. Benson et al. (2004) collected data from each of the 9439 permanent, salaried employees of a large high-technology manufacturing firm to assess the effects on employee turnover of the organization's investment in employee development via a tuition reimbursement program. Colleen Beth Akehurst (2004) in his research examined two specific benefits such as improved quality (i.e. decreased reject rate) and improved equipment performance (i.e. reduced unplanned downtime) and indicated that training benefits a manufacturing process during ramp-up. Littrell et al. (2006) examined 29 prior conceptual reviews and 16 empirical studies and concluded that cross-cultural training is effective at enhancing the expatriate's success on overseas assignments. They also identified many variables that moderate the effects of training on expatriate performance, including the timing of the training (e.g., predeparture, while on assignment, and post assignment), family issues (e.g., spouse's adjustment), attributes of the job (e.g., job discretion), and cultural differences between the home country and the assignment country. Abdus Sattar Niazi (2011) opined that the business environment has changed with intense pressure on organizations.

(Asgarkhani, 2003) argues that the success of training is contingent upon the effectiveness of performance planning and measuring. The fact of the matter is that the three fundamental aspects surrounding this approach are process classification, selection of proposed methods, and delivery. So this study tries to find out that if the training and development methods are efficient enough in creating benefits in the eyes of employees and do they feel satisfied with the perceived benefits.

Objectives of the Study

1. To study the existing policy of the sample company with regard to training and development of their employees.
2. To find out the satisfaction level of employees with training and development practices by analyzing the perceived benefits received.

Research Methodology

The study is designed to explore the procedure and policy of Energy Tech India Ltd of Training and development and find out the satisfaction of trainees towards training and development practices by analyzing the perceived benefits received. The first part is adopted from the secondry data and interview from HR department whereas the satisfaction is calculated on the basis of a survey done with the help of questionnaire. Descriptive research is used in this study. The research imbibes the employees' opinions towards training practices and behavior modification and perceived benefits by the employees. The questionnaire was developed by using a five point Likert scale, whereas 1= highly dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied, 5 = highly satisfied

Sampling Design

The sampling is done on multi stage sampling at the first step of sampling, the size of the sample to be taken from each of the departments in the sample company is calculated at 10 and percent quota sampling technique, while the sample from each department is selected at 10 percent by following stratified random sampling technique where the employees of the company are divided into three strata such as executives, supervisors and workers, such that the total sample from all the three companies is 80 i.e., 20percent of 400 employees.

Policies and Procedure for Training at Energy Tech India Limited

- Energy Tech India Ltd has a set procedure for training to ensure that training is organized in a systematic way.
- This procedure covers all persons performing tasks for the company or on their behalf and who are exposed to work related health and safety risks identified by the organization or what can effect product process requirement.
- The concerned head of the department is responsible for ensuring that adequate training is imparted to the department personnel or persons working on behalf of the department.
- Head of training department will provide resources and organize training. HR department shall ensure that training needs are identified for all new as well as old / transferred employees based on the overall requirement of company objectives / needs including legal & other requirements.
- First step is the identification of needs Management representative identifies the divisional thrust areas for training in consultation with the department Heads. Management Representatives intimates the same to the Training Department for each level of employees in the given format. (The company has different formats for different training and development procedures and requirements)
- For management staff and other employees including transferred and new employees Department heads identifies need based specific requirements for competence, training and awareness with respect to the incumbents functional and managerial responsibilities if any, and intimates the same to training department in form of a format.
- This training may be classified under following categories.
    - ✓ External or classroom training to be organized b y the training department as and when a suitable program is available.
    - ✓ On the job Training: HOD’s responsibility and shall be time bound
    - ✓ Department quality Procedure awareness: HOD’s responsibility and be treated as art of on the job training.
    - ✓ Training on Area specific Significant Aspects / hazards ,EHS objectives ,OCPs, Legal and other requirements – HODs responsibility and shall be treated as part of on the job training .
    - ✓ General awareness on IMS (ISO 9001, ISO 14001, OHSAS 18001) to be organized by training department.
    - ✓ Induction Training programs for new employees to be organized by HR department.
- A consolidated list of training needs is prepared for all employees. Number of employees requiring training under each code is determined to enable the training in charge to arrange for the requisite training made in training calendar.

- After identification of training needs training department organizes the training programs in consultation with department heads.
- A list of potential trainers 9internal as well as external is prepared by training department in consultation with management representative and functional experts. In addition government agencies, recognized training agencies, and institutions might also be engaged for training. Concerned departments send their profiency certificates to the training department for all employees who have newely joined, who are working on special process, who has been transferred from one department to others
- Evaluation of training is done by taking a feedback form employees by feedback form or questionnaire /written test or interview on sample method.
- All persons going to external training shall give a brief of the training to the training department as well as their HOD within a week of coming back.
- Attendance record of training program, details of training, certificate of profiency, Induction training programs of new employees and training evaluation are maintained as record for three years.
- Consolidated training needs and monitoring forms and site thrust areas is to be regularly updated and maintained permanently by training department.

Results and Discussion

The perception of employees with regard to the benefits of training on their performance in selected Energy Tech India Ltd is as followed.

Sno	Perceived benefits by the employees regarding training	Highly satisfied % (5)	Satisfied % (4)	Neutral % (3)	Dissatisfied % (2)	Highly dissatisfied %(1)	Total
1	T&D relevance to changing environment	32.9	64.5	2.6	0	0	100
2	T&D helping in learning new ideas.	38.2	59.2	2.6	0	0	100
3	T&D increasing work performance	37.4	55.5	4.5	2.6	0	100
4	T&D in upgrading technical skills	35.9	59.2	3.9	1.3	0	100
5	T&D increasing chances for	6.6	26.3	28.9	15.8	22.4	100

	promotion.						
6	T&D in improving work life balance	21.1	60.5	13.2	5.3	0	100
7	T&D has improving public relation and communication skills	30.3	55.3	14.5	0	0	100
8	T&D in creating motivation for further training.	27.6	67.1	5.3	0	0	100
9	T&D helping create Decision making skills	22.4	67.1	7.9	2.6	0	100
10	T&D putting on further control over job	22.4	72.4	2.6	2.6	0	100
11	T&D skills acquired helpful in carrying out duties	17.1	72.4	7.9	2.6	0	100
12	T&D in created job satisfaction.	17.1	67.1	13.2	2.6	0	100
13	T&D in reduced the amount of supervision	15.8	67.1	17.1	0	0	100
14	T&D in learning innovative techniques	25	61.8	10.5	2.6	0	100
15	I feel committed towards	40.8	40.8	15.8	2.6	0	100

	organization						

Table shows percentage of employees Satisfaction with perceived benefits of training and development .As can be seen from the table that satisfaction level with perceived benefits form training and development in Energy Tech India Ltd is very high .The table indicates that the highest 72.4% per cent employees are satisfied with the skills acquired and they feel that the skills have helped them in carrying out their duties properly and put them in further control over their jobs, followed by 67.1 % which is for job satisfaction and reduced amount of supervision. 67.1% is for creating motivation for further training and in developing decision making skills. Good scores have been given to training and development to changing environment ie 64.5 followed by training and development role in learning innovative techniques. Role of training and development in improving work life balance is also good which comes to 60.5 %..average scores has been given to role of training and development in learning new ideas 59.2% ,upgrading technical skills 59.2%,increasing work performance 55.55, and increasing public relation and communication skills 55.3% .The only criteria where training and development practice where employees are neutral (generally neutral response is taken by employees that they don't want to comment) is relevance of training and development in creating promotion opportunities where 28.9 % employees stay neutral ,15.8 dissatisfied and 22.4 highly dissatisfied. Last question is about commitment towards organization, most of the employees feel committed as the satisfied and highly satisfied percentage is very high 40.8 % both but it cant be concluded that this commitment is only due to training because many factors are involved in it .

Conclusion and Recommendations

The study disclosed the relationship between employees' satisfaction and perceived benefits by employees from training and development practices. In this study, we considered fifteen benefits to employees and organization from training in manufacturing unit like Energy Tech India Ltd.. The study reveals that all the employees are not satisfied equally with all the dimensions. Most dissatisfaction has been found in the promotion opportunities created by training and development practices means the practice is helpful in satisfying immediate needs like increasing job satisfaction , increasing decision making skills, carrying out duties in more better way , and giving control over the job but it has not long term impact on the promotion and succession planning . It is obvious that T&D practices in the Energy Tech India ltd is good in providing basic skills but nit been very relevant in preparing employees for future tasks, and there is the urgent need to employ the services of HR professionals, consultants and researchers to help shape and develop new directional focus that will ensure an efficient and effective Training and development practices for succession planning We suggest the following recommendations for doing perfect Training and development practices in the Energy tech India Ltd.

- Training and development should not focus on immediate needs but also should correlate it with career planning for both managerial and non managerial employees.

- Career development tools that highlight the skills to be acquired by each employee, and the anticipated time to complete development goals.
- Comparison tools that allow for views of all potential candidates side by side while adjusting job-specific criteria.
- Separate modules that can operate individually or as an integrated employee performance management system.

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Impact of Demographic Features of Employees on HRD in Life Insurance Corporation of India: The Multinomial Logistic Regression Modeling

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Abstract

The purpose of this research study is to explore the impact of select demographic variables on Human Resource Development (HRD) in Life Insurance Corporation of India. The study falls into a descriptive framework based on cross sectional design. It is confined to only eight constructs of human resource development (HRD) i.e., performance appraisal, autonomy, polyvalence, technological advancement, opportunity for job training, chance of professional growth, initiative for higher education and human resource politic. The sample included 360 respondents from Varanasi Division of LIC of India using stratified random sampling technique. All the eight variables of HRD are tested with eleven demographic features of employees through multinomial regression analysis technique (MLR).The results revealed that three demographic variables have statistically significant impact on human resource development i.e., education level (.002 <0.05), work experience (.000 <0.001) and Branch Location (.033 <0.05). Further, the remaining eight demographic variables (districts, gender, age, marital status, designation, monthly income, residential background and earner size) have not approved any significant effect on Human Resource Development practices as significance value is more than 5% level of significance. (P>0.05). The Pseudo R^2 values shows that 67.4% of variation on human resource development is explained by eleven identified demographic variables and are statistically significant at 1% level. It can be concluded that the study has important implications for HRD practitioners, trainees and managers of life insurance industry. As it provides insight on how life insurance industry could design the best HRD policy and programmes by linkage with individual demographic features.

Keywords: Human Resource Development (HRD), Demographic Features, Polyvalence, Professional Growth, Human Resource Politic

Context of the Study

The economic reforms initiated in the early 1990s paved the way for the growth and opening up of the financial sector, which led to a sustained period of economic growth. Liberalization in the Indian insurance sector has opened the sector to private competition and has seen tremendous growth over the past two decades with the entry of global insurance majors. India is fast emerging as one of the world's most dynamic insurance markets with significant untapped potential. This shift has brought about major changes to the industry. Under present market forces and strict competition, the insurance companies are forced to be competitive. Contemporary companies must seek ways to become more efficient, productive, flexible and innovative, under constant pressure to improve results. The traditional ways of gaining competitive advantage have to be supplemented with organizational capability i. e. the firm's ability to manage people (Ulrich and Lake 1990). Today HR systems have important, practical impacts on the survival and financial performance of firms, and on the productivity and quality of work life of the people (Cascio 2006). With the advancement of technology, the work culture changes drastically in the recent years. Further, life insurance industries are now being crowded with not only national players, but also with global giants. Under such situation the Life Insurance Corporation of India (LICI) has to make extra efforts to maintain its leadership position through competitive human resource. Therefore, human resource development (HRD) has become an important and critical area in management and organizational performance from last several years especially in the Life Insurance Corporation of India. The changes in the market scenario have necessitated the Indian Life Insurance industry to look inward for the development of human resources (HR). If the service organizations are to develop and maintain their competitive edge, the potential value of the employees needs to be increased by enhancing and linking their skills and capabilities in tune with the contemporary requirements of the market. In sum it can be concluded that human resource development is a dynamic concept, which has changed from time to time according to the requirements of the organizations. In competitive, dynamic and complicated era, the human resource development has greater relevance in all types of organizations and has emerged as the key differentiator in sustaining growth and to counter competition.

Review of Literature

Organizational prosperity and progress depends upon the climate it creates for the employees which encourages them to utilize their potential. Human Resource Development (HRD) aims at providing opportunities to individuals for full expression of their potential on the creation of values and culture conducive to individual growth in the organizational context. Several Academicians and practitioners alike have attempted to crystallize the factors that influence the human resource development throughout the history. Nadler (1969) in his study on HRD at different organizations of the United States has linked HRD to three activities, namely – training, education and development and emphasized the need for designing a series of activities to produce behavioral change with specified frame. According to Rao (1989), "Human resource development as a process in which the employees of an organization are helped in a continuous and planned way to - (1) acquire or sharpen capabilities to perform various activities associated with their present and expected future role, (2) develop, discover and exploit their inner potential for organizational development purpose and (3) develop an organizational culture and strong relationship between employer-employee". Aghazadeh (2003) argued that human resources must reorganize and reconfigure the human resource function and become committed to the outcome of organizational performance. Therefore, organization changes, consultation processes, and workers' competencies have been responsive to the need for better human resource development processes. Youndt (2000) felt that since employees are free, within limits, to leave their firm, there is a significant risk of organizations incurring an intellectual capital loss unless individual knowledge is transferred, shared, transformed, and institutionalized. The crucial inputs to an organization include, among others, its human resources. People bring to their jobs diversity of skills, needs, goals, and expectations. According to Schuller (2000**),** "skills, knowledge, and competencies are the key factors in determining whether the organizations and nations will prosper." Huselid *et al*. (1997) found that firm effectiveness was associated with the capabilities and attributes of HR staff. Further, they concluded that relationships between HR management effectiveness and productivity, cash flow and market value were positive. Similarly, Hamel and Prahalad (1991) contend that a firm would achieve competitive advantage if it can obtain and develop human resources which would enable it to learn faster and apply its learning more effectively than its rivals. Thus, organization change and worker competencies become major providers of the organization's improvement. In a study of multiple business units, Gardner et al. (2001) found positive results for an employee-attitudes-mediated model of HRD practices leading to decreased turnover and absenteeism.

In the light of aforesaid discussion it may be concluded that an organization's current and potential human resources are important considerations in the development and execution of its strategic business plan. Therefore, HRD deserves increased attention of both managers and the academicians. HRD in organizations is necessary for effectively coping with changes in the environment, expectations of the new breed of employees, and the need for adjustment to rapid changes in technology. Sustained leadership of organizations is likely to depend on the success of their HRD programmes. The organizational prosperity and progress is highly depends on its competent workforce and the healthy work climate. Hence to ensure the organizations have competent employees, new skill sets, knowledge and abilities in various areas need to be developed.

Research Objective

- The main aim of the study is to explore the impact of select demographic variables on Human Resource Development (HRD) in Life Insurance Corporation of India.

Hypothesis for the Study

- **Ho:** There is no significant impact of select demographic variables on Human Resource Development (HRD).

Study Design

The present study is carried out in Life Insurance Corporation of India and falls in the category of descriptive research method. The study is mainly based on the primary data collected from employees with the help of a well drafted pre tested structured questionnaire (Walton 1973 model of Quality of Work Life). Eight important components have been extracted to evaluate the Human Resource Development Practices. Each of these items used a 5- point Likert scale ranging from '1'='Very Dissatisfied' to '5'= 'Very Satisfied' (Table: 2). In the last section of the questionnaire, demographic variables were statistically controlled due to their potential relationships with the variables of study. The sample size included 360 employees from Varanasi Division of LIC of India. The sample has been drawn using stratified random sampling technique. Data were collected by visiting the divisional office and branch office premises and distributing the questionnaire personally to each employee. The study was also supplemented by different articles, research papers, Journals, books and publications related to Human Resource development. The data were analyzed using frequencies and multinomial logistic regression analysis.

Independent Variables of the Study

The details of eleven independent variables of the study are given below in the following table based on field survey.

Table 1: Demographic Profile of the Respondents (Frequency N= 360)

Districts	**N**	**%**	**Age**	**N**	**%**	**Education**	**N**	**%**
Varanasi	60	16.7	<25	14	3.9	Intermediate	15	4.2
MirzaPur	60	16.7	26-35	120	33.3	Graduation	166	46.1
JaunPur	60	16.7	36-45	130	36.1	Post-Graduation	147	40.8
GhaziPur	60	16.7	46>	96	26.7	Professional	32	8.9
Balliya	60	16.7						
SonBhadra	60	16.7						
Total	360	100.0	Total	360	100.0	Total	360	100.0
Designation	N	%	**Experience**	N	%	**Monthly Income (Rs.)**	N	%
Class-1	60	17.0	1-4	90	25.0	15000-25000	95	26.4
Class-2	60	17.0	5-9	58	16.1	25001-35000	75	20.8
Class-3	240	66.0	10-14	46	12.8	35001-45000	86	23.9
			15-19	51	14.2	45001 >	104	28.9
			20>	115	31.9			
Total	360	100.0	Total	360	100.0	Total	360	100.0
Gender	**N**	**%**	**Marital Status**	**N**	**%**	**Family Earners**	**N**	**%**
Male	320	88.1	Married	326	90.6	Single	297	82.5
Female	40	11.9	Unmarried	34	9.4	Dual	63	17.5
Total	360	100.0	Total	360	100.0	Total	360	100.0
Branch Location	**N**	**%**	**Residence**	**N**	**%**			
Rural	208	57.8	Rural	171	47.5			
Urban	111	30.8	Urban	159	44.2			
Semi-Urban	41	11.4	Semi-Urban	30	8.3			
Total	360	100.0	Total	360	100.0			

A summary of the demographic profile (independent variables) of the respondents is presented in the Table 1. The table shows that the entire sample has been drawn from six districts (16.7% each district). Maximum 36.1 percent employees were between the age group of 36-45 years. Education- wise it is discernible that the largest majority of the employees are graduates (46.1%) followed by post graduates (40.8%) and professionals (8.9%).Majority of respondents belong to class-3 designation (66%) followed by class-1 and class-2 (17%). About 40% employees belong to more than 20 years of experience. It is also apparent that the majority of respondents (29%) are drawing monthly salary more than Rs.45,000. About 88 percent employees belong to male category and rests are female respondents. A large number of employees (90.6%) were married and 9.4% respondents were unmarried. Maximum 82.5 percent employees belong to single earner and only 17.5 percent employees were belonged to dual earner. The majority of study sample belong to rural branch employees (57%) followed by urban branch employees (30.8%) and semi urban branch employees (11%). The last column of the table shows that 47.5 percent of the sample employees were residing to rural area followed by urban (44%) and semi-urban area (8.3%).

Dependent Factor (HRD)

Table: 2 Dependent Variables of the Study with Descriptive Statistics

Factor	Variable	N	Mean	S.D
Human Resource Development (HRD)	Performance Appraisal	360	3.51	.982
	Autonomy	360	3.34	1.072
	Polyvalence	360	3.39	.959
	Technological Advancement	360	3.17	1.137
	Opportunity for Job Training	360	2.49	1.117
	Chance of Professional Growth	360	3.45	1.111
	Initiative for Higher Education	360	2.54	1.119
	Human Resource Politic	360	3.60	.845
	Total	**360**	**3.24**	**.634**

The Human Resource Development (HRD) practice was analyzed based on eight important constructs (Table 2). The descriptive statistics revealed that the overall score for the organization was (3.24±.634) on a five point Likert scale, thereby signaling that human resource development practices was to a large extent satisfactory in the Varanasi division of Life Insurance Corporation of India.

Analysis and Discussions

Impact of Demographic Variables on Human Resource Development (HRD): Regression methods have an integral component of data analysis concerned with describing the relationship between the response variable and one or more of explanatory variables. In this empirical study the Multinomial Logistic Regression (MLR) method is used to model the impact of demographic variables on Human Resource Development. Multinomial logistic regression is the extension of (binary) logistic regression (Hosmer and Lameshow,2000), when categorical dependent outcome has more than one levels .Multinomial logistic regression models are mainly used for predictive analysis (Mala et al., 2010; Chan, 2005). Tabachnick et al. (2001) argued that multinomial logistic regression technique has number of major advantages as: (1) it is more robust to violations of assumptions of multivariate normality and equal variance-covariance matrices across groups; and (2) it is similar to linear regression, but more easily interpretable diagnostic statistics. Further, advantages of the analysis that raise its popularity come from the following assumptions: (3) most importantly, MLR does not assume a linear relationship between the dependent and independent variables; (4) independent variables need not to be interval (5) MLR does not require that the independents be unbounded and lastly (6) normally distributed error terms are not assumed. Thus, it has alternative data distribution assumptions, suggesting that it generates more appropriate and correct findings in terms of model fit and correctness of the analysis regardless of any assumption. Therefore, this study basically is an attempt to assess whether demographic feature of insurance employees has an impact on human resource development or not by using multinomial logistic regression model. The result of the models is as follows:

Table: 3 Model Fitting Information

Model	-2 Log Likelihood	Chi-square	df	Sig.
Intercept Only	2121.183			
Final	1718.775	401.407	275	.000

The presence of a relationship between the dependent and combination of independent variables is based on the statistical significance of the final model chi-square in the table 3; termed model fitting information. The table reveals that the initial log likelihood value obtained for the model with no independent variables (intercept only model) is 2121.183. The final log likelihood value obtained for the model by considering all independent variables is 1718.775.The chi-square value obtained is 401.407. As the p-value obtained is below 0.01, it can be concluded that the final model is better than the intercept only model. Therefore, the null hypothesis (Ho) that there is no significant impact of select Demographic variables on Human Resource Development (HRD) is rejected. As evidenced in table 3 this suggested that there is significant impact of the independent variables on the dependent variable, hence accepting the alternate (Ha) hypothesis.

Table:4 Goodness -of- Fit

	Chi-Square	df	Sig.
Pearson	7193.701	7900	1.000
Deviance	1680.167	7900	1.000

Table: 5 Pseudo R-Square

Cox and Snell	Negelkerke	McFadden
.672	.674	.186

The above table 4 of result output is showing the goodness-of-fit. Pearson and Deviance goodness-of-fit measures reveal the fact that the model adequately fits the data, the significance value being greater than 0.05. So we can say that the data are consistent with the model assumptions. Another useful statistics to assess the strength of multinomial logistic regression relationship, the Pseudo R-Square is used. In this case, Cox & Snell R Square, Nagelkerke R square value and McFadden value provide an indication of the amount of variation in the dependent variable. Here, the pseudo R^2 values (e.g. Nagelkerke = 67.4% Cox and Snell= 67.2% and McFadden=18.6%) indicates that the select demographic variables respondents have explains a relatively higher proportion of the variation in Human Resource Development Practices (table 5).

Table: 6 Likelihood Ratio Test

Effect	**-2 Log Likelihood of Reduced Model**	**Chi-square**	**df**	**Sig.**
Intercept	1746.151	27.367	25	.337
District	1155.744	36.968	25	.058
Gender	1742.421	23.646	25	.540
Age	1746.553	27.778	25	.318
Marital Status	1750.837	32.062	25	.156
Education Level	1769.137	50.362	25	.002
Work Experience	1785.751	66.975	25	.000
Designation	1752.210	33.435	25	.121
Monthly Income	1748.050	29.275	25	.253
Branch location	1758.313	39.538	25	.033

Residential Status	1743.192	24.417	25	.495
Earners Size	1730.690	11.915	25	.987

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

The likelihood ratio test (table 6) evaluates the overall relationship between an independent variable and dependent variables and checks the contribution of each effect to the model. The assessment of table 6 reveals that out of eleven demographic variables three variables have significant impact on the Human Resource Development. These are education level (.002 <0.05), work experience (.000 <0.001) and Branch Location (.033 <0.05). Further, it is worth mentioning here that the remaining eight demographic variables (districts, gender, age , marital status, designation, monthly income, residential background and earner size) have no significant effect on Human Resource development practices as significance value is more than 5% level of significance. (P> 0.05).

