THE INFLUENCE OF PERSONAL AND DEMOGRAPHIC FACTORS ON WORK LIFE BALANCE OF EMPLOYEES IN CORPORATE SECTOR

Dr. M. V. K. Srinivasa Rao

ABSTRACT

The employees of corporate enterprises who are able to maintain well balance between private and professional life can contribute more to the success of their organizations. However, Work-Life Balance is not a problem to be solved. It is an ongoing issue to be managed. Work-life balance is a key area in the progress of corporate enterprises via, perseverance, commitment, morale and performance of the workforce. The factors that influence balance of work and life are social, psychological, working environment, type of job, job satisfaction and family background. A brief review of literature on work life balance, some of the main challenges, strategies, principles and the methods to overcome the challenges of work-life balance in the corporate sector are briefly presented in the study and also an attempt has been made to identify the influence of personal, family and demographic issues on WLB of employees in different organizations selected for the study. Certain self-management techniques, measures to be taken by the organizations to combat challenges of WLB in the corporate sector have been focused. The study has also tested the hypothesis that there is no significant variation among the influence of personal factors, demographic factors on WLB of employees in the organization and no significant variation among such factors on the level of influence on WLB of employees in the organization. Further it suggests that working organizations can increase employees’ satisfaction by providing more opportunities for team work and flexible schedules, developing a family friendly organizational culture and offering assistance with child care.

KEYWORDS


1. INTRODUCTION

In India, the balance between the work-life and professional life is a common talk. Certain issues like work-life balance policies and practices, employee engagement via, Proper balance between professional and personal life of employees and work-place culture in different industries in order to increase their productivity and retain them in the organization for a long period are the need of hour. Work-life balance and employee engagement becomes a visible benchmark among high performing organizations. Work-life balance must be supported and encouraged at all levels of the organization (Namita 2014). Work-life balance is a major aspect of the quality of work and life of individuals and married couples, trying to manage multiple roles (e.g. employee, partner, and career). The metaphor of balance does not denote an equal division of time, energy or other resources between the work and non-work domains (in economic sense), but is a highly individualized and reflexive concept of being able to manage one’s work, family and leisure life in a self-fulfilling way. Workplace characteristics such as the length and organization of working time, family friendly policies, managerial practices and organizational cultures also act as determinants of how men and women experience work-family balance. Many organizations now provide provisions for flowers, indoor plants, family photos, mood music, hanging wall art, fresh juices, a cappuccino machine, and the likes to provide some relief from organizational stress to employees in the corporate sector. A business can make a difference by offering gym memberships, access to counseling, relaxation classes; quit smoking programs, weight-loss clubs, and time management training. More workplaces are scheduling meetings within work hours and are flexible about personal calls (www.ceonline.com). Work–life balance is proper prioritizing between “workaholics” (career and ambition) on the one hand and “lifestyle” (Health, pleasure, leisure, family and spiritual development) on the other. The increasing prevalence of work life conflicts and increasing concern about work life issues in the corporate arena present both a challenge and opportunity for Human Resource (HR) Professionals. Work-life balance initiatives designed to help employees balance their work and personal lives are necessity for many employers today. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of a diverse workforce in the current business environment. The demands in family life have significant effect on work life balance. Role expectations in the family and support to be given to the spouse, child rising, caring of the elderly at home have also an effect on work-life balance since they demand more family responsibilities. Those who have to look after a child or the elderly might sometimes have to risk their career by shortening their working hours, which becomes a source of stress for them. On the other hand, those without children or any elderly to look after at home experience less work-life imbalance. The influence of several personal (can’t spend with children, husband/other family members, get maximum support from children, husband and family members, relation with dependents, friends and participation in social activities and the likes) and demographic factors (Spouse Occupation, Type of
Marriage, Spouse Education, Caste, Religion, Education, Age, Category) coupled with organizational issues via, type of org, culture and climate, association with superiors, subordinates and peers in the work environment, organizational benefits, management philosophy towards work force, leadership and the likes exert their influence on WLB of an employee in the corporate sector. Hence, an attempt is made to identify the influencing factors, challenges of WLB and the benefits, which supposed to be enjoined, by both employees and organizations because of proper WLB in the organization. The study has also tested the hypothesis that there is no significant variation among the influence of personal factors, demographic factors on WLB of employees in the organization and no significant variation among such factors on the level of influence on WLB of employees in the organization.

II. THE STRATEGIES FOR BETTER WLB

The main strategies to create better WLB are formal communication that plays a vital role to create awareness about HR policies among employees; Flexible working hours from 11a.m to 5p.m, Building a rapport between employees and the organizations; Social Programmes with family members; Inviting family members for Award functions; A supportive environment via, tele-work or work from home, crèche facilities, Giving Emotional support through counseling services. There should be a transparency in the reward and recognition system of the organization, emotional balance through provision of Training programmes such as Personality Development programmes, Meditation, Exercise and Yoga, Ensure fairness, consistency and initiate and engage discussion with worker using social media to understand their work life balance needs and aspirations. Work Life Balance is thus a dynamic phenomenon. It is not a structure but process leisure and social interaction is as much important as work and career. The work life programmes are an investment for improving productivity, reducing absenteeism and overheads and achieving improved customer service as well as motivated, satisfied and equitable workforce. Organizations through the implementation or by investing on work life Balance initiatives need to give a radical support for its employees for the benefit of Individual, Organization and Society at large (Ashwini and Kumaraswamy 2014). Time management is one of the best solutions to reduce the work life conflict in the lives of the employees. Planning the activities as per prioritizing the tasks, spending some time with family members or loved ones and check the possibility of activities before execution would really helpful to the employees in the corporate sector to get more free time and also relieve from stress (Prema Patwa 2011).

III. THE CONCEPT

There is no universally accepted definition on Work Life Balance. Most often, the term is linked to the conflict between the needs arising from paid work and family responsibilities and a satisfaction with their integration. Other terms that are used interchangeably are work-family interface, work-family integration and work-family spill over and work personal life integration. WLB is defined as a satisfactory level of involvement or fit between the multiple roles of employee personal life with the complexities of work, technological intrusion into personal life, less scope for job satisfaction and a narrow boundary between work-life and personal life. Since human beings have to often perform multitask and roles, the work-life balance best involve the people’s ability to manage simultaneously the working pressures along with personal/family commitments. It involves effective time management, level of involvement and satisfaction of components imbibed into an efficient work-life balance.

Work-family balance has traditionally focused on the conflicts and strain that occur due to fulfilling multiple roles by employees in the organization. Role conflicts arise when trying to meet competing, irreconcilable demands and role stress denotes the sense of tension experienced in such conflict situations. There are three forms of work-family conflict: time-based, strain-based and behavior-based and two directions: due to work interfering with family and due to family interfering with work. Work-family interference has a number of negative outcomes such as stress, lack of commitment and reduced quality of life. The study of work-life balance includes a insight into the factors which contribute to a proper Work Life Balance, the relationship between Work Life Balance and job satisfaction, stress. The policies adopted by organizations towards balancing work can create the positive effect on motivation towards work, job satisfaction, improving employee morale and productivity, enough time for personal and family life, improved health condition etc. The negative effect of an imbalance in work life is associated with job stress, work-life conflicts, absenteeism, high attrition rate, burnouts, job switching , work alcoholism, health problem etc. which lead to failure of organization.

IV. REVIEW OF LITERATURE

Based on India’s socio-cultural realities additional work-life interventions are very important in the areas of elder care, employee training and commuting. Generally, the work-life interventions, followed in Indian companies are gender equality, flexibility, stress reduction, health awareness and childcare. Organizational work-life interventions in India are varied and disparate and have focused mainly on the formal sector. There is no overarching government policy addressing work and family issues across different sectors (Ujvala Rajadhyaksha2012). Individual experiences of managing family and work life are influenced by the structural and cultural supports and constraints at the workplace and the household. Working organizations can increase employees’ satisfaction by providing more opportunities for team work and flexible schedules, developing a family friendly organizational culture and offering assistance with childcare (Siyka and Stanimir 2008). Effective work-life programs facilitate a
symbiotic relationship between the employee and employer for mutual benefits. Employees who are better able to balance the demands on their time are more satisfied and content. In turn, they are able to perform better. Such provisions also aid in employer branding and are emerging as retention factors (Manisha Purohit 2013). Work-life balance is different based on gender and nature of jobs, work life balance has a positive relationship with job satisfaction etc. An efficient Work life Balance is detrimental to an employee for improving their job satisfaction and productivity. The company should focus on providing efficient Work Life Balance policies and programs to ensure proper Work Life Balance which will help them to improve the employee productivity and also to control the attrition rate (K. S. Chandrasekar et al. 2013).The Ten strategies that, taken together, can help to change course without abandoning the destination and help the employees restore work life balance. They are Spiritual orientation, Don’t panic at all, Tell the truth all the time, Keep the good companies, Tune Up Your Thinking, Set Healthy, Flexible Boundaries, Create coordinated or Refine Systems, Keep the Goal, Drop the Plan, emotionally stable all the time play waiting game to solve the problems(www.authenticpromotion.com). The principles that effectively been used by employees in the corporate sector for shifting from hopelessness to hopefulness while balancing work and life; they are adversity, beliefs, consequences, disputation and energization (www. economic times.com). The 15 strategies for coping with stress are deal with the cause, learn to pace yourself, realize your limits, and plan around them, learn flexibility and accept imperfection, talk out your troubles, develop a positive and outgoing disposition, learn to distance yourself, plan for change, learn to delegate, don't fight the inevitable, eat sensibly, and get plenty of rest when your body is run down exercise, get away from it all, have fun, know how to breathe and be patient (Natasha Crestani 2008).The benefits of implementing work-life balance practices not only for employees themselves, but also for their families, organizations and society (Ioan lazĂ and CodruŢ 2010). The role of working women has changed throughout the world due to economic conditions and social demands. As such, workers have tremendous pressure to develop a career as robust as their male counterparts do while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the workers leaving them with less time for themselves. This affects the person’s physical, emotional and social well-being. Thus, achieving work life balance is a necessity for workingwomen to have a good quality of life (Delina and Prabhakara Raya 2013).Work-life balance is a key area in order to improve excellence of operations and the value of an organization. The balance between work and life is of vital importance when it comes to performance of the work force (Lubna Riz 2013). Human Resource Development is an important phase on quality of work life. Management of a corporate enterprise is required to take necessary steps to improve wherever they are logging. effective organizational culture and climate by way of maintaining employees proper work life balance, self development, social integration, fair payment, career development, satisfaction of employees are some of the factors that influence WLB in the corporate sector (Manjula and Selvakumar 2014).

V. BENEFITS OF WLB OF EMPLOYEES IN THE ORGANIZATION

The effects of introducing work-life balance practices on employee attitudes and perceptions include job satisfaction, organizational commitment, and job stress and turnover intention. All of these factors, in turn, affect job performance, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, customer satisfaction, and organizational productivity. The benefits of WLB can be divided in to two categories via, benefits to organization (reduce staff turnover rate, reduce absenteeism and lateness, increased retention of valuable employees, employee loyalty and commitment, enhanced organizational image) and benefits to employees (increased job satisfaction, a greater sense of job security, better physical and mental health, reduce job stress levels, enhanced control over work-life environment). Several researches, conducted in India and abroad show that better WLB practices in the corporate sector will increase productivity and production; reduce cost considerably leads to profitability which require good management support in all respects.

VI. DETERMINANTS OF WORK LIFE BALANCE

The main determinants of work life balance are Individual; family; organization and social environment. When work holism or over addiction to work or overworking, being at work for a very long time, and busy with work at times out of work influence the WLB of an employee in the corporate enterprises. Since life is not only about work, workaholics suffer from alienation, family problems and some health problems, families, friends, relations and other social responsibilities. Work environment is more effective in work-life imbalance than the family environment. The job and the institution works in both demands on his time, efforts and mental capacity. Another determinant of work-life balance is social environment. Especially in countries that stand out with their culturally collectivist characteristics, an individual also has responsibilities towards certain social groups he belongs.

VII. HR POLICIES AND PRACTICES ON WLB

Organizations that create cultures that value balance, and assist employees to achieve life balance will be rewarded with highly engaged employees. Over the last decade, the evidence for the business benefits of work-life balance policies has been growing in volume and strength. The employees in the corporate sector would consider and organization as the workplace that entrenched with high commitment management practices, well embedded in the labor process and policies on communication with employees and family-friendly working practices. The HR policies and practices in order to maintain best WLB of the employees are work/Life Benefits (Flexible hours - options to work from home, technology enables women to work and care for children at home,, telecommuting, family leave, work/life balance policies, allowance For religious holidays, etc); Rewards and Recognition;
Health Care (Long-term care, dependent care, elder care, EAPs, wellness programs); Training and Development (Professional development, mentorships, temporary work assignments, job sharing, Succession Planning, Formal leadership development programs, temporary work assignments) and Paid Maternity Leave (Susi and Jawaharrani 2011).

VIII. NEED OF STUDY

As we know, motivated employees perform better in the corporate sector with honesty, dedication, loyalty, perseverance and hard work. WLB is the key to bring out such qualities from among employees and helps for the development of an organization. The study is an attempt to identify the work-life balance with special reference to corporate sector and brings the major challenges of WLB. It will highlight the factors that influence WLB within their organization. In the present globalised environment, work force in the corporate sector has been facing lot of challenges in their every day’s professional and personal lives due to several factors that reduce the quality and productivity of organizations. WLB is a key ingredient in this connection. Hence, there a need to study WLB in the corporate sector in order to identify the key factors in connection with employee personal and demography and also organization that influence the balance of personal and professional life of employees in the organization and their implications on the existing management practices.

IX. RESEARCH METHODOLOGY

The study is based on primary & secondary sources of data. Survey method was used mainly through a questionnaire to collect the data. Initially, a pilot study was conducted on the questionnaire to establish the adequacy and reliability by interviewing 20 employees in the corporate sector. The survey in Visakhapatnam has been carried out in four different organizations via, LG Polymers, Brandix, CMR Central and Lauras Labs by choosing 25 employees from each of them. Thus sample of 100 employees have been finalized to conduct the survey (Table-1). Permissions have been sought by providing official letters with a short description of the study. Individual employees have been very positive to the study and readily filled in the questionnaires, once the management permission for the survey was given. Data has been collected, coded and analyzed with SPSS 13 version software.

Table-1: Sample Selected for the Study

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Company</th>
<th>Number of Employees (Sample)</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LG Polymers (Mfg.)</td>
<td>25</td>
<td>25.00</td>
</tr>
<tr>
<td>2</td>
<td>Brandix Apparel Ltd.</td>
<td>25</td>
<td>25.00</td>
</tr>
<tr>
<td>3</td>
<td>CMR Central (Retail)</td>
<td>25</td>
<td>25.00</td>
</tr>
<tr>
<td>4</td>
<td>Lauras Labs (Pharmacy)</td>
<td>25</td>
<td>25.00</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Sources: Field Study

The questionnaire, used for the study contain 43 items including demographic features of both organizations and employees selected for the study besides the questions of attitude that are qualitative in nature but quantified by using 5 point rating scale with scores (5 Highly agree 4 Agree 3 Neutral 2 Disagree 1 Highly disagree). The data, collected through interviews has been tested by using reliability statistics. The employees of different categories and cadres have been selected and interviewed under random sampling method after fixing appointment through proper channel. The questionnaire consists of 50 questions (seven demographics questions & forty-three statements) given on likert’s scale explaining the impact of organizational climate on job satisfaction, morale and team performance. The study is confined to four organizations in Visakhapatnam city area.

X. OBJECTIVES OF STUDY

The main objective of the study is to identify elements within the organization that can cause imbalance between Work and Life of employees, besides several other objectives via, the review of existing literature to understand the conceptual issues, policies, strategies and practices in order to maintain better WLB of organizations in the corporate sector and also to analyze the influence of personal factors and demography of employees in the organizations on WLB. Further, to give suggestions for the betterment good work life balance of employees, creates high morale among employees selected for the study, and leads better team performance in the select organizations.

STUDY ANALYSIS

The Cronbach's Alpha Based on Standardized Items has been 0.760. Hence, it is proved that the data, used in the study has been reliable (Table-2).
Table-10.1: Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.049</td>
<td>.760</td>
<td>43</td>
</tr>
</tbody>
</table>

Sources: Field Study

Demographic Features

About 74 percent of selected employees are male. Rest of them (about 26 percent) belongs to female category. They have different educational backgrounds. About 35 percent employees are graduates, followed by intermediate (about 28 percent), Up to SSC (about 17 percent) and PG, other categories (about 10 per cent each). About 41 per cent of employees belong to forward community category, followed by Back ward class (about 33 per cent), Scheduled Caste (about 22 percent) and Scheduled Tribe (about 4 percent). Most of the employees selected for the study belong to Hindu religion (about 73 percent). Rest of them (about 27 percent) is non-Hindus category. As per the social conditions, ours is joint family dominated society as such we follow arranged marriage systems but recently, there has been lot change in marriages. Love / Love cum arranged marriages / Love cum parent less marriages are slowly dominating our society. About 51 percent of marriages of our sample employees are pre arranged, followed by Love and arranged (about 42 percent). Significantly, there are very few purely love marriages without any parental acceptance (about 7 percent).

Testing the Hypothesis: The Present study has been carried out to test the following Hypothesis:

H01: There is no significant variation among the influence of personal factors on WLB of employees in the organization.
H02: There is no significant influence of family factors of an employee on Work Life balance in the organization.

The perception of employees on support from the organization in order to maintain proper work life balance in the organization is the key element in creating effective and positive climate in the organization. Work Life balance via, good organizational support can be influenced by several family and personal factors of an employee. In the present study, an attempt has been made to analyze the influence of certain factors via, can't spend sufficient time with children, husband/other family members, family members are behind your success, get maximum support in all aspects from your children, get maximum support in all aspects from your other family members, your husband is behind your success, get maximum support in all aspects from your children, get maximum support in all aspects from your husband on the supportive environment of organization for WLB of employees. The adjusted R square .403 reveals that there are about 40 percent combined influences of 6 independent variables on the dependent Variable: your org is fully supportive for WLB and you are maintaining well balancing in Work and Personal Life (Table-10.2). There is a significant difference that has been found in the influence of such independent variables on the dependent variable (F- 12.131, significant at 0.01 levels) (Table-10.3). It infers that there is significant variation among the influence of personal factors on WLB of employees in the organization. Hence, Null hypothesis (H01) is rejected.

Table-10.2: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.663(a)</td>
<td>.439</td>
<td>.403</td>
<td>.85432</td>
</tr>
</tbody>
</table>

Sources: Data Analysis

Note: a Predictors: (Constant), can't spend with your children, husband/other family members, your family members are behind your success, get maximum support in all aspects from your children, get maximum support in all aspects from your other family members, your husband is behind your success, get maximum support in all aspects from your husband

Table-10.3: ANOVA (b)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>53,123</td>
<td>6</td>
<td>8.854</td>
<td>12.131</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>67,877</td>
<td>93</td>
<td>.730</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>121,000</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: a Predictors: (Constant), can't spend with your children, husband / other family members, your family members are behind your success, get maximum support in all aspects from your children, get maximum support in all aspects from your other family members, your husband is behind your success, get maximum support in all aspects from your husband.

1. Dependent Variable: your org is fully supportive for WLB and you are maintaining well balancing in Work and Personal Life.

Sources: Authors Compilation
The t-values and their respective significance at 0.05 and 0.001 levels are presented in the Table-10.4. The independent factors via, your family members are behind your success, your husband is behind your success, get maximum support in all aspects from your other family members, get maximum support in all aspects from your husband have been found to be significant at 0.05* and 0.01** levels on the dependent variable; your org is fully supportive for WLB and you are maintaining well balance in Work and Personal Life. Rest of them, includes get maximum support in all aspects from your children, and cannot spend with your children, husband/other family members have been found no significance on WLB of employees in the organization selected for the study. It infers that there is significant influence of family factors of an employee on Work life balance in the organization. Hence, the Null hypothesis (H02) is rejected.

Table-10.4: Coefficients (a)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.004</td>
<td>.366</td>
<td>2.740</td>
</tr>
<tr>
<td></td>
<td>Your family members are behind your success</td>
<td>.403</td>
<td>.101</td>
<td>.395</td>
</tr>
<tr>
<td></td>
<td>Your husband is behind your success</td>
<td>.301</td>
<td>.122</td>
<td>.285</td>
</tr>
<tr>
<td></td>
<td>Get maximum support in all aspects from your other family members</td>
<td>.216</td>
<td>.123</td>
<td>.228</td>
</tr>
<tr>
<td></td>
<td>Get maximum support in all aspects from your husband</td>
<td>-.337</td>
<td>.122</td>
<td>-.389</td>
</tr>
<tr>
<td></td>
<td>Get maximum support in all aspects from your children</td>
<td>-.008</td>
<td>.015</td>
<td>-.040</td>
</tr>
<tr>
<td></td>
<td>Can't spend with your children, husband/other family members</td>
<td>.018</td>
<td>.101</td>
<td>.020</td>
</tr>
</tbody>
</table>

Sources: Data Analysis

Note: a Dependent Variable: your org is supportive for WLB and you are maintaining well balancing in Work and Personal Life.

Testing the Hypothesis: The Present study has also been carried out to test the following Hypothesis:

H03: There is no significant variation among the influence of demographic factors on WLB of employees in the organization.

H04: There is no significant influence of demographic factors of an employee on Work Life balance in the organization.

The level of WLB of employees in the select organizations can be influenced by demographic features of the employee via, full satisfaction with the working conditions and personal life. The features via, Type of Org, Spouse Occupation, Type of Marriage, Spouse Education, Caste, Religion, Sector of the Org, Education, Age, Category can influence the adoptability, patience and adjustment nature of an employee as such the WLB of employees in the organizations would get influenced via, employee level of satisfaction with working conditions and personal factors.

Table-10.5: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.630(a)</td>
<td>.397</td>
<td>.269</td>
<td>.77285</td>
</tr>
</tbody>
</table>

Sources: Data Analysis

Note: a Predictors: (Constant), Type of Org, Spouse Occupation, Type of Marriage, Spouse Education, Caste, Religion, Sector of the Org, Education, Age, Category.

The adjusted R square .269 reveals that there is above 26 percent combined influences of ten independent variables on the Dependent Variable: fully satisfied with the working conditions and personal life (Table -10.5). There is a significant difference that has been found in the influences of such independent variables on the dependent variable (F- 3.097, significant at 0.01 levels) (Table-10.6). It infers that there is significant variation among the influence of demographic factors on WLB of employees in the organization. Hence, Null Hypothesis H03 is rejected.
The management will find the research helpful in improving employee satisfaction and bring about efficient and effective measures and techniques that give good balance between work and life of their employees. In addition, the study will recommend adoptable policies and strategies for maintaining a climate that creates positive perceptions and attitudes among employees as such they can maintain good WLB and job dissatisfaction. Availability and use of work-life balance practices, when provided in the context of supervisor and organizational support can reduce work-life conflict. These effects are often associated with employee attitudes such as increased job satisfaction and enhanced control over their work schedule. The results are: reduce absenteeism, intend to turnover, job stress levels, work-life conflict, and increased productivity. A lower turnover intentions means: lower recruitment and training costs, increased retention of valuable employee and increased organization commitment and loyalty.