Implication and Conclusion

The results of this study have important implications for HRD practitioners, trainees and managers of life insurance industry. The findings highlighted some important aspect of relationship between demographic factors and human resource development practices. The Nagelkerke R^2 of .674 revealed that the select demographic features of employees have explained about 67.4% variation in Human Resource Development Practices. Three demographic features namely education level, work experience and location of branch are found statistically significant and therefore these variables influence the existing HRD practices of Life Insurance Corporation of India. However, remaining eight demographic variables namely districts, gender, age, designation, monthly income, branch location, residential background and earner size in family are not significantly impacted on existing human resource development practices. Keeping in view the above finding the scholars recommends that the policy makers and HRD practitioners should focus on the gender, age, income and designation while framing human resource development programs for individual employees. In other words we can say that these important demographic features need to be explore while designing human resource development programme in life insurance Corporation of India. However, Future research is needed to explore these finding in different environment and culture to validate the authenticity of the findings.

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Motivating Employee from a Different Perspective: An Experimental Analysis on Two Selected Manufacturing Industries of West Bengal

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Abstract

Motivation is the basic psychological process. One of the way to stimulating people is to make them more satisfied with their job and making them to be more prepared to accomplish their job in the most effective way. It is often found that in spite of the various stimulators like lucrative salary, rewards, incentives, promotions, good working environment; the employees are still short of their best performance. They need to be prepared physically as well as psychologically so that they may automatically contribute their best. The present study is a quasi-experimental field of work where Physical Activities and Counseling Therapy (PAC) was administered to a selected group of employees to observe whether it may acts as a motivating tool. In the post LPG era, industrial performance largely depends on the performance of its employees and it ultimately decides the survival of the company. A HR Manager may use the psycho-physical stimulators for motivating employee for an overall sustainable development both at the individual as well as organizational level in order to maintain a proper balance.

Keywords: Motivation, Physical Activity & Counseling (PAC), LPG, Sustainable development.

Introduction

During the last two decades, major changes are taking place at the work place. Liberalization, Privatization and Globalization and has resulted in downsizing and de-layering of the organizations. Use of new technologies after restructuring, especially with the development of Information Technology, rapid changes are coming in the operational process of the organizations including heavy work pressures, long hours of work, resulting development of stress within the workforce. Use of new technologies after restructuring, especially with the development of Information Technology, rapid There is a shift from the concept of permanent employment to more and more outsourced, contractual and sub-contractual employment. To be in the competition, performance trait is considered as the ultimate trait of an employee. Management is now a days exerting tremendous pressure on its workforce for an optimal performance level or even more. Customers are the top priority client in the market economy. They are being satisfied with quality products/services at the most competitive cost. In order to achieve this, organization tries to utilize its resources in its fullest capacity. Like any other assets, human assets too can be prepared in the best way for their skill up gradation, with a positive concept of emphasizing individual resources as well as physical capacities. Changes are coming in the operational process of the organizations including heavy work pressures, long hours of work, which may acts as de motivators.

Research Backgrounds

Motivation is the basic psychological process. Behavioural Scientists like asserts that motivation is the process that arouses, energizes, directs and sustains behavior and performance. That is, it is the process of stimulating people to action and to achieve a desired task. It is further defined as "a process that starts with a physiological deficiency or need that activated a behavior or drive that is aimed at a goal incentive" Luthans,(1998). In fact, Luthan stressed that like other cognitive process, motivation cannot be seen, and only thing that can be seen is the behavior. One of the ways to stimulating people is to make them more satisfied with their job and making them to be more prepared to accomplish their job in the most effective way. Often it is found that inspite of the various stimulators like lucrative salary, rewards, incentives, promotions, good working environment, the employees are still short of their best performance. By preparing the employee to accept job challenges – both physically and mentally, employee can be motivated. According to Burney.et.al., 2007, the levels of motivation of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Researchers identified that one of the factor causing demotivation among the worker is the existence of "Occupational Stress". The factor was identified as 'role stress '. But, the matter draws the maximum attention of the organizational psychologist after it was analyzed in details in the review of literature in the journal "Personal Psychology" in 1978 by Terry Beehr and John Newman.

Motivation may be reinstated by reducing the Occupational Stress amongst the employee.

Occupational Stress: Caplan Cobb, and French (1975) has defined occupational stress as "any characteristics of job environment which poses a threat to the individual". Copper and Marshal, (1976) defined the term as "by occupational stress is meant negative environmental factors or stressors associated with a particular job". Occupational stress arising out of psychological as well as physical symptoms that is out of mind and body was addressed by Newman Beehr and (1978). It is stated that the nature and severity of occupational stress may be observed by studying the psychological and physical symptoms in stressful job situation.Kyriacou. et.al.,(1978), defined occupational stress as an experience of unpleasant emotions like depression, anger, tension, frustration etc. Orpen (1991) observed that major source of stress is derived from the occupational environment; proponents of this view tend to argue that role holders in certain occupation, irrespective of individual differences, are much more likely to experience stress. Here, the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resource of employees in the organization. Researchers like Jex.et.al., (1992), thus identified the attributes like anxiety, anger, frustration, depression etc as the psychological variables operating within individuals which may be also out of occupational stress also as it has been defined to be typically associated with the negative feelings that any employee possessed about his work. The researchers are in constant search of the alternative ways to improve the motivational level of employees and thereby increasing the productivity and reducing the occupational stress.

Exercise is one of the best options because it affects not only the health condition, but also the mood and the efficiency of the employee at work. Exercise science includes physical activities, Yoga, meditation etc. There are several researches to measure the impact of each of the components separately as a stimuli to boost up the motivation and job performance level. Physical activity keeps the body strong and fit, regulates the circadian rhythm and endocrine function, increases quality of sleep and improves brain function. Exercising is also an excellent way to reduce stress. (Pronk, et.al 2004). Physical culture includes Yogic intervention, meditation, assertiveness training, freehand exercise, diet and sleeping habits. Exercise and physical culture helps the body to function smoothly. It not only helps the body but also helps the brain itself. The entire nervous system gets rejuvenated through physical activities as it produces serotonin and dopamine. There is a direct correlation between the psychological phenomena like moods or feelings with physical activities. Physical activities increase blood flow and improve concentration with much better stress coping capabilities and thus it helps for better job performance by boosting up the motivation level. Yoga is not only a therapeutic system. It is a science of holistic living, featured by peace and bliss and health and harmony which helps to develop physical, mental, emotional and spiritual health and thereby helps to reduce stress operating within individuals, Bhavanani and Balyogi.,(2007).e Studies have actually proved that meditation can improve concentration and productivity. Nathawat, (1975) concluded that meditation appears to be useful procedure for alleviating stress or way of enhancing psychological well-being. Bhaskaran, (1991), observed that meditation would appear to have preventive potential, though it's relaxing effects in stress, in stress – induced psychological disorders. People who practice meditation on regular basis are subject to lower amount of mental stress and better job satisfaction. (Mishra, et.al 2010). To achieve job satisfaction, meditation helps with better coping abilities of both internal and external pressure.

Counseling is another proven method for reinstating motivation among the employees by reducing the occupational stress. Cooper and Cartwright (1997) propose that psychological support in the workplace, or 'workplace counseling' as it is often referred to, has an important role in the maintenance and promotion of employee wellbeing. The prompt identification of mental health difficulties and the use of psychological intervention may help reduce the need for a referral and it may help prevent the exacerbation of the employee's mental health which can, in turn, prevent absence from work (White et al, 1996). According to Hannabuss (1997), workplace counseling should be made as an integral part for better performance of work by the human resource in the modern corporate world. Counseling helps to improve the mental health of the employees in the workplace (Bond.2004).

Aim and Objectives

The purpose of the study is to examine the possible impact of two interventional therapies to boost up motivation of employees from their present state of motivational level to a higher level for better job performance and productivity by reducing the degree of occupational stress operative within them.

The aim and objectives of the entire study are:

1. To determine the current status of Motivational Level and the Occupational Stress level operating among the selected sample of industrial employees.
2. To select a sample of employee having Low Motivational Level but High Occupational Stress Level.
3. To study the body – mind relationship in order to reinstate motivation by reducing stress by administering interventional therapies that is the PAC model
4. To determine the impact of Physical Activity i.e. Exercise Science among the selected samples in workplace as an Interventional Therapy.
5. To determine the impact of Psychological Counseling as the other Interventional Therapy to minimize Occupational Stress and thereby reinstate Motivation.
6. To evaluate and investigate whether there is any significant improvement in the motivational level of the employees having treated with the interventional therapies.

Significance of the work

Based on the analysis above, the employee motivation is significant for the better work performance which is the ultimate key for the survival and development of an organization, but workplace stress plays a negative role in reinstating employee motivation. In this research, the authors aim to make the effort on understanding the problems of employees due to job-related stress in the organization and the impact of physical activities and psychological counseling as the intervening tools to reinstate motivation by reducing occupational stress. With the paper, we try to understand and study the effectiveness of the Physical Activity – Counseling model (PAC) as a mechanism for reducing occupational stress of the employees and also an effective model for reinstating motivation. This particular study is different from its previous works as it tried to access the impact by developing a combined approach of physical activities and counseling therapy based on the philosophy of mind – body relationship while the previous works tried to access the same taking one component viz. yoga, exercises, meditation or counseling at a time.

Review of Literature

Udupa, (1985), conducted a research on effects of yoga to control stress and concluded that combination effect of physical postures, breathing exercises and meditation in a sequence may show an unique results in controlling stress. Scully.et.al. (1998), measure the correlation between physical activity and improved psychological wellbeing, Raghuraj.et.al.(1997), observed the effect of pranayamas for physical development, particularly, for developing grip strength of school children. Navin et.al. (1997) had observed the impact of pranayamas for increasing spatial memory scores without lateralized effects. Bhogal.et.al. (2004) had studied the impact of Omkar Meditation and Gayatri Mantra in reducing stress level of police person. Desai.et al. (2001), measured the impact of yoga in management of hypertension. White.et.al. (2003), had studied the impact of physical activity as an intervening tool for improving physical and psychological well-being. Haranath.et.al. (2004), observed the effect of Hata Yoga and Omkar meditation on cardio respiratory performance, psychological profile and melatonin secretion and concluded that the same can be used as psycho physiologic stimuli for improved well-being. Adhikari (2008), conducted a study to measure the effect of Hata Yoga on Indian Army for reducing occupational stress and observed a positive outcome. Dasgupta et.al. (2009) studied the impact role stress among doctors of government hospital and recommended that counseling therapy could reduce the level of stress. Sharma.et.al.(2010), studied the impact of burnout and psychological stressors on job satisfaction among lawyers and gave a very ironical suggestion by commenting that it is not possible to decrease the demand of the job but stress could be managed by offering counseling services, stress management training and better working conditions.

Critical consideration of the reported literatures, although puts some light on the exercise and physical activity related outcomes, as well as the psychological interventions on different physical and psychological variables, much remain unraveled. Certain methodological anomalies give rise to confusions concerning persistent effect of physical culture and counseling therapy as motivating stimuli for coping organizational stress. Disagreements are mainly noted with regard to sample size, selection criteria of samples, intervention therapies, trainers' qualification, system of ensuring of proper follow ups, intervention period. But the most noted shortcomings are noticed in terms of measuring the beneficial effect in relation to a quantifiable outcome which will be also cost effective for any organization going for it.

Further, most of the studies did not mention any thing about any medical assistance from a registered medical practitioner before suggesting exercise therapy to the subjects. Coping strategy for corrective occupational stress may come across situations where the subjects had already developed physical ailments like hypertension, diabetes, some cardio- respiratory problems, gastro problems, joint pains etc. Exercise therapy will vary accordingly case to case, that is it should be customized rather than a general approach. However, a generalized exercising model may be used for the employees who will receive therapies as a preventive intervention. The present study will include the above limitation very carefully.

Research Method

The work is a quasi-experimental field of study conducted on a selected group of 60 individuals with 49 numbers as subjects and 11 numbers as control group with minimum working experience of five years, all are married individuals with a basic education qualifications of higher secondary along with technical diploma for technical employees and graduation for non – technical employees from two manufacturing companies of both situated in West Bengal, India. There was a routine medical checkup by a registered medical practitioner with respects to their BP, Sugar, weight, pulse or having any other critical ill ness. The employees having chronic ailments are kept out of the study. The candidates who have reached 55 years of age are also kept out of the study. The selected candidates were accessed with the test batteries viz. Work Motivation Questionnaire (WMQ), developed by Sri K. G. Agarwal, published by National Psychological Corporation, Agra, India, and The Occupational Stress Index, (OSI), developed by Dr. A. K. Srivastava & Dr. A. P. Singh, Department of Psychology, Banaras Hindu University, published by Manovaigyanie Parikshan Sansthan, Varanasi.

Occupational Stress Index was developed by Dr. A. K. Shrivastava& Dr. A.P.Sinha, Banaras Hindu University, Varanasi, to asses occupation related stress. The OSI consists of 46 items, each to be rated on the five point scale from strongly agree to disagree. Out of the 46 items 28 are true keyed and the remaining 18 are false keyed. These items are relating to the 12 factors of occupational stress i.e. Role overload, Role ambiguity, Role conflict, Group & political pressure, responsibility for persons, Under participation, Powerlessness, Poor peer relations, Intrinsic improvement, Low status, Strenuous, Working condition and Unprofitability. The scores were divided into three categories: high (151-230), moderate (128-150) and low (46-127).

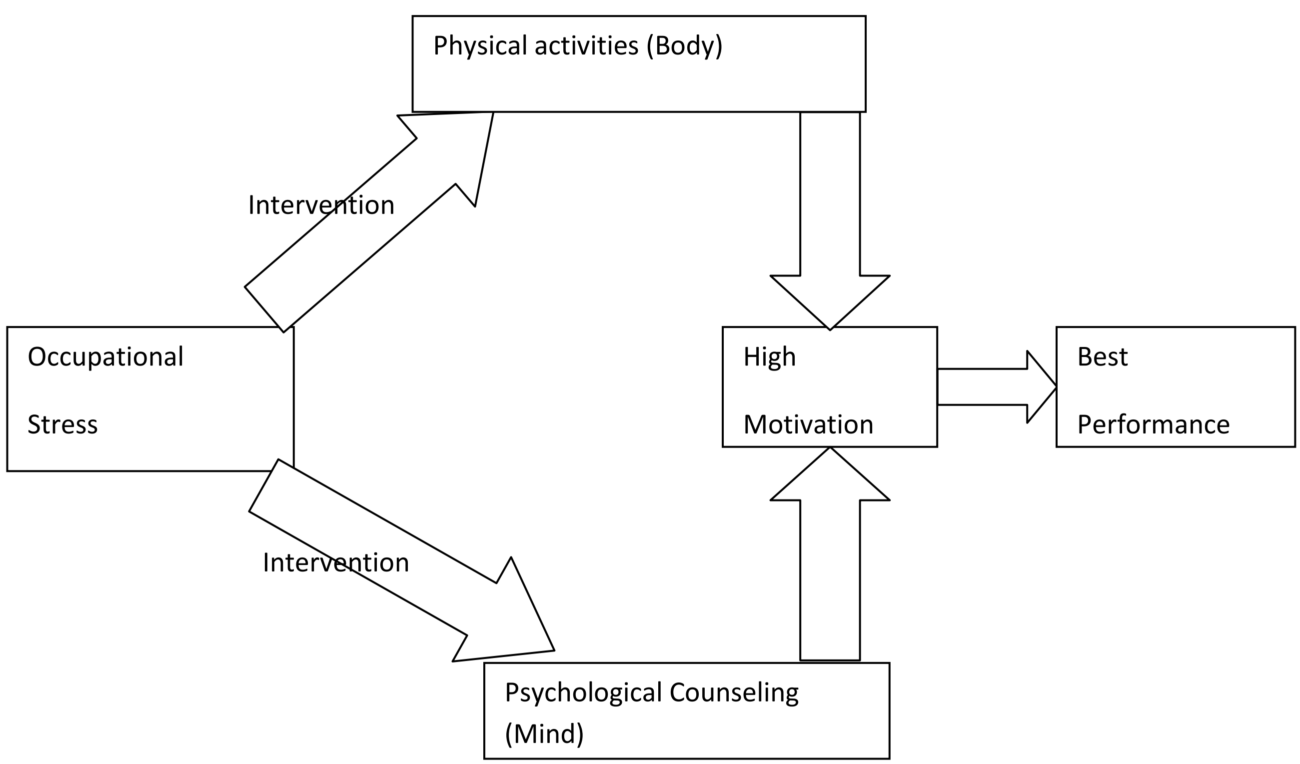
Work Motivation Questionnaire (WMQ), was developed by Sri K. G. Agarwal, Senior Fellow, national labour Institute, New Delhi - 29, in 1988, to asses work motivation. As the work motivation for any certain organization will vary according to individual status, it has application in the area of management and industrial psychology and is helpful for measuring the work motivation and satisfaction of the employees of different strata in any industry. All the scorings were Likert types which were rated on five points scale. Since, the items were Likert type; summated scoring is done by assigning 5 to the most positive response and 1 to the extreme negative response. So in this way scores 5, 4,3,2,1 were given to each item. A protocol of 12 period for three days a week of one and half our of duration of physical activities (including rest) under the guidance of qualified physical trainer and four psychological counseling sessions to each individual was administered under the guidance of qualified counselor during these three months of practical work. A model for therapeutic intervention, i.e. PAC model, Bandyopadhyay (2013) was administered taking care of individual requirements and reports of Medical Officer. In the PAC model Bandyopadhyay,(2013), the organizational stress has been intervened jointly by administering Physical interventions as well as Counseling therapy for a given time schedule in a specific protocol for high job motivation and performance within individual employee.

Programmes

The subjects had undergone 32 Physical activity sessions of one hour and fifteen minutes duration for three days a week. The sessions started with Omkar meditation followed by Surya Pranam and pranayams. There after each session included light exercises covering freehand exercises, neck and shoulder exercises etc. Breaks of 10 minutes were given after light exercises, etc. Breaks of 10 minutes were given after light exercises. But light music was played during intervals for better relaxation. Post interval sessions included individualized asana depending on the requirement of every participant. Those subjects who were already suffering from some specific ailments were taken care of by practicing need based postures. For general subjects, a normal protocol was administered. What so ever, each subject was requested to practice any 3 asanas per day. Every session ended with Savasana.

Further for all the subjects, each had received 4 counseling sessions within the span of three months. Every counseling session was of one hour duration. Further, there was two group counseling sessions. Post-test assessments were made at the end of the third month after administering the intervention therapies. The subjects were kept in touch with the trainers or the counselors in between the six months from post assessment to follow up assessments either by paying visit to their factory premises occasionally or through personal contact over phone for any kind of assistance they required. However, regular sessions were avoided after three months of initial protocols. The Follow up assessments was made after six months from the post-test assessments.

The concept of PAC Model



Statistical Treatment:

Statistical package for Social Sciences (SPSS) 16 was used for statistical analysis.

i) Firstly, the psychological variables of Pre, Post and Follow up level scores of WMQ and OSI are derived in descriptive statistics as Mean, Standard Deviation, variance, skewness.

ii) Secondly, Paired sample t-test was carried out with the above results to find out if there is any significant change in the mean level after administering the interventional therapies

iii) Thirdly, independent sample t-test, was used to measure if there is any significant difference at the mean score level for the above mentioned scores for the treatment

iv) Interview based Exploratory Method was used to assess the physical ailments of the subjects and the control groups.

Results, Findings and Discussions

The results of the study is reflected through the below stated tables and diagrams.

Descriptive Statistics of WMQ and OSI of the Treatment Group:

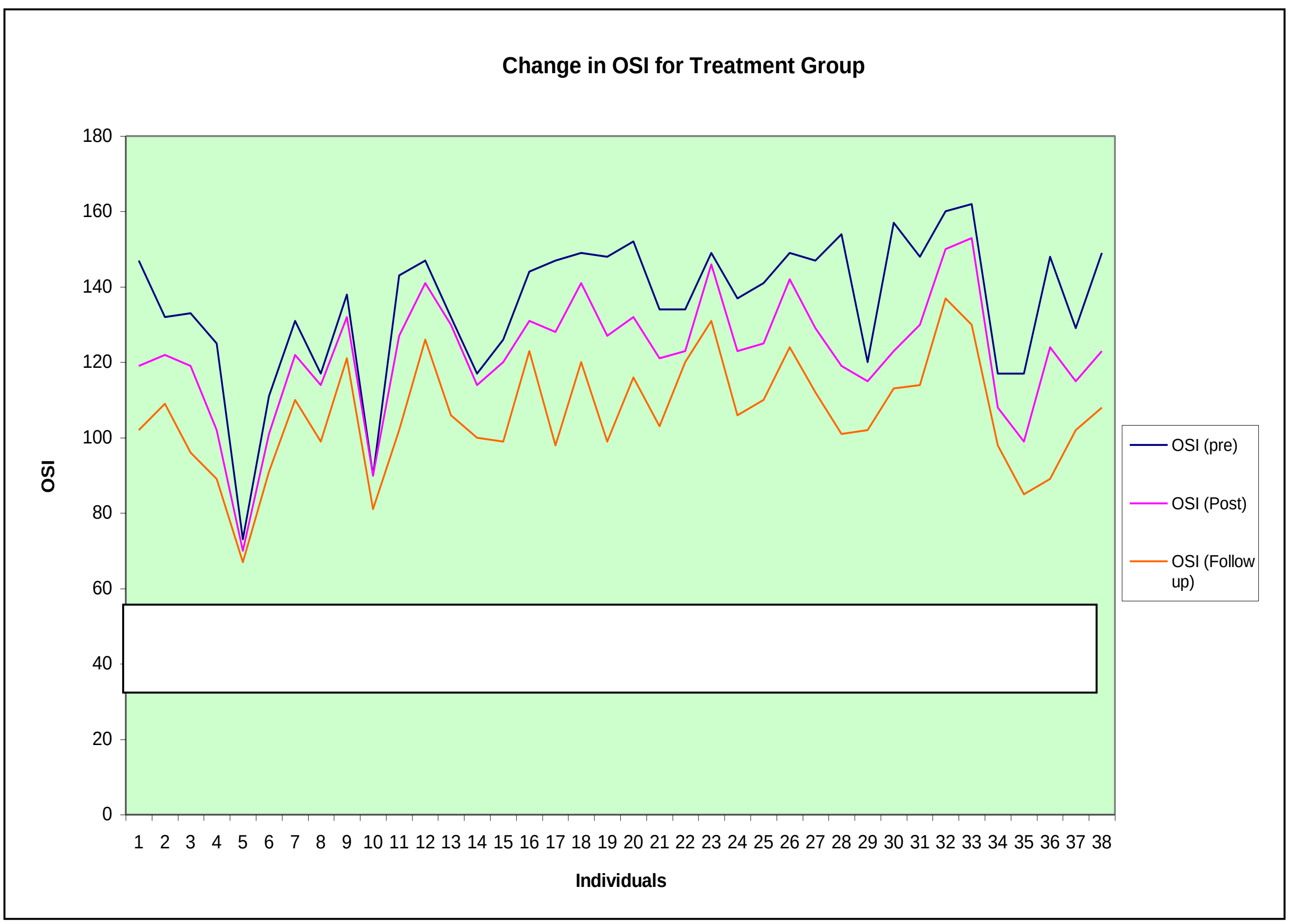
		SCORE OF WMQ (Pre)	SCORE OF WMQ (Post)	SCORE OF WMQ (Follow up)	OSI (pre)	OSI (Post)	OSI (Follow up)
N	Valid	38	38	38	38	38	38
Mean		86.50	100.18	120.05	135.63	122.37	106.29
Std. Error of Mean		2.025	2.551	2.285	3.012	2.606	2.383
Median		87.00	98.50	119.00	139.50	123.00	104.50
Std. Deviation		12.485	15.725	14.085	18.568	16.066	14.688
Skewness		.384	1.386	.617	-1.393	-.867	-.170
Std. Error of Skewness		.383	.383	.383	.383	.383	.383
Minimum		62	70	95	73	70	67
Maximum		124	154	162	162	153	137
Percentiles	25	80.00	92.00	109.75	125.75	115.00	98.75
	75	92.75	104.00	128.25	148.25	130.25	117.00

From Table 1 it is clear that the mean level of occupational stress index has significantly reduced from 135.63 to 122.37 from pre to the post level of treatment which again shows further improvement at the follow up level of assessment. The distribution of OSI is negatively skewed that is, more number of people has higher value of OSI. Therefore, more number of subjects was on the higher side of occupational stress index. However, table 1 shows that after the therapeutic intervention, both the mean and median values had fallen from its initial level. At the pre interventional level, mean of the OSI was lower than its median value indicating the fact that more than 50% of the subjects have OSI which is higher than its average level, which is 139.50. This trend was present for OSI even at the post interventional level though both the mean and median has reduced. But, at the follow up level, this trend was reversed and mean value of OSI is higher than its median value implying that more than 50 % of the subjects have OSI below than the average index, that is, median is 104.50 where mean is 106.29. Application of interventional therapies shows a positive result in controlling OSI.

Table-1 further shows that both the mean and median of the score of WMQ constantly increases with the interventions and it is a positively skewed distribution. Therefore lower level OSI and AI has ultimately resulted in improved Work Motivation when mean score of WMQ score indicates a rise from 85.50 to 100.18 at the post interventional level and further to 120.05 at the follow up level. This pattern reflects that both the interventional therapies like physical activities and psychological counseling can reinstate motivation and satisfaction of the employees from their existing level.

Change of OSI, and WMQ for the treatment groups at the pre, post and follow up level of interventional therapies are depicted diagrammatically below in three separate figures, viz. Figure -1, Figure- 2

Figure 1: Change in Occupational Stress Index for Treatment Group



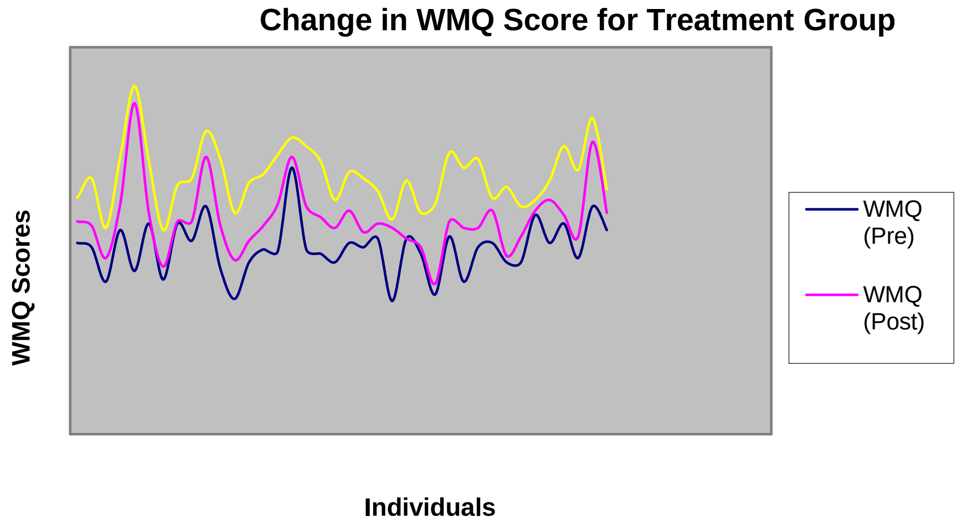


Figure 2 shows that there is a significant improvement in the motivational level of the treatment from pre-test level to post-test level and further from post-test level to the follow up level when it is measured by administering WMQ. This shows that the motivational level of the treatment group improves from its earlier level after interventional therapies were administered.

Table 2a: Paired Samples Correlations between post and follow up level of OSI and Score of Work Motivation

		N	Correlation	P value.
Pair 1	OSI (Post) & OSI (Follow up)	38	.909	.000
Pair 3	SCORE OF WMQ (Post) & SCORE OF WMQ (Follow up)	38	.823	.000

Table 2b: Paired Samples t Test for post and follow up level of Occupational Stress Index, and Score of Work Motivation

		Paired Differences					t	Df	P value. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper			
Pair 1	OSI (Post) - OSI (Follow up)	16.079	6.712	1.089	13.873	18.285	14.768	37	.000

Table 2b: Paired Samples t Test for post and follow up level of Occupational Stress Index, and Score of Work Motivation

		Paired Differences					t	Df	P value. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper			
Pair 1	OSI (Post) - OSI (Follow up)	16.079	6.712	1.089	13.873	18.285	14.768	37	.000
Pair 3	SCORE OF WMQ (Post) - SCORE OF WMQ (Follow up)	-19.868	9.005	1.461	-22.828	-16.909	-13.601	37	.000

Table 2a shows the comparison of Work Motivation (WM) at the post and follow up level of interventional therapies. As already shown in Table - 1, OSI has decreased from the post treatment level further at the follow up level while Work Motivation shows increasing trends. Table 2b shows that this difference means level of post and follow up level of OSI is significant as paired statistics corresponding to all three cases are significant at 1% level. This implies that the motivational level is inversely related to occupational stress. It is documented as well as established that when stress is minimum, the employee will be motivated to perform at their optimal level but the present study indicates the impact of physical activities and psychological counseling as the interventional therapies to reduce occupational stress and thereby to improve motivation.

Table: 3 Descriptive statistics of the Control Groups

	Treatment Status	N	Mean	Std. Deviation	Std. Error Mean
OSI (pre)	Treatment	38	135.63	18.568	3.012
	Control	11	145.45	19.222	5.796
OSI (Post)	Treatment	38	122.37	16.066	2.606
	Control	11	148.82	20.248	6.105
OSI (Follow up)	Treatment	38	106.29	14.688	2.383
	Control	11	154.45	19.501	5.880
SCORE OF WMQ (Pre)	Treatment	38	86.50	12.485	2.025
	Control	11	83.73	7.721	2.328

SCORE OF WMQ (Post)	Treatment	38	31.39	15.725	2.551
	Control	11	84.27	7.363	2.220
SCORE OF WMQ (Follow up)	Treatment	38	21.03	8.442	2.285
	Control	11	82.91	7.918	2.387

Table 3 shows that on an average, pre-test level of OSI was actually lower for the treatment group than the control group. But, Table 3 signifies the fact that this difference in pre – level OSI for treatment and control group is not statistically significant. Interventions reduce OSI of the treatment group continuously at the post and follow up level where as OSI for the control group remain high.

Figure 3: Comparison of Work Motivation between Control and Treatment Group

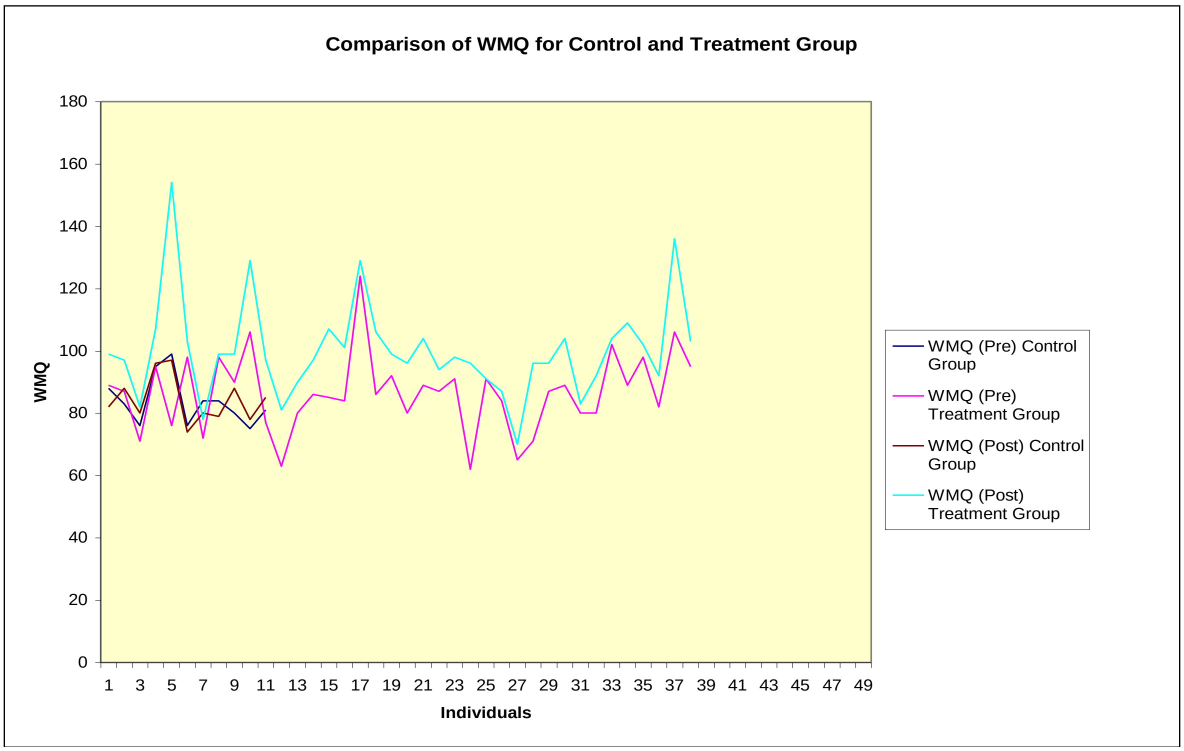


Figure 3 shows that there is no significant change in the motivational level of the control group who did not received any therapeutic interventions.

Conclusions

The findings obtained from the present study lead us to the following conclusions:

1) Occupational Stress can be minimized in respect of the individuals working within the industry by physical and psychological interventions.
2) Work motivation of the individual employee increases as their Occupational Stress Index shows a declining trend due to application of the interventional therapies.

3) Motivation can be reinstated within employee by the way of minimizing Occupational Stress through application of the interventional therapies.
4) The improvement will be a continuous process if it is continued as it is evident from a significant improving trend at the follow up level when compared to the post interventional treatment level.

Recommendations

PAC model may be used to boost up the employee motivation and is recommended for the industrial organizations where the work motivational levels of employees are not at its expected standards. However, the PAC model will also take care of the individual sustainable development of the employee while motivating them to deliver their best.

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Role of Human Resource Practices on Employee Retention in Institutes of Higher learning in Delhi-NCR

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Abstract

Human Resources are considered the most important asset of an Organization, but only few Organizations are able to fully harness its potential. HRM practices can affect employee motivation by encouraging them to work both harder and smarter. Employee retention is one of the challenges facing many organizations, occasioned by economic process that has intensified competition and mobility of highly skilled employees. Retention of academic staff could be a pertinent issue in Institutions and Universities in India. Presently, the biggest challenge faced by educational institutions in India is the acute shortage of qualified and competent faculties (Times News Network, 2006). Retention of talents is not the choice of employers but is also the need of time as education is already at risk running with talent crisis. Therefore this study has made an attempt to present faculty retention as a major HR issue in higher learning Institutions and Universities. For this study, I have identified four main HRM practices, namely, Training and Development, Compensation System, Performance Appraisal System and Employee Empowerment. The study is about how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy towards effective performance management on their retention in the Organization.

Keywords: Employee Empowerment, Appraisal System, Compensation, Training and Development, Employee Retention

Introduction

Human resources are considered the most important asset of a firm, but very few firms are able to fully harness its potential. Human Resource Management (HRM) is the function within an organization that focuses on recruitment and management of people, and providing direction for the people who work in the organization. Various components of HRM practices are Employee Empowerment, Employee Compensation, Employee Appraisal System, Employee training and Development. Employees are the backbone of the system. Hence, the retention of the employees is very important in keeping the firm on track. In order to retain the best talents, strategies are implemented to satisfy employee's needs in global companies or small-sized firms.

At present India is striving to compete in a globalized economy in areas that require highly trained qualified people, so the quality of higher education has become very important. Experience which the students will derive from higher education is, to an extent, dependent on the performance of faculty, both as lecturers and researchers. The faculty has an important role in student learning. Existing literature underpins the importance of faculty for quality in higher education (Ewell 1991, Cornesky 1991, Chen et al 2006). Research on quality of academics in higher education is mainly focused on students as customers, their level of satisfaction with various programs for which Chen et al (2006) have adapted Importance -Satisfaction model (I-S model) in higher education illustrating quality improvement in terms of satisfaction. Adding to this, Tribus (1995) has also developed an early model of customer supplier for higher education (cited in Raouf 2004).

An institution with talented faculties can develop a reputation for being great place to work, with great learning environment where quality in education should be expected. An association in higher education therefore needs to be able to develop and deploy faculty who can articulate the passion and vision of institution and satisfaction of students. The faculties as internal customers satisfy the working environment of universities (Chen et al 2006). This shows that in order to enhance faculty performance certain aspects and functions of their job have to be prioritized. The issues related to faculty are sufficiently significant for an analysis to be appropriate, to understand the 'whole picture' and suggest possibilities and strategies to sustain quality and leadership in institution of higher education.

Research Objectives

The main purpose aims at reflecting how Employee Empowerment, Employee Training and Development, Job Appraisal and Compensation affect lecturers in their retention with Institutes of Higher Learning in Delhi-NCR . To be more specific, it studies on effectiveness of existing Training programs, Employee Empowerment, Job Appraisal and Compensation in Retaining Employee from the Academicians' perception.

Following are the four main objectives of this study:

- To see the impact of Employee Empowerment on Employee Retention.
- To see the impact of Employee Training and Development on Employee Retention.
- To see the impact of Employee Compensation on Employee Retention.
- To see the impact of Employee Appraisal System on Employee Retention

Hypotheses of Study

Employee Training

H0: There is no significant relation between Employee Retention and Employee Training.
H1: There is significant relation between Employee Retention and Employee Training.

Appraisal System

H0: There is no significant relation between Appraisal System and Employee Retention.H1: There is significant relation between Appraisal System and Employee Retention.

Employee Compensation

H0: There is no significant relation between Employee Compensation and Employee Retention.

H1: There is significant relation between employee compensation and employee retention.

Employee Empowerment

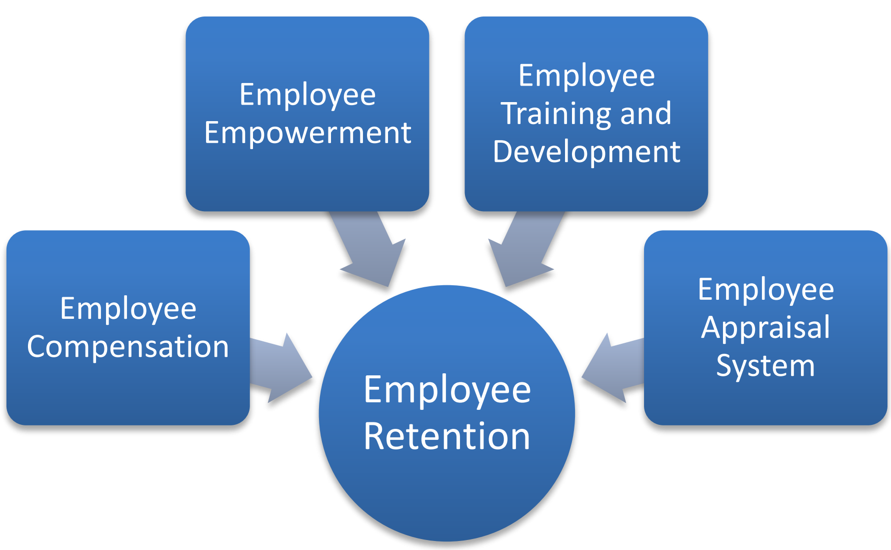
H0: There is no significant relation between Employee Empowerment and Employee Retention.

H1: There is significant relation between Employee Empowerment and Employee Retention.

Rationale of the Study

This Research Objective is to provide better understanding in the relationship of effectiveness of Human Resource practices on Employee Retention in Institutes of Higher Learning in Delhi-NCR. This aims to study the interrelationship between the independent variables and dependent variable (discussed in the RM section) by conducting research on how these four variables affect the Retention of lecturers. This will help readers (higher authorities of Institutions and Universities) to better understand and use as a guide or information to many higher educational institutions in NCR, regarding the relationship of effective human resource practices on employee retention. It will also provide range of solution towards employee retention in Universities.

Proposed Conceptual Framework



To illustrate, the proposed framework suggests how training, empowerment, appraisal and compensation can be linked together in reaching a conclusion of becoming significant factors of an employee's retention with a firm.

Literature Review

Numerous studies have been conducted on employee retention so far. Review of literature of the related studies gave an insight about the subject matter and also helped in analyzing the existing gap that could be taken up for further research.

Employee Retention

Employee Retention refers to the ability of an Organization to retain its employees. Retention of Employees can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an Organization kept 80% of its employees in a given time period). It involves taking measures to encourage employees to remain in the Organization for the maximum time period. Hiring knowledgeable and skillful people for the job is essential for an employer, but their retention is even more important than hiring. This is true as many employers have undervalued costs associated with turnover of key staffs (Ahlrichs, 2000). Turnover costs can incurred with issues such as reference checks, security clearance, temporary workers costs, relocation costs, formal training costs and induction expenses (Kotzéand Roodt, 2005). Other invincible costs and hidden costs such as missing deadlines, loss of Organizational knowledge, lower morale, and negative perception of company image from client's point of view may also take place.

That's why retaining top talent has become a primary concern for many Organizations today. There are several reasons why people quit their current job and switch for other organization. The prolong job stress, low commitment in the Organization; and job dissatisfaction usually result in resignation of employees, (Firth 2007). The problem of faculty turnover has untuned all disciplines, particularly in the last two decades. The market for Ph.D.s outside academia has grown along with the dispersion of knowledge-based activity throughout the economy (Bowen and Schuster, 1986). Those faculties with advanced degrees have proven their employability in a various fields. Considering that professors are paid roughly 25 to 30% less than similarly educated professionals, there is reason to worry that an increasing number of faculty will leave for the private sector (Bell, 2001).

Faculty who leave voluntarily tend to be characterized by a high achievement orientation (Barnhart, 1995) Bowen and Schuster's American Professors: A National Resource existed, combining several studies, reports a 4% annual rate of attrition in early 1980s. Their definition of attrition, different from turnover, indicates the number of faculty who leave academia each year for reasons other than retirement. Since this figure does not include those faculty who departed for other postsecondary institutions, the rate of turnover is defined here that it must have been higher than the 4% attrition rate. Based on their studies, Bowen and Schuster predicted that attrition (not turnover) might average 4% per year into the late 1990s and might even reach 6% by 2000. They added that if faculty positions become less economically attractive compared to positions in private industry, the rate of attrition could rise considerably. Though faculty salaries do lag considerably behind those of industry, a fairly large supply of PhDs in most fields has made faculty positions highly prized, thus potentially reducing turnover.

Numerous studies showed how high employee involvement can relate to the intention of leaving an Organization (Arthur 1994). Lack of opportunities to learn and self-development in the workplace can be the key for employee dissatisfaction which leads to turnover. Other studies also indicated that employees will retain in their Organization if he or she has a good relationship with the people he or she is working around with (Clarke 2001). Organizations are therefore suggested to provide team building opportunities, where interaction and discussion can be carried out not only within but outside their working hours (Johns et al 2001).

In summary, the literature defines retention as continuing relation between employees and their Organization and turnover as “any permanent departure beyond the boundaries of organization”. Utmost levels of stress marked the early years of academic appointment, but through the efforts of colleagues and superiors, they can be reduced. Deans and senior faculties need to perceive support of new faculty as an investment in the success of the individual, the department, and the institution (Olsen, 1993). Further we will discuss the relationship between each of the human resource practices with employees retention, which are the impacts from employee empowerment, training & development, performance appraisal and compensation.

Employee Training and Development

According to Goldstein (1980) and Latham (1988), training is defined as the systematic acquisition and development of the knowledge, skills and attitudes (KSAs) required by employees to adequately perform an assigned job or task to boost performance in the job environment. Training must impart new knowledge and skills, meet employee and Organizational needs, effectively and efficiently designed and delivered (Salas, 1999). When the results of training reflected in improvements in relevant knowledge and the acquisition of relevant skills, will lead to enhance employee job performance provided that the skills learned in training transfer to the job (Baldwin& ford, 1998;Salas, 1999). Improvement in performance such as high productivity, better quality, and services are the training outcomes provided that the job is strategically aligned to the Organization’s needs and if the desired needs of employee were also fulfilled, there is no doubt the desired outcome by the Organization, retention on employees, will be attained.

As was noted earlier it is important that the employee feel like a valued member of the organization and training helps underscore this message. The functional department is making an investment in the employee by offering training (Marx, 1995). Good training can de-emphasize salaries, perks and benefits, in part by building a positive working environment and by giving employees advancement opportunities (Lynn, 1997). Lynn goes on to say that training helps strengthen employee loyalty.

Huselid (1995), suggested that perceptions of HR practices such as providing training and job security by the company are important determinants of employee retention. Moreover, some studies also state that HR practices such as benefit and training are positively related to retention because the practices motivate employees and "lock" them to their jobs (Lazear1986; Madrian, 1994; Gruber & Madrian, 1994), which is so called employee retention. According to Landsman (2004), he suggested that training is a valuable activity for enhancing skills and improving employee performance, and that training can address some of the factors contributing to employee retention, such as perceived support from the supervisor, the agency, and community. Training can define roles more clearly to employees, thereby minimizing job stress. Organization with sufficient training opportunities should thus have higher retention rate.

Training can help revitalize human resources. For an increasing number of people, the opportunity to learn new skills is a significant personal goal for both the career opportunities education can provide and for the chance to do something a little different (Mendonsa, 1998). It is, therefore, reasonable to say that training can play a role in improving retention, but it may not be sufficient to improve retention if other systematic barriers are not addressed.

Employee Compensation

Compensation had been defined in many terms by many researchers, but in this research, compensation is which including that are something, typically money, awarded to someone as a compensation for some injury, loss or suffering, money received by an employee from an employer as a salary or wages, or give or do something to somebody in return. Compensation should not be only in the form of money, but also in non – cash form. Benefits, such as life insurance, pension, health insurance, and retirement plans, and special allowances that include company cars or subsidized transportation, represents a important pay element in many large firms.

Many research had shown that employee position and length of employment were traditionally what determined wages in many companies. And there are numbers of research explained with evidence show that compensation satisfaction plays an important part in employee retention. Di Pietroand Condly (2007) used the Commitment and Necessary Effort (CANE) model of motivation to find how hospitality employees are motivated. They discovered that non - financial compensation or the quality of the work environment played an important part on employee turnover intentions. Companies are in threat of creating an unsatisfactory working environment if there is no any compensation planning.

Williams et al. (2007) found that if employees are satisfied with how the company operates and communicates its compensation policies, they remained committed to the

Organization. Furthermore, an Organization's reward system can affect the performance of the employee and their desire to remain employed (e.g., Bamberger & Meshoulam, 2000, MacDuffie, 1995). There are number of researchers demonstrate that there is a great deal of inter – individual difference in understanding the significance of financial rewards for retention of employees (Pfeffer, 1998; Woodruffe, 1999).

Employee Empowerment

Empowerment is delegating the power of decision and action to the employees and giving more responsibility and authority to complete their task (Dr.YasarF.Jarrar& Professor Mohamed Zairi, 2010). This means that employees have sufficient authority to determine how they can perform their tasks. In a wider view, empowerment includes involvement of employee in goal – setting, decision – making and motivational techniques and enabling employees to work in a participative environment (Osborne, 2002).Undeniably, empowered employees are identified as powerful drive in Organization's success (Kaye &Jordan – Evans, 2001). It is because they are more motivated and committed to Organizational operation.

High turnover rate in an Organization may affect the reputation and image of the Organization. Replacement of any employee is problematic and costly because the Organization has to train a new employee if an experienced employee resigned. Some studies have identified that lack of job dissatisfaction (Moore, 2002) and low level of empowerment (Boundrias et al., 2009) and low levels of support of superiors (Hatton and Emerson, 1998) may lead to turnover (Salman, Iqbal and Chandran, 2010). Human resources policies must focus at gaining more self – governing to the employee to avoid turnover and job burnout (Salman, Iqbal and Chandran, 2010).