**CONCLUSIONS AND SUGGESTIONS**

Changing demographics are behind the move to embrace work-life balance in the organizations. The decline of the traditional family, an increase in dual-career couples, and a rise in the number of single parents mean that employees are juggling more responsibilities outside work. In conclusion, we want to enhance that everyone benefits from good practice in work-life balance. A successful convergence between work and non-work aspects can be a win-win situation for employees and employers alike. Organizing special programs at the weekend by creating an attractive work environment through which people can get relaxed at least during weekend. Fundamental to a supportive and successful work life culture is recognition and respect for the responsibilities and commitments of all employees outside work. More inclusive employment regulation, better quality part-time work and a greater policy focus on men’s uptake of flexible work are likely to alleviate some of the burdens and causes of work-life conflict across industries—alongside cultural shifts in workplace gender norms. Therefore, it has been suggested that an
effectiveness of work-life balance policies and practices should provide free time to employees in the corporate sector to attend their family and personal obligations and also management must consider the age, gender, educational and religion of family factors of employees while formulating strategies to maintain proper WLB and also the development of organization.

REFERENCES

STAKEHOLDERS OF CHILD RIGHTS PROTECTION

Dr. B. P. Mahesh Chandra Guru² Aabid Nabid³ M. Dileep Kumar⁴ K. Rajagopala⁵

ABSTRACT

‘Child Rights’ is a widely discussed, debated and investigated subject of the 21st Century. Integrated child development demands active involvement of various stakeholders. The legislature is responsible for making laws that would benefit the citizens of the country. The civil society has a major role to play in the protection of child rights in modern society. The basic institution in society for the survival, protection and development of the child is the family. The academic institutions should also integrate child rights in the curricula of schools and colleges. The NGOs should sensitize key stakeholders i.e. parents, teachers, community leaders, medical practitioners, law enforcement officers, judiciary and children about children rights. Media can create mass awareness about significant issues pertaining to child rights such as compulsory registration of birth, providing health care, reducing malnutrition and exploitation and abuse of children through comments and criticisms. The law and order organizations have a social responsibility of protecting the rights of the children with due respect to the principles of UN Convention and constitutional obligations. The paramedical institutions have a corporate social responsibility of reaching out to the unreached marginalized sections of society including the vulnerable children. A surge in corporate social responsibility interest is typically attributed to the strong relationship between the corporate philanthropy and business management. Several stakeholders are responsible for the protection of child rights in modern society.

KEYWORDS

Child Right Protection, Stakeholders, Corporate Social Responsibility, Society etc.

INTRODUCTION

After independence, various child protection and development measures have been devised and implemented in India to emancipate the children from the tendencies such as child abuse, child exploitation, child food crisis, child malnourishment, child labor, and other violations of child rights. Specific legislations, development schemes, media laws and initiatives have been launched in India to safeguard the interest of children and enable them to grow in a healthy atmosphere. Child rights protection demands active involvement of various stakeholders in a pluralistic society like India.

PREAMBLE

‘Child Rights’ is a widely discussed, debated and investigated subject of the 21st Century. The United Nations Organization, United Nations Development Project, United Nations Educational Social Cultural Organization and other agencies have organized series of conferences and facilitated conduction of research and development activities in the protection of child rights all over the globe. Child rights assume great significance in a civilized society because children are human beings who have rights to safety, security and opportunities for development. The founding fathers of Constitution of India have provided series of specific safeguards for the protection of child rights and empowerment of children. The role of various stakeholders of child rights protection is primarily discussed in this article based on review of literature.

STAKEHOLDERS OF CHILD RIGHTS PROTECTION

Integrated child development demands active involvement of various stakeholders. Government, civil society, educational institutions, non-government organizations, media institutions, law and order organizations, health care institutions, corporate houses, local community, parents, teachers and others are required to play a decisive role in the process of child right protection in modern society. The United Nations Convention on the Rights of the Child (1989:06) identified the various stakeholders of child rights protection across the globe and called upon them to put forth-integrated efforts for the protection of child rights.

² Professor, Department of Studies in Communication and Journalism, University of Mysore, Karnataka, India, bpmcguru@yahoo.com
³ Research Scholar, Department of Studies in Communication and Journalism, University of Mysore, Karnataka, India, aabidnabi@gmail.com
⁴ RGNF Research Scholar, Department of Studies in Communication and Journalism, University of Mysore, Karnataka, India, dileepnarasaiab02@gmail.com
⁵ Research Scholar, Department of Studies in Communication and Journalism, University of Mysore, Karnataka, India, rajgopalgraphic@gmail.com
The Constitution of India also provides series of safeguards for the protection of child rights under the Fundamental Rights and Directive Principles of State Policy. Series of legislations such as Child Labour (Prohibition and Regulation) Act, 1986 and the Juvenile Justice (Care and Protection of Children) Act, 2000 also provide for the care and protection of the rights of the children. There are certain judicial pronouncements, which have highlighted the role of educational institutions, government organizations, media organizations and non-government organizations in the protection of child rights in India. There are specific safeguards to the children rights from media onslaughts in India.

**Government**

The legislature is responsible for making laws that would benefit the citizens of the country. Parliaments is responsible for representing the interests of all sectors of society, articulating these interests into relevant policies and making sure that these policies are implemented efficiently. The executive is responsible for the implementation of the government policies and programmes. The judiciary examines the omissions and commissions and safeguards the interest of the people. The media institutions are known as the fourth estate of a democracy. They are also the voice of the people in a democracy.

The term ‘government’ applies to all organs of state at national, provincial and local levels. The government institutions have an obligation to respect, protect, promote and fulfill the rights of the children. The children are entitled to have their rights fulfilled regardless of region, religion, race, creed, caste, gender and so on. The governments are also responsible for taking special measures to check the discrimination of marginalized children in society.

The legislature is responsible for meaningful legislating for child protection. Parliamentarians should ensure suitable national legislative standards, which offer the best possible protection for children from violence, abuse and exploitation. The state is primarily responsible for formulating suitable policies, facilitating institutional reform, training of professionals, mobilizing social action and modification of attitudes and social values, which are essential to achieve the goal of child protection in a civil society. The national constitution also contains progressive child protection principles and practices. The experts have also designed certain parliamentary mechanisms and governmental intervention programmes in order to fulfill the obligations of the state with regard to child rights protection. Some countries have also established national commissions on children over a period.

Woodworth and Marquis (1947:07) observes: “Children grow and thrive in the intimacy of the family circle. Privacy is a necessary ingredient in family life, and parents must be free to raise their children without undue interference from government or other outsiders. Family autonomy empowers parents to act in the best interests of their children. Children need powerful parents in order to feel safe. They need to be cared for and sheltered by adults whom they know and love and in whom they can place their trust. Clearly, government must stay out of family matters in order to protect children’s rights to privacy in family matters.

Lucy Jamieson (2008:03) notes: “The governments must align the laws of their country with international or regional treaties. Most governments are very good at taking legislative measures, but are less good at delivering programmes that translate the child rights into realities. The plans should be drafted jointly with civil society actors and coordinate the work of government at all levels. The result would be locally integrated development plans that show how the range of duty bearers can partner to improve children’s rights delivery”.

Jamieson (2008:03) states: “Generally, government protects child rights – both within and outside the family – by empowering parents. One way in which government can act to protect children’s rights within the family, is through the simple means of promoting a discourse that casts the parent not as ‘owner’ but as ‘fiduciary’. The most important thing government can do to ensure children’s rights within the family are to teach parents of today and tomorrow about children’s rights. A government with family – friendly policies (good schools, safe neighborhoods, and quality childcare, a living wage for the working parent and income supports for the needy parent) is a government that promotes children’s rights within the family. The government should focus its efforts on identifying children ‘at risk’ of abuse and offering voluntary services and supports to their families, before coercive intervention becomes necessary”.

In times of need, the government should also act as a mediator of intra-family disputes. The government should play a crucial role in setting the ground rules for family dissolution and the restructuring of the post-divorce family. The government has an obligation to protect children from the damaging economic and emotional effects of parents’ divorce. The children should be enabled to have good contact with both parents and gain adequate moral and material support for their growth and development. The government should also strike a meaningful balance between the rights of children and privileges of parents in times of family disputes including the divorce. The Government is responsible for amending existing laws and enact new laws to protect the interest of children. There is also a need for uniform definition of child in the context of age in order to create infrastructure and train the required human resources to implement the National Plan of Action for Children. The government should also to ensure that all the laws pertaining to children are strictly implemented within a proper period. The government is also required to make adequate budgetary provisions to fulfill its commitment to children and launch suitable campaigns for the dissemination of information about child rights protection and child development measures in the country.
Civil Society

The civil society has a major role to play in the protection of child rights in modern society. The role of civil society in the promotion and protection of human rights has been examined by the scholars and various stakeholders. The civil society can also play a decisive role in raising public awareness about the prevention of child rights violation and promotion of child rights. The civil society can also be an effective forum for the participation of the children in various progressive activities concerning their rights, according to the report of Save the Children Sweden and the International Bureau for Children’s Rights (2008).

Civil societies can prevail upon the government and non-government organizations for development of networks and strengthening their capacity for the empowerment of children. Experiments are made in various developing countries for the active involvement of civil society in the protection of child rights. The civil society can also facilitate meaningful networking, advocacy, mainstreaming and sustainability of child rights protection and child development.

Scholars have advocated that civil society should also prevail upon the government to fulfill constitutional directives and implement the various provisions and programmes relating to the protection of child rights. The civil society should also demand adequate budgetary provisions to implement schemes related to children. The social activists should also motivate people to improve the status of children by undertaking various activities in any area of their choice i.e. child labour, child health, child education and so on. The civil society should boycott the participation of children in unorganized sector as employees and prevent manufacturing of goods by the child labourers. The civil society should also restrict the institutions, which employ and exploit the children. The fellow citizens are also required to report the instances of child abuse or exploitation in their neighborhood to concerned law and order agencies and media organizations. The members of the civil society should also contribute writings to the media on real instances of child abuse or child rights violation. The civilians should also take active part in the rehabilitation of the marginalized children.

Family

The basic institution in society for the survival, protection and development of the child is the family. The UN Convention reflects different family structures arising from various cultural patterns and emerging familial relationships. The Convention refers to the extended family and the community and applies in situations of nuclear family, separated parents, single-parent family, common law family and adoptive family. Such situations need to be studied in the framework of the rights of the child within the family. The civil rights of the child begin within the family, the government must be ready to intrude on the privacy of the family automatically protected from harsh treatment and exploitation. The fellow citizens are also required to report the instances of child abuse or exploitation in their neighborhood to concerned law and order agencies and media organizations. The members of the civil society should also contribute writings to the media on real instances of child abuse or child rights violation. The civilians should also take active part in the rehabilitation of the marginalized children.

The relationship between parental authority and the realization of the rights of the child is widely investigated by the community of scholars all over the world. The Committee on the “Role of the family in the promotion of the rights of the child” (1994) addressed certain vital issues concerning the child rights protection and noted that the privacy of the family automatically confers on parents the ability to make correct and informed judgments with respect to the responsible upbringing of the children who are the future citizens. The committee also concluded that the children’s rights would be meaningful in the context of the rights of parents and other members of the family – to be recognized, to be respected and to be promoted.

Nikku and Karkara (2006:05) state: “The family is not an autonomous entity or an independent unit; it is a group of persons. Children are the least powerful of family members, just as they are the least powerful members of society. Sometimes parents use their powers to deprive children of their rights rather than to nurture and vindicate children’s rights. Children, unlike adults, must rely on others to voice their needs. The government must stay out of family matters in order to protect children’s rights to privacy in family matters. However, in case of child abuse, or ill-treatment within the family, the government must be ready to intrude on the privacy of the family-even when uninvited – to protect the rights of children. Good parents understand the need for giving their children necessary freedom at home in order to make their own choices. The children must rely on a partnership between government and family to vindicate their rights”.

The United Nations Convention on the Rights of the Child (1989:06) upheld that children have a right to have their basic needs met – including their needs for food, clothing, medical care and housing. Children also have a right to be educated and trained for independent citizenship. They have a right to bodily integrity and to be protected from harsh treatment and exploitation. The parents should also learn to respect children as human beings and remain open to learn from children regarding the protection of child rights. The parents should also provide them space and freedom of expression and treat their children as equal partners. The parents should also consult their children regarding the delivery of children-friendly goods and services at home.
The intervention of the government becomes imperative in times of abuse and neglect of the children by their parents. The parents should teach certain humanitarian values and behaviors to the children in order to enable them to understand the basics of human life and adapt themselves to the environment. The children should enjoy their educational rights and make intelligent choices of their own for future progress. The children should also enjoy the benefits of food security, nutrition, healthcare and allied facilities at home. The parents are required to function as children’s agents in the great outside world. They should also function as the true guides in the transition from infancy to adulthood. The parents have certain obligations towards their children and carry out their social responsibilities as the true ‘trustee’ of the child’s welfare. The convention had also called upon the parents to guide the child in actualizing his/her rights, consistent with the child’s evolving capacities. The parents are also responsible for protecting the best interest of the child by balancing the interests of one child against those of another in the family. The child’s welfare and the welfare of the family go hand in hand.

**Academic Institutions**

The teachers also have a significant role to play in promoting child rights by providing leadership to students in research and other curricular and co-curricular activities. They can play a significant role by enabling the teachers and teacher educators at all the levels to have conceptual clarity about child rights so that they can further the cause of children. The academic institutions should also integrate child rights in the curricula of schools and colleges. These institutions should also plan and organize activities in schools and colleges to create awareness and promote child rights in association with government organizations and NGOs. The academic institutions are also required to sensitize the various stakeholders of child rights protection and familiarize them to the remedial measures. The academicians should also organize series of campaigns against child trafficking, child abuse and violation of child rights. The teachers should also educate the parents on healthy aspects of parenting and caring for children.

**NGOs**

The NGOs are widely recognized as the third force all over the world since they have played an active role as instruments of development. The NGOs have also taken the lead and strengthened the initiatives for the protection of child rights. Scholars have also examined the relationship between the NGOs and child rights protection and noted that NGOs have implemented the projects to facilitate the rehabilitation of the children who are subjected to human rights violation. The studies have reported that conduction of research can supply intervention programmes and policy document with significant information and understanding regarding trafficking in women and children.

The NGOs should sensitize key stakeholders i.e. parents, teachers, community leaders, medical practitioners, law enforcement officers, judiciary and children about children rights. These agencies should also enhance capacity of selected stakeholders including the representatives of the government and non-government organizations about issues concerning child rights. The NGOs are also required to play a major role in the transformation of the lives of children who are subjected to child abuse or violation of child rights. The activists of NGOs should also report the crime against the children to the law and order agencies. They should also work actively on prevention of crimes against children and rehabilitation of the victims.

**Media**

Media institutions are widely regarded as the fourth estate of democracy, informal university and opposition party outside the parliament. Media professionals are also called upon to assume the role of watchdogs of public interest in a democracy. The communications media have to play an effective role in different contexts toward protecting child rights. The media professionals have a social obligation to create public opinion and sensitize various stakeholders on several issues or cases concerning the child abuse or exploitation.

Media can create mass awareness about significant issues pertaining to child rights such as compulsory registration of birth, providing health care, reducing malnutrition and exploitation and abuse of children through publishing articles, special features, interviews, case studies in print media, airing radio jingles, songs, series of programmes on issues related to children, telecasting spots, special features, serials to project child rights, producing films, documentaries, feature films on children’s issues, curbing misuse of children in advertisements on TV and films and creating public opinion to prevent violence against children and value the girl child.

Atmore (1996:01) comments: “The media have some influence in helping to construct people’s knowledge of child abuse – of its extent, characteristics and cultural meaning. However, no matter how limited the base of media ownership nationally, and indeed internationally, the media are not monolithic, playing out a pre-deterrent party line and child protection which a gullible public then swallows en masse. The main coverage about child rights violation came not from newspapers but popular magazines. The dominant media accounts were responses to a radical feminist influenced analysis of child sexual abuse. The real issue of power became the witch-hunt of these families, and particularly fathers, by the state and powerful families. The media coverage focused
on stories of men falsely accused. The harm to children was presented as occurring through miss-diagnoses of child abuse. Child protection researchers and practitioners have much to contribute to this field”.

The media are required to sensitize the various stakeholders of child rights protection through proper reports, analyses, criticisms and other constructive suggestions. The media should also educate the people about various constitutional, legal and governmental provisions for the protection of child rights. The media are criticized for their onslaughts all over the world. The provision of decency or morality is far more a safeguard to the rights of children. The media should also enable the children to access information and material from a diversity of national and international sources. The media should also protect the privacy and identity of the child victims and prevent inappropriate dissemination of information that would lead to the identification of child victims. The media professionals have a social responsibility of reporting the real cases of child abuse, child labor, child trafficking and child exploitation to bring the culprits to the book and ensure rehabilitation of victims of child rights violation. Scholars have commonly opined that the children should be protected from the negative or monster face of the media. The law and order agencies, professional organizations and judicial institutions should ban harmful advertisements, porn and adult only material. The various stakeholders should also take up issues of media violation of the rights of child and campaign strongly against it. Effective checks and balances are required to stop the media transgressions into the realm of child rights.

Law Enforcement Agencies and Judiciary

The law and order organizations have a social responsibility of protecting the rights of the children with due respect to the principles of UN Convention and constitutional obligations. The judiciary also plays an important role in the protection of fundamental rights of the citizens including the children, states Basu (1996:02). The Juvenile Justice (Care and Protection) Act, 2000 aims at the protection of children below the age of 18 years and clearly states that Juvenile offenders shall be segregated from adults and be accorded treatment appropriate to their age and legal status. The court in Sheela Barse v/s Union of India observed that children in jail are entitled to special treatment since they are national assets.

The law enforcement authorities and judicial personnel should sensitize police personnel of juvenile homes and lawyers about child rights. The courts have also rightly held that the right of the child to development hinges upon elimination of prostitution. The Supreme Court in Vishal Jeet v/s Union of India observed that it is highly deplorable and heart rending to note that many poverty stricken children and girls in the prime age of youth are taken to the ‘flesh market’ and forcibly pushed into ‘flesh trade’ in utter violation of all cannons of morality, decency and dignity of mankind. The courts have also directed the state to rehabilitate the child prostitutes in a proper manner. There are several instances, which demonstrate the active judicial activism to protect the children from various types of exploitation. They should also orient the above-mentioned personnel to treat children with respect and compassion. They are required to assume the role of watchdogs of child interest and provide necessary social security and support to the children who are in need of such services. The judicial organizations are also responsible for speedy disposal of marital disputes and respect the perspective of the children with regard to the choice of custody and child rearing. The judiciary should also protect the children and their caretaker from any kind of intrusion. The intra-family disputes should not threaten the family autonomy in general and the future of affected children in particular. The vindication of children’s rights depends on a delicate balance between government intervention and family autonomy. The child rights become meaningless if the judicial organizations fail to rise to the occasion and protect the interest of the needy children.

Justice Philip Musonda (2010:04) observes, “The goal of the justice for children approach is to ensure that children are better served and protected by the justice system. It specifically aims at ensuring full application of international norms and standards for all children who come into contact with justice systems as victims, witnesses and alleged offenders; or for other reason where judicial intervention is needed for example regarding their care, custody or protection. This can be achieved by ensuring children’s access to justice, to seek and obtain readiness in criminal and civil matters. Access to justice can be defined as the ability to obtain a just and timely remedy for violations of rights as put forth in national and international norms and standards, including those set out in the Convention on the Rights of the Child”.

There is a well-established co-relation between poverty and children coming in conflict with law. The law and order authorities should be actively involved in the process of diversion partners in all regions/provinces. Studies have also underlined the need for extensive training of all participants in the child justice system in order to eliminate the maltreatment of children in contact with the law. The judiciary is responsible for the protection of child rights through proper implementation of legal guarantees and safeguards, which are set forth in relevant, national, and international standards. The child friendly courts should be established to conduct trials of children in a manner that reinforces their respect for human rights and fundamental freedoms of others.

Medical and Para-Medical Professionals

In modern society, there are a good number of medical and Para-medical institutions, which are established by the government and private sectors in India and abroad. These institutions also receive funds and facilities from various sources. They have a corporate social responsibility of reaching out to the unreached marginalized sections of society including the vulnerable children.
They should also function with utmost dedication and make their presence felt in the society. A philanthropic approach to the management of medical and Para-medical institutions is required to protect the child rights in modern society. The medical and Para medical professionals are called upon to diagnose the ills of child development and prescribe suitable Medicare facilities, which would protect the children against disease and disorders. They should also play a major role in the implementation of constitutional provisions, welfare measures and allied programmes, which would safeguard the interest of children.

**Corporate Sector**

Modern corporate houses have certainly realized the significance of corporate social responsibility in the new millennium. A surge in corporate social responsibility interest is typically attributed to the strong relationship between the corporate philanthropy and business management. Empirical studies have emphasized that the future agenda for corporate houses must deal with the process of corporate social responsibility and adoption of socially beneficial CSR practices in order to repay their gratitude to the society and manage sound reputation in a competitive business environment. In the age of globalization, the corporate houses are required to demonstrate Corporate Social Responsibility by providing children-specific goods and services. These corporate houses are also responsible for creating necessary opportunities for the empowerment of children is association with government agencies and non-government organizations.

**CONCLUSION**

Child rights protection assumes great significance in a developing country like India. Childhood is considered as a very crucial stage of human development by the development psychologists. In fact, childhood is diminishing due to several social, educational, economic, political, psychological, cultural and environmental factors and forces, which have disturbed the childhood. Several stakeholders are responsible for the protection of child rights in modern society. After independence, various child protection and development measures have been devised and implemented in India to emancipate the children from the tendencies such as child abuse, child exploitation, child food crisis, child malnourishment, child labor, and other violations of child rights. Specific legislations, development schemes, media laws and initiatives have been launched in India to safeguard the interest of children and enable them to grow in a healthy atmosphere. Child rights protection demands active involvement of various stakeholders in a pluralistic society like India.

**REFERENCES**


*****
INTER-STATE LABOUR MIGRATION IN INDIA: A FACTOR ANALYTIC APPROACH

Dr. Naresh Malhotra

ABSTRACT

The present study proposes to examine the push and pull factors, which motivate workers to migrate to Punjab from other states. The paper is based on primary data collected from migrant textiles and brick-kiln workers. Factor analysis was carried out to find out different motivational aspects. Better Employment Opportunities, Fulfillment of Self-Aspirations, Better Living Conditions is the pull factors and Lack of Development, Social Tensions and Unviable Land Holdings are the push factors found by the study. The study recommends that labour department of the State of Punjab should take steps to rationalize the collection, compilation, maintenance and dissemination of labour statistics. Further, there is a need to improve the educational level of the migrant workers and they should be provided proper housing and sanitation facilities.

KEYWORDS

Labour Migration, Push and Pull Factors, Factor Analysis etc.

INTRODUCTION

Migration is a form of geographical mobility between one geographical unit and another, generally involving a change in residence from place of origin or place of departure to the place of destination or place of arrival. Migration is a worldwide phenomenon. Uneven economic development, inter-regional disparity and differences in living standards between socio-economic groups are some of the important reasons responsible for migration. Avenues of better employment and higher wages serve as pull factors for labour, where as non-availability of employment opportunities in backward regions, drought and scarcity conditions are push factors in the migration process. Migration is the third component of population change, the other two being mortality and fertility. Mortality and fertility work in a biological framework whereas migration is influenced by the wishes of the persons involved. Usually each migratory movement is deliberately made though in exceptional cases this may not hold true. Thus, migration is a response of human organisms to economic, social, political and demographic forces in the environment. Migration plays an important role in the distribution of the population of any country and determines the growth of labour force in any area. Migration is thus an important symptom of change in society.

The migrants have a tendency to move to those regions where they have contacts and where the earlier migrants serve as links for the new migrants and this chain is thus formed in the process, and is known as chain migration. Generally, young people falling in the age group of 15 to 30 are more mobile. This makes sense in economic terms since the discounted value of future earnings would be higher for the young people. They are less encumbered with various family and other social responsibilities and hence free to move.