Huselid & Becker (2000) found that HR policies play a strategic role in employee retention through stimulating skilled labor. The goal – setting process that involves employee can enhance employee empowerment as employee consider himself more empowered knowing his or her job. Hopson and Scally (1981) pointed out that empowerment is not an end state, but it's a process that all human beings experience. That throughout lives of employees; an employee will behave in more or less empowered ways depending on his/her level of self – esteem and skill development, tempered by surrounding circumstances.

Empowered employees tend to be more confident and try to give their best to employer because they are given more authority in decision – making process (Hummayoun Naeem and Muhammad Iqbal Saif, 2010). Employee empowerment can originate a feeling of obligation among employees to stay in Organization. So, the employees will likely to remain in the Organization even when face pressure from others that intend to leave the organization because they feel that they are a part of the organization (Choong, Wong and Lau, 2011). It means, the intention to remain or leave the organization among the employees is based on the job satisfaction of all employees. The individual with greater job satisfaction tend to more committed and more likely to remain in the Organization.

Employee Appraisal System

Performance appraisal is a process of inspecting and evaluating an individual's performance in his duty to facilitate the decision of career development of the individual. It evaluates the individual overall contribution to the organization through assessment of his/her internal characteristics and skills, working performance and his/her capability to pursue higher position in organization(Gruman&Saks,2011).

As extracted from the literature review, employee performance appraisal plays the role as medium of communication between management and workforce. An effective appraisal would result in enhanced employee development from feedback as well as better employee satisfaction comprehension by company. Webster, Beehr & Love (2011) studied how work stressors can result in role ambiguity and conflict, and subsequently causing increased job dissatisfaction and turnover. The appraisal can be stressful to both evaluator and respondent if both parties do not take concern of its importance or confusing message is produced from the appraisal.

Sudin (2011) recently came out with a study on how perceived fairness during appraisal process may influence employee satisfaction and resulted in positive relationship between all Organizational justice variables and performance appraisal circumstances from data collected among Malaysia companies. Apart from fairness, studies found out the evaluator problem during appraisal process as managers tend to be personally intentional in choosing his way of conducting appraisal. From Spence& Keeping (2011) research, we obtain a conclusion that appraisal research has shifted from measurement issue to rater cognition in which rater establish, encode, and retrieve judgments about performance to increase appraisal accuracy; at the same time, evaluators focus on thriving good subordinate relationship, solid reputation and adjusted to company objective. This may distort the appraisal system which eventually creating employee confusion and frustration.

Research Methodology

Research methodology is a way to systematically solve the research problem. In this I have studied the several steps that are generally adopted by a researcher in studying his research problem alongside the logic behind them. Due to adoption of quantitative approach, it is necessary that the study will be carrying out causal research where the hypotheses formulated earlier consisting of all the variables will be empirically investigated using statistical technique such as tables, charts and other statistical measurements to prove the cause and effect relationship between employee retention and the independent factors, i.e. Empowerment, Training, Compensation and Appraisal. For this research the Quantitative data was collected using the non-probability self-administered questionnaire that consist of questions with 5 – points Likert scales. For analysing the collected data, Regression Analysis has been employed.

Regression Analysis

Regression Analysis is a statistical technique for estimating the relationships with variables. It includes analyzing various variables, keeping the focus on the relationship between a dependent variable and one or more independent variables. Table (1) shows the number of responses from various Institutes/Universities.

Data Collection

Primary Data: For this study, a questionnaire consisting of four main variables, namely employee empowerment, training and development, employee compensation and performance appraisal, is conducted by extracting sources from few established questionnaires. The questionnaire would be distributed to sampling amount of lecturers in Institutes and Universities of NCR to fill up and later be tested of the result using SPSS software.

Secondary Data: In this study, most secondary data are extracted from online resource such as online databases, internet findings or other sources. The journal research papers of relevant study field are adopted from Emerald Library Database.

Sampling Design

Target Population

Target population is a specified group of people or object for which questions can be asked or observed made to develop required information. Here, the target population in the research is focus on the lecturers in Institutes and Universities of Delhi-NCR.

Sampling Frame & Sampling Location

In this research, the respondents are the lecturers who works in various Institutes and Universities of Delhi-NCR.

Sampling Technique

Non probability sampling technique is adopted to conduct survey in this research as this is less expensive, less time consuming. Moreover, sample units in this research are selected on the basis of personal judgment or conveniences as the information and targeted respondent is readily available.

Sample Size

371 questionnaires has been distributed to the faculties of various Institutions and Universities of NCR region through emails and printed forms. Out of this I got only 118 responses. 18 Questionnaires were not taken for the final research evaluation due to mistakes, i.e. some were filled correctly, some incomplete and few had two responses in one question. Therefore, sample size is 100.

Research Instrument
The research instrument that is used here is the questionnaire. The purpose of using questionnaires survey is due to its direct response and feedback from the respondents that can be collected in short period of time and in an easier manner.

Questionnaire Design
For this research, the questions in the questionnaire are closed – ended or structured in order to ease the process of analyzing the data from respondents. The questions were framed after reading various research papers and designed in simple English to reduce misunderstandings and uncertainties on the questions by the respondents. This questionnaire consisted of two parts, First part consisted of general information of the faculties and the Second part consisted of questions of four factors which have the impact on the dependent variable employee retention, where the four independent variables are empowerment, compensation, training and development, and appraisal system. The questions were formed in a five point Likert scale which allows respondents to indicate how strongly agree or disagree with the statement provided. It will lead to a better understanding towards the factors that have the impact on retention of Faculties of Institutes and Universities of Delhi-NCR

Findings
Empowerment V/S Retention: In the table (2.1), **R square** is showing the correlation between two variables, it is 0.59 which is stating the positive correlation between the variables. Now the next variable considered is Adjusted R square which is 0.46, it is less than 0.50 it shows lower degree of variance. And last variable is Standard Error; this defines the possibility of taking the data in wrong category, which is 107.42.

According to the table (2.2) our symmetry is prepared as by taking basis our significance level is as 0.125 (12.50%). This shows that a positive response and more scope of taking decisions within the hands of employee.

In table (2.3), X variable is showing the response for Beta (X Variable 1) which is positive, i.e. more than 1, a good indicator. Next variable is P value which is 0.12527, this is less than 0.50. P value is better relation driver for any employee empowerment-retention and further more specific criteria. Variable t-stat are supporting element which shows that acceptance and rejection of hypothesis and in this case our null hypothesis is rejected as t – Stat = -0.44

Compensation Vs Retention
In the table (3.1**),** R square is showing the correlation between two variables, it is 0.54 which is stating the positive correlation between the variables. Now the next variable considered is Adjusted R square which is 0.39, it is less than 0.50 it shows lower degree of variance. And last variable is Standard Error, this defines the possibility of taking the data in wrong category, which is 26.57.

According to the table (3.2) our symmetry is prepared as by taking basis our significance level is as 0.151 (15.10%). This shows that a positive response and more scope of taking decisions within the hands of employee. In table (3.3), X variable is showing the response for Beta which is normal and good indicator. And next variable is P value which is 0.151779, less than 0.50 P value is better relation driver for any employee compensation-retention and further more specific criteria. Variable t-stat are supporting element which shows that acceptance and rejection of hypothesis and in this case our null hypothesis is rejected as t – Stat = -0.98.

Training and Development Vs. Retention

In the table (4.1), R square is showing the correlation between two variables, it is 0.68 which is stating the positive correlation between the variables. Now the next variable considered is Adjusted R square which is 0.57, it is greater than 0.50 it shows higher degree of variance. And last variable is Standard Error; this defines the possibility of taking the data in wrong category, which is 94.

According to the table (4.2), our symmetry is prepared as by taking basis our significance level is as 0.084016 (8.40%). This shows that a positive response and more scope of taking decisions within the hands of employee. In table (4.3), X variable is showing the response for Beta which is higher and good indicator. And next variable is P value which is 0.084016, this shows that less than 0.50 P value is better relation driver for any employee training-retention and further more specific criteria. Variable t-stat are supporting element which shows that acceptance and rejection of hypothesis and in this case our null hypothesis is rejected as t – Stat = -1.12.

Appraisal Vs. Retention

Under the table (5.1), R square is showing the correlation between two variable . In this table it is 0.56 which is stating that positive correlation between the variables. Now the next variable considered is adjusted R square which again say that variance of once upon the other, this figured out as 0.41 which is less than 0.50 than this shows lower degree of variance. And last variable is Standard Error, this may defines the possibility of taking the data in wrong category, which is 106.4923.

According to the table (5.2), our symmetry is prepared as by taking basis our significance level is as 0.143847 (14.38 %). This shows that a positive response and more scope of taking decisions within the hands of employee. In table (5.3), X variable is showing the response for Beta which is higher and good indicator. And next variable is P value which is 0.526357, this shows that less than 0.50 P value is better relation driver for any employee appraisal-retention and further more specific criteria. Variable t-stat are supporting element which shows that acceptance and rejection of hypothesis and in this case our null hypothesis is rejected as t – Stat = -0.71.

Interpretation of Findings

Empowerment V/S Retention: On the basis of our findings the null hypothesis is rejected, empowerment has significant effect on the retention of employee.

Compensation Vs Retention: On the basis of our findings the null hypothesis is rejected, compensation has significant effect on the retention of employee.

Appraisal Vs Retention: On the basis of our findings the null hypothesis is rejected, appraisal has significant effect on the retention of employee.

Training And Development Vs. Retention: On the basis of our findings the null hypothesis is rejected, Training has significant effect on the retention of employee.

These findings show that the dependent variable i.e. Employee Retention is directly proportional to independent variables i.e. Employee Empowerment, Compensation, Appraisal and Training & Development.

Conclusion

As what the study has shown, there are significant relationship between the factors of training, compensation and appraisal on Institutes and Universities of NCR lecturer's retention. However, the factor of empowerment is not so significantly related to employee retention as founded from this study. This reflects the major finding of this study on how different culture might have different expectation on determining their employment satisfaction and retention. Prior to the result, the study provide empirical evidence that supports all the above independent variables to be significantly affecting the employee retention. Most of the researchers agree with these statements as shown in literature review by providing all the empirical evidence from each study's result. Hence, the formulated hypotheses are constructed according to these researchers' fundamental findings as foundation, and awaited to be tested in later stages through this study's result.

Suggestions & Recommendations

This study is having broader aspect as the findings are showing a positive behavior with all variables with retention of employee but it demands further study to describe the nature of employee behavior. All the data are sufficient for study but I can make further study by providing more qualitative questions. There are two further ways in the progression of this research, first is increasing the sample size and second is conducting the descriptive study on the same respondents. Now in order to increase the sample size the questionnaire needs to be reworked on i.e. making it more efficient (i.e. removing repeated, ambiguous, irrelevant questions and shortening the size of the questionnaire etc.)

Limitations

In this research, I encountered a few limitations..

- Short Time Frame – To complete the research, I have to gathered information, collected supporting document, conducted survey and analyzed the results within limited time.
- There are many other factors influencing the employee's retention except the empowerment, compensation, training and appraisal.
- Respondent's feared in giving information.
- Although this research is adopted with questionnaire investigation and concise questions to the best of one's ability it is still not known whether the respondents can substantially understand the original contextual meaning of the questionnaire to show the results with a true reflection.
- Authenticity of the of the response

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Table (2.1) & (2.2):

Regression Statistics	
Multiple R	**0.773055274**
R Square	**0.597614457**
Adjusted R Square	**0.463485943**
Standard Error	**107.4225889**
Observations	**5**

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	**1**	**51415.16**	**51415.16**	**4.455536**	**0.125270147**
Residual	**3**	**34618.84**	**11539.61**		
Total	**4**	**86034**			

Table (2.3):

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	**-81.59504376**	**187.0553**	**-0.43621**	**0.69217**	**-676.88849**	**513.6984**	**-676.888**	**513.6984**
X Variable 1	**1.589979349**	**0.753254**	**2.110814**	**0.12527**	**-0.807211316**	**3.98717**	**-0.80721**	**3.98717**

Table (3.1) & (3.2):

Regression Statistics	
Multiple R	**0.741178394**
R Square	**0.549345412**
Adjusted R Square	**0.399127216**
Standard Error	**26.5767936**
Observations	**5**

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	**1**	**2583.022**	**2583.022**	**3.656983**	**0.151779**
Residual	**3**	**2118.978**	**706.326**		
Total	**4**	**4702**			

Table (3.3):

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	**-45.53053398**	**46.27826**	**-0.98384**	**0.397737**	**-192.809**	**101.7475**	**-192.809**	**101.7475**
X Variable 1	**0.356377225**	**0.186358**	**1.912324**	**0.151779**	**-0.2367**	**0.949452**	**-0.2367**	**0.949452**

Table (4.1) & (4.2):

Regression Statistics					
Multiple R	**0.827119**				
R Square	**0.684125**				
Adjusted R Square	**0.578834**				
Standard Error	**94.06978**				
Observations	**5**				
ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	**1**	**57496.63**	**57496.63**	**6.497437**	**0.084016**
Residual	**3**	**26547.37**	**8849.124**		
Total	**4**	**84044**			

Table (4.4):

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	**-183.532**	**163.804**	**-1.12044**	**0.344135**	**-704.83**	**337.7652**	**-704.83**	**337.7652**
X Variable 1	**1.681385**	**0.659623**	**2.549007**	**0.084016**	**-0.41783**	**3.7806**	**-0.41783**	**3.7806**

Table (5.1) & (5.2):

Regression Statistics	
Multiple R	**0.75053**
R Square	**0.563296**
Adjusted R Square	**0.417728**
Standard Error	**106.4923**
Observations	**5**

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ANOVA					
	df	***SS***	***MS***	***F***	***Significance F***
Regression	**1**	**43884.14**	**43884.14**	**3.869642**	**0.143847**
Residual	**3**	**34021.86**	**11340.62**		
Total	**4**	**77906**			

Table (5.3):

	Coefficients	***Standard Error***	***t Stat***	***P-value***	***Lower 95%***	***Upper 95%***	***Lower 95.0%***	***Upper 95.0%***
Intercept	**-132.542**	**185.4355**	**-0.71476**	**0.526357**	**-722.68**	**457.5964**	**-722.68**	**457.5964**
X Variable 1	**1.468925**	**0.746731**	**1.967141**	**0.143847**	**-0.90751**	**3.845357**	**-0.90751**	**3.845357**

Evolution of Contract Labour Law in India: A Critique of Regulatory Objectives and Development Post-SAIL Judgment

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Abstract

Although Contract Labour system is prevalent for centuries in India, a codified system of rudimentary nature is traceable to ex-princely states with the objective of safeguarding the interests of the subjects. Even after independence, there was no substantial development till the parliament passed Contract Labour (Regulation and Abolition) Act-1970. Several judge-made laws are in place in between to address some issues but not addressed in its right perspective. Even today, the law is not self sufficient to cover the whole gamut of issues covering the contract labour. A journey into the legal system – both codified and judge made – would lead us to an inference as to whether the law is adequate or the system is sufficient to achieve its objective.

Keywords: Contract Labour, Regulatory Framework, India

Contract Labour as seen by authors

Dr. Shakuntala Mahawal says that a contract labour is a person who is hired, supervised, contracted and remunerated by a contractor, who in turn, is compensated by the user enterprises (Mahawal,2004)[1] A labour who possesses the criteria of having indirect relationship with the firm or an establishment and wage payment, is a contract labour. So a contract labour becomes an indirect employee of the firm or an establishment. Saxena (1986)[2] has rightly said about the causes of non-involvement of the firm or industry regarding the contract labour. A contract labour is neither on pay roll nor is paid directly. This is the essence of the concept of contract labour.

Vast majority of the workers working as contract labour, work under pathetic conditions, for long hours with low wages as compared to permanent workers doing similar work. Many of the social security benefits like provident fund, sickness/ insurance, gratuity, privilege leave with pay and so on, are properly not provided to a contract labour. Because of uncertainty of tenure, frequent changes in contracts and contractors, lack of proper employment records and a number of other similar factors, a contract labour finds it extremely difficult to get organized and fails in getting most of his legitimate dues (Dr.Sanjay Upadhyaya)[3]

Indian scenario

Contract Labour system in Indian Industries – whether manufacturing or service sector – has invited the attention of policy makers for the last 100 years. Government actions in this area have begun as early as 1861.The genesis of government concern in this regard can be traced back to the decade beginning with1860, when a modest legislative action was initiated with reference to the contract labour employed in plantations (Mathur, 1989)[4]. From then onwards up to the setting up of Royal Commission on Labour in 1929, most of the protective and ameliorative measures can be characterized as sporadic, limited, and half-hearted.

The miserable conditions of contract labour and the need for action was highlighted by all committees set up during the years that followed the Royal Commission's Report. The strong concern generated by such recommendations forced the government into action and several measures to regulate their working conditions have been taken especially since 1947.

Problems and issues of contract labour were taken up in the second five year plan, which highlighted the need to regulate the working conditions of contract labour. The case of Standard Vacuum Oil Refinery Company Vs Their Workmen set a significant trend by laying down criteria in respect of certain types of work on which contract labour should be abolished.

The Indian labour conference recommended legislative action at its 19th & 20th session, for abolition of contract labour system, taking into consideration the reports of the labour bureau. A draft legislation on contract labour was assigned to the tripartite committee, which was debated at length throughout. A comprehensive regulatory framework for contract Labour was recommended by the National Commission of Labour (1969), which finally resulted in the Contract Labour Regulation and Abolition Act being enacted.

Indian Judicial Approach

More than 100 judgments on various aspects of contract labour have been delivered by the Hon. Supreme Court since the enactment came in force. All major concerns of contract labor have been addressed in these judgments, clarifying majority of the issues in relation to the Act, for example appropriate government, individual disputes raised by direct workmen supporting the cause of contract labour, abolition of contract labour system under article 32 of the constitution, other issues such as the effect of the abolition of contract labour system on contract labour, non-registration by principal employer, sham contract, and the status of canteen workers engaged through contractor, etc.

A jurisprudential visit to the judgments reveals that the High Courts and Supreme Court have played an extremely important role in interpreting the various expects of the Contract Labour Act. The analysis further reveals that the judicial approach, while dealing with the various issues pertaining to contract labour, was pro-labour in the past. Though at times there have been minor deviations, they have been corrected by the judiciary itself in due course. The courts have interpreted section 10 through contradictory judgments, upholding the constitutional validity of the section under the Act (Alembic Chemical Works Co. Ltd. Vs. State of Gujarat, 1996 [ILLJ 584 (Guj.D.B.)].

Judicial debate

What happens to the labour after abolition of job in any industry? There are two opposite views on the matter. In case of Air India Statutory Corporation Vs. United Labour Union 1997 [ILIJ 1113 (SC)] landmark judgment, the moment the contract labour system stands prohibited u/s 10 (1) of the Act, the embargo to continue as contract labour is put to an end and contract worker becomes regular employee of the establishment . The honorable apex court observed that "--this behalf, it is necessary to re-capitulate that on abolition of the contract labour system, by necessary implication, the principal employer is under obligation to absorb contract labour. The linkage between the contractor and the employee stood snapped and direct relationship stood restored between the principal employer and the contract labour as its employees. Considered from this prospective, all the workmen in the respective services working on contract labour are required to be absorbed in the establishment of the appellant"

However the Supreme Court held otherwise in the Case of SAIL vs National Water Front Workers' Union in 2001 and held that there cannot be automatic absorption of contract labour by principal employer on issuance of notification by Government for abolition of contract labour. The Court observed that "We have already referred to the statement of objectives and reasons of the Act elsewhere in this judgment which also does not allude to the concept of automatic absorption of the contract on issuance of notification for prohibition of employment of contract labour".

"In the light of the above discussion we are unable to perceive in section 10 any implicit requirement of automatic absorption of contract labour by the principal employer in the concerned establishment on issuance of a notification by the appropriate Government under section 10 (1) prohibiting employment of contract labour in a given establishment ". (Steel Authority of India Ltd., Ors. Vs. National Union Water Front Workers & Ors. (AIR 2001 SC)

It is pertinent to refer to the salient features under the Act that it deals with regulation and abolition of contract labour system in any establishment. The act basically aims at providing a set of safe guards for the vast majority of labour working under a contractor (employer) in any establishment which belongs to the principal employer. The legislators thought it prudent to regulate the contract labour system rather than to go for abolition at the first instance. Therefore elaborate arrangements have been made in accordance with section 10 of the Contract Labour Regulation and Abolition Act, 1970 to deal with various aspects of the contract labour system.

For the purpose of regulation, the act provides for better service conditions akin to that of regular employees of the establishment and mandates to provide similar welfare facilities to a contract labour working in any establishment and ensuring minimum wage guarantee. The act also mandates to provide facilities like restroom, canteen facility, washing facility, a good working condition, special facilities for the woman worker, social security measures like Provident Fund, Gratuity, sickness benefit under ESI scheme, maternity benefits in accordance with Maternity Benefits Act, bonus, other allowances including house rent allowance. When regulation is sufficient and there is scope for engagement of contract labour in any establishment, the law doesn't come as a bar for its continuance subject to condition that contract labour should not be engaged if the job is permanent or perennial in nature, and sufficient number of permanent workmen can be deployed for a considerable period.

In order to take up abolition, the government has an advisory setup called Contract Labour Advisory Board to examine any job in an establishment requiring abolition. The appropriate government is competent to take up any job within the purview of its evaluation for the purpose of abolition in accordance with section 10 of the contract labour regulation Act. The view expressed by Honorable Supreme Court in Air India case was an extreme view when the court held that soon after abolition the contract labour becomes permanent employee of the principal employer. The court failed to take into account the legal requirement in the purpose of the legislation under section 10 of their contract labour regulation Act. However the Honorable Court had the opportunity to rectify its mistake in a later judgment in 2001 in the case of SAIL and overruled its own judgment rendered in Air India case.

The background in which the judgments' were passed bears the testimony of the socio-economic condition, and economic policy of the government prevalent then. The liberalization policy of the government coupled with globalization influenced the economic system of the country and accordingly the law relating to economy underwent a change, so also the judgments of the Honorable Supreme Court in interpreting those laws. Unfortunately the labour laws were not addressed in it right prospective to synchronize with the economic development and economic policy of the country. Therefore the contradiction in judicial approach as discussed about existed for some time.

The extreme view expressed in Air India case by the Supreme Court was not compatible with the economic policy of the country, as also the intention of the legislators expressed in the contract labour regulation and abolition Act. Be that as it may, the contract labour system is to exist and shall continue in India due to unemployment of the vast majority workforce and economic necessity. The eagerness of the Honorable Court to see the welfare of the contract labour has prompted to deliver judgment in support of abolition and consequential absorption. The impact of globalization and liberalization policy adopted by the government compelled the court to revisit the judgment, and contemporary need of society is reflected in SAIL judgment.

The implementing authority, that is the labour department – both state and central, even though vested with power to regulate, at times due to other consideration fail to take cognizance of ground reality, circumstances prevailing in industry, the living condition of the work force and mechanically hold in favour of abolition, as a result of which the objective and purpose is defeated. Government being the enforcement agency supposed to act on the mandate of the act, it is not reflected in their action many a times and the poor worker resigns to destiny.

The demand for absorption of the contract labourers in an establishment arises out of economic necessity and as a matter of security for employment and to ensure a better wage structure, with guaranteed Social Security measure. The disparity between the service condition of a regular employee and that of the contract labour, some real and some perceived, is the root cause for raising demand for absorption.

It is the settled position of law in India that the contract Labour cannot directly approach the High Court or the Supreme Court to claim absorption in any establishment. The position was settled way back in 1995 in the case of RK Panda vs Steel Authority of India Ltd. However it is often demanded by the contract labour union for absorption of the contract labour in the establishment. This provokes to probe into the real cause for such a demand.

Claim for Equal Wages for Equal Work and the Artificial Distinction

The artificial distinction between the regular employees and the contract labour in an establishment is the root cause basing on which all managements try to differentiate the employment with a view to reduce employment cost, resulting in deprivation of benefit to a contract worker.

Normally the contract labour is employed for doing unskilled job in an organization even if some of them have the knowledge to perform semi-skilled or skilled job and in fact they do perform semi-skilled or skilled job. They are cited as the workforce of the unskilled category in order to avoid payment of higher wages. It is also seen that the regular employees and the contract labour work side by side and perform similar jobs. The distinction is artificially created by citing factors such as educational qualification, training, responsibility, dependability, amenability to discipline, quality and quantity in performance of any given job. The resulting effect of the aforesaid factors places a contract labour in a subordinate position/disadvantageous position and because of unemployment fear, in case the matter is raised before the authorities, they resign to their fate and tend to satisfy themselves with the minimum wages received.

There are a number of jobs which are basically unskilled in nature and are being performed by regular employees as well as contract labour in several organizations in India, as the following illustrate: Job of Driver, Mali, Safai Karamchari, Conservancy Staff, Watch & Ward, and Caretaking staff. These jobs are performed by regular employees as well as contract labour, but the disparity in their wage because of the aforesaid factors remains a problem without any solution.

In the past, the Courts in India were sympathetic towards contract labour, and whenever there was opportunity to address the issue in very many judgments, they have held that a contract labour is entitled to equal pay for similar work. Of late, the High Courts and the Supreme Court have accepted the arguments advanced by the managements and in every opportunity, they have negated the claim of the contract labour for 'equal pay for equal work'. It is noteworthy to refer to the following judgments of the Hon'ble Supreme Court, wherein Apex Court of the country has rejected the demand for 'equal pay for equal work' on very many grounds and referring to the factors mentioned above:

In the case of Federation of All India Customs & Excise Stenographers Vs Union of India (1988 SCR 998), Hon'ble supreme court observed that "the problem about equal pay cannot always be translated in to mathematical formula". In the case of Govt. of West Bengal Vs Tarun Kumar Roy [2004 (1) LLJ 421], Supreme Court held that, "Only because the nature of work is same, irrespective of educational qualification, mode of appointment, experience, and other relevant factors, the principle of equal pay for equal work cannot apply." In the case of Union of India Vs PK Dey [2000 (8) SCC 580] Supreme Court held that "granting of pay parity by the court may result in a cascading effect and reaction which can have adverse consequence." The following cases also throw light on the same issue:

- State of Haryana Vs Tilak Raj (2003 Vol.II LLJ 487)
- State of Haryana Vs Chandrajit Singh [2006 (1) LLJ 431]
- Asif Hamid Vs State of J&K (1989 SCR 19)

The resultant effect of the judgment of the Hon'ble Supreme Court and the fact of creating artificial distinction as stated above are the root causes to deprive the benefit available to the contract labour, not only in the matter of equal pay but also in the area of other amenities and benefits. Every management has the tendency to circumvent the regulation with the support of the aforesaid judgments and indulges in practice of hiring contract labour with minimum payment so as to save cost. Due to the insecurity prevailing in the labour market, the contract labour does not venture to raise a protest and accepts what is being paid to them, to maintain their livelihood.

The principal employer, and for that matter the employer(contractor), often resort to practices with the motive of reducing cost/increasing profit, which are otherwise illegal, by circumventing procedure/ rule, as a result of which the labour is deprived of his legitimate dues. For example a contract purposefully is brought to an end before completion of five years to avoid liability under various labour laws, including gratuity. Though such practices look legal, it is unethical and can be treated as unfair labour practices. The retrenchment compensation is another example, in the manner of calculation to circumvent the law.

Post SAIL Judgment
The landmark judgment in SAIL case, holds the field and has clarified much confusion created due to Air India judgment. A five judge bench of the honorable Supreme Court examined all aspects and the matter was settled at rest with reference to the employer and employee relationship between the principal employer and a contract labour, the authority over the establishment, whether automatic absorption after abolition of the job is notified by the government and the status of the contract labour after abolition of the job and whether automatic absorption is the consequence once the job is a abolished. While answering the proposition, the honorable Supreme Court held that automatic absorption is not envisaged under the act and therefore the judgment of Air India was not the correct position of law. Honorable Supreme Court was pleased to overrule Air India judgment in SAIL.

Honorable Supreme Court in SAIL judgment provided two riders which hold the field in post sail judgment era. Honorable Supreme Court held that if it is the statutory responsibility of the organization, deployment of contract labour in such job should be discouraged and they will be entitled to claim absorption as regular employee. Also honorable Supreme Court is of the view that if the contract is sham and camouflage, the contract labour is will be entitled to absorption as regular employee.

After the SAIL judgment in 2001, honorable Supreme Court had occasion to examine issues arising out of aforesaid riders and without hesitation held in some cases that the contract labour is entitled to be absorbed in the establishment. The following serve as examples in this regard:

- Indian Overseas Bank Vs Staff Canteen workers union (2000):
  Canteen contract labours are workers under Factory Act. If abolished by notification, they become permanent employees.
- Bharat Fritz Werner Ltd -Vrs-Karnataka (2001)

To discharge a statutory obligation of running a canteen is of the factory owner/ principal employer. Contract labours if engaged would be indeed employees of the principal employer
[NTPC-Vrs-Kari Pothoraju (2003)].

Symbiotic Relationship
The symbiotic relationship is the need of the hour between the employer (contractor), the principal employer, and the contract worker, which would ultimately help industry to maintain continuity in the manufacturing/service activity with a human touch towards labour force, and it would help the contract labour to maintain livelihood with a decent wage structure.

There is old age grievance of the trade unions that the labour is being exploited from time immemorial. Even though at the present juncture, it is not based on concrete proof, it can be eradicated if a human touch is given to the contract labour in the field of their employment. In India, unemployment looms large and therefore, it forces the vast work force to accept under-employment and the contract labour are the burning examples of such under- employment, resulting in deprivation of a fair wage and other statutory benefits recognized under law.

Unfortunately, the labour enforcement authorities act like regulator without a pro-active role. Often they resort to antagonize the management with a view to gain cheap popularity amongst the trade unions, as a result of which the management and for that matter the contractor, are the principal employers who take a stubborn stand. Ultimately the purpose of conciliation fails and the contract labour is left to the destiny without any benefit prescribed under law. An overhauling is the need of the hour and if necessary, the rules and regulations need a fine tuning to address the malady.

Unfortunately, the economic laws were changed and judgments were passed keeping in view the globalization and economic liberalization policy of the govt. but the labour laws and all judgments on labour laws were not synchronized with the govt. policy to advance the economy. The labour law scenario - both legislative and judicial – remains the same for the last 20-30 years without any change in their approach. Government has to take the leadership in this regard for a fine tuning of the rules & regulations along with labour administration.

Conclusion

At the end of the analysis, keeping in view the socio economic condition of the vast labour force, the objective of the law is not to abolish the contract labour system but to regulate the same so that the labour force in the unorganized sector at least maintains a livelihood by their employment as contract labour. Therefore, contract labour system has to exist in this country but the contract labour should be viewed as human being and honorable citizen of India.

End-notes

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Industrial Relations System Model for Cement Industries of Odisha

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Abstract

Cement industry is one the core industries of Odisha. India is the fourth largest cement producing country in the world. It is expected to be next to China during the coming decade in cement production. At present the average per capita consumption in India is 71kg as against the world average of around 240 kg. The industry has an annual turnover of about Rs. 12,000 crores. It pays nearly Rs. 4500 crores to the national exchequer, as excise duty, sales tax and railway freight etc. There is a phenomenal growth in country's production from 15000 T.P.A during 1914 from 7019 million tons during 1995-96. 86% of its capacity is claimed by the private sector. Public sector claims only 14% of its capacity. The cement industry in India claims for an employment potential of over 1.25 lakhs.

Keywords: Industrial Relations, Systems Model, Cement Industry, Odisha, India

Introduction

Cement industry is one the major core industries of Odisha. India is the fourth largest cement producing country in the world. It is expected to be next to China during the coming decade in cement production. At present the average per capita consumption in India is 71 kg as against the world average of around 240 kg. The industry has an annual turnover of about Rs. 12,000 crores. It pays nearly Rs. 4500 crores to the national exchequer, as excise duty, sales tax and railway freight etc. There is a phenomenal growth in country's production from 15000 T.P.A during 1914 from 7019 million tons during 1995-96. 86% of its capacity is claimed by the private sector. Public sector claims only 14% of its capacity. The cement industry in India claims for an employment potential of over 1.25 lakhs.

Next to Madhya Pradesh, Odisha is the leading cement producing state in the eastern zone of the country. It accounts for 11.85% of the total cement production in India. After fulfilling its domestic demand, it supplies its surplus to its neighboring states of West Bengal, Bihar and Madhya Pradesh. Besides, it also exports to Bangladesh and Nepal. Cement industry in Odisha is one of the oldest and largest manufacturing industries of the state both in terms of units and employment potential. It contributes substantially towards the total value of production, makes maximum use of locally available inputs and meets demand of the state as well as of the nation.

Rationale of the study

Industrial relations is one of the major challenges before the cement industry in Odisha. There are three key participants namely, employer, employees and Government in the industrial relations scenario of the industry. Major industrial relations problems in the industry relate to wage, wage differentials, bonus, allowances, DA and VDA, working conditions, living conditions, supervisor-subordinate relationship, attitude of workers towards employers and level of job satisfaction of employees. The industrial relations scenario apparently appears to be peaceful but there exists shimmering discontentment among the workers (Bhol, 2013). As a result, either the central trade unions of cement industry or the local trade unions functioning in the plant level serve strike notice in a gap of every four years. It is a recurring feature of industrial relations in the cement industries. Central Government in Ministry of Labour or State Government in Labour and Employment Department intervene in the matter and settles the issues by conciliation as an authority under the provisions of the Industrial Dispute Act. The relationship between employees and employer is a mix of faith and doubts. There is a deficit of trust between and among the parties of industrial relations in cement industries of Odisha.

The emergence of the principle of wholeness is the starting point of the systems concept. Difficulties associated with innovation and change have led to the adoption of the systems approach in many fields. The relevance of this approach is well recognized in fields like engineering, defence, management etc. The term ‘Systems Approach’ came into prominence only during World War II, but as known today it is burrowed from the content of systems engineering, operations research and system analysis. In the words of Silvern (1972), systems approach is a method for analyzing and realizing the values, goals and policies of human enterprise. The method makes explicit the structure or organization of an orderly whole, clearly showing the interrelationships of the parts to one another and to the whole itself. According to Cyrs Jr. (1976) “systems approach suggests a methodical approach to problem solving that is explicit, objective and comprehensive”.

In the fields like defence, management and industry, the term ‘systems approach’ is rather a prestigious one. In management, it is relatively a new metaphor and probably the brightest technology. Like all other man mane systems the management system has a set of inputs which are subjected to a process, designed to produce certain outputs which are intended to meet the requirements of the overall objectives of the system. Systems approach is a tool developed to make the management of organization successful, holistic, responsible, logical, self-corrective and flexible (Kaufmann, 1976). In the words of Ryan (1985), “the purpose of systems approach is to optimize outcomes by maximizing the utilization of the available resources”. This purpose is best realised when a systems approach is employed to planning, implementing and evaluating outcome of system.

The application of the systems approach in the field of management is one of the most significant achivement. As systems model provides tangible answer in the solving problems of the organization. In case of cement industry, an effort is undertaken to recommend industrial relations systems model to ensure harmonious industrial relations between employees and employer in the cement industry of Odisha.

Systems Analysis, Systems Synthesis Development of Model of Industrial Relations System in Cement Industries of Odisha and its validation

The process of developing a model of Industrial Relations System is based on specialised ways of thinking and it has to undergo through following stages namely, systems analysis, system synthesis and systems modeling.

Systems Analysis

Analysis provides glimpses into parts and operations of the system. Systems analysis is thinking. Kershaw and McKean (1959) emphasised that systems analysis is one of the techniques which aims at determining the most efficient and economic methods. Black (1966) explained it as “a method of analysing a situation or a problem by identifying objectives and available resources to attain objectives”. Meals (1967) maintained that systems analysis consists of viewing the whole as an integration and interaction of its parts and identifying problems. Borko (1967) has defined it as “a formal procedure for examining a complex process or organisation reducing it to its component parts and relating these parts to each other and to the unit as a whole in accordance with an organisational objectives. Knezevich (1969) proposes that systems analysis enhances decision making by framing problems so that appropriate objectives and relevant environment are presented sharply by collecting and arranging data significant to the decision. It provides a framework that permits the judgments of experts in numerous fields so as to yield results which transcends individual judgments. It enables persons to achieve solutions and raise probing questions in a universal language (Hartley, 1976).

Systems analysis is a means by which the entire process in question may be holistically viewed while allowing for explicit input output and process analysis of each component. Systems analysis as technique has a greater role in the field of human resource management. It establishes effectiveness criteria and looks at the relationship between the product of the systems and objectives of the systems. The systems analysis and systems synthesis play a very important role in the development of model of Industrial Relations System. Its analysis begins with an existing system. The analysis of the existing system is considered vital as it provides scope to analyse the strength and weakness of the individual components and the whole system in order to solve the related problems. The analysis of present industrial relations system in different cement industries in Odisha were conducted to visualise the performance of existing system and to develop a model for the system improvement. An analysis in details is presented in the following pages.

Employees, employer and Government are the main actors of industrial relations system. Employees and employer play a key role in an industrial relations system. Government plays role of mediator, arbitrator and adjudicator in balancing relations between the employers and employees by its intervention. Employees are represented by their trade unions. Employers represent themselves or through their Associations. Ministry of Labour, Government of India and Department of Labour and Employment and Ministry of Labour, Government of Odisha perform the task of mediator, arbitrator and adjudicator as the case may be. The relations between the employer and employees are governed by the statutory provisions of the Industrial Disputes Act, 1947, Payment of Wages Act, Trade Union Act, 1926, Payment of Bonus Act, Payment of PF Act, Payment of Gratuity Act, Factories Act, 1948.

In the context of cement industry in Odisha the sample employers are:

i. OCL India Ltd., Rajgangpur.
ii. Ultratech cement, Jharsuguda.
iii. ACC Cement, Bargarh cement Works

Cement Manufacturers Association is the association of employers: It participates in the National Settlements to determine the service conditions and living conditions of employees working in cement industries.

The employees of the cement industries are represented by the following trade unions.
OCL India Ltd., Rajgangpur.

i. Utkal Shramik Sangh
ii. Odisha cement Mazdoor Sangh
iii. Sundergarh Industrial Mazdoor Union
iv. Gangpur Shramik Sangh
v. Sundergarh Mazdoor Sangh
vi. Odisha Cement Workers union
vii. Rajgangpur Shramik Sangh

ACC Cement, Bargarh Cement Works, Bargarh.

i. Bargarh Cement Workers Union
ii. IDCOL cement Mazdoor Sangh
iii. Hira Cement Shramik Sangh

Ultratech Cement, Jharsuguda

i. Jharsuguda Cement works Karmachari Sangh.
ii. Jharsuguda Cement workers Union.

Following central trade unions are also functioning in national level and participate in the national settlements for revision of wages and other benefits of the workers working in the cement industries:

i. All India Cement Workers Federation
ii. Indian National Cement workers federation.
iii. Akhil Bharatiya Cement Mazdoor Sangh.

The structure of Labour Commissioner, Government of Odisha is depicted in Appendix-V.

Both Central Government and State Government act as mediator, arbitrator and adjudicator within the framework of the Industrial Disputes Act, 1947. Collective bargaining, Conciliation Arbitration and Adjudication are the platforms to settle and prevent the disputes. In other words, bi-partite and tri-partite bodies are constituted to prevent and settle industrial disputes. Cement Industry in Odisha is not an exception to it. The actors namely employer, employees and Government interact with each other within the framework of organisation and economy to make rules in order to govern their workplace. Such rules indeed make industrial relations scenario harmonious in the organisations. The arrangements made in the legal frame of Industrial Disputes Act help to prevent strikes and lock outs. In other words, rule-making is the outcome of industrial relations system. These rules in turn govern the behaviour of the employees and employers.

Rules were formulated basing on the recommendations of the following Wage Boards, Awards of the Board of Arbitration and National Settlements for the workers working in the cement industries and implemented in the workplace for ensuring harmonious industrial relations. The rules pertaining to wages, bonus, allowances, regularisation of contract labour, management of welfare funds etc. emerged from the industrial relations system of cement industries in form of recommendations and terms of settlements:

- Recommendations of the First Wage Board, 1959.
- Recommendations of the Second Wage Board, 1967.
- Awards of the First Board of Arbitration, 1978.
- Awards of the Second Board of Arbitration, 1982.
- National Settlement, 1989.
- National Settlement, 1992.
- National Settlement, 1996.
- National Settlement, 2000.
- National Settlement, 2003.
- National Settlement, 2005.

ACC Cement Bargarh Cement works and Ultratech Cement, Jharsuguda follow the recommendations of National Settlements made in the national level U/S 12(3) and 18(3) of Industrial Disputes Act. OCL India Ltd., Rajgangpur remained outside the purview of the National settlement. OCL India Ltd., Rajgangpur and its recognised trade union arrived into following memorandum of settlements for its workers through the Deputy Labour Commissioner, Rourkela:

- Memorandum of Settlement, 1986
- Memorandum of Settlement, 1990
- Memorandum of Settlement, 1995
- Memorandum of Settlement, 2000
- Memorandum of Settlement, 2003
- Memorandum of Settlement, 2009

The outcome of these settlements in the form of rules was followed in OCL India Ltd. for better industrial relation scenario. In addition to the above certified standing orders of OCL India Ltd., Rajgangpur, ACC Cement Bargargh cement Works and Ultratech Cement, Jharsuguda play an important role in maintaining discipline within the industry. Grievance redressal mechanism also redresses the grievance of the employees and prevents to convert individual disputes into industrial disputes in the cement industries of Odisha.

The terms of the National settlements in the national level and memorandum of settlements in organisational level in case of OCL India Ltd., Rajgangpur covered aspects such as wage, productivity, bonus, house rent allowance, dearness allowance etc as a matter of principle and practice as an output of industrial relations system in cement industries of Odisha. Wage is the price paid for hiring labour. Wage fixation, wage payment and wage differential constitute the main causes of industrial disputes. The wage board, memorandum of settlements and National settlements are platforms to determine wages for all category of employees working in the cement industries. These tri-partite bodies worked out wage structure based on the principles of fair wages. The wages were revised and terms of employment are determined in every four years.

The dearness allowance, variable dearness allowances were paid to the employees of cement industries basing on All India Consumer Price Index. It helped the employees to face inflation. House rent allowance, conveyance allowance, education allowance, leave travel allowance, washing allowance, dust allowance and uniform allowance were paid to the employees on the basis of recommendation of the settlements. Bonus was paid to employees according to the provisions of the Payment of Bonus Act as incentives. Bonus was determined and paid annually to the workmen by the employer. Contract labour constitutes a major segment of workforce in cement industries in Odisha. Their working conditions and living conditions of contract labourers were also determined in the settlements. In OCL India Ltd. contract labourers were regularised on the pay roll of the company by virtue of the settlement.

Employees Benefit Fund created to pay the legal heir of the deceased workers who dies on account of accident in course of and out of employment as a matter of practice in

OCL India Ltd. by virtue of its Memorandum of Settlements. Capacity to pay of the industries is a major determinant in determining the terms of settlement. The audited balance sheets after the payment of dividends to the shareholders were taken into consideration for determining the capacity to pay of the employer. The tri-partite bodies made a rule to regulate the Industrial Relations system in cement industries of Odisha. Both employees and management personnel appreciated the institution of collective bargaining as the suggested mode to settle the disputes. But, in practice, Government plays an important role by intervening between the employees and employer to arrive at memorandum of settlement under section 12(3) and 18(3) of the Industrial Disputes Act. Both at the national level and the organisational level there is a tradition of giving strike notice after the expiry of the settlement to the employer by the trade unions. Consequently, Government calls both union and management to settle on their charter of demand. Voluntary arbitrations also failed to settle the disputes in national level. Conciliation, arbitration and adjudication play an important role in shaping the destiny of industrial relation system.

The analysis of existing industrial relations system also reveals that wages, bonus, DA and other allowances, capacity to pay of the employer, conciliation, arbitration and adjudication are major components of industrial relations in cement industry. Favourable attitude of the employees towards employer was considered as the soul of industrial relations. The level of job satisfaction of employees contributed towards maintaining harmonious industrial relation in the cement industries in Odisha. In addition to the above components favourable attitude of employees towards employers and higher level of job satisfaction were the important dynamics of Industrial Relations System in the cement industries in Odisha. Conciliation considered as the strength of the Industrial Relations System and more reliance on the tripartite bodies for rule-making to govern the workplace was the major weakness. Outside trade union leadership was the threat to Industrial Relations System. Relatively higher job satisfaction and favourable attitude of employees towards employer were the opportunities in which employer should work out a suitable industrial relation policy to make the industrial relations scenario harmonious in order to ensure higher productivity, better production, greater market share and higher profit.

Synthesis of the System

In designing or developing a new system, system synthesis is employed. Ryan (1985) opines that synthesis involves the identification of elements which the developer wants to include in the new or modified system. The survey of the related literature and systems model revealed that there is a large number of components of Industrial Relations System which could be employed to enhance the quality of industrial relations in different work environment. After the review of different empirical evidences and the analysis of the existing Industrial Relations System, useful components of the system were identified. The synthesis of the system was made and relationship among the components were studied and established rationally. During the synthesis of the system, the following four principles were identified and employed (Ryan, 1969):

1) Determine compatibility: A system should be designed for real life environment. Industrial Relations System is not an exception to it. The more the system is compatible with its environment the more efficient the system operations.
2) Determine optimisation: A system is designed to accomplish the goal of an organisation. It also helps in its effective operations. The structure of the organisation should be designed in such a way to make the organisation compatible with its environment and to accomplish its goal effectively, efficiently and economically. Achievement of goals, in turn is a result of optimal structural arrangements within the scope of the organisation.
3) Determine the wholeness: The components of the system should be treated as a whole. The effectiveness of the components helps in effective system operations. The components are not exclusive but inclusive to the systems.
4) Determine systematisation: The components of the system are initially related to one another. Their interaction indeed helps in the operation of the system. The interaction of the components should be systematic so as to ensure the effective function of a system by a policy or a strategy.

So, taking into consideration all of the above aspects the following components of Industrial Relations Systems were identified.
1) Define the Industrial Relations Problem.
2) Task Analysis.
3) Industrial Relations Objectives.
4) Assessment of the behaviour of actors of industrial relations.
5) Development of dispute prevention/Resolution strategy.
6) Selection of Industrial relations Strategy.
7) Prescription of Industrial Relations Policy and strategy for ensuring industrial peace.
8) Revision / Feedback.