REVIEW OF LITERATURE

Sjaastad (1962) model assumed that people will migrate when the benefits arising out of migration were more than the costs involved in the process. The benefits were viewed as the present value of the potential income gains from the differences in income between the origin and the destination areas. Another study undertaken by Desai (1964) revealed that urban to urban migration took longer distance than rural to rural migration. It added that sex structure also determined distance of mobility. Lee's (1966) focused on the decision-making process and present four general factors, which influenced migration decision. These were 'origin factors', 'destination factors', 'intervening obstacles' and 'personal factors'. Kaur (1971) found that people moved from the area of less economic opportunities and retarded social development towards the developed and the fast developing areas. Sidhu and Grewal (1984), Sidhu et al., (1997) based on data from Punjab confirmed that the migrants in general were younger in age, illiterate and belonged to lower castes. The main reason for migration was unemployment, low wages, low land base and poverty prevailing in the native places. Choudhary (1991) observed that all the temporary out-migrants were landless and belonged to socially and economically backward classes including scheduled castes. In some cases, even people from high class had started migrating in the wake of pauperization. Push factors were comparatively stronger in causing migration. Santhapparaj’s (1996) study clearly showed that most migrants in Madurai city hailed from rural areas. Majority of them moved out of the agricultural sector into urban informal sector. Sensarma (1997) found that often the urban informal sector acted as a base for migrants for future entry into the formal sector. Only the low productivity activities in the informal sector requiring low levels of skill could absorb the migrants when they came to towns and cities initially in search of jobs. Srivastava (1998) pointed out that the uneven development between different areas had resulted in the movement of large mass of labour migrants from one area to another.

6Associate Professor and Head, P.G. Department of Commerce and Business Management, Doaba College, Punjab, India, prolmalhotra@yahoo.com

Chand (2002) found that economic hardships, such as small size of landholdings, low productivity of land, unusual droughts and floods etc., pushed migrant sugar workers mainly from Uttar Pradesh and Bihar. Sahai and Chand (2004) found that out-migration from India is a centuries old phenomenon and the character of Indian migration has changed over the years. It is no more indentured labour, as in the colonial era, but a mix of high-tech professionals and skilled and unskilled labour. Roy and Debanath (2011) identified per capita income and level of infrastructure as two pull factors, unemployment, and cost of living as two push factors in migration. Migrants are concerned about basic needs of life. Abbas and Varma (2014) found that the distresses associated with internal migration in India are enormous. In spite of the vast contributions of migrants to India’s economy, the social protections available to them remain sparse. A concerted national strategy is essential in building a sustainable and equitable pathway to progress.

OBJECTIVES OF STUDY

The present study is to focus on the various aspects of migrant workers, working in the textile and brick kiln industry of Punjab. However, the specific objectives of the study are as follows:

- To identify push and pull factors which motivate workers to migrate.
- To suggest suitable recommendations for the protection and welfare of the migrant workers.

RESEARCH METHODOLOGY

The present study is survey based relying mainly on the primary data collected from the migrant workers with the help of well-drafted pre-tested structured interview schedule. The universe of the study is comprised of the textile and brick kiln migrant workers in the state of Punjab. Purposive sampling method has been used to select the sample for the present study. The choice of selecting the textile industry was due to the following reasons:

- The textile industry is the biggest industry in the state in terms of employment. Its share in the total workers employed in all the industries was 26.79 per cent in 2012 (Statistical Abstract of Punjab 2014, p.313).
- The preliminary investigations revealed that a large number of migrant worker were employed in textile industry of Punjab.

Similarly, the brick kiln industry has been selected because the preliminary investigation revealed that the migrant workers constituted a very high proportion of the workers working in this industry in the state of Punjab. Further, the study was restricted to Amritsar, Jalandhar and Ludhiana districts of Punjab. Data relating to brick kiln industry has been collected from these districts, whereas data relating to the textile industry has been collected from Amritsar and Ludhiana districts due to the fact that as high as 84 per cent of the total working factories and 54 per cent of the total workers employed in textile industry were concentrated in Amritsar and Ludhiana (Sidhu, A.S., 1996). There are about 2 Lakhs workers working in 2500 brick kiln units spread across Punjab. The workers in the brick kiln industry can be broadly divided into following categories Patheras, Zalaiwalas and Nakasiwalas. The moulders (or Patheras as they are locally known) are allotted a piece of land by the owner where the workers have to dig the earth and then wet it with water to make the mud suitable for moulding process. Generally, for moulding, the whole family is engaged in this process, including young children. Moulders mostly hail from U.P. and Chhattisgarh. Zalaiwalas manually charge the coal in the kilns and Nakasiwalas bring out the pucca bricks from the chamber of the brick kiln and place them manually at a place decided by the owner. Nakasiwalas mostly hail from Rajasthan and Zalaiwalas from Bihar.

ANALYSIS AND DISCUSSION

Factor Analysis

The uneven development between village and town and between different areas has resulted in the large-scale labour migration from one area to another. This type of migration causes movement of working force. Two basic economic factors, which motivate migration, may be termed as push factors and pull factors. In other words, it is to see whether people migrate due to compelling circumstances, which push them out of the place of their origin, or they are lured by the attractive conditions in the destination place. For instance, on the one hand, poor economic conditions, low productivity, unemployment and underemployment, low agricultural income and natural calamities may compel people to leave their native place in search of better economic opportunities. On the other hand, opportunities for better employment, higher wages, better working conditions and amenities etc., may attract people to an area. Researchers have diverse findings as to which factors is push that is more important or pull. Therefore, it necessitates having a fresh look at the major ‘push’ and ‘pull’ factors in labour migration and their comparative significance. In order to identify the differences in motivational aspects of brick kiln and textile industry sector of Punjab, factor analysis was carried out. To do this the perceptions of brick-kiln and textile migrant workers on a set of fifteen statements about the role of different push and pull factors in the process of inter-state migration were studied. The list of these statements is presented in table-1.
Table-1: Motivational Aspects of Migration

<table>
<thead>
<tr>
<th>Label</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>X_1</td>
<td>I moved out of place of origin to get rid of the debt,</td>
</tr>
<tr>
<td>X_2</td>
<td>I moved out of the place of origin to get rid of impact of drought,</td>
</tr>
<tr>
<td>X_3</td>
<td>Lack of adequate agricultural land forced me to migrate,</td>
</tr>
<tr>
<td>X_4</td>
<td>Lack of job opportunities compelled me to migrate,</td>
</tr>
<tr>
<td>X_5</td>
<td>I moved out due to lack of job I liked,</td>
</tr>
<tr>
<td>X_6</td>
<td>Poor economic condition of family forced me to migrate,</td>
</tr>
<tr>
<td>X_7</td>
<td>I migrated to get rid of family feud,</td>
</tr>
<tr>
<td>X_8</td>
<td>I migrated due to discrimination on the ground of caste,</td>
</tr>
<tr>
<td>X_9</td>
<td>Industrial development in Punjab attracted me to this place,</td>
</tr>
<tr>
<td>X_{10}</td>
<td>Attraction of urban amenities was the reason of my migration,</td>
</tr>
<tr>
<td>X_{11}</td>
<td>I was attracted to this place due to better job opportunities,</td>
</tr>
<tr>
<td>X_{12}</td>
<td>Agricultural development in Punjab was reason for my migration,</td>
</tr>
<tr>
<td>X_{13}</td>
<td>I was called by my friends in Punjab,</td>
</tr>
<tr>
<td>X_{14}</td>
<td>I migrated to enjoy freedom of nuclear family,</td>
</tr>
<tr>
<td>X_{15}</td>
<td>Comparatively higher wages in Punjab attracted me here.</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Suitability of Data for Factor Analysis

In order to test the suitability of data for Principal Component Analysis, the following steps were taken:

- Apart from correlation matrix, anti-image correlations are also computed. These show that partial correlations are low, indicating that true factors exist in the data.
- Kaiser-Meyer-Olkin Measure of Sample Adequacy (KMO) was calculated. Overall, MSA was found to be 0.649, which supports that the sample was good enough for factor analysis.
- Bartlett’s Test of Sphericity show statistically significant number of correlations in the variables.
- Anti-image Correlations are calculated. These showed that partial correlations are low, indicating that true factors exist in the data.
- Cronbach’s Alpha is calculated .825, which shows that data are reliable for Factor Analysis.

Hence, as revealed by the above parameters, the data was found fit for the factor analysis. In order to test the suitability of data for Principal Component Analysis, the following steps were taken:

- The correlation matrix was computed and enough correlations were found to go ahead with factor analysis.
- Anti-image Correlations were calculated. These showed that partial correlations were low, indicating that true factors existed in the data.

Extraction Method and Number of Factors Extracted

Principal Component Analysis was employed for extracting factors and the number of factors to be extracted were finalized based on ‘Latent Root Criterion’ i.e. variables having Eigen values greater than 1. Six factors were extracted which together accounted for 63.74 per cent of the variance. Finally, the Principal Component Analysis with Orthogonal Rotation has been used in the present study. In Orthogonal Rotation, it is assumed that factors operate independently of each other. Varimax Rotated Factor Analysis, which is the most popular method of Orthogonal Rotation, has been used and the results are presented in table 2. The results were obtained through orthogonal rotations with varimax and all factor loadings greater than 0.40 (ignoring signs) were retained.

The results of the principal component analysis with varimax rotation for brick kiln respondents are presented in table 2. The results show 63.74 per cent of the total variance is represented by the information contained in the factor matrix. The percentage of variance explained by factors I to VI are 20.81, 11.02, 10.04, 7.76, 7.27 and 6.84 respectively. Communalities show the amount of variance in a variable that is accounted for by the six factors taken together. The size of the communality is a useful index for assessing how much variance in a particular variable is accounted by the factor solution. Large communalities indicate that a large amount of the variance in a variable has been extracted by the factor solution. Small communalities show that a substantial portion of the variance in a variable is not accounted for by the factor solution. For instance, communality figure of 0.495 for variable X_6 indicates that it has less in common with other variables included in the analysis than variable X_5, which has a communality of 0.734.
fifteen statements are loaded on a factor of which four are highly correlated. The high positive loading on the first factor of which four is "Better employment opportunities" has emerged as significant factor accounting for 20.81 per cent of the total variance. Five factors are summarized in Table 2, which presents the rotated correlation matrix for the Brick Kiln Industry. The factor loadings range from 0.60 to 0.83, and the communalities range from 0.659 to 0.723. The percentage of variance explained by each factor ranges from 20.81% to 49.63%, and the cumulative percentage ranges from 20.81% to 56.90%.

Naming of Factors

A factor loading represents the correlation between an original variable and its factor. The signs are interpreted just like any other correlation coefficients. On each factor, 'like signs' of factor loadings mean that the variables are positively related and 'opposite signs' mean that the variables are negatively related. One variable X1 (I migrated due to discrimination on the ground of caste) has loaded on two factors II and V. However, based on higher loading, it has been considered in factor V only. The process of naming factors is quite subjective, though various authors have given guidelines. The names of the factors and the loadings are summarized in the table 3.

Table-3: Naming of Factors – Brick Kiln Industry

<table>
<thead>
<tr>
<th>Factors</th>
<th>Factor Name</th>
<th>Statement</th>
<th>Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Better Employment Opportunities</td>
<td>X9</td>
<td>Industrial development in Punjab attracted me to this place</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>X11</td>
<td>I was attracted to this place due to better job opportunities</td>
<td>0.77</td>
</tr>
<tr>
<td></td>
<td>X15</td>
<td>Comparatively higher wages in Punjab attracted me here</td>
<td>0.72</td>
</tr>
<tr>
<td></td>
<td>X4</td>
<td>Lack of job opportunities compelled me to migrate</td>
<td>0.71</td>
</tr>
<tr>
<td></td>
<td>X13</td>
<td>I was called by my friends in Punjab</td>
<td>-0.55</td>
</tr>
<tr>
<td>II To Fulfill Self Aspirations</td>
<td>X14</td>
<td>I migrated to enjoy freedom of nuclear family</td>
<td>0.80</td>
</tr>
<tr>
<td></td>
<td>X1</td>
<td>I moved out of place of origin to get rid of the debt</td>
<td>0.61</td>
</tr>
<tr>
<td>III Better Living Conditions</td>
<td>X10</td>
<td>Attraction of urban amenities was the reason for my migration</td>
<td>0.75</td>
</tr>
<tr>
<td></td>
<td>X12</td>
<td>Agricultural development in Punjab was the reason for my migration</td>
<td>0.74</td>
</tr>
<tr>
<td>IV Lack of Development</td>
<td>X5</td>
<td>I moved out due to lack of job I liked</td>
<td>-0.83</td>
</tr>
<tr>
<td></td>
<td>X2</td>
<td>I moved out of place of origin to get rid of the impact of drought</td>
<td>0.47</td>
</tr>
<tr>
<td>V Social Tensions</td>
<td>X7</td>
<td>I migrated to get rid of family feud</td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>X8</td>
<td>I migrated due to discrimination on the ground of caste</td>
<td>0.54</td>
</tr>
<tr>
<td>VI Unviable Land Holding</td>
<td>X1</td>
<td>Lack of adequate agricultural land forced me to migrate</td>
<td>0.77</td>
</tr>
<tr>
<td></td>
<td>X6</td>
<td>Poor economic condition of family forced me to migrate</td>
<td>0.61</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Factor-I: Better Employment Opportunities

Better employment opportunities have emerged as significant factor accounting for 20.81 per cent of the total variance. Five out of fifteen statements are loaded on a factor of which four are highly correlated. The high positive loading on the first factor of the
variables, namely, industrial development of Punjab, attraction of better job opportunities, comparatively higher wages in Punjab pull labour to migrate from other states. Again, all except X₄ (Lack of job opportunities compelled me to migrate) are pull statements. The negative loading of the variable X₁₃ (I was called by my friends in Punjab) indicates that workers did not migrate because their friend’s call them rather study found that contractors mobilized them. Therefore, the study revealed that pull factors play dominating role in labour migration to Punjab.

**Factor-II: To Fulfill Self-Aspirations**

Fulfillment of self-aspirations has emerged as the second major factor with percentage of variance equal to 11.02 per cent. The analysis reveals that the migrant labour moved out to enjoy freedom of nuclear family and to get rid of burden of debt. Therefore, the study found that the migrant households paid off their debts by remittances from Punjab. Moreover, the huge transfer of resources from Punjab has a large potential for strengthening the rural economy at the place of origin.

**Factor-III: Better Living Conditions**

This is the third important factor with percentage of variance equal to 10.04. Two statements have been loaded on this factor. Both statements are positively correlated with the factor. This factor highlights that the attraction of urban amenities and agricultural development of Punjab encourage the migration of labour from other states. The existing studies on labour migration also revealed that better living conditions had remained an important pull factor to attract labour from backward areas. Further, it has been widely accepted by various researchers that large-scale migration has been taking place in agricultural and industrial sectors of Punjab. As both these variables are significantly loaded on this factor, therefore, our study also substantiates this fact.

**Factor-IV: Lack of Development**

Two statements have been loaded on this factor, which explains 7.76 per cent of variance. Both the statements are significantly correlated with this factor. Besides, one statement is positive while other is negative. It explicates that labour migrate from its native place to get rid of the impact of drought. The negative loading of the variable X₅ indicates that brick kiln workers do not migrate because of lack of job they desired. Rather, study found that they were ready to do any type of job keeping in view their lower educational, economic and social status.

**Factor-V: Social Tensions**

Two statements have been loaded on this factor with percentage of variance equal to 7.27. Both the statements are positive. The study found that large proportion of migrant brick-kiln workers belong to large size of joint families where family feud was a routine matter. Therefore, workers migrate to get rid of family feud. Further, they also migrate because of the discrimination on the ground of caste in their areas of origin. Therefore, in addition to the pull factors, the push factors also contribute in the inter-state migration process.

**Factor-VI: Unviable Land Holding**

Two statements have been loaded on this factor with percentage of variance equal to 6.84. Lack of adequate agricultural land and poor economic condition of family compel labour to migrate. The implication of this factor is that the migrant brick-kiln workers are landless or land poor belonging to economically backward class. Further, most of the respondents’ land was barren due to which they also come in the category of landless workers.

**CONCLUSION AND SUGGESTIONS**

During the course of study, it was found that the authorities responsible for it in particular are not collecting data in regard to labour in general and the migrant labour systematically. Therefore, the labour department of the State of Punjab should take steps to rationalize the collection, compilation, maintenance and dissemination of labour statistics. Do constitution of joint coordination team comprising of officers of both originating and recipient state to identify the establishment and for periodical visit to the vulnerable areas for effective implementation of the Act as well as providing better facilities. The trade unions should be involved by the Government to identify the migrant workers as well as their establishments. The trade unions in the state of origin should interact with their counterpart trade unions to look after the migrant workers working there and to take all possible efforts for their ameliorations and write back all details of their work, entitlement receipts and living status. Trade unions at the recipient state should also intimate to their counterpart in the state of origin of the interstate migrant workers about any dispute, claims and any sort of accident besides taking all required action at their end. The study further recommends that there is a need to improve the educational level of the migrant workers working in the textile and brick-kiln industry of Punjab. Since a large number of workers belong to adult category, therefore, adult education could play an important role to make the migrant workers literate. Since a large number of workers working in the brick-kilns engage their families in the work, therefore, special arrangements should be...
made for the education of their children also. The workers should also be made aware of the family planning programmes. The living and working conditions of the migrant workers are miserable, therefore, the study recommends that the workers should be provided proper housing and sanitation facilities. As the workers, particularly, the brick-kiln workers are prone to many diseases and occupational health hazards like irritation of skin, backache, asthma and T.B. etc., the study recommends that provisions should be made in the law governing the brick-kiln industry for compulsory, periodic, medical check-up of workers.

Further, moulders should be provided gloves in order to avoid continuous touch with mud. Nakasiwalas should be provided protective gear in order to save them from any injury from hot bricks and use of respiratory masks should be made obligatory for all workers while at work. There is a need to enhance the income level of the brick-kiln workers. As the brick-kiln industry is seasonal industry, the workers should be provided some alternative work during the off-season. The study found that large number of migrant workers was not having ration cards. Therefore, the Punjab Food and Civil Supplies Department should issue special ration cards of different colours to migrant workers under a special drive. It can serve dual purpose of getting essential goods at subsidized rates and identity proof for different purposes.

REFERENCES


17. Retrieved from http://www.academia.edu/3132561/Push_and_Pull_Factors_of_Migration_A_Case_Study_of_Brick_Kiln_Migran...  
18. Retrieved from https://mpra.ub.uni-muenchen.de/30036/1/PPM.pdf  

*****

CHECK PLAGIARISM SERVICE

Pezzottaite Journals charges nominal fees from Journal Managers, Editors, Section Editors, Copy Editors, Layout Editors, Proof Readers, Subscription Managers, Reviewers, Readers (Subscribers and Individuals), and Authors to get their manuscripts scanned for plagiarism.

Indian Users
One Manuscript / article = Rs. 350.00
Two Manuscripts / articles = Rs. 350.00 x 2 = Rs. 700.00
Formulae = (Numbers of Manuscripts \times \text{Rs. 350.00}) = Amount to be paid as 'Online Bank Transfer' before availing the services.

International Users
One Manuscript = US$15.00
Two Manuscripts = US$15.00 x 2 = US$ 30
Formulae = (Numbers of Manuscripts \times \text{US$15.00}) = Amount to be paid as 'Online Bank Transfer' before availing the services.

Note: Total amount if computed in US$ must be converted into Indian Rupees as per Currency Exchange Rates on the day of placing the order; Computed amount (in Rupees) is to be transferred in Pezzottaite Journals Bank Account (s); In case, where the transacted currency is not US$, then, purchaser must consider the exchange rate of domestic country’s currency against ‘US$ / Rupees’ and transfer the same.

Bank details are available at: http://pezzottaitejournals.net/pezzottaite/bank_accounts_detail.php

FOR PAPER SUBMISSION & CLARIFICATION OR SUGGESTION, EMAIL US @:
callandinvitation@pezzottaitejournals.net
callandinvitations@pezzottaitejournals.net
callforpapers@pezzottaitejournals.net

Editor-In-Chief
Pezzottaite Journals,  
64/2, Trikuta Nagar, K. K. Gupta Lane, Jammu Tawi, Jammu & Kashmir - 180012, India.  
(Mobile): +91-09419216270 – 71
THE ETHICAL IMPACT OF BUSINESS AND ORGANIZATIONAL RESEARCH: THE FORGOTTEN METHODOLOGICAL ISSUE? 

Capt. Dr. Ashok V. Giri

ABSTRACT

In recent years, relatively little business or organizational research has focused on personal welfare detached from economic or organizational performance. Similarly, the mainstream management literature has tended to overlook the social effects of undertaking academic research, in particular those that relate to the researchers' ethical obligations to participants. The importance of ethical behavior to an organization has never been more apparent, and in recent years, researchers have generated a great deal of knowledge about the management of individual ethical behavior in organizations. We review this literature and attempt to provide a coherent portrait of the current state of the field. We discuss individual, group, and organizational influences and consider gaps in current knowledge and obstacles that limit our understanding.

We conclude by offering directions for future research on behavioral ethics in organizations. Research on both ethics and organizational justice distinguishes between process and outcome concerns. However, little research integrates these two areas. This study examined the influence of individuals' ethical frameworks on perceptions of organizational justice. We found that ethical formalists were more sensitive to procedural justice issues and ethical utilitarian's were more sensitive to distributive justice issues. This paper discusses some of the ethical issues associated with research on business and in organisations, using as its framework the ethical principles of justice, beneficence, and respect for persons.

KEYWORDS

Research Ethics, Justice, Beneficence, Respect for Persons, Informed Consent etc.

INTRODUCTION

It is expected that most consultants and academics undertaking business and organisations research would view themselves as professionals with standards for proper and ethical conduct, and accept that such standards distinguish them from non-professional groups (Gellerman, Frankel and Ladenson, 1990). Many would also believe that their research should promote the welfare of individuals and the performance of organisations, and would agree with Kakabadse, Kakabadse and Kouzmin (2002, p. 105) that their research “advances and shapes organizational objectives, culture, individuals and societies as it provides new insights that inform premises upon which decisions and judgments are based”. This view of academics and internal and external consultants undertaking business research is of people who are trying to make the world a better place for those within it. The research changes organisations for the better and this positively influences the lives of all who work in them. However, is this case? Is research the shaping force, with the positive values of researchers influencing directions research will take, and thus providing benefits to individuals, organisations and society? Alternatively, are organizational or other objectives shaping research, and has this softened the focus on the research’s effects on individuals and society, in particular the study’s participants? Are these individuals “advanced” by the research? In addition, how do researchers manage the issues and tensions associated with trying to concurrently “advance … organizational objectives, culture, individuals and society” (Kakabadse, Kakabadse, and Kouzmin, 2002, p. 105)? Is it possible to concurrently advance individual and organizational objectives, or are these objectives sometimes inherently contradictory? In addition, how well do researchers recognize these tensions, and how do they manage them?

Jones (2004) touches upon these questions and suggests that differing researcher values and attitudes create four different and contradictory motivations for conducting research in organisations, and that each of these creates a different relationship between researcher, organisations, participants, and society. She calls these motivations consultancy, instrumental academic, co-consultancy, and academic research pro bono publico. The consultancy approach, she argues, is focused on achieving a brief, and relies on objectivity tempered with impression management, in which relationships are transactional and the “human subjects studied are liable to contribute only as a collection of objects of interest” (p. 114). In contrast, the instrumental academic research orientation involves interest in the subject matter, but the primary focus is on academic recognition. She argues that academic research of this kind is “willingly tailored” to the requirements of sponsors or editors, and human participants are seen to contribute only as a means to an end. Although she suggests the co-consultancy approach hopes to provide some improvement to the organisations, it may not always be to participants, and any effects are not known until the change process has been completed. Finally, her view is that only traditional academic research pro bono publico, which looks to serve the public good and generate knowledge that benefits society, involves “deep concern for those participating in and informing the research” (p. 116) . Simply
put, she argues that the effect of the research on participants largely depends upon the type of research undertaken, and this is based upon the “professional ambitions and/or comfort zones” (p. 116) of the researcher. If research is driven by a desire to meet goals of the sponsoring or collaborating organisations or academic achievement, then it is difficult to provide benefits to participants.