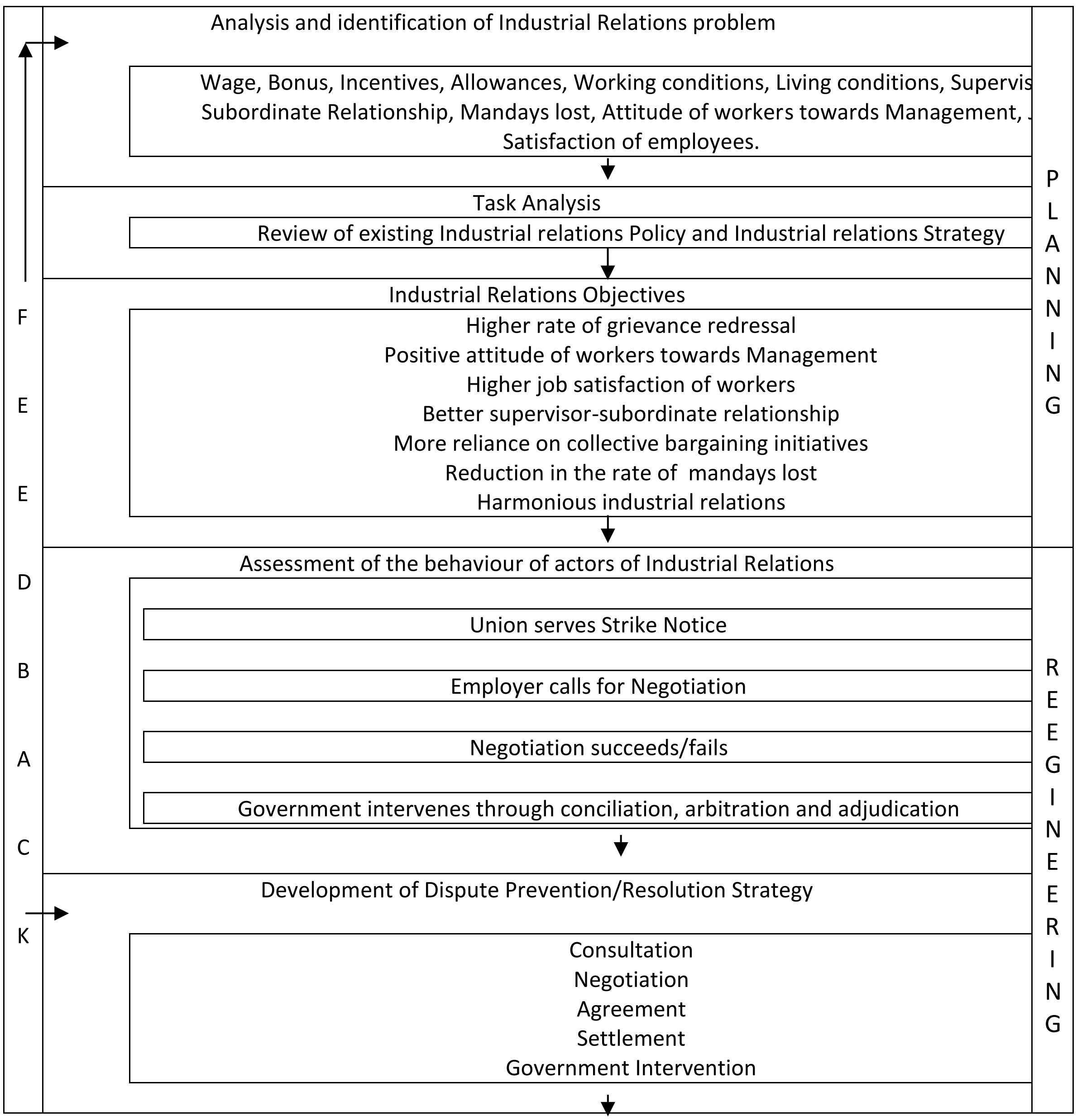
Systems Modelling

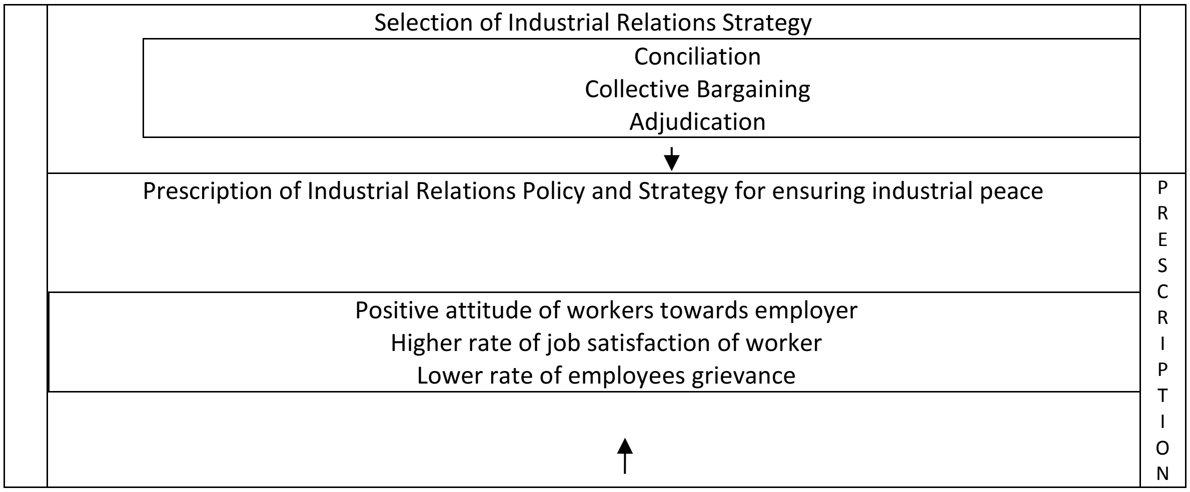
A model is a symbolic and simplified representation of a system. It plays an import aspect in systems study. Model in its most generalised sense denotes, the construction of an organised set of components of a system. According to Gerlach and Ely (1971) "a model is a description or an analogy used to visualise in simplified fashion, something which is not easily observed. When a model is used without constraint, it can serve as a powerful aid". Razik and Elsie (1985) pointed out that "a model is a graphic representation of a process that should not be construed as a process itself but rather as an aid for planning and organising the actual process.

The rationale behind the modeling approach is that true understanding of system must rely on the formulation of models. The basic premise in modeling is to explain the interconnections of the components and predict the output. Ryan (1985) maintained that after the system synthesis, when the elements are identified, a flow chart model of the new or modified system can be produced. The model will depict the elements in the

system and will show the way in which the elements are related. Once the model of the new or modified system has been reengineered taking the environment into consideration, it can be prescribed or recommended for achieving the desired goal.
The flow chart for the model of Industrial Relations System was developed taking the selected components into consideration and has been given in the following page (Figure 1).

Model for Industrial Relations Systems in Cement Industries of Odisha (Figure No.:1)





Validation of Model

The model of industrial relations systems for cement industries of Odisha was distributed to ten industrial relations professionals as trade union functionaries working in the cement industry to validate the model rationally. The model was given to the professionals and trade union functionaries along with the literature related to the development of the systems model. The professionals and functionaries critically evaluated the model and opined the model as appropriate and relevant for the cement industries of Odisha.

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Employee Perceptions on Retirement Decisions: Embracing Superannuation or Organizational Policies and Practices?

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Abstract

Purpose: The aging workforce in any organization needs more developed policies and practices with a view to encourage such a workforce for better performance. This paper aims to examine employees` perceptions on factors effecting retirement decision either on superannuation or premature in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District.

Research Methodology: The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (371out of 967) by employing sample size determinants like: confidence level, confidence interval and population. The questionnaire consists of factors like; age criteria, financial, health, intrinsic, organizational policies and practices, personal factors and autonomy of retirement decisions. All the 371 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. IBMSPSS.20 is employed as a statistical tool for data analysis.

Findings: The collected data reveals that organizational polices sand practices have positive relationship with other traditional factors considered for the study.

Research Implications/Limitations This study shows that organizational policies and practices can play a key role on employee perceptions on retirement decision either on superannuation or voluntary. Further research can be held with more samples by extending the area of research.

Keywords: retirement decision, age criteria, intrinsic, autonomy of retirement decisions.

Introduction

It is critical on planning for the future for any employee at entering to workforce and nearing retirement age. Aging workforce increases fiscal burdens but provides opportunities to downsize the organization. Bharat Sanchar Nigam Limited (BSNL) has challenges on handling its grey haired employees and struggling on occupying market leadership as a cellular Mobile Service Provider (CMSP). The human capital of BSNL is converted from strength to weakness and threatening to better opportunities because of organizational policies and practices. The word “Voluntary Retirement Scheme”(VRS) raises the ears and fingers of BSNL employees. It is unclear how recognized retirement factors (age criteria, financial, health, intrinsic, organizational policies and practices, personal factors and autonomy of retirement decisions) of BSNL employees affect their perception on retirement either on superannuation or premature. This paper tries to examine perceptions on factors effecting retirement decision either on superannuation or premature in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District. This is correlation type of study and used primary data by consisting of factors like; age criteria, financial, health, intrinsic, organizational policies and practices, personal factors and autonomy of retirement decisions to know the employees` perception. The collected data are analyzed with various statistical tests like; scale reliability test, descriptive statistics, factor analysis and regression analysis including other applicable tests to meet the objectives.

Research Gap and Research Problem

This study demonstrates that how employees of service sector react on their retirement decisions either on reaching to superannuation or premature decision. Their response on various factors affecting retirement decision is taken into consideration from the retired and retiring employees of Bharat Sanchar Nigam Limited, Vadodara. Some researchers and academicians have contributed research work on perception towards retirement decision other than country like India. The reasons for retiring are individual and influenced by a number of factors. There are three main factors that contribute to older workers’ decisions about retirement—health, financial circumstances and employment opportunities. Psychological factors such as diminished job attachment, satisfaction with career attainment, and anxieties about separation from the workplace are also reasons for retiring A little work is contributed on factors affecting retirement decision by employees of Indian public service enterprise. In this study, it is tried to bridge the knowledge gap between perceptions on retirement decision by retiring and retired employees in a service sector like Bharat Sanchar Nigam Limited. The study may help on understanding effects on retirement decision taken by BSNL employees of Vadodara Telecom District.

Implications of study

The purpose of this study is to examine perceptions on factors effecting retirement decision either on superannuation or premature in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District. The respondents having demographic of retiring and retired employees and have some traditional factors affecting their retirement decision and can be helpful to policy framers and adopters on employee retirement for better social security to the retired employees of BSNL. This study also indicates that organizational policies and practices can play a key role on employee perceptions on retirement decision either on superannuation or voluntary.

Objectives of study

(1) To study the factors affecting the retirement decisions in context to BSNL employees of Vadodara Telecom District.

(2) To evaluate the most influential factor affecting the retirement decisions in context to BSNL employees of Vadodara Telecom District.

Research Questions

RQ1: Is there any significant relationship between organizational policies & practices and age factor of BSNL employees, Vadodara Telecom District?

RQ2: Is there any significant relationship between organizational policies & practices and financial factor of BSNL employees, Vadodara Telecom District?

RQ3: Is there any significant relationship between organizational policies & practices and health factor of BSNL employees, Vadodara Telecom District?

RQ4: Is there any significant relationship between organizational policies & practices and intrinsic factor of BSNL employees, Vadodara Telecom District?

RQ4: Is there any significant relationship between organizational policies & practices and personal factor of BSNL employees, Vadodara Telecom District?

RQ5: Is there any significant relationship between organizational policies & practices and autonomy of retirement decisions factor of BSNL employees, Vadodara Telecom District?

Review of Literature

This section of the study presents the review of literature of past studies on the research problem selected by the researcher. Such a review would facilitate in getting a comprehensive knowledge of the problems studied earlier and will enable the researcher to perceive, understand, adopt, modify and formulate an improved conceptual frame work for use in the current study with a view to draw meaningful and useful conclusions.

The success of VRS depends on its ability to attract larger number of targeted employees to accept the scheme at the least cost to the organization and its least negative influence on retained manpower (Zamutto and Cameron, 1985). Some studies (Zamutto and Cameron, 1985) indicate that people who carry high self-efficacy have high propensity of leaving the organization while the under productive employees may stay longer with the organization. It is likely to create difficulties to achieve higher performance in the organization.

Ekerdt, Kosloski, and DeViney (2000) found that workers age 51 to 61 who considered themselves to be within 15 years of retiring showed extended involvement with retirement. Hansson et al. (1997) argued retirement is rarely based on one influence alone, but that several variables affect the decision. According to Patrickson and Ranzijn (2004), individuals have 'bounded choices' about retirement, each needing to take into account the constraints of their financial position, health situation, and motivation to work.. In contrast, Parnes and Sommers (1994) described some older workers who were 'shunning retirement', based on their good health, continued psychological commitment to work, and dislike of retirement. In Australia, the Australian Bureau of Statistics (1998) asked those aged 45 and over when they intended to retire from full-time work.

An individual's financial situation includes issues of savings, personal and superannuation, housing ownership, other investments, dependence of others (children, elderly parents, and sick relatives), and expected income stream from combined pension and superannuation, and adequacy of health insurance (Karoly & Rogowski 1994; Wise 1996; Patrickson & Ranzijn 2004). In other words, the older Baby Boomers are already becoming financially sandwiched in their need to provide for two other generations' (O'Neill 1998, p. 178). Moreover, the likelihood that government-funded social service payments will dwindle and individuals will need far more to financially fend for themselves, suggests that some older workers will be forced to continue working because they will be unable to live on their accumulated savings, superannuation and pension (Schwartz 1999). Evidence from the USA supports this possibility, as that country's economic crisis recently resulted in some older workers not being able to retire, and some retirees returning to work, because of their reduced retirement savings and investments (Kadlec 2002; Clement 2004). Leonard (1999, p. 28) reported a study finding a growing number of employers were asking older workers to remain on the job, and many of these older workers were staying on, not because of financial needs, but because their work colleagues had become like family to them, and 'their pride and self-esteem are also linked to the notion that they are making a contribution to society'. Gardyn (2000) argued money was not the main motivator for older workers continuing to work, instead, the main motivators were found to be the desire to keep active and to maintain social interaction with others and to feel productive.

Sheen (1999, p. 6) reported the major reason for retiring is ill-health or injury. Parnes and Sommers (1994) similarly argued one of the key influences of continuing to work was individual good health. Wolcott (1997) found the main reasons for retiring at any age were family, health redundancy/employment, partner considerations, and other reasons, such as wanting to pursue different activities. From such findings, it seems clear that health is a factor in retirement intentions. Another important health factor is the health of the worker's partner (Talaga & Beehr 1995). It is found if their partner is in poor health, men will continue to work to provide greater financial resources, while women will tend to leave the workforce, in order to directly care for their sick partner.

Drucker (2001) criticised human resource managers for not supporting older workers and continuing to favor younger people. Some research suggests that some older workers—particularly those in professional occupations—would be interested in working longer simply because they enjoy the job tasks and stimulation provided by colleagues (Leonard 1999, p. 28). Similarly, Hansson et al. (1997) suggested the third category of reasons why employees retire early was the psychological factors related to job satisfaction (the first categories related to financial and health issues). However, dissatisfied employees were looking and finding alternative ways of being rewarded, including lifestyle choices and satisfaction outside the workplace (Driver 1985).. Consequently, retirement is now viewed by many as a period of enjoyment and creative experience (Phillipson 2004).

Employees' autonomy in the workplace refers to their ability to make decisions about how and when to undertake workplace tasks (De Jonge 1995), Early retirement was related to low levels of autonomy in job tasks among males in Norway (Blekesaune & Solem 2005). Moreover, Hansson et al. (1997) and Salter (2003) argued the decision to retire was related to the choice to retire, rather than being forced to retire. There is a debate about whether employees' perceptions of autonomy in the workplace affect other factors such as job satisfaction, particularly for professionals (Hundley 2001). Whilst Patrickson and Ranzijn (2004) argued individuals make the decision to retire based on their 'bounded choices' when considering their financial position and health situation, it seems likely that other factors (such as their perception of autonomy about when to retire) may affect how they perceive these factors. The Indian telecommunication industry de-monopolized and BSNL has started to restructure it by downsizing the organization because major hierarchical changes drive downsizing.(Freeman ,1994)Sam Government report also arged on minimizing the employees(Report 9 of 2006.para 2.11-2.15.2) Pitroda committee (2011) for voluntary retirement scheme for BSNL employees also recommended on minimal requirement and proper utilization of human power as a life support to BSNL.

Research Methodology

The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (371out of 967) by employing sample size determinants like: confidence level, confidence interval and population. The questionnaire consists of factors like; age criteria, financial, health, intrinsic, organizational policies and practices, personal factors and autonomy of retirement decisions..All the 371 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, factor analysis, regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. IBMSPSS.20 is employed as a statistical tool for data analysis. The following sample size formula is determined (Daniel, 1999)

$$n=\frac{Z\,P(\ -P)}{d^2}$$

where n = sample size, Z = Z statistic for a level of confidence, P = expected prevalence or proportion (in proportion of one; if 20%, P = 0.2), and *d* = precision (in proportion of one; if 5%, *d* = 0.05).

The hypotheses are formulated in the following manner for the purpose of examining association amongst factors considered for the study.

H01: No significant association between organizational policies & practices and age factor of BSNL employees, Vadodara Telecom District.
H02: No significant association between organizational policies & practices and financial factor of BSNL employees, Vadodara Telecom District.
H03: No significant association between organizational policies & practices and personal factors of BSNL employees, Vadodara Telecom District
H04: No significant association between organizational policies & practices and autonomy on retirement decisions of BSNL employees, Vadodara Telecom District

Results and Discussion

Table-1 of annexure indicates brief profile of respondents. The key characteristic of respondents is intending retirement, retiring on superannuation and already retired. Male respondents are registered as 335.(270 working + 65 retired)..Female respondents are registered as 36(28 working + 8 retired).Age group of respondents is 55-60 years for 298(80.3%) who are working employees in BSNL Vdodara Telecom District.73 ((19.7%) respondents are retired. All the respondents found as married. The education level of respondents is from high school level (37 i.e.10%) to college level (331 i.e. 90%). Both executive (37 i.e. 9.9%) and non-executive (334 i.e.90.1%) employees//retired employees have responded for this study. Their salary is ≤ five lakhs rupees for 48(12.9%) and the rest of the have salary range between 5-10 lakhs rupees 250(67.4%).The pensioners are 73(19.7%) whose pension is between 10,000-30000)rupees. The working experience is less than 30 years is 18 years (4.9%) and 353(95.1%) respondents have working experience of more than 30 years.

Table-2 of annexure indicates the results on scale reliability test for scaling technique applied for questionnaire design. Cronbach's Alpha (α) is a measure of internal consistency that is popular in the field of psychometrics The Cronbach's Alpha coefficient for internal consistency reliability test was used for each scale in this research model. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. George and Mallery (2003) provide the rules of thumb: like; _ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor and _ < .5 – Unacceptable. The results indicated that all scales satisfied the requirement for reliability. 5 –point Likert scale technique is applied (Likert R ,1931) All Cronbach's Alphas of the scales were higher than .60. The range of alpha value is observed between 0.707 -0.789.It interprets that the internal consistency of items are acceptable for further analysis. Total 371 responses entered with 33 items. No item was excluded.
Table-3 of annexure indicates the results on elementary transformation of data analyzed..The mean range is between 2.96 -3.26.The mode observed at 2 and 5.The standard deviation is in the range of 1.59-1.63.

Table-4 indicates the results on factor analysis of analyzed data. Fiedel (2005) says that in general over 300 cases for sampling analysis is probably adequate. There is universal agreement that factor analysis is inappropriate when sample size is below 50. Kaisen (1974) recommend 0.5 as minimum (barely accepted), values between 0.7-0.8 acceptable, and values above 0.9 are superb. In this study, KMO results are in the range of 0.583-0.695(table-4a to table-4g). Bartlett's test is another indication of the strength of the relationship among variables. This tests the null hypothesis that the correlation matrix is an identity matrix. In this study, total 40 items are investigated with seven factors. Hogarty et al. and McCollum et al. (1999) and Hogarty et al.(2005) noted that, "our results show that there was not a minimum level of N or N:p ratio to achieve good factor recovery across conditions examined". The KMO values of different factors are barely accepted and allows for further investigation.

The table-4h indicates the results on total variance explained. The "Total Variance Explained" table shows the eigenvalues, which are the proportion of total variance in all the variables which is accounted for by that factor. A factor's eigenvalue may be computed as the sum of its squared factor loadings for all the variables. A factor's eigenvalue divided by the number of variables (which equals the sum of variances because the variance of a standardized variable equals 1) is the percent of variance in all the variables which it explains. The ratio of eigenvalues is the ratio of explanatory importance of the factors with respect to the variables. If a factor has a low eigenvalue (<1.0), then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more important factors. The table shows 7 factors, one for each variable. However, only the first seven are extracted for analysis because, under the Extraction options, SPSS was told to extract only factors with eigenvalues of 1.0 or higher. The "Initial Eigenvalues" and "Extraction Sums of Squared Loadings" columns are the same, except the latter only lists factors which have actually been extracted in the solution. The "Rotation Sums of Squared Loadings" give the eigenvalues after rotation improves the interpretability of the factors (we used Varimax rotation, which minimizes the number of variables which have high loadings on each given factor). Note that the total percent of variance explained is the same but rotation changes the eigenvalues for each of the extracted factors. That is, after rotation each extracted factor counts for a different percentage of variance explained, even though the total variance explained is the same.

Table-4i of annexure indicates on the results of communalities. Communalities indicate the amount of variance in each variable that is accounted for Initial communalities are estimates of the variance in each variable accounted for by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. Small values indicate variables that do not fit well with the factor solution and dropped from the analysis.Age5 (i.e." It is wasteful to force employees to get retirement") and Fin2(i.e. I shall support my family members financially after retirement") have value is less than0.5.The rest of the have considerable value for investigating correlations.

Table-4j indicates on results of component matrix. This table contains component loadings, which are the correlations between the variable and the component. Because these are correlations, possible values range from -1 to +1.

Table-4k indicates results on rotated component matrix. It shows the factor loading for each variable. In this study, OPP7 (i.e." BSNL business can be maximized by treating retirees as channel partner by reserving the quota") and PF1(I.E." Family conditions forced me to take retirement") have more than 0. 9 factor loading against the tested variables.
Component Transformation Matrix displays the correlations among the components prior to and after rotation. Table-4m & table-4n in annexure shows on the results on component transformation matrix. The further investigation is conducted on the basis of above results on factor analysis from table4a -4n.

Table-5 indicates on results of regression analysis conducted for testing the following hypothesizes.
H01: No significant association between organizational policies & practices and age factor of BSNL employees, Vadodara Telecom District
H11: significant positive association between organizational policies & practices and age factor of BSNL employees, Vadodara Telecom District

Table-5 indicates the results on regression analysis. Model summary part of table-5 shows the results on R.Rsquare and adjusted R square for OPP3*Age1-5..Adjusted R square=0.708(i.e.70.8%) which represents the correlation. It indicates a high degree of correlation. The adjusted R^2 value indicates how much of the dependent variable "organizational policies & practices"(OPP3) can be explained by the independent variable,"Age1-5 ANOVA part of table-5 shows that the statistical significance of the regression model that was applied. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. Coefficient part of table-5 shows that information on each predictor variable. Unstandardized coefficient β value is 0.912 for Age3 (i.e. Age and job satisfaction are related with each other.") t-value is 27.520 for Age3.which is enough greater, F value 180.417 which is also large .In this situation, the values of adjusted R square, standard error of estimate, square of sum, mean square are also large. So that, there is significant relationship between OPP3 and Age3.That is why H01 is rejected and H11 is accepted. It can be concluded that there is significant positive relationship between organizational policies and practices and age factor.

H02: No significant association between organizational policies & practices and financial factor of BSNL employees, Vadodara Telecom District

H02: Significant association between organizational policies & practices and financial factor of BSNL employees, Vadodara Telecom District

Table-5 indicates the results on regression analysis. Model summary part of table-5 shows the results on R square and adjusted R square for OPP1*Fin1-4..Adjusted R square=0.926 (i.e.92.6%) which represents the correlation. It indicates a high degree of correlation. The adjusted R^2 value indicates how much of the dependent variable "organizational policies & practices"(OPP1) can be explained by the independent variable, Fin1-4. ANOVA part of table-5 shows that the statistical significance of the regression model that was applied. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. Coefficient part of table-5 shows that information on each predictor variable. Unstandardized coefficient β value is 0.936 for Fin1 (i.e. Money is an important factor on getting retirement.") t-value is 61.923 for Fin1.which is enough greater, F value is1153.483 which is also large .In this situation, the values of adjusted R square, standard error of estimate, square of sum, mean square are also large. So that, there is significant relationship between Fin1 and OPP1.(i.e. BSNL policy on employee retirement is unsatisfactory. Fin1: Family conditions forced me to take retirement) Table-5 also indicates the significant positive correlations between OPP2*Fin2.(i.e. BSNL has taken genuine care of my mental and physical health during my job career .Fin2: I shall support my family members financially after retirement) For OPP2*Fin2 the values are high>(R=0.955,R^2=0.912 and adjusted R^2 =0.911, sig.0.000 where p<0.05)The value of adjusted R^2 shows that the correlations between OPP2and Fin2 is 91.2%.The F value, β value and t value are also comparatively high.(F=948.362, β=0.932, t=51.913)It also constitutes significant positive relationship between OPP2*Fin2.For OPP3*Fin3, the values are high>(R=0.963,R^2=0.927and adjusted R^2 =0.926,sig 0.000 where p,0.05)The value of adjusted R^2 shows that the correlations between OPP2and Fin2 is 92.6%.The F value, β value and t value are also comparatively high.(F=1156.978, β=0.927, t=61.934) It also constitutes significant positive relationship between OPP3*Fin3(I am aware of HR policy aimed at encouraging employees to stay in BSNL*I have carefully made financial planning for future on getting retirement).It can be concluded for the last three results on OPP1*Fin1,OPP2*Fin2 and OPP3*Fin3 have significant positive relation. That is why H02 is rejected and H12 is accepted. It can be concluded that there is significant positive relationship between organizational policies and practices and financial factor.

H03: No significant association between organizational policies & practices and personal factors of BSNL employees, Vadodara Telecom District

H03: Significant association between organizational policies & practices and personal factors of BSNL employees, Vadodara Telecom District

Table-5 of annexure indicates the results on correlations between OPP1*PF1-6, OPP2*PF1-6, OPP4.PF1-6 and OPP5*PF1-6.For OPP1*PF1-6(R=0.896,R^2=0.803 and adjusted R^2 =0.796)The value of adjusted R^2 shows that the correlations between

OPP1and PF1 is 79.6%.The F value, β value and t value are also comparatively high.(F=245.788, β=0.886, t=32.560 ,sig 0.000where $p<0.05$).For OPP2*PF2 the relative values are high (R=0.918,R^2=0.842 and adjusted R^2 =0.838,sig 0.00 where $p<0.05$) The F value, β value and t value are also comparatively high.(F=323.025., β=0.928, t=34.456 ,sig 0.000where $p<0.05$).For OPP4*PF4,the relative values are also high(R=0.913,R^2=0.834 and adjusted R^2 =0.832,sig 0.000 where $p<0.05$) The value of adjusted R^2 shows that the correlations between OPP4and PF4 is 83.2%.. The F value, β value and t value are also comparatively high. (F=305.649, β=0.938, t=36.889, sig 0.000where $p<0.05$).In this case, OPP4 andPF4 (i.e." I would like to rejoin BSNL on demand "and "Changing work culture forced me to take retirement") have significant positive relationship. For OPP5*PF5, the relative values are also high(R=0.920,R^2=0.846 and adjusted R^2 =0.843,sig 0.000 where $p<0.05$) The value of adjusted R^2 shows that the correlations between OPP5and PF5 is 84.3%.. The F value, β value and t value are also comparatively high. (F=332.265, β=0.943, t=35.133, sig 0.000where $p<0.05$).In this case,OPP5 andPF5(i.e." I observed communicative gap between supervisory and top level management where I have worked for," and "My work related fatigue kinder me to retire") have significant positive relationship.

H04: No significant association between organizational policies & practices and autonomy on retirement decisions of BSNL employees, Vadodara Telecom District

H04: Significant association between organizational policies & practices and autonomy on retirement decisions of BSNL employees, Vadodara Telecom District

Table-5 of annexure indicates the results on correlations between OPP1*ARD1-4, OPP2*ARD1-4 and OPP4*ARD1-4. For OPP1*ARD1, the relative values are also high(R=0.866, R^2=0.786 and adjusted R^2 =0.844,sig 0.000 where $p<0.05$) The value of adjusted R^2 shows that the correlations between OPP1and ARD1 is 84.4%.. The F value, β value and t value are also comparatively high. (F=447.989, β=0.866, t=31.593, sig 0.000where $p<0.05$).In this case, OPP1 andARD1 (i.e." BSNL policy on employee retirement is unsatisfactory "and "Premature retirement decision is risky") have significant positive relationship. For OPP2*ARD2, the relative values are also high(R=0.877,R^2=0.769 and adjusted R^2 =0.767,sig 0.000 where $p<0.05$) The value of adjusted R^2 shows that the correlations between OPP2and ARD2 is 76.7%.. The F value, β value and t value are also comparatively high. (F=406.120, β=0.885, t=30.221, sig 0.000where $p<0.05$).In this case, OPP2andARD2 (i..e." BSNL has taken genuine care of my mental and physical health during my job career and "I have control over my retirement decisions") have significant positive relationship. For OPP4*ARD4, the relative values are also high(R=0.875,R^2=0.764 and adjusted R^2 =0.762,sig 0.000 where $p<0.05$) The value of adjusted R^2 shows that the correlations between OPP4and ARD4 is 76.2%.. The F value, β value and t value are also comparatively high. (F=406.959, β=0.886, t=31.752, sig 0.000where $p<0.05$).In this case, OPP4andARD4 (i.e. I would like to rejoin BSNL on demand and "Overall, retirement decision is a delightful moment" have significant positive relationship. That is why it can be concluded that there is significant positive relationship between organizational policies and autonomy on retirement decision. Thus, hypothesizes formed for the association between organizational policies (OPP) and age(Age) factor, organizational policies (OPP) and financial(Fin) factor, organizational policies (OPP) and personal factor(PF) including organizational policies (OPP) and autonomy on retirement decision(ARD) have observed significant positive relations.

Conclusion

The objective-1 and objective-2 are satisfied from the above discussion for this investigation. The factors are not covered for the purpose of regression analysis have observed poor results namely; health and intrinsic. It interprets that BSNL employees on perception towards health issue and intrinsic are not associated with organizational policies and practices. The association between organizational policies and practices and age factor shows that BSNL employees are aware with organizational HR policy. They also respond on importance of money after getting retirement, employee care responsibilities of BSNL management, personal family issues, health insurance issues, changing working environment and future planning after retirement. All these factors are proved as associated with organizational policies and practices. It can be further concluded that BSNL employees` perception on retirement concern with organizational polices and adoption by top level management is associated with each other.

Limitations and scope for further research

The results of this research have implications for BSNL management. The findings identify the significance of financial and organizational policies and practices in affecting employee's perception of autonomy when considering the retirement decision. This study has certain limitations like; time constraints, area of research, sample size determination and items considered for questionnaire to collect primary data. In this study, questionnaire for primary data collection is considered for three factors with 40 total items. Further research can be held by expanding area of research and with some more items for questionnaire. The sample size also can be increased. The study can be held by utilizing various models framed by the previous researchers.

Recommendations

- The BSNL employees can be encourage through HR policy to perform more effectively by managing their average age. Human capital can be converted as valuable "assets"
- Awareness programs towards financial planning after retirement should be organized by BSNL management.
- Retirement benefits should be awarded very promptly by BSNL.
- The BSNL management should strengthen emotional management with employees by considering personal factors like: social, health and financial.
- "Exit interview" program should be given adequate importance to avoid premature retirement cases.

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Demographic Profile (Table-1)

Sr.	Demographic Profile	Category	Frequency	Percentage%
1	Gender	Male(working)	270	90.3
		Male(Retired)	65	
		Total	335	
		Female(working)	28	9.7
		Female(Retired)	8	
		Total	36	
2	Age	55-60 years	298	80.3
		60+ years	73	19.7
3	Marital Status	Married	371	100
		Unmarried	0	0
4	Education	School Level	37	10.0
		College Level	334	90.0
5	Position	Executive	37	9.9
		Non-executive	334	90.1
6	Salary	≤ 5 lakh	48	12.9
		5-10 lakh	250	67.4
7	Pension	10000-35000	73	19.7
8	Experience	≤30 years	18	4.9
		> 30 years	353	95.1

Scale Reliability Test (Table-2)

Factor	Total Respondents	Excluded *	Valid	No of items	Measured Cronbach Alpha	Standard Internal Consistency	Decision
Age	371	0	371	5	0.712	$0.7 \leq \alpha < 0.8$	acceptable
Financial	371	0	371	5	0.707	$0.7 \leq \alpha < 0.8$	acceptable
Health	371	0	371	3	0.742	$0.7 \leq \alpha < 0.8$	acceptable
Intrinsic	371	0	371	3	0.722	$0.8 \leq \alpha < 0.9$	acceptable
Organizational Policies & Practices	371	0	371	7	0.789	$0.7 \leq \alpha < 08$	acceptable
Personal Factors	371	0	371	6	0.786	$0.7 \leq \alpha < 0.8$	acceptable
Autonomy on retirement Decision	371	0	371	4	0.704	$0.7 \leq \alpha < 0.8$	acceptable

Descriptive Statistics (Table-3)

actor	Total N	Excluded	Valid	No of items	Mean	Mode	Standard Deviation	Minimum	Maximum
Age	371	0	371	5	2.96	2	1.59	1	5
Financial	371	0	371	5	3.07	2	1.60	1	5
Health	371	0	371	3	3.19	5	1.62.	1	5
Intrinsic	371	0	371	3	3.16	5	1.62.	1	5
Organizational Policies & Practices	371	0	371	7	3.21	5	1.63	1	5
Personal Factors	371	0	371	6	3.26	5	1.63	1	5
Autonomy on retirement Decision	371	0	371	4	3.19	5	1.61	1	5

Factor Analysis (Table-4)

KMO and Bartlett's Test(age) 4a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.583
Bartlett's Test of Sphericity	Approx. Chi-Square	269.962
	df	10

	Sig.	.000

KMO and Bartlett's Test(financial)-4b

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		..628
Bartlett's Test of Sphericity	Approx. Chi-Square	357.991
	df	10
	Sig.	.000

KMO and Bartlett's Test(health)-4c

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.638
Bartlett's Test of Sphericity	Approx. Chi-Square	149.322
	df	10
	Sig.	.000

KMO and Bartlett's Test(intrinsic) -4d

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.606
Bartlett's Test of Sphericity	Approx. Chi-Square	144.004
	df	45
	Sig.	.000

KMO and Bartlett's Test(organizational policies & practices) -4e

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.681
Bartlett's Test of Sphericity	Approx. Chi-Square	1037.648
	df	10
	Sig.	.000

KMO and Bartlett's Test(personal factors) -4f

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.695
Bartlett's Test of Sphericity	Approx. Chi-Square	1093.722
	df	10
	Sig.	.000

KMO and Bartlett's Test(autonomy on retirement decision) -4g

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.666
Bartlett's Test of Sphericity	Approx. Chi-Square	234.819
	df	10
	Sig.	.000

Total Variance Explained(Table-4h)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
age	2.088	41.754	41.754	2.088	41.754	41.754
Financial	2.308	46.161	46.161	2.308	46.161	46.161
Health	1.768	58.592	58.592	1.758	58.592	58.592
Intrinsic	1.720	57.327	57.327	1.720	57.327	57.327
Organizational Policies& Practices	3.117	44.525	44.525	3.117	44.525	44.525
Personal Factors	3.126	52.108	52.108	3.126	52.108	52.108

Autonomy on Retiement Decision	2.012	50.298	50.298	2.012	50.298	50.298

Extraction Method: Principal Component Analysis.

Communalities (Table-4i)

Item	Item Statement	Initial	Extraction
Age5:	It is wasteful to force employees to get retirement	1	0.443
Fin2:	I shall support my family members financially after retirement	1	0.487
Health3:	I am much more health conscious after getting retirement	1	0.663
Intrinsic3	Work is worship	1	0.683
OPP7:	BSNL business can be maximized by treating retirees as channel partner by reserving the quota	1	0.912
PF3:	Time to enjoy life towards myself and life partner	1	0.916
IARD2:	have control over my retirement decisions	1	0.576

Component Matrix (Table-4j)

Item	Item Statement	Initial	Extraction
Age5	It is wasteful to force employees to get retirement	1	0.665
Fin5	I have enough financial strength on getting retirement	1	0.726
Health2	: Feeling tired after getting retirement at 50	1	0.814
Intrinsic3	Work is worship	1	0.827
OPP7	BSNL business can be maximized by treating retirees as channel partner by reserving the quota	1	0.779
PF1	Family conditions forced me to take retirement	1	0.589
ARD1	Premature retirement decision is risky	1	0.758

Rotated Component Matrix*(table-4k)

Item	Item	Component 1	Component 2
OPP7	BSNL business can be maximized by treating retirees as channel partner by reserving the quota	0.942	0.156
PF1	Family conditions forced me to take retirement	0.926	0.125

**only one component was rotated for the rest of the items Extraction Method: PCA*

Component Transformation (OPP)-

Component	1	2
1	.710	.705
2	-.705	.710

(Table-4m (Table-n)
Component Transformation Matrix(PF)

Component	1	2
1	.774	.633
2	-.633	.774

Extraction Method: Principal Analysis. Rotation Method: Varimax with Kaiser Normalization.

Regression Analysis(Table-5)

Model Summary					ANOVA						coefficients				
Factor*	R	R^2	Adjusted R^2	Std. Error Of estimate		Sum of square	df	Mean square	F	sig	Unstd coefficient		Std Beta	t	sig
	0.844	0.712	0.708	0.8791	Regression	697.256	5	139.451	180.457	0.000	Beta	Std error	Beta		
DV OPP3															
IDV :Age1-5					Residual	282.060	365	0.773			Age3	Age3	Age3	Age3	0.000
					Total	979.315	370				:0.912	0.033	0.900	27.520	
	0.963	0.927	0.926	0.4395	Regression	891.463	4	222.866	1153.483	0.000	Fin1	Fin1	Fin1	Fin1	0.000
											0.936	0.016	0.996	61.923	
DV :OPP1					Residual	70.715	366	0.193							
IDV :Fin1-4					Total	962.178	370								

Regression Analysis(Table-5)contd…..

Model Summary					ANOVA						coefficients				
Factor*	R	R^2	Adjusted R^2	Std. Error Of estimate		Sum of square	df	Mean square	F	sig	Unstd coefficient		Std Beta	t	sig
IV:OPP1 DV:ARD1-4	0.866	0.786	0.784	0.7499	Regression	755.792	3	261.931	447.989	0.000	Beta	Std error	Beta		
					Residual	206.383	367	0.562			ARD1	ARD1	ARD1	ARD1	0.000
					Total	962.178	370				:0.866	0.028	0.899	31.593	
IV:OPP2 DV:ARD1-4	0.877	0.769	0.767	0.7119	Regression	617.610	3	205.870	406.120	0.000	ARD2 0.885	ARD2 0.029	ARD2 0.913	ARD2 30.271	0.000
					Residual	186.039	367	0.507							
					Total	803.649	370								

**(Age1: Superannuation is the best option of getting retired Age 2: I have waited for my retirement age as an honorable way . Age3: Age and job satisfaction are related with each otherAge4: I feel that I am enough fit to keep work today Age5: It is wasteful to force employees to get retirement FIN1: Money is an important factor on getting retirementFIN2: I shall support my family members financially after retirementFIN3:I have enough financial strength on getting retirementFIN4I have carefully made financial planning for future on getting retirementFIN5: Financial deficit was the key reason on getting premature retirement PF1: Family conditions forced me to take retirementPF2My health insurance fund forced me to take retirement PF3: Time to enjoy life towards myself and life partnerPF4: Changing work culture forced me to take retirementPF5: My work related fatigue kinder me to retirePF6: My interest to settle in foreign countries ARD1: Premature retirement decision is riskyARD2: I have control over my retirement decisions ARD3: Exit interview on retirement is formality in BSNL ARD4: Over all, retirement decision is a delightful moment OPP1: BSNL policy on employee retirement is unsatisfactory: OPP2: BSNL has taken genuine care of my mental and physical health during my job career: OPP3: I am aware of HR policy aimed at encouraging employees to stay in BSNLOPP4: I would like to rejoin BSNL on demand : OPP5: I observed communicative gap between supervisory and top level management where I have worked for:OPP6: Retirement benefits should be given in prompt mannerOPP7: BSNL business can be maximized by treating retirees as channel partner by reserving the quota)*

Aligning HR Function and Business Goals: Indian Experiences

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Abstract
Over the past two decades or so, focus for a company's predominant sources of market value have shifted from tangible fixed assets to intangible assets. Procurement, management, development and retention of human resources are intangible activities whose objectives and method of operation are linked with strategic intent of the organisation. The earlier standard practice which has been traditionally accepted for easier operation in manpower management, were characterized by high degree of informality, intra and inter-organisational politics, fragmentation and the age-old static legal procedures. The direction of human resource management has changed with time due to sudden increase in competitor profile, demand from customers, changes in the organization structure, technology, and workforce and their expectation, education level and personality. In addition to these, management values and company culture have also turned towards professionalized approaches. Further, growing importance of various work practices like 'off - shoring', whereby one country sends the work to be performed by another country or the growing number of expatriate personnel, contingent and non-traditional employees, strategies of human resource management have not only to be modified but have to go hand in hand with corporate strategy of the company.

Keywords: Strategy, HR Functions, Alignment

Introduction

Over the past two decades or so, focus for a company's predominant sources of market value have shifted from tangible fixed assets to intangible assets. Procurement, management, development and retention of human resources are intangible activities whose objectives and method of operation are linked with strategic intent of the organisation. The earlier standard practice which has been traditionally accepted for easier operation in manpower management, were characterized by high degree of informality, intra and inter-organisational politics, fragmentation and the age old static legal procedures. The direction of human resource management has changed with time due to sudden increase in competitor profile, demand from customers, changes in the organization structure, technology, and workforce and their expectation, education level and personality. In addition to these, management values and company culture have also turned towards professionalized approaches. Further, growing importance of various work practices like 'off - shoring', whereby one country sends the work to be performed by another country or the growing number of expatriate personnel, contingent and non-traditional employees, strategies of human resource management have not only to be modified but have to go hand in hand with corporate strategy of the company. With this, the companies are also having needs to control cost and improve profitability. Research shows organizational effectiveness is critically linked with human resource management process. Improvement in productivity, quality and customer satisfaction do not occur simply through changes in the multiple management system. It also requires changes in the staffing, training, motivating, rewarding which also form integral part of the organisation. Otherwise the change efforts will fail.[1]

Brief overview of Literature on Strategic Linkage

Many studies were done on HR and its linkage with organizational performance which were mostly written in mid-eighties and in the later period in USA and UK.A few of them focused on the positive impact of HR practices on organizational performance. These studies were the pioneering work of Beer et.al. (1985) and Fombrun et al.(1984) and were quite influential in the area. Then there were Jeffery Pfeffer (1994,1998),Dave Ulrich(1997), Linda Gratton (2000) who have mostly used case studies to illustrate their main thesis of the positive impact of human resource practice on business performance. Their proposition on HR's strategic partnership was also largely accepted in industry and academics.[2]Dyer and Holder (1998) remarked that 'strategic HRM should provide unifying frameworks which are at once broad, contingency based and integrative. They also spoke on the three main features of strategic HRM like organizational level, focus and framework.[3] Henry and Pettigrew (1986) mentioned strategic HRM as coherent planning and designing of people as a "strategic resource" for the achievement of competitive edge.[4]

Lengnick Hall and Lengnick Hall (1990) also suggested that underlying rationale of in a business is the concept of achieving competitive advantage through HRM. Management of people is one of the key links in generating a competitive advantage.[5]Guest (1997) commented on the earlier research and mentioned SHRM is largely about integration. He identified five types of strategic fit concepts for full integration which is called 'fit perspective'[6] ·Beaumont(1992) noted the relationship between different types of business life cycle strategies like start-up, growth, maturity and decline and corresponding human resource strategies for all four stages.[7] Schuler and Jackson (1997)focused on Porter's classification on three generic business strategies i.e. cost leadership, differentiation and focus; and how HR practices can be designed to reinforce the implication of these strategies.[8]Hamel and Prahlad (1989) also argued that competitive advantage can be easily obtained if an organization can obtain and develop right kind of human resources that are able to learn faster and apply the learning more effectively than its competitors[9].

Referring Barney's resource based view Armstrong and Baron (2006)mentioned 'aim of a resource based view is to improve resource capability, achieving strategic fit between resources and opportunities and obtaining added value from effective deployment of resources[10].In depth academic research was done by Mark Husleid (1995) where he tried to consider impact of high performance work systems on various measures of performance. He found that “magnitude of return for investment in High Performance Work Systems are substantial”[11] Later, Becker, Husleid and Ulrich (2001) propounded that HR architecture must be aligned with the company’ strategy implementation process for being a strategic asset. HR alignment is possible only when organizational strategist also involves the HR head incorporate plan and also decides how and in which way HR is to be involved and add value in the planning and its execution. Figure 1shows HR alignment function where two dimension of alignment has been depicted in the diagram, the first (vertical axis)is the alignment between HR system that produces key HR deliverables and the requirement of company’s strategy implementation. The second alignment (horizontal axis) is between role expectation for HR function and the individual competencies required to put the role into action. [12] (figure 1). So a proper alignment function requires a coordinating system with sound competency base of HR professionals with a strategic focus to take the plan into final performance.

Objectives

Today the HR managers all over the world and also in India are facing lot of pressure to control and minimize cost. Some managers view the cost incurred by HR as overhead. This puts more responsibility on HR as well as the top management to prove the strategic importance of the department and the professionals in HR. Unlike other departments like operations, marketing, systems, HR faces a tough time to have financial grant from the corporate head office. The cost benefit analysis is also done before any new HR policy or programmes are initiated by identifying potential cost and benefits and calculating an ROI of the programme by using an appropriate index. HR managers can also scheme of HR Scorecard which manages 1) HR as a strategic asset and 2) demonstrate HR’s contribution to a company’s financial success. The objective of the present paper is to show how two large companies in the steel Industry one in the public sector another in the private sector have taken the initiative to align their HR policies and programmes with organization’s strategic planning and goals. These case studies have been done in an in depth manner to understand company’s vision, goals vis-à-vis the HR goals and activities and the linking strategies.

Case I: Tata Steel Processing and Distribution Ltd (TSPDL)

Steel Service Centre Industry is in existence in different parts of the world for more than a century. Traditionally steel mills used to produce in high volumes and deliver to their customers either directly or through their stockyards. Smaller customers used to get products from steel mill channel partners, like authorized distributor stockists, dealers etc. Steel Service Centre (SSC) emerged to bridge the gap between steel mills and end customers providing processing, inventory management and distribution services. With the presence of Steel Service Centres in late nineties in Indian supply chain industries got a new fillip. The tremendous business potential was realized by Tata Steel in the vast gap between steel producers and actual requirement of steel users and this prompted them to form an 80:50 joint venture in 1997 with Ryerson Inc. USA. Between

1997 and 2013, company grew from a turnover of 108 crores to 1645 crores firmly establishing itself as the dominant Steel Servicing Centre Company in the country. The company became a wholly owned subsidiary of Tata Steel in 2009. The company became the value adding entity and a strategic partner of Tata Steel. For TDSPL, Tata Steel is the largest customer as well as the target suppliers, TDSPL's Vision is to be a 'Benchmark in the Steel Service Industry for Service Excellence' and the company funds to achieve this vision through their (1) approach to the market, (2) product & service quality, (3) partnership and (4) the conduct. Over the years, TSPDL has developed a cosmopolitan culture that is characterized by youthfulness, openness, ethical behavior and respect for a concern for individual and community.

The entire workforce is guided by Tata Code of Conduct (TCOC) for ethical behavior and practices. The core competencies and linkage between mission and core competency is explained in figure 2 .TSDPL Creates value for customers by procuring Steel and then tolling, processing and delivering in desired lots. This involves micromanagement of large number of SKUs. This complex set of activity are being managed and aligned with company's mission in different stages.

The Leadership System of TSPDL as depicted in Figure 3 is guided by company's Core Values such as credibility, customer focus, continuous improvement, agility and teamwork.

This system consists of two broad categories of elements - Activities a leader must ensure to accomplish and Activities a leader cannot delegate. The leaders ensure accomplishment of activities which are shown in oval blocks. The other set which are shown as arrow lines are the ones which the leaders have to do themselves and cannot delegate. In order to promote the understanding of the Leadership system, a movie has been made so that across segments and locations, workforce members as well as all leaders have a common understanding of the Leadership system. Thedeployment of the organisational core values is through the Leadership System as well as through the Personal Actions of the Senior Leadership Team of TSPDL. TSPDL believes that the deployment of core values is not only at the workforce level but also to key supplier's partners and collaborators.