An alternative way of viewing the relationship between participants, research, and researchers is to return to the view of researchers as professionals with standards for ethical conduct. The effect on participants as then seen not merely because of the values of the researcher, but as an interaction with independent requirements and specific moral principles. This parallels the way the relationship between researchers, research participants, and society in medical research is framed as an ethical issue that overrides such considerations as the “professional ambitions and comfort zones” of the researcher. This paper will therefore use ethical principles to review some of the issues facing academics and consultants conducting research in business and organisations. In particular, it will relate these principles to issues associated with research participation. Unfortunately, a reading of the business and organizational research journals provides little guidance on ethical responsibilities toward research participants, which should be considered when formulating, and undertaking organizational research. Although the general business and research literature, particularly texts and other monographs, provides a commentary on ethical issues such as misrepresentation, and advises specific actions such as those leading to informed consent, seldom are there detailed discussions of the ethical principles that guide interaction with research participants. This journal is too new for an analysis of space given to such issues in a business research methods publication, but the articles published in the past six years in the journal Organizational Research Methods can be taken as an example. A search of the 120-authored articles in that journal from January 1999 to January 2006 brought up 31 articles, which contained the words “ethics”, or “ethical” somewhere in the text. Deletion of book reviews, citations of journals with ethics in the title, reference to “protestant work ethic”, the ethical behaviour of business or managers, and ethics as an interest of the authors left 7 articles, which referred to research ethics. Two references were less than a sentence in length; two were a paragraph. Two articles (Simsek and Veiga, 2001; Stanton and Rogelberg, 2001) devoted just over 2 pages to the ethical implications of online research, and Wray-Bliss (2002) devoted several pages to the ethics of the critical interpretive approach of labour process theory.

The absence of such discussion in journals devoted to business and organizational research methods is interesting, and it certainly contrasts with the space given to such issues in the medical and psychology research methods literature. However, it can be argued that the nature of human participants requires the effect of the research on participants and other persons be given the same consideration in business and management research as is accorded to those affected by medical and other research.

**ETHICAL PRINCIPLES IN RESEARCH INVOLVING HUMANS**

The first issue is which ethical principles are relevant to business and management research. In many Western countries, formal ethical guidelines have been developed for medical and nonmedical research involving humans. These include the United States Belmont Report (1988), Australia’s National Statement on Research Involving Humans (NHMRC, 1999), Canada’s Code of Ethical Conduct for Research Involving Humans (Tri-Council of the MRC, NSERC, and SSHRC, 1997), and Great Britain’s Research Ethics Framework (ESRC) and publications of the Medical Research Council. These attempts to ensure participant rights are respected, and describe researcher responsibilities. At the core of these are three ethical principles that the Belmont Report specifies are “particularly relevant to the ethic of research involving human subjects”. These principles of justice, beneficence and respect for persons are described in the next section of this paper, and applied to the framing and collection of data in organizational and management research.

**Justice**

The first principle, justice, is developed from the writing of Aristotle (1982, p. 257), who noted that justice is “that which is lawful and that which is equal and fair”. The principle of justice requires the burdens and benefits of research to be equally and fairly distributed such that particular groups not bear the burden of research participation while other groups receive the benefits. Arguments for such fairness in research have been made by the United States Belmont Report (1988), for example, which states the “principle of justice is that equals ought to be treated equally”, and follows this with a statement that “the selection of research subjects needs to be scrutinized in order to determine whether some classes are being systematically selected simply because of their easy availability, their compromised position, or their manipulability”. The principle of justice may be applied to employees, and requires they are not exploited because of membership in any organisations under study. They should not be required to bear the burdens of research in terms of time, energy, or disclosure of personal information while other groups, such as employers and researchers, reap the benefits.

Historically, the American Academy of Management was built upon a philosophy of management in which the public interest was paramount, although recognition was also given to the “legitimate interests of capital and labour” (Editor’s preface, Journal of the Academy of Management, 1958, cited in Walsh, Weber and Margolis, 2003, p. 859). Consistent with this would be a research output that focuses upon the welfare of organizational members and the public interest, and are not merely used because of their
“easy availability or their compromised position”. However, an analysis of articles published in the Journal of the Academy of Management, the Academy of Management Journal, and the Academy of Management Review between 1938 and 2000 by Walsh, Weber and Margolis (2003) found only 227 of the 1738 articles studied human welfare without examining performance, 115 studied both welfare and performance, 383 studied performance with no reference to welfare, and 996 studied neither performance or welfare. They also found interest in welfare was declining: in 1999 only 19% of articles included reference to some aspect of welfare, down from the 35% of articles in 1978. Not only did citation analysis show studies of performance received more citations than studies of welfare, but fewer than 2% of the studies considered the effect of organizational practices outside the boundaries of the firm. Furthermore, their analysis demonstrated that most research involved some form of economic framing, or paid little attention to the firm’s role in society. Very little research focused on personal welfare detached from economic or organizational performance. At a simple level, this does not appear just, and appears to suggest that the benefits of research may go to organisations, whilst the burden is borne by employees and other individual participants.

Furthermore, unlike medical research, it cannot be argued that, in general, organizational or management research is designed to lead to specific, immediate, or large benefits to humankind, or to the prevention of serious harm. Researchers and their employing organisations, research participants and their employing organisations, and society all have a stake in research outcomes, and these stakes are based upon different, and potentially competing, interests (Germeroth, 1994). Similarly, the subject areas chosen for business and management research reflect the interests of its stakeholders, and the areas chosen for any research project may potentially reflect the power differences of particular stakeholders. Researchers generally have an interest in seeking and transmitting new knowledge, and in advancing their careers. If they are academic researchers, their employing organisations have an interest in attracting research income and increasing research output. Business and government organisations are interested in improving performance. Potential participants may be most interested in issues related to their welfare at the individual, group, or organizational level. The interests of society are complex and multidimensional. However, given the absence of a demonstrated direct benefit to humankind, on a macro level there seems little societal obligation to undertake, or participate in, such research. Moreover, researchers’ knowledge seeking can only be undertaken with the co-operation and support of employing organisations. More than half the studies reported in the Journal of Applied Psychology between 1992 and 1997 used research survey participants from single organisations (Ostroff and Harrison, 1999). Similarly, an analysis of the research published in the top three American management journals (Academy of Management Journal, Administrative Science Quarterly and Journal of Management) between 1985-87 and 1995-97 found not only did field studies predominate over other methods such as surveys and experiments, but there was an increase in the number of field studies over the period (Scandura and Williams, 2000).

Because of this need for organizational support, it may be difficult to ensure fairness and justice. The relationships between researchers, participants, and organisations present special challenge if those with lesser power – usually the employees who are the participants in the research – are not to be exploited for the gain of the organisations or researcher. An example of such exploitation is a requirement for employees to provide information, time or energy to a research project they would not otherwise wish to be involved in. This is especially so when the relationships are a result of a formal collaboration between universities and industry or the result of a consultancy agreement. Universities have a financial and public relations interest in obtaining sponsored or collaborative research. They see industry as a source of research funds, and actively encourage collaboration by rewarding researchers for industry-funded or collaborative grants. A positive view is that new problems are identified, researchers are intellectually stimulated, publications are increased, and student education is enhanced – and earnings are generated for university research. A negative view is that such relationships narrow the range of research to topics supported by particular organisations, and researchers lose their independence, focusing on short-term or commercially profitable products that promote specific interests of industry rather than the interests of individuals or society (Rule and Shamoo, 2001; Rynes, Bartunek and Daft, 2001). Researchers’ interest in undertaking the research and accurately transmitting the findings may conflict with other interests such as the desire of the sponsoring or co-operating organisations not to have negative findings published (Rule and Shamoo, 2001). Negative findings may also be suppressed within the organisations, or ignored by key organizational stakeholders. Additionally, pressure may be placed upon researchers to interpret material in a particular manner. This possibility is heightened in those situations where contractual agreements require the organisations to “sign off” on any publication coming out of the collaboration.

It appears, then, that academic researchers can find themselves with an unrecognized conflict of interest. Such conflict occurs when two or more of the interests held by, or entrusted to, a single person are considered incompatible or breach prescribed practice. It occurs when a person’s “judgment regarding the primary interest (such as a ... [participant’s] welfare or the validity of research) tends to be unduly influenced by a secondary interest, such as financial gain” (Thompson, 1993, p. 573). Such conflicts clearly include investigators holding collaborative or consulting agreements with the firms sponsoring the research, employment of one or more of the researchers by the organisations under study, or the researcher’s professional interest in ensuring a strong research publication record. In each case, investigators may formulate and undertake research that has been shaped by organizational objectives rather than participant welfare. In such cases, it may be difficult to ensure that employees do not only bear the burdens of research, but also achieve some benefits. Some conflicts, such as those resting on collaborative financial agreements, are normally recognized and disclosed to participants, although, again, the topic has failed to receive the same space in the management literature as it has in medical journals. However, the effect of other conflicts, such as the pressure exerted on universities to undertake funded research, and the subsequent pressure placed on investigators to obtain grants and undertake
sponsored and collaborative research, are seldom recognized or discussed as ethical issues. In contrast, the effect of research sponsorship on the shaping of research is frequently discussed in the medical literature, and prominence is given to the potential bias in research topics or programs.

There thus appear to be issues of justice in the chosen topics and methodology of much business and management research. Each reflect a situation in which the research appears to relate to upholding the economic interests of business rather than the public interest at individual, group, or societal level, and supports the view of recent commentators who have suggested that management research is neglecting issues of public interest and public policy (e.g., von Glinsow, 2005; Rynes and Shapiro, 2005), and should be reframed to ensure participants benefit from the research process (e.g., Wray-Bliss, 2002). Taken further, the inequality inherent in much research is consistent with a view that conventional organizational research may subordinate social life at work to technological rationality, implicitly serve the accumulation of wealth by investors, promote careerism in managers, contribute to excessive surveillance and control by viewing work in terms of certain values or interests, support managers with ideas for managerial control as the norm, implicitly encourage submission to workplace power sources, and minimize the position of stakeholders other than capital and managers (Alvesson and Deetz 1996). It is puzzling that the issues of justice and bias in research topic selection are not raised more frequently in the management research literature.

**Beneficence**

The second ethical principle, beneficence, requires that researchers should make efforts to secure the well-being of participants. It rests on a utilitarian framework, which views research as acceptable if it creates benefits and does not cause harm, or minimizes risks of harm or discomfort and maximizes possible benefits and the well-being of participants. In Australia, the National Statement on Research Involving Humans specifies where “research is undertaken solely to contribute to knowledge, the absence of intended benefits to a participant should justly be balanced by the absence of all but minimal risk” (NHMRC, 1999, p 12). Similar statements occur in the guidelines of many other western countries. Serious attention to the principle of beneficence requires that researchers assess the probability and magnitude of benefits and the many potential dimensions of harm, and ensure robust procedures that anticipate and confront possible harms. As organizational and management research is normally designed to benefit stakeholders other than the participants, usually the researcher or organisation(s), the absence of specific benefit to participants requires that all but minimal risk should be absent. However, although there is seldom a risk of physical harm, as Levine (1986) points out in a discussion of clinical research, research participation also carries the risk of psychological risk such as stress; social risk such as ostracism; economic risk such as loss of promotion or career opportunity; and occasionally legal risk. There are also times when responses raise other issues, such as when participants comment upon inappropriate or illegal organizational practices or individual behaviour, express worries, or seek advice.

Moreover, the most common organizational research project is based upon a one-time, cross-sectional design. Within this, participants are viewed only as sources of information or data, rather than as stakeholders. The involvement of the researcher usually ends with data collection, and participants receive no explicit consideration or follow-up. The researcher’s commitment is normally seen to be production of a research publication, or conclusion of the consulting or research contract. The consequences for individual employees or groups of employees of participation in the research or publication of research findings are seldom explicitly considered, and provision is normally not made to resolve any issues raised by participants during the research process (Wright and Wright, 1999). In contrast, the effect of research on participants is frequently discussed in the medical literature, and follow-up of participants is the norm, with prominence given to the effect of the research upon participants. Moreover, studies of work stress, for example, may show the health of a participant requires intervention. Ensuring beneficence would seem to require the researcher to act on this information in order to minimize harm to that participant. However, this seldom appears to be done, and there is rarely any commitment to follow up the research by undertaking any changes the research suggests are beneficial, or addressing the needs of participants. Similarly, the rights of people not directly involved in a research project are seldom explicitly considered, and may be overlooked. These people also require beneficence, as they may be affected by a study’s publication or findings. For example, qualitative research may find, and report, information relating to an identifiable person’s behaviour. Even if pseudonyms are used, it will not protect the third party if the participant – or their organisations – and thus the third party, can be identified. Not only is there the risk of legal proceedings for defamation, but also publication of this information does not demonstrate recognition of the rights of the third party.

**Respect for Persons**

The third core ethical principle, respect for persons, is demonstrated by viewing individuals as autonomous agents, and protecting those with diminished autonomy. This principle rests on the deontological framework, which operates from the foundation, that individuals have rights – such as for autonomy and privacy – and these cannot be violated without causing harm. Developed from the ethical theory of Immanuel Kant (1969), who argued “Act so that you treat humanity, whether in your own person or in that of another, always as an end and never as a means only” (p. 44), this respect for persons principle rests on the foundation that these independent moral rights that all people possess are independent of any potential benefit to the individual or those around them. An example of the application of this principle to organizational and management research is the section of the Academy of
Management’s Code of Ethical Conduct (2002) which states “Research should show respect for the rights of individuals and organisations” (p. 291) and “It is the duty of Academy members to preserve and protect the privacy, dignity, well-being and freedom of research participants. This duty requires … informed consent from all participants… Informed consent means explaining to potential participants the purposes and nature of the research so they can freely choose whether to become involved. Such explanations include warning of possible harm and providing explicit opportunities to refuse or participate and to terminate participation at any time. Because students and employees are particularly subject to possible coercion, even when unintended, special care must be taken in obtaining their informed consent. …” (p. 292). Despite this, there has been little discussion in the business research literature on the nature of this “special care”, and upon how researchers can ensure voluntariness and informed consent. Many work situations lack the contractual individualism necessary for informed consent because organisations may have strongly supported a research project, or because the organization’s culture requires acquiescence to desires expressed by management. In addition, research in some countries involves participation by people for whom human rights issues such as autonomy and informed consent are irrelevant to social and cultural norms (Macklin, 1999). They thus have had no concept of any rights they may have over participation in research, even when they are told that participation is voluntary. Moreover, increasing use of open-ended qualitative research means that it is often impossible for participants to give informed consent to the use of their contribution, as they do not know in advance, what themes may emerge, or how their words will be interpreted (Richardson and Godfrey, 2003). Participants may also introduce topics they did not intend to introduce, or the supportive climate of an interview may lead them to reveal details they did not intend to reveal. Yet, again, there has been little discussion of such issues.

ETHICAL ISSUES IN BUSINESS RESEARCH METHODOLOGY

The above discussion has discussed the three core ethical principles generally given to apply to research involving humans, and touched upon several ethical issues that should be explicitly addressed. One is the shaping of management and organizational research by funding opportunities and the requirements of sponsoring or participating organisations. Not only does this bias project selection and favour projects that are short-term or commercially viable, but the lack of researcher independence may be associated with a potential conflict of interest if a program developer or presenter is also acting as evaluator or researcher. These factors increase the possibility that the research will not be specifically designed to benefit participants, or may involve some social or emotional risks. This possibility is increased if the research and its intended outcomes are less than transparent to potential participants, and can involve stress or ostracism, breach of privacy, or restriction of promotion or career opportunity. A related issue is how to ensure that employees do not bear the burden of research, and that their welfare is considered in the research design phase. One way is to ensure voluntariness and informed consent. This shows respect for individual participants and their right to autonomy, and allows them to opt out if they believe there may be negative consequences of participation. However, this requires some transfer of control to the potential participant from the researcher and participating organisations (Alderson and Morrow, 2006). There may be objections to this from the sponsoring or participating organisations, and researchers may fear a diminution of their sample size, and resultant lack of validity. There are also issues in ensuring voluntariness when the research is associated with an activity that is required as part of the employee’s work role, such as an evaluation of an organizational change process. Similarly, it can be hard to ensure informed consent when the researcher is unable to predict the effect release or publication of the research findings will have within the organisations. The short-term nature of most organizational research, and absence of follow-up, also raises issues of beneficence, and makes it hard for researchers to address the needs of participants. Yet the research process is a human activity built upon relationships (Hallowell, Lawton and Gregory, 2005), and as such is a moral activity built upon opposing interests and options. The ethics of these relationships should be considered.

HOW HAS THIS OCCURRED?

The above discussion suggests that there are issues related to justice, beneficence, and respect for persons involved in the methodology of business and organisations research, and there is not always be direct consideration of these in the literature. This may be because the implicit values of some researchers may emphasize high research output or the interests of sponsoring or participating organisations, rather than societal or participant health (Jones, 2004). Furthermore, it seems that participants have become “the proverbial ‘invisible’ men and women of organizational research” (Wright and Wright, 1999, p. 1110). How has this occurred? One explanation may be that management researchers hope that research that benefits business or organisations will benefit society. Friedman’s (1962) shareholder theory of corporate responsibility argues that organisations have a moral obligation to maximize shareholder wealth. Any research that leads to such profit maximization could therefore be argued to be in the best interests of society. For example, Vermeulen (2005, p. 981) argues “in defense of research that attempts to help companies make more money…. Fuelling the economy by aiding companies to increase their profits is a potent way to contribute to society and human well-being”. Other management researchers may hold such a view. Alternatively (or additionally), researchers may believe the absence of physical harm from data collection means that all management research is ethical, and there is no risk of any negative consequence. Another possibility is that researcher training in management is different from that which occurs in medical or other research disciplines, and does not sensitize researchers in our field to the potential for bias in selection of topics for funded research, or for the consequences of research for participants to include either benefit or harm. Researchers are trained in ethical behaviour relating to the correct attribution of sources, and honesty in dealing with others, but not in other areas. Individual
researchers – whose focus is on the research itself and achieving a publication record - may therefore sometimes not be aware of broader ethical issues involved in the framing and conduct of their research. Alternatively, for some reason, such as pressure to publish, management researchers may have become desensitized to the effects upon participants of their research.

Additionally, even if researchers are aware of ethical issues and consider research outcomes as within their responsibility, harm is difficult to predict (Richardson and Godfrey, 2003). It requires judgment about individual sensibilities, an understanding of the current situation, and knowledge of future conditions. Researchers seldom have the resources to gather the data necessary to predict all possible outcomes. Moreover, people differ in their assessment of harm in a given situation. For example, Sparks and Hunt (1998) found that experienced marketing researchers recognized more of the ethical issues embedded in research scenarios than did students. Even so, almost a quarter of the researchers did not identify any of the ethical issues in cases described to them. Similarly, Ilgen and Bell (2001) reported that Human Resource professionals, who typically are responsible for providing consent to undertake research in organisations, were less sensitive to issues surrounding consent and potential risk to participants than were members of Human Ethics Institutional Review Boards. The Human Resource professionals also believed employees were more likely to react negatively to the organisations if given the full information necessary to allow informed consent. Thus, the traditional organizational gatekeepers may not always act in the interests of research participants or other employees. This means that the interests of participants are not best served by moving responsibility for the consequences of the research from the researcher to the sponsoring or participating organisations. In addition, given the pressure to publish, spending time on ethical issues such as participant autonomy or the effect of bias on research topic selection could be seen as bothersome, adding only unnecessary complexity to the research process. This is particularly likely to be the view when researchers believe that organisations and management research is “no risk” to participants.

CONCLUSION

As Jones (2004) suggests, researcher values may lead to research, which does not always serve the public good or involve deep concern for participants. The above review suggests that research may not always fulfill the ethical requirements of justice, beneficence, and respect for persons. Moreover, there is some evidence that the emphasis in research is now upon ensuring rigor, rather than relevance (Vermeulen, 2005), and that practitioners do not normally turn to academic literature in seeking resolution for problems (Rynes, Bartunek and Daft, 2001). There thus seems a need for researchers to reflect upon their own values, and to become as engaged in the ethics of the research as they are in its other components. Such consideration is important, for at least two reasons. The first is that the nature of human participants requires they are given the same rights in business and organizational research as are accorded to human participants in other research. The ethical requirements for research are based upon the nature of the human participants, not upon the research discipline. One cannot therefore argue that as business research is “different” to other research then different requirements should apply. The second reason care should be taken with ethical issues is that it runs the risk of being exploitative. It is normally initiated by the researcher or the employing organisations, not by participants, and is frequently not designed to directly benefit participants, improve their welfare, or reward them for their contribution. It is thus often inherently burdensome. Researchers should therefore take the same care with issues related to voluntariness, informed consent, and bias in topic selection as we hope that medical researchers take when undertaking research funded by drug companies. I accept that the above may be an unduly “black” view of organizational and management research, and researchers. I am sure there are many researchers who struggle to find support for academic pro bono publico and other research programs that are designed to benefit their participants and society, and ensure participant rights are upheld. However, I also believe that we do need to engage in robust dialogue about the relationship between research funding and potential bias in our research topics, issues of voluntariness and informed consent, the consequences of research participation, and the values we hold and how these are reflected in the research we undertake.

REFERENCES


27. Retrieved from http://www.researchgate.net/publication/226084376_Ethical_Considerations_in_Management_Research_A_Tr...


*****

BANKS & ACCOUNT DETAILS

Bank Details for Online Transactions

Important Instructions to remember in case of:

NEFT Transfers / Online payments:

Please forward us the ‘Automatic Receipt / Acknowledgement Receipt’ generated, soon after you make online (NEFT) transfer in any of below mentioned banks. Forward the slip on callandinvitation@pezzottaitejournals.net, callandinvitations@pezzottaitejournals.net, callforpapers@pezzottaitejournals.net

- Cash Deposit:
  Please forward us the scanned copy of bank’s deposit slip, received after depositing the cash in our account / or send us the photocopy of the same along with Declaration & Copyright Form;

- Demand Draft:
  Please forward us the scanned copy of demand draft. You are directed to keep a photocopy of the Demand Draft with you for future references and to liaison with us.

Note: We do not accept ‘Cheques’ in any conditions from researchers and paper submitters.

The said information is needed to complete formalities against your submission.

Name of Bank: UCO Bank
Title of Account: Pezzottaite Journals,
Current Account Number: 07540210000878,
District: Jammu,
State: Jammu & Kashmir [India],
Branch: Talab Tillo,
IFSC Code: UCBA0002502 (used for RTGS & NEFT transactions),
Contact: +91-(0191)-2100737.

Name of Bank: Oriental Bank of Commerce
Title of Account: Pezzottaite Journals,
Current Account Number: 1282101000033,
District: Jammu,
State: Jammu & Kashmir [India],
Branch: Trikuta Nagar,
IFSC Code: ORBC0100681 (used for RTGS & NEFT transactions),
Contact: +91-(0191)-2472173.
INCORPORATING SOFT SKILLS INTO CURRICULUM

Dr. M. Shantha

ABSTRACT

Soft Skills are universal and are needed when one reaches the top position or retires. It is essential for an individual to deal effectively with the demands and challenges of everyday life. If one has the right skills then one should possess modesty, humility and eagerness to learn more and more. We can change people by our own behavior. Each individual can change thousands directly or indirectly through a period. The best way to learn is to read books like The Bible, The Mahabharata, and The Ramayana and to watch people’s behavior. Incorporating soft skills into curriculum is just half the job done. The other half depends on teacher to be creative, innovative and proactive in their teaching approaches in order to integrate soft skills into their teaching.

KEYWORDS

Soft Skills, Behaviour, Curriculum, Proactive, Education, Character etc.

INTRODUCTION

Soft skills are intrapersonal and interpersonal Skills that determine a person’s ability to excel. Soft skills are non-technical skills, abilities and traits that anyone needs at workspace, society and home. When one acquires hard skills, one acquires the ability to do a task but when one acquires soft skills, one gets the ability to manage people and situations. The most important formula of success is to know how to get along with people. It is also essential for an individual to deal effectively with the demands and challenges of everyday life.

Soft Skills are universal and are needed when one reaches the top position or retires. Soft Skills is a term relating to a collection of personal positive attributes and competencies that enhances one’s relationships and job performances. It also includes an individual’s ability to listen well, communicate effectively, handle conflict, accept responsibility, build trust, show respect, work well with others, accept criticism, work under pressure, be likeable and demonstrate good manners.

Harvard University and Stanford research institute have said that technical skills and knowledge contribute to only 15% of one’s success whereas soft skills make up the remaining 85%. To progress up the ladder technical skills are not enough. Superior performance depends on how well an individual handles himself and others around the workspace. Soft skills therefore complement the hard skills. Most soft skills are regarded as transferable skills - communication, project - management, business and teamwork, which are needed in nearly all aspects of life, not just for a career alone. That is why soft skills help a person not just as a techie but also as a person. If one has the right skills then one should possess modesty, humility and eagerness to learn more and more.

We should try not to express anger, hatred or jealousy. We can change people by our own behavior. Each individual can change thousands directly or indirectly through a period, for e.g. Jesus had only twelve disciples. After the crucifixion of Jesus, Christianity spread globally only through his disciples. Each person can make unusual great changes around him. Therefore, we must make an impression on everyone we come across. Soft Skills is to vibe with others. Soft skills cannot be taught quickly, unlike other skills. They are hard to gain, as it is not a single session learning that is learned or acquired overnight. They are hard to get, as one must work to be punctual, disciplined, organized, methodical, decent and well mannered.

Soft Skills is a new term but is not something that evolved in this modern era. Strikingly it goes back to centuries down the history for e.g. the book of proverbs 29:20 states “So do you see a man who is hasty in his words? There is more hope for a fool than for him”. This was compiled in the tenth and sixteenth century (BC). However, it is loaded with soft skills tips. Ancient Egyptians wrote “Be skilled in speech so that you will succeed.The tongue of a man is his sword and effective speech is stronger than all fighting”. Even Ramayana is filled with soft skills for e.g. when hanuman entered the court of Ravan as ambassador; he did not exhibit arrogance or strength. He spoke in a very soft tone. He did not show pride or anger when Ravan not offer him a seat or spoke in a humiliating manner.

Success is directly related to an individual’s ability to perceive and manage his emotions as well as the emotions of others, his level of motivation that he can sustain within himself and the tone he uses while communicating with others. Therefore, these skills are self-development skills to progress in life. Modesty, honesty and friendly nature shape and mould an individual. The

8 Associate Professor, Department of English, Andhra Pradesh, India, drshantha57@gmail.com
best way to learn is to read books like The Bible, The Mahabharata, and The Ramayana and to watch people’s behavior. They are learnt by reading, watching, observing and grasping. This helps to get along with the people by admitting mistakes instead of blaming others where the goodness of a person’s internal nature is revealed.

We are living in an era of constant change and some thing is drastically missing in the modern education. The computer does not teach one to respect one’s parents and neither are soft skills taught through it. The subject knowledge does not attempt to develop the personality of an individual. Everyone is self-centered thinking of only personal needs and monetary benefits. Their main plan and goal is concentrating on which profession would get them more money. In blind need of fame and money, there is no place of personality development. Here a guru plays a crucial role. The guru or teacher has to make a continuous effort of inducing morals ethics and values in a student.

Incorporating soft skills into the curriculum is the need of the hour as the world in the chaos politically, socially and environmentally. If the human race is to sustain for a long period it does not depend on the factories or the size of armies but it is in the hands of the optimistic, creative and determined youth. Teaching is very difficult. Even shivaji who was great in morals could not change his soldiers. Shivaji not only followed a principled life but also put it in practice and taught others by his examples. Abdul Kalam had paid the bill when he bought some books when he was the president of India. Rana pratap singh (1597) for twenty-five years was fighting for freedom. It was his will until the end of his life. He never cried with pain of his wounds but he cried that he begot such a son who cried for his comforts. These are just a few examples to be set upon the young minds. The determination to change can be inculcated only by a guru. Only guru can change everything. The guru must induce this quality in students.

No mentioned examples are related to their hard skills. It is their soft skills that made them prominent in the society. Without these soft skills, one could be living as barbarian. Education alone does not imbibe culture. Academic knowledge is not sufficiently comprehensive to prepare a student for the complex future and a lifetime of learning. The students should enjoy the benefits of a quality holistic education. It is the urgent need of the universities to incorporate soft skills into curriculum to educate the whole student.

Education is not solely about academics. It is the responsibility of all colleges and universities to lend emphasis and focus overall student and his comprehensive educational needs, now and in the future. Learning is for lifetime. Every student should strive to obtain it, use it, extend it and constantly seek after learning. This knowledge will result in a variety of character traits that help students transfer academic learning into a life time of changing careers, professions, avocations, academic service to others and civic engagements. It will foster the maintenance of democracy. Result in safer schools, honour diversity and help students choose alternatives, pursue options, make decisions, think and reason, solve problems, appreciate nature, art and music, communicate effectively and live full and happy lives that come because of a comprehensive education and the opportunities it brings.

It is the responsibility of the universities and teachers to ensure that graduates have these soft skills not only to gain employment but to sustain it as well. Soft skills course must have its place in the educational syllabi. In order to improve the quality of the students, institutions of higher learning must consider a better and improved curriculum. Curriculum must be framed to incorporate skills and knowledge that students need to succeed at work. If students are to be trained, it has to start with teachers. Some of the teachers themselves had never been in classroom that included learning soft skills. Hence it may be hard for them to incorporate these skills into their classrooms.

Teachers have been known to play dynamic roles in the lives of great men and women. The power of an excellent teacher is unparalleled. All the characters of a good teacher relate to caring-caring about their subject matter, caring about their students. A good teacher has respect for her students and who is still learning with them. The teacher must show patience, concern for their students and willingness to adapt. Successful teachers connect with their students to motivate, encourage and direct. They are enthusiastic about their subject and their student’s achievements. Incorporating soft skills into curriculum is just half the job done. The other half depends on teacher to be creative, innovative and proactive in their teaching approaches in order to integrate soft skills in to their teaching. They must always keep abreast of the latest developments in teaching methodology and not have the mindset that since they teach engineering students they must only know the latest development in engineering subjects. As educators keeping up the latest development in teaching is imperative if they are to remain current and effective. If students are to have these attributes, it has to start with the teachers.

Soft skills are inherent in these methods but not spelled out clearly but teachers should discuss the skills with same level of importance and enthusiasm that they use when presenting the technical content of the course. If teachers have never been in a classroom that included learning soft skills, it may be hard for them to incorporate these skills into their classrooms. Soft skills include a lot of ambiguity. There is no right or wrong answers. Teaching these soft skills is often seen as someone else’s responsibility.
Technology can be weaved into soft skills curriculum in numerous ways. Training sessions can be centered on case studies, role-plays, class debates, small group discussions, lives of great personalities, complex reasoning skills, work related attitudes and co-operative skills. Soft skills such as leadership, team building and communication have become critical for hiring and promoting employees to key positions. Employees are more concerned about soft skills or attitudes rather than technical knowledge.

Hence, it is important to see and prepare students for work as one of their roles. Students have gained little knowledge of understanding of how their education will benefit their careers. Students and teachers do not have methods for translating student’s academic achievement into a measurement of work place readiness. Preparing students for work place readiness requires that curriculum must be framed to incorporate skills and knowledge, students need to succeed at work and how to faster their acquisition. It must be important to see and prepare students for work as one of their roles. Teachers have to assess student’s knowledge and skills and they need to think about how assessment can contribute to student’s learning about themselves, particularly in relationship to skills needed in the work place.

Workplace assessment helps students translate what they have learned in classrooms into the skills and knowledge needed in a variety of workplace. Only by assuming that students understand what skills they have mastered and where they must improve can we help them become productive citizens of a global economy. It is important to note and understand that no single assessment method can completely measure of student’s range of skills and knowledge. A self-assessment of work place readiness, skills, habits, and styles must be developed. It allows students to rate themselves in such areas as taking responsibility, thinking in terms of systems, interest in lifelong learning, and adopting to change. Using workplace subjects in content area tests is an easy way for teachers to help students learn how to apply academic content to workplace problems. Even such interpersonal subjects as teamwork or communication can have their knowledge components assessed through selected responses.

“The first duty of a university is to teach wisdom, not trade, character, not technicalities”

Winston Churchill

Finally, students need knowledge coupled with a wide range of extremely important soft skills and other dispositions that develop quality behavior. If an individual is on his best behavior, he will bring out the best in the person with whom he is going to spend most of his working hours. Education thus ought to teach us not only how to make a living but also how to live. We are drowning in information but starving for knowledge and wisdom. Education that builds fundamental traits of character such as honesty, compassion, courage, persistence and responsibility is essential. A person with more soft skills will shine more than a soft skills bankrupt one with excellent qualifications. True education is training of both the head and the heart. Education of the mind without soft skills creates a menace to society.

REFERENCES

2. Retrieved from http://ncrve.berkeley.edu/CenterFocus/cf15.html

*****
CLUSTER ANALYZING: COPING STRATEGIES OF ICICI BANK EMPLOYEES

Dr. (Sr.) Christina Bridget

ABSTRACT

This study examines different form of coping strategies adopted by the ICICI bank employees in Trichy. Coping strategy questionnaire was used in data collection. The population consists of 75 employees of ICICI banks randomly selected using simple random sampling. Coping Strategies Questionnaire was developed to elicit data from the respondents. Descriptive data were analyzed using Cluster analysis. The results of the analysis showed coping strategies can be utilized to come out of the stress especially to the bank employees the tool of cluster analysis indicated that any one of the three clusters namely Problem- Focused Coping, Emotion – Focused Coping and Avoidance-Focused Coping can be followed to free themselves from the stress.

KEYWORDS

Stress, Coping Strategy, Problem - Focused Coping, Emotion - Focused Coping, Avoidance - Focused Coping etc.

INTRODUCTION

Everyone faces stress at some time in life. There are physiological changes that occur when one face perceived threats in certain situations. These situations are known as stressors. When one’s stress response is triggered, a series of changes occur within one’s body. This response was helpful to our ancestors, especially in fighting off attackers or running away from threats. Today the stress response can actually hurt one if it becomes chronic stress, which is when the stress response is not stopped by the body’s relaxation response. This is where coping strategies, or a conscious effort to solve a personal or international problem that will help in overcoming, minimizing or tolerating stress or conflict, come in. One need ways to calm one’s minds and bodies after a stressor has taken its toll.

Coping refers to the specific efforts, both behavioral and psychological, that people employ to master, tolerate, reduce, or minimize stressful events. The strategies for coping with the stress are broadly classified into two categories namely, effective coping strategies and the ineffective coping strategies. The effective coping strategies are generally approach strategies in which one takes the problem causing stress as a challenge, while in case of ineffective coping strategies also called as escape or avoidance strategies, one denies the stressful situation, blame others, use drugs, sedatives, alcohol to escape the situation. Approach strategies include coping with stress through mental preparedness, which is channelized by diet management, meditation, yoga or creative enrichment such as listening to music art, etc. The best form of approach strategy to cope with stress is through joint effort and thus one resolves the problem, which results into positive outcomes. While as avoidance, strategies negate the positive outcomes and are ineffective, and unproductive.

Lazarus and Folkman (1984) developed a transactional model of stress, which highlighted the role of appraisals and coping in the experience of stress. To understand the individual’s interpretation of a specific stressor, one must distinguish between primary and secondary appraisals. Primary appraisal requires the individual to decide whether an event poses a threat or not. Secondary appraisal refers to the individual’s perception of his/her ability to deal with the perceived stressors. If the individual believes that he or she is not able to deal with the situation, it will be perceived as a threat and the individual will then likely experience high level of stress. If, however, the individual believes that he or she can deal with the situation then this person will not experience stress.

Figure-1: Appraisal of Stress and Coping

Sources: Authors Compilation

9Head & Assistant Professor (Commerce), Holy Cross College, Tamil Nadu, India, bridgetsc@gmail.com
REVIEW OF LITERATURE

Parvez Abdulla, A. M. Shah, Afaq Alam Khan (2011), Stress is inevitable in all business organizations, in particular the banking sector where money is the core product. Stress has an identifiable effect on well-being, productivity and effectiveness of individuals, which is reflected in organizational growth directly. The negative consequences of stress in terms of psychological and physiological imbalances in individuals lead to ineffectiveness both at individual and organizational level. While in every organisation, the experience of stress is unavoidable, organizations as well as the individuals need to find out the remedies to get out of it. Thus, management of stress is becoming of great concern in every organisations and in particular the banking sector. In order to be efficient at work, it is imperative to deal with stress at individual and organizational level. To be precise it is the responsibility of individuals as well as the organizations to get rid of stress effectively. The present study is an attempt to find the coping strategies used by the Bank Executives at individual level and the coping strategies employed by the organizations to minimize stress levels prevailing in the organizational setup and hence allows employees to perform as desired by the system.

Enekwe Chinedu Innocent Agu, Charles Ikechukwu, Eziedo Kenneth Nnagbogu (2014), Stress is often termed as twentieth century syndrome born out of man’s race toward modern progress and its ensuring complexities. At one point or the other, everybody suffers from stress. Stress has become a part of day-to-day living of every individual. On the one side, stress provides the means to express talents and energies, and pursue happiness; while on the other it can also cause exhaustion and illness, either physical or psychological. This paper has been designed to study the stress management techniques of bank employees in Nigeria banking industry. An attempt has been made to find out the relationship between the female and male coping mechanisms during stress. The researcher makes use of gender and sections in determining his decisions. The descriptive statistical, analysis of variance (ANOVA) and ANOVA statistical technique in testing the relationship among variables. The result shows that male and female bank employees will not significantly cope with stress management techniques in Nigerian banking industry. It also shows that male and female bankers were found not to differ significantly on their stress management technique and that stress management is not gender sensitive or gender-centric. The researcher recommends that training, total computerization and others to enable bank employees’ cope-up with the stress in the work places. In addition, the stress management techniques work best when they are used regularly, not just when the pressure is on knowing how to de-stress and doing it when things are relatively, calm can help one get through challenging circumstance that may rise.

Kabunga Amir and Muya Francis Kihoro (2014), Social workers are exposed to potent stressors due to the nature of their work. The study examined work stress and coping strategies among social workers in Northern Uganda. The target population consisted of 353 social workers in Northern Uganda. Simple random sampling was employed to select 188 respondents. Descriptive cross-sectional survey design was adopted. The Perceived Stress Scale (PSS) was used to assess the level of stress while researcher developed questionnaires captured both the contributing and mitigating factors. The findings established that majority of the respondents (91%) had high stress levels. Significant factors contributing to stress included finances, work demand, safety concerns, family and violence from the rebels. The most effective mitigating strategies for job stress included spirituality, planning, goal setting, time-management and positive thinking. It was recommended that stress reduction programs and strategies be implemented to mitigate work stress.

Fereshteh Kohantorabi, Khadijeh Abolmaali (2014), the purpose of this research was to predict job satisfaction among pilots and assistant based on coping skills. Two hundred pilots and assistant were randomly selected from Mehrabad airport. They completed job satisfaction and skills coping questionnaires. Multiple regression tests were used to analyze the data. The results showed that coping skills can predict job satisfaction, in other words it can be said that only the somatization component, emotional inhibition of the coping skills could predict job satisfaction of pilots and assistant.

Charles Gyan, Michael Baffoe (2015), the nature of work of bankers and family life may most often expose them to high level of stress, which has the potential of affecting their productive capacity. This study therefore sought to find out the stress and coping strategies of bankers in Tema. This study adopted a mixed method to investigate the nature of stress and the coping strategies adopted by Bankers in the Tema Metropolis. Data for the study were collected from the field using interview schedules and questionnaires. Findings from the study show the existence of high level of stress among the Bankers. The sources of stress among the bankers range from the upbringing of their children, their families to the nature of their work. In terms of coping strategies of stress, it was revealed that the respondents indulge in religious activities, exercises, share with friends, use medicinal therapies, counseling and social gathering. The need for appropriate mechanisms to be put in place by the managements of the banks to address the counseling needs of employees is indicated by the findings. Also, organization of seminars for employees to help broaden their minds on stress coping strategies as well as to keep them abreast with the changing trend of issues is very essential to help reduce their stress levels.

RESEARCH OBJECTIVES

- To study the factors affecting the choice of coping strategies among the bank employees of ICICI bank in Trichy.
- To cluster the bank employees into groups smart phone users into groups.
To analyze the differences of coping strategies among the employees.

RESEARCH METHODOLOGY

The study adopted a descriptive survey method to investigate the coping strategies of ICICI bank employees in Trichy. By random sampling data was collected from 75 ICICI bank employees. A questionnaire consisting of 13 items was used to understand the coping strategies of the employees along with demographic factors.

ANALYSIS AND INTERPRETATION

The items were analyzed with the help of SPSS package through cluster analysis to group the coping strategies. The special features of each group were identified and grouped with a label.

Cluster Analysis

Cluster analysis or clustering is the task of grouping a set of objects in such a way that objects in the same group (called a cluster) are more similar (in some sense or another) to each other than to those in other groups (clusters). Agglomerative clustering is used in which objects from separate groups are collected to form bigger clusters. The number of clusters is decided based on the dendrogram. Ward’s method is used to group variables by minimizing the within-cluster variance.

Table-1: Mean Values under Wards Method

<table>
<thead>
<tr>
<th>Ward Method</th>
<th>Giving Priority</th>
<th>Relaxation</th>
<th>Correct posture</th>
<th>Diet</th>
<th>Physical exercise</th>
<th>Medical therapy</th>
<th>Natural care</th>
<th>Religious Practice</th>
<th>Psychotherapy</th>
<th>Social support</th>
<th>Altering Situation</th>
<th>Reducing responsibilities</th>
<th>Performing most liked activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2.00</td>
<td>2.80</td>
<td>2.70</td>
<td>2.35</td>
<td>3.40</td>
<td>2.35</td>
<td>3.55</td>
<td>4.45</td>
<td>2.10</td>
<td>2.45</td>
<td>2.70</td>
<td>2.95</td>
<td>2.65</td>
</tr>
<tr>
<td>2</td>
<td>2.95</td>
<td>2.20</td>
<td>3.15</td>
<td>2.55</td>
<td>5.35</td>
<td>2.05</td>
<td>4.20</td>
<td>1.60</td>
<td>2.65</td>
<td>2.35</td>
<td>1.75</td>
<td>2.25</td>
<td>3.05</td>
</tr>
<tr>
<td>3</td>
<td>2.57</td>
<td>2.68</td>
<td>2.45</td>
<td>2.62</td>
<td>1.94</td>
<td>2.17</td>
<td>3.82</td>
<td>1.65</td>
<td>2.37</td>
<td>2.71</td>
<td>1.91</td>
<td>2.91</td>
<td>3.71</td>
</tr>
<tr>
<td>Total</td>
<td>2.52</td>
<td>2.58</td>
<td>2.70</td>
<td>2.53</td>
<td>3.24</td>
<td>2.18</td>
<td>3.85</td>
<td>2.38</td>
<td>2.37</td>
<td>2.54</td>
<td>2.08</td>
<td>2.74</td>
<td>3.25</td>
</tr>
</tbody>
</table>

Sources: Primary Data

The mean values under the various choice factors are presented with regard to each ward. The clustering is done according to the mean values of the variables. The mean values, which tend to be the highest falls under the particular ward. Likewise, the clusters are formed with the agglomerated highest mean values. Taking into consideration the characteristics of the variables, which fall under each group they are titled according to their group characteristics.

Table-2: Cluster of Respondents

<table>
<thead>
<tr>
<th>Cluster I (21)</th>
<th>Cluster II (39)</th>
<th>Cluster III (15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotion - Focused Coping</td>
<td>Problem - Focused Coping</td>
<td>Avoidance - Focused Coping</td>
</tr>
<tr>
<td>Relaxation</td>
<td>Giving Priority</td>
<td>Diet</td>
</tr>
<tr>
<td>Medical Therapy</td>
<td>Correct Posture</td>
<td>Social Support</td>
</tr>
<tr>
<td>Altering Situation</td>
<td>Physical exercise</td>
<td>Performing most liked activity</td>
</tr>
<tr>
<td>Reducing Responsibility</td>
<td>Natural Care</td>
<td>Psychotherapy</td>
</tr>
</tbody>
</table>

Sources: Primary Data

It can be inferred from Table-2 that Cluster two has the highest number of respondents who are titled as Problem - Focused Coping because they cope their stress by giving priority to work, correct the posture at duty, do physical exercise, natural care like water therapy and psychotherapy. They give more importance to the problem faced and cope according to it.

Cluster one has the next highest number of respondents they focus on the emotions thus named as Emotion – Focused Coping at the time of stress they relax, or undergo medical therapy like taking pills, smoking etc. alter the situation and reduce their responsibility as they are unable to work in such emotional situation.
Cluster three consists of respondents who are named as Avoidance - Focused Coping. They follow some type of diet, involve themselves in social activities, or turn their attention to perform their most liked activity, as their focus is to avoid the stress.

**Difference of Coping Strategy among Employees**

The employees of ICICI bank who have 5 – 10 years of experience and those with 6 - 10 years falls under first cluster of Emotion – Focused Coping. While those with 11- 15 years of experience belong to the third cluster of Avoidance-Focused Coping and those with 16-20 years of experience fit the second cluster of Problem- Focused Coping.

**FINDINGS**

- The bank employees are grouped into three clusters based on their coping strategy as Problem - Focused Coping, Emotion – Focused Coping and Avoidance - Focused Coping.
- Problem - Focused Coping is adopted by the employees with 16 to 20 years of experience.
- Emotion – Focused Coping is followed by employees with 5 to 10 years of experience.
- Employees with 16 to 20 years of experience belong to Avoidance - Focused Coping.
- Problem- Focused Coping employees cope their stress by giving priority to work, correct the posture at duty, and do physical exercise, natural care like water therapy and psychotherapy.
- Emotion – Focused Coping employees at the time of stress they relax, or undergo medical therapy like taking pills, smoking etc.
- Avoidance - Focused Coping employees follow some type of diet, involve themselves in social activities or turn their attention to perform their most liked activity.

**CONCLUSION**

This study finds that coping strategies can be utilized to come out of the stress especially to the bank employees the tool of cluster analysis indicated that any one of the three clusters namely Problem - Focused Coping, Emotion – Focused Coping and Avoidance - Focused Coping can be followed to free themselves from the stress. Employees with more years of experience adopt problem – focused while the beginners follow emotion- focused coping. The result of the paper gives scope for the employees to live a stress-free life.

**REFERENCES**


****
THE MANAGEMENT OF PSYCHOLOGICAL WELL BEING OF ADOLESCENTS ENGAGED IN SPORTS IN THE CITY OF MUMBAI

Dr. Anju Kapoor

ABSTRACT

In recent years, sports psychology research has seen the rise of a concept named emotional intelligence. From a cognitive perspective, sports participation builds concentration, focus, and memory. It teaches self-control, persistence, patience and self-discipline. It promotes creative thinking and visualization, and helps the child develop a positive mental attitude, self-confidence, and self-respect. The purpose of this study was to investigate the relationship between the amount of sports participation and adolescent’s psychological well-being defined by emotional intelligence, social intelligence and mode of reaction to frustration. The sample of the present study included 55 adolescent boys, ranging from ages 15 to 17 years, living and studying in Mumbai’s metropolitan areas. The principal findings of this study revealed that the management of the psychological well-being that included empathy, self-motivation and sensitivity were high to moderately correlate with the amount of time spent on sports participation in a week. While factors like self-development, commitment, overall emotional intelligence, patience, co-cooperativeness, and confidence were only moderately correlated with the amount of time spent in sports participation.