Strategy of TSPDL: TSPDL carries out its SPP as an organization wide initiative involving different levels of workforce and interaction with key stakeholders. The SPP has evolved through Evaluation & Improvements (E&I) over the years drawing inputs from TBEM assessment findings, strategy meetings, external views of industry consultants, etc. The company has a Strategic Planning Process that considers Vision and Mission of the Organization, takes inputs from stakeholders, understands their expectations and needs and translates these into actionable plans.The key process steps and key participants as depicted in figure 4 below is aligned to the Leadership System. Keeping the VMV in perspective, internal and external analysis are carried out which involve SMT and a cross section of officers at various levels. Tata Steel growth plans,Product Portfolio Matrix, McKinsey/GE Matrix, Ansoff Matrix etc. are usedto identify growth areas, areas of focus and targeted products and services portfolio.

These analyses are discussed in a Conference dedicated to Strategy discussion and formulation, organized every three years and attended by the members of the Board, key members of the SMT of Tata Steel (TSL), SMT, HODs, some Star Managers of TSPDL and special invitees like experts and consultants. This enables TSPDL to identify strategic directions by analyzing its present position with respect to competition, core competence, SWOT, future projections of competition, technology etc. Besides, the annual meet for strategy is also held with the Board of Directors and Senior Management Team to review the progress and changes that are required at that point of time.[14]

HR Vision: In TSPDL, HR manages its functions through a defined HR Process as a part of the Work Systems. The ST/LT plan of HR is aligned with the TSPDL's overall VMV, strategy and action plans derived from the SPP and deployed through HR Processes.

HR Plan: TSPDL has developed a Human Resource Plan to meet the key strategic objectives for effective implementation of the long and short term action plans. These plans address future requirement of workforce and potential changes to workforce capability and capacity. The progress on these plans is monitored through suitable measures. Such plans are reviewed during the Annual Strategy Meet and changes are made to meet any modification in the strategic action plans.

Initiatives to align HR strategies with business goals

TSPDL initiated the Wayne Brockbank Process Figure 5, which has helped to identify the cultural underpinnings required to drive high performance work systems in TSPDL. These were identified as ''Agile & Focused Team", "Customer Intimacy" and "Passion for Driving Value" by a team of more than 30% of TSPDL officers taking into consideration the "Environmental Trends", "Competitive Advantage" to help TSPDL become a high performance organization through organizational assessment. Processes have been implemented to imbibe these cultural pillars into the major HR interventions at TSPDL through agreed action plans. (See figure 5)

Case II: Rastriya Ispat Nigam Ltd, Vishakhapatnam Steel Plant (Vizaq Steel)

Rastriya Ispat Nigam Ltd, a Nabaratna PSE with 100% ownership held by Govt. of India is the corporate entity of Visakhapatnam Steel Plant. The company is the first shore based integrated steel plant at Visakhapatnam, Andhra Pradesh in India. This was fully commissioned in 1992 with a capacity of 3 MT liquid steel p.a. The company is now in the midst of commissioning and stabilizing its 6.3 MT p.a. facilities, which is the first phase of growth in line with its vision and mission. The company's broad vision includes 'sustaining profitable growth, deliver high quality and cost competitive products and be the first choice of customer and create an inspiring work environment to unleash creative energy of people'.[15]This is followed by mission, objectives and strategies of the organization. The strategic planning of the company is basically directed towards realization of the vision and mission. While the long term strategies provide the directional plan in the form of corporate plan, medium and short term strategies focus on the sustainability plan and roll on plan with focus on important aspects that drive the company towards its vision, mission and goals. This roll on plan address the issue of sustainability in its true sense for achieving Company's competitive advantage. This sustainability development (SD) Plan, initiatives and supporting policies are communicated, implemented and monitored for proper process alignment.

Operations in such an integrated steel plant are highly labour intensive. The core philosophy guiding HRM in VSP is to forge strong employee relations. Company is happy to have evolved a 'new work culture' of commitment, continuous improvement, concern for environment and appropriate systems put in place. Company's vision, mission values and objectives at the apex level form the guidelines for the HR policy strategy and plans. Employees are considered as greatest and most valuable resource. VSP is in the process of creating an enabling climate where in human talent gets the best opportunity for self-expression.

Initiatives for Alignment of HR Strategy and Business Goal

The main focus of Human Resource Management was initially on development of achieving rated capacity. This was shifted gradually towards involvement and motivation to sustain the performance and presently the focus is an development and redeployment with the expansion strategy in view. The HR policy of VSP reinforces the commitment of VSP towards all round development of its employees and aligns with business strategy. The essence of HR policy and HRD policy with linkage to the corporate strategy/objectives is given below.(see table 1,case II)

Table 1 Case 2

<table>
<tr><th><u>Essence of Objectives</u></th><th><u>Essence of HR Policy</u></th></tr>
<tr><td rowspan="3">Facilitate to excel in professional life and Imbibe right Attitude</td><td>• Work environment
• Transparency
• Empowerment
• Growth
• Communication</td></tr>
<tr><td><u>Essence of HRD Policy</u></td></tr>
<tr><td>• Attitudinal skills
• Training
• Learning & knowledge sharing
• Leadership development
• Behaviour, Self-expression, Efficiency, Innovativeness</td></tr>
</table>

The data gathered from various participative for a, open house, HOD for a, structured surveys etc. is the consolidated inputs and analysed and revised for preparing HR policies. The key HR processes, through which the salient features of the broad HR policy and HRD policy are deployed, are given below

- Employee relations (Employees assistance services)
- Grievance redressals, monitoring employee perceptions, Industrial
- Employee involvement (Participative involvement, Suggestions, Small group activities)
- Employee development
- Career advancement & Knowledge management

The various results that company achieves with respect to industrial relations, training programs, team working etc. are outcomes of these processes.

HR development contributes towards attitudinal changes and new competencies required to improve the working methodologies, in line with key requirements of the company. Some of the important changes in this direction are:-

- Shift from reactive to proactive engagement in safety issues.
- Shift from individual knowledge to organizational knowledge.
- Shift from functional orientation to process orientation - an ongoing activity.

The vision, mission & objectives (VMO) of the company are being percolated down-the-line along with various training and developmental sessions both behavioural and technical on "Production", "Productivity", "TQM", "TPM", "Safety" & Behavioural / Attitudinal Sessions including "Positive Attitude", "Creativity & Innovation", Communication Skills" etc. through "VMO Workshops" for Workmen. Till date, over 6500 employees have been trained in VMO awareness programmes.

Areas like "Work Culture", "Inter-Personal Relations", "Hygiene Factors", "Welfare leasures& their Effectiveness" were also included to gauge the emotional bonding VSP employees have with the company. (See table 2, case 2)

Table 2 Case 2

HR Process	HR Strategy	Impact
Employee relations		Improved commitment as mentioned by Shop Managers
Employee development	• Focus on 55 • Shop Floor HRD Programmes • External training including	Sponsored for foreign training

	foreign training	
Organizational learning & growth	Web-based Knowledge Management	1400 executives participated 8234 (cumulative) nos. Knowledge-Assets generated
Employee empowerment	• Empowerment of functional heads for AMR Committees • Expansion of Bipartite Committees in all areas	• Major AMR schemes cleared • More Transparency
Rewards & Recognition	Introduction of employees' instantaneous reward scheme	40 employees rewarded in '08 –'09

Table 3 Case 2 Aligning performance levels with organizational levels

Thrust areas and HR focus aligned to strategies of the company			
	1990 - 2000	**2000 – 2010**	**2010 – Till now**
Overall Strategy	Plant (3mtpa) commissioning and achieving the rated capacities	Operating the plant at higher than rated capacities	Commissioning and stabilization of 6.3Mtpa
HR Focus	Employee training and enhancing process expertise	Employee involvement and motivation to sustain the performance levels achieved	• Recruiting the best talent • Training on new / advanced technology • Rationalization of manpower to contain the employee cost through redeployment

As operations at an integrated steel plant are highly labour intensive, the core philosophy guiding HRM in RINL since inception is to forge strong employee relations to achieve the overall company objectives. The above table3 depicts the change of focus in-line with the overall company's strategy. (See table 3, case 3)

Sustainability Plan targets are deployed across the organization and cascaded as departmental objectives. Further KPI charts help in communication of action plans in line with the Sustainability Plan till section in-charge levels. Various performance targets and action plans thus cascaded from organization wide Sustainability Plan to dept. level and in turn to section level are incorporated as individual tasks and targets, achievement of which enables in meeting Sustainability Plan targets.

Training as a potential HR Strategy

The focus of training and development process in VSP has shifted from orientation of new recruits to updating and sustaining the skills and knowledge of the employees and preparing people for future challenges in line with the overall strategic direction of the company. Identification of competency gap against a competency checklist required for all the skilled jobs are fulfilled through on-the-job training, training programs at shop floor and through class room training etc. Specific training programs are planned based on strategic focus of the organization and also to suit departmental needs. Participants for such programs are also sent to various reputed institutes and the expertise gained by them is used for conducting in-house awareness programmes.

As envisaged in the HR Policy, empowerment of employees could be achieved only by providing the best possible opportunity to them and this objective could be achieved only through training. It is evident that only trained and empowered employees are capable of implementing innovative practices, including continuous improvement, activity-based costing, re-engineering and quality management etc. Thus, Training has been a potential HR Strategy in RINL.

Employee involvement and Empowerment as part of HR Strategy:

Employee involvement and empowerment are the key elements of HR policy of VSP. This is crucial for fostering a climate of participation, collaboration, developing mutual understanding and maintaining harmonious industrial relations. Apart from the various participative for a developed to meet the statutory regulations, VSP has designed specific for a focused purpose, thus encouraging employee involvement for gaining consensus and arriving at collective decisions to effect improvements in respective areas.

Some of the HR strategies aligned to the business goals are as under:

- Manpower Planning
- Training and Redeployment of existing Manpower
- Employment Involvement and Participation
- Employee Motivation, Recognition, Reward
- Organisation Work Culture/Discipline
- Employee Welfare & Work Environment
- Quality of Work Life & Quality of Life
- Industrial Relations
- Training and Management Development of employees
- Policies, Recruitment & Promotions
- Succession Planning

- Organisation Structure
- HR Strategies for retaining manpower

Concluding Remarks

The above cases have identified ways and mechanisms towards linking HR with business strategy and are working on it through the companies and managerial support. But the number of such companies is few because in spite of the growing understanding of the importance of alignment function, organizations today are not able to attach proper significance to this. A few limitations are observed in the regular HR practices this regard.

- The prevalence of excessively short term thinking on resource allocation in HR
- Immediate objectives and immediate problem solving being more important; these are taking lot of time and energy thereby long term activities are not getting priority.
- Varying attitudes and support of the top management hampering continuity of planning.
- Bureaucratic style of management and attitudinal blockade

Finally the status of HRM in large number of middle level and small industries are still under question. This concept needs to be broader based for its greater application.

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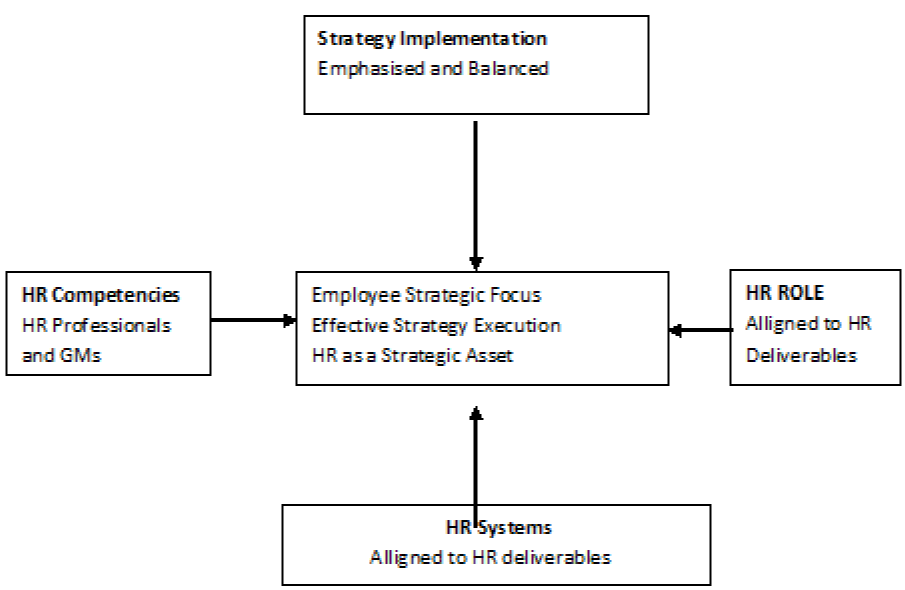
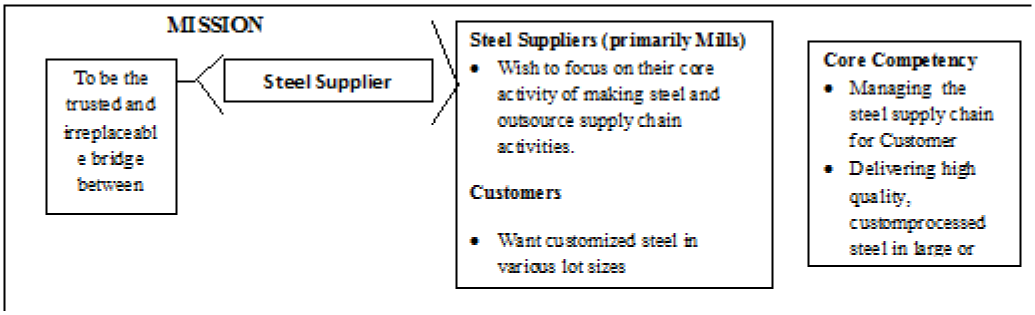
[Note: The author is thankful to the companies for their secondary reports, facts and presentations.]

Figure 1, HR Alignment

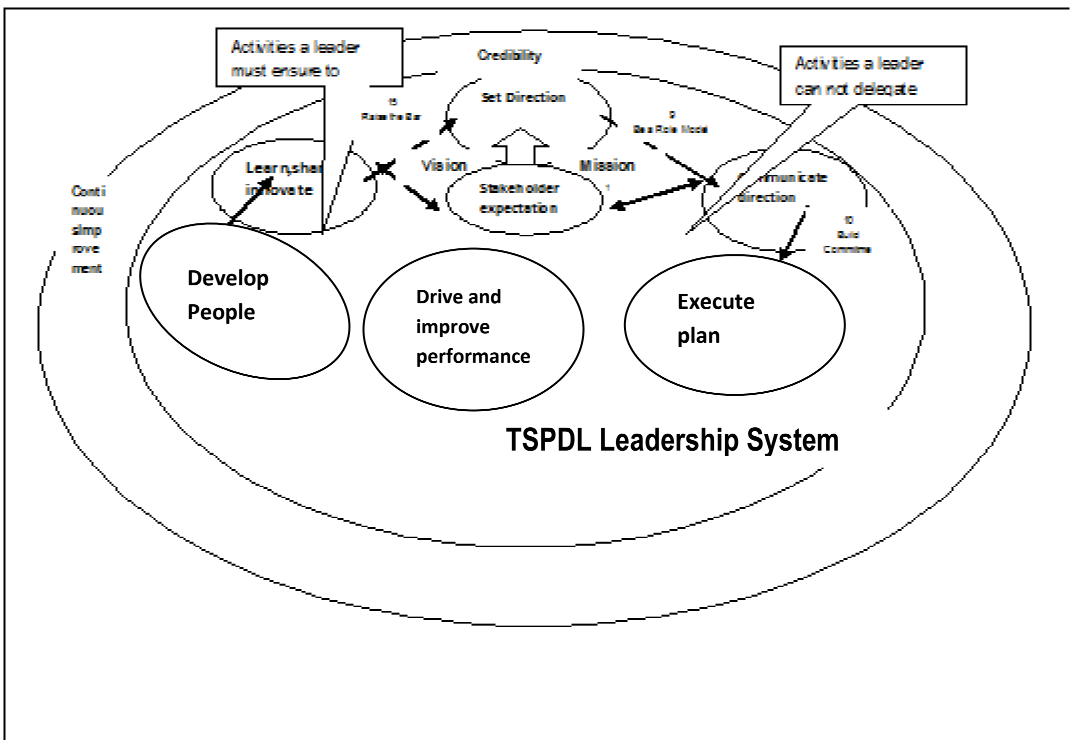


Source: Becker,Brian E, Mark A Huselid and Dave Ulrich: The HR Scorecard, Harvard Business School Press Boston, Massachusetts, 2001

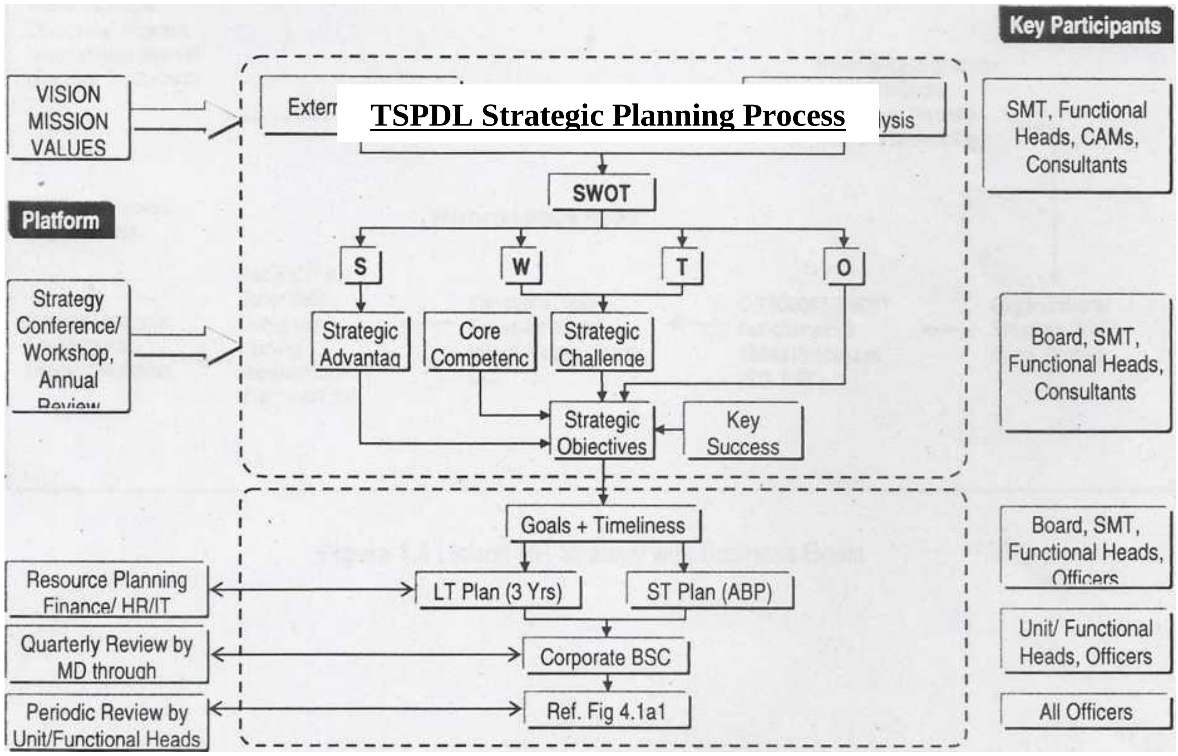
CASE- I Figure 2: Linkage between Mission & Core Competency



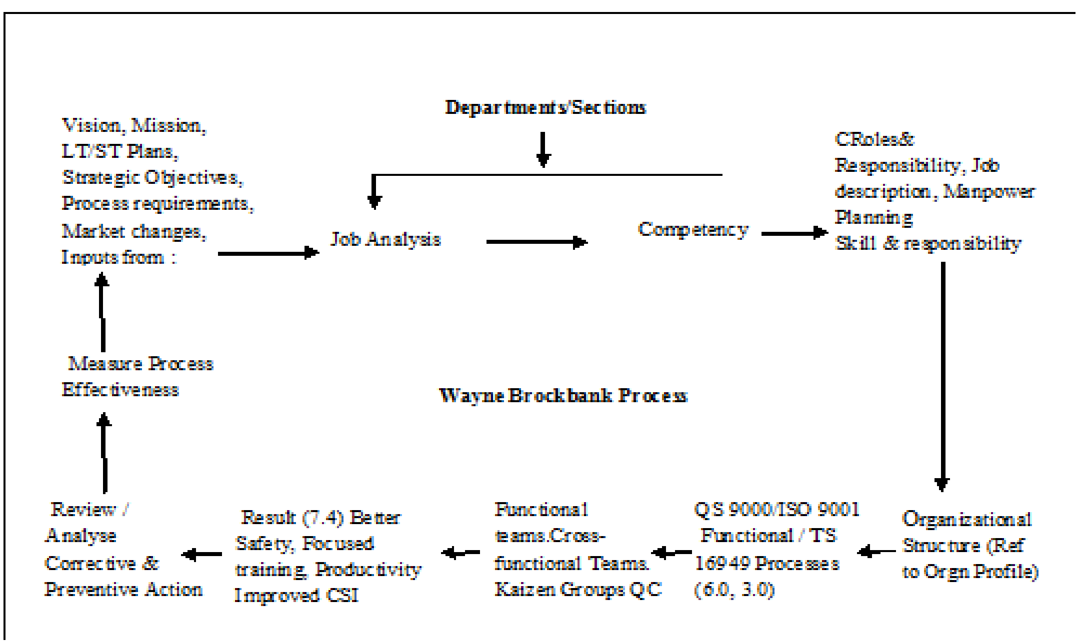
Case 1 Figure 3



Case 1 Figure 4



Case 1 Figure 5 LINKING HR STRATEGY WITH BUSINESS GOAL



Case II Figure 6

RINL VISION

To be a continuously growing World Class company

CORPORATE VISION & OBJECTIVES

Instill right attitude amongst employees & facilitate them to excel in their professional personal and social life

PROCESSES

ENABLE HUMAN RESOURCES

SUB PROCESSES

Sourcing & placement

Culture Building

Care for Employees

Benefit Administration

Schematic Diagram of Alignment of HR Process with Vision

Posting / Transfer

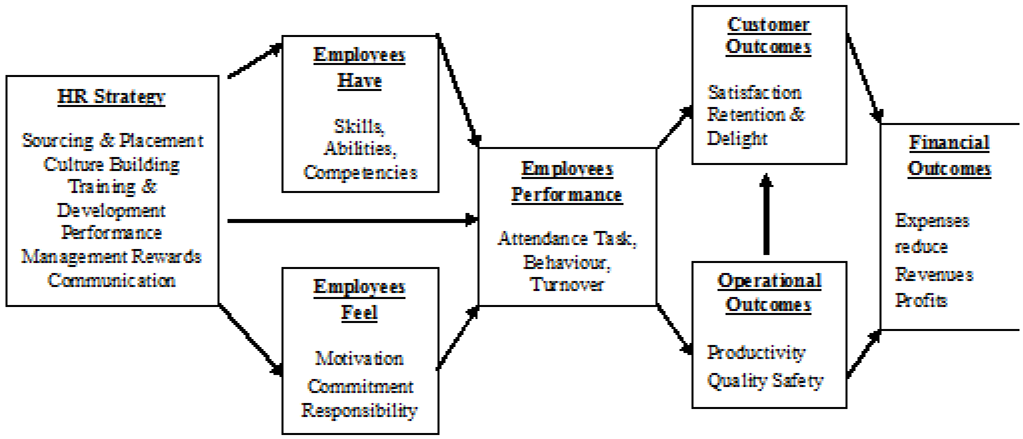
IR System

System

Admn

- Industrial Relations
- Participative Forums
- Redressal of Grievances
- Discipline Management
- Shop-floor HRD
- Establishment Matters
- Contract Labour Matters
- Shop-floor Welfare
- Suggestion Scheme Admn

Case 2 Figure 7 HR Strategy Alignment



The processes of aligning HR Strategy with the Vision of the Company and to the final outcomes are as depicted above.