KEYWORDS

Sports Participation, Psychological Well Being, Correlation, Adolescents, Emotional Intelligence, Social Intelligence, Patience, Co-Cooperativeness, Confidence etc.

INTRODUCTION

Organized sport is believed to influence the development of important behavior such as cooperation, positive attitudes towards achievement, stress management, appropriate risk taking and the ability to tolerate frustration (Smith & Smoll, 1991). Studies found that participants in sports earn better grades, behaved better in the classroom, had fewer behavior problems outside the classroom, dropped out less frequently and attended school more regularly with fewer unexcused absences as compared to non-participants (Jeziorski, 1994).

The idea that competitive sports provide effective means for promoting character has been around for a long time. Sport builds character became a popular cultural saying providing the rationale for including sport programs in a wide range of educational institutions. Even today highly commercialized major collegiate sport programs add to the idea that these programs contribute educational value to the athletes by nurturing positive character traits. Correspondingly, a significant failure of character occurs when a person is overly self-centered and either cannot or will not empathize with others. Empathy is the ability and tendency to vicariously participate in the experience of another person or group of people. This skill provides a foundation for moral behavior because a person cannot act appropriately and responsibly unless they understand and empathize with all those involved in a conflict situation.

Theoretically, it seems reasonable that participating in strategy-based team sports might increase emotional and social intelligence of participants. In recent years, sports psychology research has seen the rise of a concept named emotional intelligence.

Emotional Intelligence can be summarized as:

- The ability to recognize different emotional states;
- Assessing the effects of emotions on subsequent behavior;
- The ability to switch into the best emotional state to manage a particular situation.

Many businesses have used emotional intelligence ratings as part of their selection processes, but the ability to recognize the emotional states in others in the sporting context is clearly desirable, and the skill of raising the emotions of the team is a potentially priceless asset. It has been found that emotionally intelligent people use psychological skills such as imagery; goal setting and positive self-talk more often than their less emotionally intelligent counterparts do. Also, that emotionally intelligent people are mentally tough and that they find exercise enjoyable. It has been seen that emotional intelligence can be enhanced through suitably developed intervention packages that include sports participation.

10I/C Principal, Usha Pravin Gandhi College of Management, Maharashtra, India, anju.kapoor@upgcm.ac.in
From a cognitive perspective, sports participation builds concentration, focus, and memory. It teaches self-control, persistence, patience and self-discipline. It promotes creative thinking and visualization, and helps the child develop a positive mental attitude, self-confidence, and self-respect. Learning to keep scores teaches abstract math skills and builds short-term memory capabilities. From a social perspective, sports participation teaches social skills, teamwork, and sportsmanship. It teaches children how to be supportive, enjoy success, and accept disappointment. It also offers opportunity to meet others and develop friendships within a structured environment.

Team sports provide children and youth with many opportunities to grow physically and socially, as well as emotionally. Moreover, physical activities with other children allow them to build social skills through peer interaction. Many parents are concerned about whether or not to allow their children to participate in team sports and, if so, at what age.

While the physical health benefits that sports provide youth are undoubtedly important, the social benefits may be what draw children to sports. Being able to spend time with their friends outside of school is more important to children than knowing they are physically active. Life skill gains through social interaction can be tremendous (Harrison & Naraya, 2003). Social interaction in team sports teaches youth to associate with their peers, solve conflict and communicate effectively with their peers.

Sports provide numerous opportunities for children and teenagers to grow socially, emotionally, and physically. Besides sports also allows youth to learn and practice in a competitive environment. While sports may increase children's positive social interaction with adults and one another, they can also create stressful environments for children. For example, adults may place unrealistic pressure on their children to perform. Parents and children must find a balance with regard to how many extracurricular activities children participate. Team sports participation can be an amazing tool that helps children grow and succeed in their everyday lives and in the future.

Emotional growth is also important for youth. Sometimes, the emotional development of youth is hindered because of the physical and/or emotional absence of parents. Sports provide youth with opportunities to interact with a caring and supportive adult (Harrison & Naraya, 2003). Adult support outside the family is a major protective factor for high-risk youth. The interaction an adolescent has with his or her coach helps to improve self-esteem as well as lower the chance of depression (Harrison & Naraya, 2003).

Sports team membership can also help increase a child's self-worth, especially when the emphasis is on group or team success, rather than individual achievement. Youth of all ages, including those in high school, are likely to receive an end-of-the-season trophy for participating in the team sport. Receiving a trophy with their teammates helps them feel a sense of accomplishment, teamwork, and recognition.

Adolescence is a time of transition, as individuals struggle to deal with physical, cognitive, and social changes throughout this developmental period. Such change can be stressful and require significant psychological adjustment. Although it is important to keep in mind that only about 20% of adolescents, have serious adjustment difficulties during the adolescent period (Offer, Ostrow, Howard, 1981), a lack of participation in sports can have a significant impact on daily functioning and future aspirations. Positive self-esteem, or general self-worth (GSW), allows individuals to feel good about who they are and what they can do, while at the same time giving them the confidence necessary to meet new challenges (Harter, 1988, 1990, 1997). Individuals with high self-esteem generally have greater, and more accurate, self-knowledge than do individuals with low self-esteem (Baumgardner, 1990). High self-esteem is also related to active engagement in daily activities, a more optimistic attitude, and better psychological health (Taylor & Brown, 1988). Individuals with low self-esteem often feel inadequate and incompetent, expect to fail, and eventually give up. This self-fulfilling prophecy can beget a cycle of failure, which becomes difficult to escape (Snyder, 1979).

**Emotional Intelligence and Sports Participation**

Although there appears to be a definite link between sports participation and physical competencies, the relation between sports participation and general self-esteem is less clear. Some studies (Centre for Research on Girls and Women in Sport, 1997; Jaffee & Manzer, 1992; Koivula, 1999; Taylor, 1995; Wilkins, Boland, & Albinson, 1991) have shown that individuals who participated in sports had higher self-esteem than non-participants did. Butcher (1989); for example, found that adolescent girls who were involved in sports had higher self-esteem than non-participants.

Richman and Shaffer (2000) found a positive relationship between sports participation and general self-esteem however, in the absence of enhanced physical self-esteem and positive body image as moderators, sports participation had a negative influence on global self-esteem in college women. Sports participation may influence global self-esteem indirectly. Greater sports participation may enhance physical self-esteem, which in turn, predicts more positive global self-esteem. A more indirect link between sports participation and global self-esteem is also supported by Marsh’s work with elite athletes (Marsh, 1998). His data suggest that, as athletes perform at higher levels, their skills or athletic competence increase and that increase in self-efficacy may translate into increased global self-worth.
The Benefits of Youth Sport Participation

The benefits and detriments of youth sport participation have been a topic of debate within the research and policy literature; however, numerous benefits have been identified. For instance, Seefeldt, Ewing, and Walk (1992) have identified the following possible benefits associated with competition:

- Learning physical skills: Young athletes learn both fundamental motor skills (e.g., running, jumping and hopping) and sport-specific skills (e.g., how to put a golf ball or shoot a jump shot in basketball) that allow them to stay active.
- Appreciation of fitness: Two of the motives for participation identified by children are “to get exercise” and “stay in shape” (Ewing & Seefeldt; 1989) and participating in sports offered this benefit.
- Sense of Belonging: Another strong motive of participation is social interaction. Sports can provide peer interaction through both teammates and healthy competition (Weiss & Stuntz, 2004).
- Acquiring Sport Skills for Leisure: Learning the fundamental motor skills through sport (e.g., proprioception, coordination) can aid in skill development, but can also be transferred to other sports and leisure activities, promoting increased participation and involvement.

In a review of current trends and literature in youth sport, Malina and Cumming (2003) outlined other possible benefits of participation:

- Growth and maturation effects,
- Regular physical activity leading to increased fitness,
- Self-concept or self-worth effects,
- Social competence,
- Moral development.

After school activities may be particularly useful promoting skills such as initiative and the ability to set and achieve goals. This assertion was supported in a recent study of 55 high school adolescents involved in extracurricular and community based activities (72% were involved in sport). Dworkin, Larson, and Hansen (2003) found that these young people viewed extracurricular activities as an important growth experience in which psychological skills such as goal setting, time management, and emotional control were learned. In a second more comprehensive investigation, Hansen, Larson, and Dworkin (2003) studied 450 high school students who reported the developmental gains they associated with involvement in a variety of extracurricular activities, including sports. Results revealed that these youth reported higher rates of learning experiences such as identity exploration, reflection, and team skills in sports and extracurricular activities versus participation in regular school classes and unsupervised time with friends. Sports were thus identified as a context for identity work and emotional development. However, participation in sports was also associated with negative experiences like peer pressure and inappropriate adult behaviors. Steen, Kachorek, and Peterson (2003) found that adolescents reported that characteristics like leadership, wisdom, and social intelligence were acquired through life experiences fostered by extracurricular activities. In summary, a number of physical, psychological, and social benefits can be gained from youth sports participation.

Social intelligence and Sports Participation

McCloy (1930; 1957) provides one of the earliest discussions of the influence of participation in sport on the development of socially desirable character traits. Still, moral reasoning and its relationship to sport participation did not become the subject of systematic investigation until the early 1980’s (e.g., Bredemeier, 1983, 1984, 1987; Bredemeier & Shields, 1984a, 1984b, 1986a, 1986b, 1986c; Hall, 1981; Kleiber & Roberts, 1981; Shields & Bredemeier, 1984; Smith, 1983; Weiss & Bredemeier, 1983). Not surprisingly, large voids still exist in the knowledge about athletes’ moral reasoning. One area that has thus far received little attention by social psychologists is the relationship between sport involvement, moral development, and aggression (e.g., Bredemeier, 1985; Bredemeier & Shields, 1986a, 1986b).

Frustration and Sports Participation

When children come home, they are often filled with “big feelings”: anger, frustration, disappointment, worry. Sports provide them with a positive way to expend those emotions. Research has examined the links between exercise and sports participation in children and adolescents and reduced emotional and behavioral problems. Research suggests that the sport environment can provide socialization opportunities and place adaptive demands that are similar to those of other important life settings (Smith & Smoll, 1991). Through playing with others, children and adolescents can build cooperative relationships and meet their need to belong (Estrada, Geltund, & Hartmann, 1988).
OBJECTIVES OF STUDY

The present study was conducted to understand the role of sports in the social, emotional and cognitive development of adolescents:

- To find a positive relationship between sports involvement and emotional intelligence and the social impact of being involved in sports activity among adolescents.
- To understand if sports involvement leads to lower levels of aggressive acts among adolescents.

METHODOLOGY USED

Sample: The sample selected for this research consisted of 55 adolescent boys ranging from age 15 to 17 years. They were selected from various locations like clubs, residential playgrounds, open playgrounds, school and junior colleges. They were willing to participate in the research and were co-operative. Few adolescents were not ready to fill the forms due to time constrains. In addition, 5 subjects did not answer few questions and thus their data were not considered for the analysis.

Research Tools: The 3 tools that were used to measure the variables were:

- Emotional Intelligence Scale by Anukool Hyde, Sanjyot Pethe, Upinder Dhar. The Split half reliability Coefficient was 0.88 and Validity was 0.93.
- Social Intelligence Scale by Dr. N. K. Chadha, Usha Ganesan. The Validity was 0.70 and the Reliability was as under:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Split Half Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patience</td>
<td>93</td>
</tr>
<tr>
<td>Cooperativeness</td>
<td>91</td>
</tr>
<tr>
<td>Confidence</td>
<td>89</td>
</tr>
<tr>
<td>Sensitivity</td>
<td>90</td>
</tr>
<tr>
<td>Recognition of Social Environment</td>
<td>95</td>
</tr>
<tr>
<td>Tactfulness</td>
<td>91</td>
</tr>
<tr>
<td>Sense of Humor</td>
<td>90</td>
</tr>
<tr>
<td>Memory</td>
<td>96</td>
</tr>
</tbody>
</table>

- Reactions to Frustration Scale (RFS). Dr. B. M. Dixit, Dr. D. N. Srivastava. The Reliability was 0.82 and Validity was 0.61.

Hypotheses of Study

- There is positive correlation between number of hours spent on sports participation in a week and the score on overall Emotional Intelligence, Self-Awareness, Empathy, Self-Motivation, Emotional Stability, Managing Relations, Integrity, Self Development, Value Orientation, Commitment, Altruistic Behavior as measured by the Emotional Intelligence Scale.
- There is positive correlation between number of hours spent on sports participation in a week and the score on Patience, Cooperativeness, Confidence, Sensitivity, Recognition of Social Environment, Tactfulness, Humor and Memory as measured by Social Intelligence Scale.
- There is negative correlation between number of hours spent on sports participation in a week and the score on Aggression, Resignation, Fixation and Regression as Measured by Reaction to Frustration Scale.

Variables

- Number of Hours spent on sports,
- 10 Factors of Emotional Intelligence,
- 4 Modes of reaction to frustration,
- 8 Dimension of Social Intelligence.

Operational Definitions

In the present study, the definition of Psychological well-being has been defined as Emotional Intelligence, Social Intelligence and Mode of Reaction to Frustration, which are measured by the three mentioned psychological tools and defined further as below:
**Emotional Intelligence** is defined as the capacity to recognize one’s own feelings and those of others in order to motivate ourselves and manage our emotions, which leads to the development of the self, integrity, values, commitment and altruistic behavior for motivating ourselves and for managing emotions well in us as well as our relationships (Goleman, 1998).

**Modes of Reaction to Frustration** refer to the different ways in which individuals behave when in a state of frustration. In the present study four ways are recognized; Aggression, resignation (escapism), fixation (condition of being stereotyped & persistent) and regression.

**Social Intelligence** is the ability to effectively deal with one’s social environment and relationships. It includes several dimensions like patience, cooperativeness, confidence, sensitivity, recognition of social environment, tactfulness, sense of humor and memory.

**Design:** The study examined the correlation between the Number of hours spent on sports participation with the dimensions of Emotional Intelligence, Social Intelligence and Modes of Reaction to frustration.

**RESULTS & INTERPRETATION**

Table-1: Correlation between Number of Hours spent on Sports Participation in a Week and Factors of Emotional Intelligence

<table>
<thead>
<tr>
<th>Correlation Value</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td>.33 Low To Moderate</td>
</tr>
<tr>
<td>Empathy</td>
<td>.73 High</td>
</tr>
<tr>
<td>Self-Motivation</td>
<td>.82 High</td>
</tr>
<tr>
<td>Emotional Stability</td>
<td>.32 Low To Moderate</td>
</tr>
<tr>
<td>Managing Relations</td>
<td>.76 High</td>
</tr>
<tr>
<td>Self-Development</td>
<td>.44 Moderate</td>
</tr>
<tr>
<td>Integrity</td>
<td>.23 Low</td>
</tr>
<tr>
<td>Commitment</td>
<td>.43 Moderate</td>
</tr>
<tr>
<td>Value Orientation</td>
<td>.18 Low</td>
</tr>
<tr>
<td>Altruistic</td>
<td>.34 Low To Moderate</td>
</tr>
<tr>
<td>Total</td>
<td>.43 Moderate</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Table-2: Correlation between Numbers of Hours Spent on Sports Participation in a week and Modes of Reaction to Frustration

<table>
<thead>
<tr>
<th>Correlation Value</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggression (AGG)</td>
<td>.04 Low</td>
</tr>
<tr>
<td>Resignation (RES)</td>
<td>.05 Low</td>
</tr>
<tr>
<td>Fixation (FIX)</td>
<td>.16 Low</td>
</tr>
<tr>
<td>Regression (REG)</td>
<td>.08 Low</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Table-3: Correlation between Numbers of Hours Spent on Sports Participation in a Week and Dimensions of Social Intelligence

<table>
<thead>
<tr>
<th>Correlation Value</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patience</td>
<td>.56 Moderate</td>
</tr>
<tr>
<td>Cooperativeness</td>
<td>.43 Moderate</td>
</tr>
<tr>
<td>Confidence</td>
<td>.54 Moderate</td>
</tr>
<tr>
<td>Sensitivity</td>
<td>.65 Higher Moderate</td>
</tr>
<tr>
<td>Recognition of Social Environment</td>
<td>.23 Low</td>
</tr>
<tr>
<td>Tactfulness</td>
<td>.11 Low</td>
</tr>
<tr>
<td>Sense of Humor</td>
<td>.07 Low</td>
</tr>
<tr>
<td>Memory</td>
<td>.08 Low</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation
DISCUSSION

Sports provide children and youth with many opportunities to grow physically and socially, as well as emotionally. Moreover, physical activities with other children allow them to build social skills through peer interaction. Many parents are concerned about whether or not to allow their children to participate in team sports. The purpose of this study was to investigate the relationship between the amount of sports participation and adolescent's psychological well-being defined by emotional intelligence, social intelligence and modes of reaction to frustration. The subject for this study were 55 adolescent boys, ranging from age 15 to 17 years, living and studying in Mumbai metropolitan areas. The statistical treatment employed in this study was the Pearson product-moment correlation coefficient.

The findings of this study were as follows:

- On the scale of emotional intelligence, a high positive correlation was found between the amount of sports participation in adolescent boys and empathy and self-motivation. A moderate positive correlation was observed between the amount of sports participation in adolescent boys and self-development, commitment and total emotional intelligence. A low to moderate positive correlation was found between the amount of sports participation in adolescent boys and self-awareness, emotional stability, and altruistic characteristics. A low correlation was found between the amount of sports participation in adolescent boys and integrity and value orientation.

- On the scale of reaction to frustration, there was a positive but low correlation between the amount of sports participation in adolescent boys and all four modes of reaction i.e. Aggression (AGG), Resignation (RES), Fixation (FIX) and Regression (REG).

- On the scale of social intelligence, there was a high to moderate positive correlation between the amount of sports participation in adolescent boys and sensitivity. A moderate positive correlation was observed between the amount of sports participation in adolescent boys and patience, cooperativeness, and confidence. A low correlation was also found between the amount of sports participation in adolescent boys and recognition of social environment, tactfulness, sense of humor and memory.

The findings of the present study indicated that empathy, self-motivation and sensitivity were found to be high to moderately correlate with the amount of time spent on sports participation in a week. While factors like self-development, commitment, overall emotional intelligence, patience, cooperativeness, and confidence were only moderately correlated with the amount of time spent in sports participation.

The results concerning correlation between the sport participation and empathy concur with those researches that have shown that sport participation can contribute to a number of the indicators of learning readiness identified in the CPRN paper, that included, emotional health and a positive approach to new experiences (Biddle, 1993), social knowledge and competence (empathy, cooperation, teamwork, Barnett, 1991), general knowledge and cognitive skills, including problem solving, decision-making, the ability to delay gratification (Gould, 1983; Kerr, 1996). Research has reported that children who engaged in more physical play with their parents, particularly with parents who were sensitive and responsive to the child, exhibited greater enjoyment during the play sessions. As children approached adolescence, socialization and rough-and-tumble play taught them that there were limits to how far they could go before hurting someone (physically or emotionally), which could result in termination of the activity or later rejection by their peers, an indirect way of developing empathy. The present study also demonstrated that adolescents who spent more time on sports during the week had higher empathy. They could recognize feelings in others and understood other person’s verbal and non-verbal cues. Generally, all team sports required the ability to understand and body language of other team members to pass the message across indirectly and correctly. Many of the values associated with sports were relevant to conflict prevention, resolution and peace building. Well-organized activities taught participants respect for each other, honesty, and empathy, the importance of having rules, and effective communication and cooperation skills.

The results also showed that self-motivation had a high positive correlation with sports participation. These result were consistent with the previous finding where self-efficacy (confidence) and self-motivation (intrinsic and self-determined extrinsic) have been found to be the most consistent predictors of physical activity (Cardinal, 1997; Deci and Ryan, 1985; McAuley and Courneya, 1992; Biddle and Mutrie, 2001).

Sensitivity, a part of social intelligence, has also been found to have a high to moderate positive correlation with the amount of sports participation. Sensitivity refers to the ability to be acutely aware of and responsive to human behavior. Many researchers have shown a link between moral developments, which includes the ability to be responsible. As reported by Canada’s Minister of sports in 2001, “Sports tested participant’s willingness to try, to fail and to try again”. Sports can build character and personal qualities, such as courage, integrity and the capacity to commit to a goal or purpose, as well as values such as a sense of
responsibility to others, respect for others, self-discipline, a sense of fair play and fair dealing, and honesty. Sports offer individuals the opportunity to enhance the values of dedication and commitment.

The emotional intelligence Scale by Anukool Hyde, Sanjyot Pethe, and Upinder Dhar measured 10 factors of emotional intelligence. The present study indicated that overall emotional intelligence was moderately correlated with time spent on sports participation. As mentioned by Coach Doug Reese, TTNL in the online article on 'Emotional Intelligence... Staying in Control' Michael Jordan developed emotional intelligence over time, learning when to attack and when to be patient. By the end of his career, Jordan learned to save his best performance for the most important moments at the end of the game - for the win. This consistent ability to remain in control and act decisively when it counted led Jordan's teammate Luc Longley to describe him with one word, "Predator!" Studies have indicated that exercise behavior are positively associated with extraversion and EI and negatively associated with neuroticism. Structural equation modeling indicated that EI mediated the relationship between personality and exercise behavior.

Self-development and commitment are the components of emotional intelligence, which were also found to be moderately correlated with amount of time spent on sports participation. One striking example where United Nations' initiatives to promote peace have included sports activities, is Kosovo. In this country before the conflict, most girls did not participate in any sport, prevented by local culture and traditions. By denying girls, the benefits of sport they were also denied the benefits of self-development, self-esteem and a physically active and healthy lifestyle. This indirectly added to the notion that sports helps in the enhancing self-development.

Another scale used in the present study was the social intelligence Scale by Dr. N.K. Chadha, Usha Ganesan. Out of the eight factors measured by the scale the three factors patience, cooperativeness, and confidence were moderately correlated with the amount of time spent in sports participation.

Patience as operationally defined by the author of the scale, as calm endurance under stressful situations, was an important component in any type of sport. Large amount of sports participation provided more opportunities to play under stressful situations and thus this experience lead to the development of patience. Over a period, success due to development of a skill enhanced the confidence in the adolescence. In addition, the present study has found confidence to be moderately related with sports participation.

Cooperation was also found to be positively linked with sports participation, which has received support from various studies directly or indirectly. Organized sport influences the development of important behaviors such as cooperation, positive attitudes towards achievement, stress management, appropriate risk taking and the ability to tolerate frustration (Smith & Smoll, 1991).

The present paper discusses the positive link between time spent on sports participation and psychological well-being. While individuals learn from their family, traditions, friends, and religious groups, when they enter the world of sports, they tend to be heavily influenced by what their peers value and practice. Societal norms, values, and practices in general and in sports also shape the environment as does the media through television, movies, and newprint (Stoll, 2000).

The development of character through sport can be systematic or non-systematic and involve formal and/or informal processes. Well-organized sport character education can provide powerful contexts for the teaching and learning of good moral habits. Even though formal education programs may be in place, informal education may conflict with what is considered right, good, and fair. The ideal would be sports programs that address both formal and informal educational processes for character development.

Sportsmanship and the development of positive character have long been explicit goals of school sports. A strong belief existed that sport programs had the power to promote the development of "...sportsman like behaviors, ethical decision-making skills, and a total curriculum for moral character development" (Stoll, 1995, p. 335). It was also known to provide a social environment to acquire personal and social values and behaviors that contributed to good character and good citizenship (Arnold, 1984; Sage, 1998).

Sports can be one of the most enjoyable childhood experiences. Estimates stated that millions of children in Canada and across North America participated in sports programs each year (Hall, Slack, Smith, & Whitson, 1991; Smith and Smoll, 1997; Statistics Canada, 1998). One explanation for these high participation rates, particularly in Canada, was possibly because most parents strongly agreed with the notion that sports contributed to the growth and development of children (Craig, 1998). A positive sports environment provided children with unique experiences and the potential benefits of sports have been well documented. For example, sports had the ability to stimulate physical growth, raise self-esteem, contribute to social development and enhance overall health and well-being.

To maximize the positive impact of sports on children, sports should be delivered in a manner that facilitates growth. The Overview on Children and Youth Recreation, Sport and Physical Activity document released by the Policy Development Branch.
of MCzCR (1998) stated that research demonstrated consistent feedback indicating the critical importance of sport, recreation and physical activity in the broader context of healthy child development. For instance, the Canadian Institute for Child Health publication entitled “Our Promise to Children” (Guy, 1997) suggested that in addition to gains in physical development, recreational opportunities, such as sports, provided children with opportunities to develop a sense of achievement from mastering skills as well as opportunities to interact and relate to others. Sports were also a positive way to spend time such that it left less time for children to get into trouble.

The data collected from the scale reactions to frustration scale (RFS) by Dr. B. M. Dixit, et al, measuring four different modes of reaction to frustration, did not show any relation with sports participation. The present study does not indicate moderate or high correlations on this factor probably because the cultural background of the participants in the study did allow them socially approved outlets for displacing their frustrations, one among them being some opportunities in sports. A further exploration on the area of frustration tolerance with respect to the area of sports participants was definitely needed.

LIMITATIONS

- Different social factors are involved in sports participation and various factors played a role in shaping an individual's emotional and social intelligence. A cause effect study would be the next appropriate and logical method of research.
- Various factors have not been found to be highly correlated with the sports participation in the present study. However, past literature review has been more optimistic. One reason for this may be since the interest in sports participation in the Indian culture is still in its infancy.
- A small sample size may not help to generalize the conclusion and with larger size, a much high correlation could have been found.

SUGGESTIONS AND RECOMMENDATIONS

Schools have long been identified as the first settings where children get an exposure to organized sport. Participation in school sports would enhance and promote the goals of education. The focus of this research effort was to spread awareness in society and schools to increase sports and physical activity opportunities for students in order to lend to an overall healthier personality development. An active youth brings along additional benefits through improved health, increased empathy, self-motivation and sensitivity. In addition an improvement in self-development, commitment, overall emotional intelligence, cooperativeness, patience, and confidence would have far reaching implications for a more balanced and productive society. This research indicated that students who participated in sports for longer hours in a week would enjoy enhanced benefits and improvement in overall psychological wellbeing.

In the current environment filled with an abundance of avenues for anti-social activities for adolescents through the mediums such as computer / video games, television and the internet, children are denied the options of playing sports and being physically active. Sports help develop social, personal and life skills. Thus, schools despite their space constraints should take up the responsibility to develop sports programs, which can develop in a child, self-confidence and a sense of self-worth.

It has become evident that an increase in participation in sports and physical activity at the community level and better support for our athletes who reached the highest level of competitive athletics, not only would lead to physical and psychological well-being but also form a successful steady career path with ample financial security. The players would largely, adopt the values, attitudes and behaviors of the parents and coaches. If sports were to positively contribute to a child's development, the parents and coaches must demonstrate positive character traits in their interactions with the children.

Unfortunately, in general the positives of sports participation were greatly underestimated and often overlooked by the medical community. This was partly due to a general lack of sports knowledge within medical specialist. In addition, because medicine was the area of expertise, doctors and specially therapists tend to be focused solely on medical or other psychotherapy solutions to physical and psychological problems, rather than looking at non-medical ways like sports to achieve similar goals. Virtually all sport teams could be turned into miniature caring communities where overall physical, psychological, emotional and social growth can be stimulated through mutual encouragement, challenge, and support.

FINDINGS

- The more the time spent on sports participation in a week, the higher was the score on empathy and self -motivation.
- There was a positive but low correlation between the amount of sports.
- Participation in adolescent boys and all four modes of reaction to frustration.
- The more the time spent on sports participation in a week, the higher was the score on sensitivity.
REFERENCES


35. Retrieved from http://www.sportdevelopment.info/index.php/component/content/article/55-researchsurveys/701-research...

*****

INFORMATION FOR AUTHORS

Pezzottaite Journals invite research to go for publication in other titles listed with us. The contributions should be original and insightful, unpublished, indicating an understanding of the context, resources, structures, systems, processes, and performance of organizations. The contributions can be conceptual, theoretical and empirical in nature, review papers, case studies, conference reports, relevant reports & news, book reviews and briefs; and must reflect the standards of academic rigour.

Invitations are for:

- International Journal of Applied Services Marketing Perspectives.
- International Journal of Retailing & Rural Business Perspectives.
- International Journal of Information Technology & Computer Sciences Perspectives.
- International Journal of Logistics & Supply Chain Management Perspectives.
- International Journal of Trade & Global Business Perspectives.

All the titles are available in Print & Online Formats.

FOR ANY CLARIFICATION OR SUGGESTION, WRITE US:

Editor-In-Chief
Pezzottaite Journals,
64/2, Trikuta Nagar, K. K. Gupta Lane, Jammu Tawi, Jammu & Kashmir - 180012, India.
(Mobile): +91-09419216270 – 71
editorinchief@pezzottaitejournals.net
contactus@pezzottaitejournals.net

REVISITING THE SCOPE AND IMPACT OF TRANSFORMATIONAL LEADERSHIP IN INDIAN FIRMS

Dr. Priya Solomon

ABSTRACT

The fast pace of change in organizational cultures impose the need to analyze the present and forecast the future to cope with the developments along with a dedicated team of workforce. Furthermore, transformational leadership in the current organizational environment is about inspiring effective organizational change. Research on this topic has produced ample evidence that transformational leadership enhances employee attitudes and performance (Bass, 1999). However, numerous magnitudes of this leadership form are yet not explored. Hence, it is only proper to examine where we need to go in the future and what are the future challenges to be encountered.

Leaders play the primary role in establishing and motivating employees’ performance, but little research has been done to examine the specific processes, which stimulate the effect of transformational leadership resulting in a high-performance workforce exceeding organizational expectations. This study will seek the answer based on the examination of the impact of transformational leadership on employees’ performance and effectiveness in corporate firms in India from the employer’s perspective.

The significance that underlies this study is to provide a modified model of Transformational leadership in tune with future challenges, which would help the energetic Transformational leaders to guide their followers to the Right Path and help them discharge their duties in an exemplary manner.

KEYWORDS

Interpersonal Influence High-Performance Workforce, Transformational Leadership, Commitment, Positive Behaviour etc.

INTRODUCTION

Creating high-performance workforce has become increasingly important and to do so business leaders must be able to inspire organizational members to go beyond their task requirements. The most critical element in enhancing organizational performance is leadership (Riaz and Haider, 2010). This is because by working more effectively in rapidly changing environments, adaptive leaders help followers in understanding the challenges facing them; and then too appropriately respond to those challenges (Bass et al., 2003). Essentially, "leadership is an interpersonal influence directed toward the achievement of a goal or goals" (Allen, 1998). It is important to realize that just because an individual has authority within an organization, it does not mean he or she is necessarily a leader. Rather, only the managers, supervisors, etc. that learn to motivate those under them to achieve company goals using that authority are true leaders (Allen, 1998). As a result, among the most popular approaches to understand leader effectiveness, are the concepts of transformational and transactional leadership (Sadeghi and Pihie, 2012).

TRANSFORMATIONAL LEADERSHIP - LITERATURE REVIEW

Leadership can be defined as a social influence, process and a group phenomenon since there are no leaders without followers (Erkutlu, 2008). Transformational leadership is built around the notion that leaders support followers to develop self-reliance with the aim of transforming them (Sahgal and Pathak, 2007). With this style of leadership, focus shifts from only leading followers, by offering rewards, to empowering them to become leaders through the development of a relationship of mutual motivation and trust (Boehnke et al., 2003). Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and organization as a whole. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers. They have a charismatic appeal. They use charisma and a shared vision to "inspire followers to transcend their own self-interest for the good of the organization" (Allen, 1998; Transformational Leadership section) creating a shared vision of the future. Another might view it as linking the efforts of everyone in the organization to the organization’s goals, and still another might interpret it as not just accomplishing objectives but also steadily improving the organization. The entire organization, as well as the employees and leader, can be transformed and improved through this form of leadership because the leader creates a powerful bond with his or her followers that supports confidence, dedication, and creative problem solving (Allen, 1998). Transformational leadership has proven to be highly effective in times of great difficulty or challenges (i.e., combat or extremely tight budgets). Transformational leaders constantly use their vision and passion to energize their followers enough to stay focused and determined during even the
most trying circumstances and to guide them into a more promising future. It would encompass the following components in the following order of importance: determining strategic direction, developing human capital, exploiting and maintaining core competencies, sustaining an effective corporate culture, emphasizing ethical practices, and establishing strategic control requires leaders to focus on the far-reaching implications of their ideas, decisions, and actions for the entire enterprise, not just one or two business units or functions.

Leadership should address the follower’s sense of self-worth to engage the follower in true commitment and involvement in the effort at hand. This is where transformational leadership adds to transactional leadership. Furthermore, as stated by Parrott (2000), “transformational leadership is concerned with vision, values, ethics, and relationships. Transformational leadership motivates others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performances. They therefore have more committed and satisfied followers. Transformational leadership is in a way an expansion of Transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. Transformational leadership however raises leadership to the next level. It inspires followers to a shared vision and goals of an organization or units, challenging them to be innovative problem solvers and developing followers’ leadership capacity via coaching, mentoring, and provision of both challenge and support.

Several studies have found that by displaying the positive behaviour of transformational leadership, work teams experience higher levels of performance (Avolio & Yammarino, 2002; Bass & Avolio, 1994; Bass, 1985; Dionne, Yammarino, Atwater & Spangler, 2004; House, 1988; Howell & Avolio, 1993; Kirkpatrick & Locke, 1996; Smith, 1982). In a study completed by Smith (1982), he analyzed the level of performance within 30 transformational leaders and 30 non-transformational leaders in a wide variety of organizations. In Smith’s findings, he validated that the transformational leader’s teams had higher levels of performance and self-assurance compared to the non-transformational leader’s teams. Smith concluded that transformational leaders achieved these higher levels of performance and self-assurance because of their self-efficacy beliefs.

Kirkpatrick and Locke (1996) used a simulated production assignment on a sample of 282 undergraduates. They found that those undergraduates who displayed positive transformational leadership behaviour also saw higher performance and task satisfaction from their followers. Furthermore, followers displayed a positive attitude towards their leaders and thought highly of them.

In Kirkpatrick and Locke’s study, as well as, Smith’s study, it was found that follower is who had a transformational leader to work with felt their tasks were more interesting, engaging, and satisfying. Individuals under non-transformational or non-charismatic leaders reported that they were not satisfied with their tasks and they felt their roles lacked a sense of purpose. These individuals did not feel engaged in the task, therefore their commitment towards the success of the overall team was lacking.

According to Avolio & Yammarino (2002), transformational leadership has a greater impact on follower performance than other styles of leadership. According to Arachchi (2012), transformational leaders are courageous, take risks, believe in followers and trust them, have clear values, and are often capable of mobilizing the energy necessary for change. They focus on inspiring and exciting their followers to put extra efforts to achieve common goals (Riaz and Haider, 2010).

**OBJECTIVES OF STUDY**

- To explore literature to develop a better understanding of the basic elements and challenges for Transformational Leadership
- To examine the adoption of Transformational Leadership in Indian corporate firms and it effects with the help of quantitative analysis of data on staff motivation, performance and managerial effectiveness
- To recommend an innovative modified model for Transformational Leadership for its better implementation in the future times to come.

**METHODOLOGY USED**

The most widely used measure of transformational leadership is the Multifactor Leadership Questionnaire (MLQ). An earlier version of the MLQ was originally developed by Bass (1985), based on a series of interviews he and his associates conducted with 70 senior executives in South Africa. These executives were asked to recall leaders within their experiences who had raised their awareness to broader goals, moved them to higher motives, or inspired them to put others' interests ahead of their own. The executives were then asked to describe how these leaders behaved—what they did to effect change. From these descriptions and from numerous other interviews with both junior and senior executives, Bass constructed the questions that make up the MLQ. Since it was first designed, the MLQ has gone through many revisions, and it continues to be refined to strengthen its reliability and validity (Bass & Avolio, 1993).
The MLQ is made up of questions that measure followers' perceptions of a leader's behavior for each of the seven factors in the transformational and transactional leadership model, and it has items that measure extra effort, effectiveness, and satisfaction. Bass and Avolio (1992) have developed an abbreviated version of the MLQ, called the MLQ-6S.

The current study surveyed managers in twenty corporate offices (ten in public as well as ten in private sector) on leadership, work climate, and performance. Managers were informed of the study’s objective via face to-face interviews and allowed to ask questions regarding the survey procedure. They were informed that the study served research purposes only and that data would remain confidential.

A 5-point Likert type scale (1 = Once in a while, 2 = Sometimes, 3 = Fairly often, 4 = Frequently, if not always, 5 = Always) was used for the corresponding items.

The total number of respondents was 100

Multifactor Leadership Questionnaire (MLQ) Form 6S:

This questionnaire provides a description of the leadership style. Twenty-one descriptive statements are listed as below. Judge how frequently each statement fits you. The word others may mean you followers, clients, or group members.

1Sources: Copyright © 1992 B.M. Bass and B.J. Avolio.

Key: 1 = Once in a While; 2 = Sometimes; 3 = Fairly Often; 4 = Frequently, if not always; 5 = Always

The MLQ-6S measures leadership on seven factors related to transformational leadership. Score for each factor is determined by summing three specified items on the questionnaire. For example, to determine score for Factor 1, Idealized Influence, responses for items 1, 8, and 15 are summed. This procedure is completed for all seven factors:

Factor-1: Idealized influence dimension refers to the followers’ view of the leader in terms of power, charisma, self-confidence, trust, consistency and ideals to influence his followers, which follower’s make efforts to imitate and respect (Mohammad et al., 2011). Leaders provide vision and mission, have profound respect for followers, and put deep trust in them (Parrott, 2000), and act as their role model.

Factor-2: Inspirational motivation implies that leaders provide their followers with meaning and understanding by inspiring, persuading and motivating them (Arifin et al., 2014).

Factor-3: Intellectual stimulation shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of the organization. Intellectual stimulation in transformational leadership refers to the ability of a leader to keep his followers asking questions, solving problems, and thinking about the everyday jobs and responsibilities (Omar and Hussain, 2013). Such leaders support new approaches, challenge beliefs and values, and encourage their followers to challenge the leader himself and the organization (Parrott, 2000).

Factor-4: Individualized consideration indicates the degree to which you show interest in others’ well-being, assign projects individually, and pay attention to those who seem less involved in the group. It refers to the leader paying attention to the individual differences of his followers (Kamali, 2014). According to Sundi (2013), transformational leadership style directly affects an employee’s performance. This happens through a variety of mechanisms which include linking the follower's sense of identity and self to the project and the collective identity of the organization; challenging them to take greater ownership for their work; being a role model for them who inspires them and makes them feel interested, and helps in understanding their strengths and weaknesses, so the leader can align followers with tasks that increase their performance (Odumuru and Ifeanyi, 2013).

Factor-5: Contingent reward refers to the extent to which the leader determines rewards in exchange with followers’ efforts and it includes clarification of the work required, and the use of incentives to influence motivation (Sadeghi and Pihie, 2012).

Factor-6: Management-by-exception assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it isn’t broke, don’t fix it.” Management-by-exception (active) refers to leaders who observe followers’ performance and take corrective action before mistakes are made to ensure that goals are achieved (Greiman, 2009). In management-by-exception (passive), leaders intervene only when objectives have not been met and problems have already happened (Bono and Judge, 2004).
Factor-7: Laissez-faire measures whether you require little of others, are content to let things ride, and let others do their own thing.

ANALYSIS AND INTERPRETATION

Graph-1

**Idealized Influence**

<table>
<thead>
<tr>
<th>Number of persons</th>
<th>I make others feel good to be around me</th>
<th>Others have complete faith in me</th>
<th>Others are proud to be associated with me</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>21</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>48</td>
<td>48</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Graph-2

**Inspirational Motivation**

<table>
<thead>
<tr>
<th>Number of Persons</th>
<th>I express with a few simple words what we could and should do</th>
<th>I provide appealing images about what we can do</th>
<th>I help others find meaning in their work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>28</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>48</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Graph-3

**Intellectual Stimulation**

<table>
<thead>
<tr>
<th>Number of Persons</th>
<th>I enable others to think about old problems in new ways</th>
<th>I get others to rethink ideas that they had never questioned</th>
<th>I provide others with new ways of looking at puzzling things</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>45</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>45</td>
<td>40</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
**Graph-4**

**Individualized consideration**

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once in a while</td>
<td>14, 20, 0</td>
</tr>
<tr>
<td>Sometimes</td>
<td>36, 6, 2</td>
</tr>
<tr>
<td>Fairly often</td>
<td>58, 3, 3</td>
</tr>
<tr>
<td>Frequently, if not always</td>
<td>39, 2</td>
</tr>
<tr>
<td>Always</td>
<td>17, 13</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Graph-5**

**Contingent Reward**

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once in a while</td>
<td>0, 6, 23</td>
</tr>
<tr>
<td>Sometimes</td>
<td>45, 0, 0</td>
</tr>
<tr>
<td>Fairly often</td>
<td>42, 8, 8</td>
</tr>
<tr>
<td>Frequently, if not always</td>
<td>0, 0</td>
</tr>
<tr>
<td>Always</td>
<td>52, 26</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Graph-6**

**Management by exception**

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once in a while</td>
<td>0, 0, 23</td>
</tr>
<tr>
<td>Sometimes</td>
<td>52, 0, 0</td>
</tr>
<tr>
<td>Fairly often</td>
<td>42, 0, 40</td>
</tr>
<tr>
<td>Frequently, if not always</td>
<td>67, 58</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation
The study clearly revealed that the larger percentage of managers did focus on providing Idealized influence. Inspirational motivation and Individualized consideration but still were not providing Intellectual stimulation as needed for adaptive performance and organizational excellence. 37.7% managers always and 29.3% frequently, if not always provided Contingent reward. 41.7% managers practiced Management-by-exception and only 9% relied on Laissez-faire Leadership.

Therefore, today managers are adopting participative Transformational Leadership style and need to move further away from more directed Transactional Leadership and Laissez-faire Leadership. A direct implication of this is that leaders can further address team members’ motivation to perform by simultaneously developing personalized relationships with members and targeting the team as a whole generating adaptive performance in dynamic work settings. On the theoretical front, our investigation of the role of transformational leadership in adaptive performance is rooted in recent developments regarding the psychological processes through which such leadership impacts individuals’ behavior. As highlighted by Bono and Judge (2003), transformational leaders typically enhance followers’ self-concordance by promoting higher order values, i.e., values that transcend individual needs. Self-concordance is a psychological state whereby the individual comes to view work activities as being aligned with his or her personally held values. That state of self-concordance makes self-engagement with work easier to emerge and potentially allows individuals to act according to their implicit self-esteem (Moss et al., 2009). As Moss et al. rightly suggested, transformational leaders’ actions feed followers’ implicit self-esteem the leader may treat individuals collectively as a group when articulating a challenging vision of the future (idealized influence) and raising followers’ expectations and reinforcing their confidence in their ability to reach ambitious goals (inspirational motivation; Cho & Dansereau, 2010; Wu et al., 2010).
FUTURE CHALLENGES FOR TRANSFORMATIONAL LEADERS

- To not only develop the organization’s vision and mission but also continually think about and review the organization’s direction to ensure the organization is staying on the right course as the competitive environment changes.
- Effectively and constantly, scan the internal and external environments for factors, trends, and patterns that may have an effect on the organization’s business.
- Building networks and staying plugged into networks that yield rich and relevant information at all levels of the organization and to encourage and accept their input and feedback.
- Leading strategically often demands a willingness to swim against the tide of conventional wisdom.
- Although being focused on an organization’s long-term well-being, it should be balanced with attention to tactical, day-to-day operations.
- It is also critical for transformational leaders to lead by example. Their own consistent behavior in carrying out their strategic vision has a trickledown effect on others in the organization; it sets a standard by which others can establish priorities that are in consonance with the strategy and influence others in the organization to work toward the strategic goals, strategic vision creating a commitment to, passion for and an excitement about the cause.

MODIFIED MODEL FOR TRANSFORMATIONAL LEADERSHIP

A modified model for Transformational Leadership is developed for implementation for the future in keeping with the constraints and challenges faced by Transformational Leadership.

Figure-1: Modified Model of Transformational Leadership -2020

CONCLUSION

Transformational leadership is the buzzword in business today. It converges personal commitment. It inspires hope because it promises a purposeful way forward to a positive mind changing and life changing future (Lim .2010) Transformational leadership helps leaders to prepare themselves and their followers for the future. A process changes and transforms people. It deals with emotions, values, ethics, standards and long-term goals; finally, it pushes the followers to the unexpected and creates a common vision (Northouse, 2009). However, the constant energetic and passionate motivation of transformational leaders can prematurely drain employees if used improperly. Furthermore, not all situations call for such drastic changes within an organization (Homrig, 2001; Straker, 2007b). In fact, the best leaders in history, such as Roosevelt and Lenin, recognized that strong leadership does not
come in a single form. Instead, each form complements the other and each situation might call for a different approach (Boje, 2000).

REFERENCES


9. Ibid, 8


46. Retrieved from http://www.researchgate.net/publication/274195695_The_Associations_among_Transformational_Leadership...

47. Retrieved from http://www.researchgate.net/publication/274194148_The_Associations_among_Transformational_Leadership...


49. Retrieved from http://www.researchgate.net/publication/241765003_The_relationship_between_transformational_leadersh...


*****

**INFORMATION FOR AUTHORS**

Pezzottaite Journals invite research to go for publication in other titles listed with us.

*Invitations are for:*

- International Journal of Applied Services Marketing Perspectives.
- International Journal of Retailing & Rural Business Perspectives.
- International Journal of Information Technology & Computer Sciences Perspectives.
- International Journal of Logistics & Supply Chain Management Perspectives.
- International Journal of Trade & Global Business Perspectives.

All the titles are available in Print & Online Formats.
Stress Management of Employees in Private Industry: A Study

Dr. P. Saritha12

ABSTRACT

The present study attempts to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn based on the sample from a single unit cannot be generalized about the entire manufacturing sector. With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. The overall strategies which was imposed by the company towards the eradication of stress on the employees in the organization is good, but there was a need to focus on some other few areas to achieve the optimal mark in eradicating of the stress in the organization.

KEYWORDS

Stress, Performance, Intellectual and Professional Trends etc.

INTRODUCTION

Stress is an inevitable part of today’s modern life style. In this fast changing world of today, no individual is free from stress and no profession is free from stress. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. The environment in which professionals work has changed social, political, economic, intellectual and professional trends have combined to increase stress and distress alternatives. The jobs stress has touched almost every professionals starting from an artist to a surgeon or a top executive to a normal employee. Other than the professionals, normal people like housewives, children, students and senior citizen not exceptional to the stress. In many job situations, a high level of stress is an integral and largely unavoidable part/component of work. The role expectations of an individual are increasing in their multiplicity, variety and complexity. Everybody attempt to outperform one another to reach the top. In this competitive environment, in most situations when a person is incongruent with the demands of the job or when an obstacle exists to fulfilling strong needs or values, high levels of stress is produced. Stress is a mental, emotional or physical reaction resulting from an individual’s response to environmental pressure and similar stimuli. Stress is generally believed to have a deleterious effect on health and performance. However, a minimum level of stress is necessary for effective functioning and peak performance. Usually it is the major sources of stress that lead to burnout, causing people to become unhappy and less productive in their work. Job stress can affect health and home life as well. Low levels of stress may not be noticeable. Slightly higher levels can be positive and challenge us to act in creative and resourceful; and high levels can be harmful, contributing to chronic disease.

Plastic has become synonymous with modern living. The Government of India recognizing the importance of plastics in agriculture appointed on March 7th 1981 a National committee on the use of plastic in agriculture under the chairmanship of Dr.G.V.K.Rao. Plastics have excellent potentialities. Our country is equipped with all kind of processing machinery and skilled labor and undoubtable, and extra to boost export, finished plastics products will yield rich divided. Today India exports plastic products to as many as 80 countries all over the world. The exports, which were stagnant at around rest. 60-70 cores per annum double to 129 craters. The Plastic industry has taken up the challenge of achieving an export target of Rs. 17 cores. Major export markets for plastic products and linoleum are Australia, Bangladesh, Canada, Egypt, Hong Kong, Italy, Kuwait, Federal Republic of Germany, Sri Lanka, Sweden, Taiwan, U.K., U.S.A., and Russia. With view to boosting the export, the plastics and linoleum’s export promotion council has urged the government to reduce import duty of plastic raw material, supply indigenous raw materials at international prices, fix duty, draw backs on weighted average basis and charge freight rate on plastic products on weights basis instead of volume basis.

NEED FOR STUDY

Significant changes over the past years in our social behavior due to technological advances, economic liberalization decreased the documents and role expectations of an individual:

- Today every individual are experiencing pressure of competition in giving there best out there best out of his/her work.
- Usually it is the major sources of stress that lead to burnout, causing people to become unhappy and less productive in their work. Job stress can affect health and home life as well.
- The organization is effected by the job stress in many ways like low productivity, poor quality, increased absenteeism, low job satisfaction.

12 Assistant Professor, Department of Business Management, Yogi Vemana University, Andhra Pradesh, India, dr.psarithasrinivas@gmail.com
OBJECTIVES OF STUDY

- To identify the nature of stress and impact in Anantha PVC Private Ltd.
- To identify the causes for stress in Anantha PVC Private Ltd.
- To study the stress management techniques adopted by Anantha PVC Private Ltd.

METHODOLOGY OF RESEARCH

Anantha P.V.C pipes Pvt Ltd., was incorporated in the year Feb 2002. The factory is situated at NH-44, Hampapuram village, Rapthadumandal and Anantapur district. Company is the manufacturing of the largest and most comprehensive range of PVC pipes in India. Anantha P.V.C pipes Pvt Ltd. was selected for the study as a sample unit.

Research Design: Descriptive in nature
Research Instrument: Well-structured questionnaire
Universe of Study: 250
Sample size of Study: 100
Percentage of Sample Size: 40%
Sampling Procedure: Simple random sampling
Statistical Tools U: Simple percentage method

Sources of Data

The sources for the study would be collected from both primary and secondary sources. The primary data will be collected from the employees officials of the Anantha PVC Private Ltd., and the secondary data will be collected from annual reports published by Anantha PVC Private Ltd. letters and documents available in the office, website and information available in various sources.

DATA ANALYSIS AND INTERPRETATION

Table-1, gives Stress Effect for the study period of Anantha PVC Private Ltd.

- Stress will have an adverse effect on physical and Psychological conditions of a person.
- It is hurdle for effective performance.
- Moderate level of stress is required for effective functioning and peak performance.

The survey revealed that 60% of the employees expressed that moderate stress is required for effective functioning and performance about while 22% of the employees ‘opinion B’ about stress 18% of the employees expressed ‘opinion A’ about stress effect.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>22</td>
<td>18%</td>
</tr>
<tr>
<td>B</td>
<td>26</td>
<td>22%</td>
</tr>
<tr>
<td>C</td>
<td>72</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2, gives Stress Frequency for the study period of Anantha PVC Private Ltd. According to data, 50% of the employees sometimes feel stress, while 28% of the employees occasionally feel stress, 14% of the employees frequently feel stress and 8% of the employees most frequently feel stress.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occasionally</td>
<td>34</td>
<td>28%</td>
</tr>
<tr>
<td>Sometimes</td>
<td>60</td>
<td>50%</td>
</tr>
<tr>
<td>Frequently</td>
<td>16</td>
<td>14%</td>
</tr>
<tr>
<td>Most frequently</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-3, Gives Stress Causes for the study period of Anantha PVC Private Ltd. Through this 46% of the employees feel Job Responsibilities were the cause for the stress, while 22% of the employees interpersonal Relationship as cause, 20% of the employees feel unpleasant working conditions as cause stress and 12% of the employees for Personal matter as cause for stress.

Table-3: Stress Causes

<table>
<thead>
<tr>
<th>Factors</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Responsibilities</td>
<td>55</td>
<td>46%</td>
</tr>
<tr>
<td>Unpleasant Working condition</td>
<td>24</td>
<td>20%</td>
</tr>
<tr>
<td>Interpersonal Relationships</td>
<td>25</td>
<td>22%</td>
</tr>
<tr>
<td>Personal Matters</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-4, gives Consequences of Stress for the study period of Anantha PVC Private Ltd. From the above figure 36% of the employees feel decrease concentration, and commitment were the consequences for the stress. While 32% of the employees feel the inability to Relax, 20% of the employees feel unable to meet goals and the remaining 12% if the employees are feeling that stress may be related to other consequence.

Table-4: Stress Consequences

<table>
<thead>
<tr>
<th>Factors</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease concentration</td>
<td>43</td>
<td>36%</td>
</tr>
<tr>
<td>Commitment</td>
<td>43</td>
<td>32%</td>
</tr>
<tr>
<td>Inability To Relax</td>
<td>25</td>
<td>20%</td>
</tr>
<tr>
<td>Unable To Meet Goals</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-5, gives stress affect more for the study period of Anantha PVC Private Ltd. The survey revealed that 47% of the employees feel that stress affects them mentally in all ways. 37% of the employees feel that stress effects term emotionally, 16% of the Employees feel that stress affects them behaviorally.

Table-5: Stress Affect

<table>
<thead>
<tr>
<th>Factors</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentally</td>
<td>56</td>
<td>47%</td>
</tr>
<tr>
<td>Emotionally</td>
<td>45</td>
<td>37%</td>
</tr>
<tr>
<td>Behaviorally</td>
<td>19</td>
<td>16%</td>
</tr>
<tr>
<td><strong>All</strong></td>
<td><strong>0</strong></td>
<td><strong>0%</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-6, gives Job Stress Sources for the study period of Anantha PVC Private Ltd. Based on the data, 56% & 36% of the employee’s opinion is that stress is mainly due to overload of work and the working hours respectively. The remaining 8% respondents feel that stress is due to targets and more supervision.

Table-6: Job Stress Sources

<table>
<thead>
<tr>
<th>Sources</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overload of work</td>
<td>67</td>
<td>56%</td>
</tr>
<tr>
<td>Working hours</td>
<td>43</td>
<td>36%</td>
</tr>
<tr>
<td>Targets</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Supervisions</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-7, gives level of encouragement for the study period of Anantha PVC Private Ltd. According to my survey, 40% of employees are having average encouragement from peers and superiors, 36% of employees are having good relations, 14% of employees are having good relations and only the 10% of employees are having excellent encourage from having peers and superiors.

Table-7: Level of Encouragement

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>12</td>
<td>10%</td>
</tr>
<tr>
<td>Good</td>
<td>43</td>
<td>36%</td>
</tr>
<tr>
<td>Average</td>
<td>48</td>
<td>40%</td>
</tr>
<tr>
<td>Poor</td>
<td>17</td>
<td>14%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-8, gives Intervention Techniques to Reduce the Stress for the study period of Anantha PVC Private Ltd. The survey reveals that 32% of employees are suggested improved, communication is the best intervention technique to reduce the stress, 23% of employees are redesigning of the job and 30% of employees respond as none, 32% of employee’s stress management training.

Table-8: Intervention Techniques

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Wide Interventions</td>
<td>18</td>
<td>15%</td>
</tr>
<tr>
<td>Redesigning of your Jobs</td>
<td>28</td>
<td>23%</td>
</tr>
<tr>
<td>Stress management training</td>
<td>38</td>
<td>38%</td>
</tr>
<tr>
<td>None</td>
<td>36</td>
<td>30%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-9, gives Attended Any Seminars/Training Programs/Workshops for Reducing Stress for the study period of Anantha PVC Private Ltd. According to this data 88% of the employees never attended any seminars/training, 12% of the employees attended any seminars/ training, programs, working shops for reducing stress.

Table-9: Attended Any Seminars/Training Programs / Workshops for Reducing Stress

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td>No</td>
<td>106</td>
<td>88%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

**FINDINGS OF STUDY**

- 58% said that the stress management is relevant to jobs, 15% respondents said that the stress management is not relevant to jobs and 27% respondents said that the stress management partially relevant to jobs.
- The causes of stress are 12% of the respondents feel the stress because of health problems, 8% feel about surroundings, 17% of the employee’s feel of family problems, 13% is unhappy with job, 32% says because of life cycle and 18% of employees feel about over time duty.
- The employees deal with stress by giving flexibility (32%), self-confidence (26%), and creativity (22%), ability to learn (20%).
- To overcome the stress by copying the strategies of ‘physical fitness exercises’ and ‘yoga’.
- The analysis indicated that ‘Decreased Concentration, commitment’, ‘liability to Relax’ & ‘Unable to meet goals’ were the consequences of stress on them and Health Problems, ‘Frustration & angry were the moderate consequences of stress on them.
- The major stress causing dimensions are ‘Job responsibilities’, ‘Unpleasant-working conditions’ & ‘Interpersonal relationships.
- The analysis indicated that ‘Decreased Concentration, commitment’, ‘liability to Relax’ & ‘Unable to meet goals’ were the consequences of stress on them and Health Problems, ‘Frustration & angry were the moderate consequences of stress on them.
On average stress is affecting employees personally in all aspects Mentally, Emotionally & Behaviorally. The study reveals that the major sources for their job stress were Work Overload, Role Ambiguity, Feeling stagnant in role & Resource inadequacy...
The majority of employees coping strategies are ‘spending time with dear one’, 'Listening Music’, 'Physical fitness Exercises’ & ‘yoga’.
The majority of employees expressed that they do not have Recreation & refreshment programs to relax in between working hours.
Majority of employees feel that there is a need for stress management assistance programs from organization.

SUGGESTIONS FOR STUDY

Developing a healthy work environment by providing comfortable, well-structured, attractive conditions.
Provision of means to socialize through rest periods & recreational programs, social clubs etc.
It may be worthwhile to arrange preventive counseling sessions for individuals experiencing high stress.
By improving channels of communications, sharing information & getting greater feedback on performance.
The management can arrange workshops / seminars / training programs to make employees aware of the nature of stress, develop approaches for coping with stress like stress management training, Time / Work management, Personality development etc.
The organization can follow permanent stress management assistance programs like Stress Audit, Holistic Health perspective, Regular Interventions.

CONCLUSION

In the above perspective, the present study attempts to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn based on the sample from a single unit cannot be generalized about the entire manufacturing sector. With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization The overall strategies which was imposed by the company towards the eradication of stress on the employees in the organization is good, but there was a need to focus on some other few areas to achieve the optimal mark in eradicating of the stress in the organization.

REFERENCES

REWARD SYSTEM AND ITS IMPACT ON EMPLOYEE MOTIVATION

Dr. Apoorva Trivedi

ABSTRACT

In the era of globalization organizations have accomplished the significance of their human resources and become more and more interested in managing workforce in such a way that can improve business accomplishment. To guarantee competitive benefit people who are working for the organization should be stimulated by providing a well-balanced reward and benefit system. This study examines the relationship between compensation, motivation and promotion with job satisfaction of workforce. The outcome concludes that, with the progression in the occupation pathway, income level and financial and non-financial rewards become the very important aspect for the workforce motivation. However, organizations should consider for a more structured reward system that considers both intrinsic and extrinsic rewards which in turn prospers high performance culture.

KEYWORDS

Workforce Motivation, Reward System, TQM –Based Reward System etc.

INTRODUCTION

An essentially motivated individual, according to Ajila (1997) will be dedicated to his work to the degree to which the job innately contains tasks that are rewarding to him or her. In addition, an extrinsically motivated person will be dedicated to the extent that he can gain or receive external rewards for his or her job. An individual should be motivated in a work situation there must be a need, which the individual would have to observe a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. However, if the reward is express as external to the job, the motivation is described as extrinsic. Good compensation has been found over the years to be one of the strategies that motivates employees to perform better. Vroom (1964), authenticated the statement that workers incline to work more effectively if their wages are linked to performance which is not dependent on personal bias or prejudice, but the purpose of evaluation of an employee’s value. Although many techniques of measuring job performance have been devised, in general the exact technique selected for the different type of work. All these issues make efforts, to bring to focus how an appropriate reward can cheer up or inspires the workers to develop positive approach towards their job and thereby increase their Efficiency. Perhaps the best means of acknowledging the workers motivation is to ponder the social meaning of work. In this regard, short-term goals and long-term goals of employees and employers may affect productivity. Therefore, considering the manner in which rewards given to workers are apparent is more likely to pretentious that reward means the same thing to all. Rewards that an individual receives are very much a part of the understanding of motivation. Study has recommended that rewards now cause job motivation and satisfaction, which leads to performance.

THE PRACTICING OF REWARD STRATEGY

According to Armstrong (2000, pg.232), reward strategy is the strategy that gives exact directions for the organization to increase and devise series which will certify its rewards the performance result supporting the achievement of its business goals. Vicki

13Assistant Professor, Amity University, Maharashtra, India, apurva14@gmail.com
As adaptable method is required in meeting varying influence of reward constitution on the performance measure. Sarin & Mahajan (2001) arrives with a few propositions on how the rewards constitution inspires the team performance. The performance magnitude, which is not pretentious evenly by the reward constitution, should motivate the specialized person to reconsider some currently accepted theories and practices. This denotes that appropriate reward strategy improvement is indeed very crucial to each organization. In the meantime, Lee and Wong (2006) have identified that reward does have an influence on the company’s improved performance. Additionally, Paul (1981) proposed that a reward strategy could point out the vital section of an organization, and directing its future course. These days, a different and more adaptable method is required in meeting varying lifestyles as well as the demands of today’s young professionals.

The Star, (2010) Current trend as reported by Woods (2010) reveals that the financial sector has alter the mix of pay, exchange their reward focus from short-term incentive schemes to long-term incentives scheme, according to a global survey by Mercer. They are varying to direct more on balanced, risk-adjusted performance measurement and deferment of bonus payouts over a multi-year span of time.

THE TOTAL REWARD APPROACH

Total reward could be used to handle and encourage people by carefully understanding the comparative importance placed on the various feature of the reward scheme and implement the well-designed total reward strategy efficiently. According to Armstrong and Stephens, (2006, pg.7) total reward is the arrangement of both the financial and non-financial rewards made accessible to the employees. As defined by Manus and Graham in Armstrong and Stephens (2006, pg.13), total reward consists of all type of rewards, direct and indirect, as well as intrinsic and extrinsic. Each part of rewards is being combined together as an incorporated and logical whole. In the meantime, World at Work (2007), a global human resources association in US with main objective for compensation, benefits, work-life and integrated total rewards, has describe total rewards as all of the gear existing by the employer that may be exercise to attract, encourage and keep hold of talented employees.

It includes the whole thing that the employee interprets to be of worth in their employment relationship. Devising a total reward strategy that will make sure a well-integrated and cost-efficient method to recompense employees is possible. The system will make sure that the factors compensation costs is unsurprising and convenient, as well as employees have clear understanding about the links between their efforts, efficiency, and performance outcomes and between company outcomes and their reward opportunities (Vicki, 1994). The theory basis of total reward includes Maslow’s need hierarchy theory, Alderfer’s ERG theory; two-factor theory put advance by divides job-related variables into hygiene factors and motivators, Expectancy Theory, as well as Adams’ Equity Theory. In addition, when total reward strategy is to be approved, it must guarantee that employees’ various demands must be well measured, and all these theory will assist the organization attain its outcome.

Since the year of 2000s, many revealed that the primitive pay reward system has been slowly modified into total compensation scheme. This is mostly due to the development of new mindset of a new class of worker known as the Generation Y born between 1978 and 1988, who determined on their own desires and wishes (Bowen, 2000). Correspondingly, John (2001) who identifies this as new pay aimed out its effect of continuing having a span of control attitude in todays praised and more self-directed surroundings, where it will restrain alteration and moderate the organization’s efficiency. These novel experiments in employees significantly influence the rewards and compensation constitutions and expenses, as well as lined up of human resource management with the organization outcomes.

To preserve strong competitiveness in current era, every organization especially the small and medium business requires completely identifying with the power of reward strategy and therefore it implements effective reward system. Reward systems exist transversely in every organization and in the industries, but the procedure of growth of the reward strategy is diverse depending on the role and size of the organization. Moreover, reward system plays a role to a same ultimate goal even though the size of the businesses is changing g in the industry. In the meantime, the responsible personnel play a vital role, as they are the brains in controlling an effective reward for achieving their company’s ultimate mission and vision.

MANAGING PERFORMANCE THROUGH REWARD SYSTEM

The key persons who forecast the performance Management in a service and organization in the nearly all type of business organizations. The strongest forecast was found to be company satisfaction, the degree to which one's job takes advantages of talents and abilities, and the extent to which the organization highlight doing things right the first time. A work surroundings should be conducive to a nonstop learning culture was also found to be extremely linked with performance management. The
increasing wants of the management is to get the optimum utilization of work force by giving them the skills and by appropriate coaching; motivation and accurate appraisals, and this might only be possible when the workforce are performing effectively and up to the mark of accomplishing the organizational goals and mission. The management is getting informed of better understanding the mounting needs of, employee, using different techniques, and strategies, to conquer this space through the most efficient strategy and that is reward system.

To control functioning of an individual or a group is that the management should have the ability to guide them in agreement to accomplish the organizational goals and the best way is to give them an increase in a bit and it could be a monitory lift or some kind of acknowledgment among others. Various organizations operate diverse strategies according to their respective surroundings, more skilled or old employees may incline some and in reply to that give low performance behaviour, on the contrary sometime the organization makes reward system so strong that it gets out of hand for them to control the organizational goals themselves. Thus, the management performance system is equilibrium between the performance of an employee and the reward he/she gets from achieving the goals of the organization according to its delegation.

Performance management is the continuous process of recognizing, computing and developing the performance of individuals and teams and support the performance with the planned goals of the organization. Performance management is a process of recognizing the need of an employee or a group and facilitate them to appreciate and develop their ability through better guidance and performance management that will lead towards achievement of organizational objective.

Reward system should be objective oriented, employee expansion, proficiency measures, and teamwork. This will decentralized the decision making downwards the pecking order to authorize those performing the tasks. This will interpret into better reward scheme and better confidence among employees. In sequence to create a competitive frame, many organizations are now doing more with less employees. It is very important that people are rewarded for using efficient and moral problem-solving and decision-making traits. Every organization has its own society and reward system. Similar reward system does not exist in another organization system because business planning is are different and aim of organizations is different. Consequently, organizations must be conscious of using reward system that better suites the organization culture to enhance the employee performance.

**REWARD SYSTEM FOR EMPLOYEES**

An employee reward system consists of an organization’s integrated strategy, procedure and system for rewarding its employees in peace with their involvement, skills and capability and their market value. It materializes within the structure of the organization’s reward beliefs, strategies and policies. The reward systems of employees have activities in the form of progression, routine, structures, which will supply and continue suitable types and levels of pay, benefits and other forms of reward. The reward system comprises of financial rewards that can be fixed and variable employee benefits, which together consists of total compensation. The system also includes non-financial rewards Acknowledgment, praise, accomplishment, responsibility and personal development.

An organization’s reward system is the way by which it motivates and de-motivates certain traits of the employees. The most vital tool of the reward system contains salaries, bonuses and benefits. The reward system as a means to support the novelty by workforce is an emotionless but effective management technique. Once the members of an organization understand that they will be rewarded for such tasks, they are more likely to work resourcefully. The proposal to offer financial and non-financial rewards to people and groups who enlarge the innovative ideas is vital for organizations. However, it is equally important to evade grueling creativity when it does not result in highly successful innovation. Reward systems are compulsory because they give inclination to service over self-interest. It also means there need to be a reasonable in distribution of wealth.

**PURPOSE OF REWARD**

Reward system is very significant in any organization as the development that is in charge of human behaviour within an organization. It helps to authenticate not only productivity in relation to current objectives but also encourages the possibility of people unification and remaining in an organization. It also outlines the degree to which effort is directed in the development of the organization future capacities. If correctly planned or monitored, reward systems can direct to fascinating behaviour for an enterprise. On the other contrary, if incorrectly planned or monitored, reward systems can lead to the firm decline of an organization. Every company is in rivalry with other companies in similar businesses or in other businesses for employ and retaining productive employees. For example, two professional sport organizations may seek good aspirant for front-office jobs. Two fitness clubs may require good accountants. The managers in this situation must keep in mind that the probable candidates are employable in different types of organizations. An accountant may locate profitable jobs with a construction company, a law firm, a hospital, or a university. Consequently, the managers must guarantee that its reward structure is correspondent to the market rate. An effective reward system shall allow competitiveness with those of the other firms seeking a particular kind of capability and talent, which is more outstanding to potential candidates.
According to Lawler Company, managers can plan reward systems to reduce absenteeism by combining bonuses to levels of attendance. This process is particularly positive in compensation for low job content and poor working conditions that cannot be enhanced. In addition, some of the jobs in facility management companies may be simple and routine and therefore may lack motivational style. The facility manager may try to decrease such absenteeism by combining certain rewards to attendance. For example, the manager may set a policy of giving a monetary bonus or extra days of paid leave for an ideal or near-perfect attendance. Company’s effectiveness is amplified through workforce output that in turn can be executed by an effective reward system. Porter and Lawler suggest that the combining between performance and reward (that is intrinsic and extrinsic rewards) is a strong factor encouraging performance (Chella-durai 2006, 234).

FINANCIAL REWARD

Several types of financial incentive systems are present. Some directly provide the employee with hard cash. Bonuses based on productivity against budget, quality or other benchmarks may be used as instant financial incentives. Management rewards by bonuses have become admired in some companies as a mode of offering employees with an instant buster for completion of an activity. Mainly companies exercise financial compensation plan to encourage their employees like Sales challenge are short-term incentive plans that can be an effective encouragement device if they are carefully and precisely calculated. A sales challenge should have an exact purpose, such as to growth in sales in short-term sales of slow moving products or getting new customers. The plan of the sales challenge should take into thought the following points- each salesperson has an equal opportunity to earn, use sales quotas and select either open ended in which unlimited number of salespersons can earn. Additionally to the above, closed ended challenge could be use in which there are limited number of salespersons winning the contest. Reward should be lucrative, each constitutes of cash prizes. At least 10 percent of the budget should be spent on sale contest, so there is an enthusiasm in the company. Precision should be taken in order that employees do not use unwanted means such as using pressure strategy to accomplish their targets. In order to reduce the unwanted method is not to announce the contest period in advance.

NONFINANCIAL REWARD

Organizations with optimistic goal could make accessible an outline within which high levels of motivation could be achieved through non-financial reward systems by the prerequisite of scenario for learning and development. However, personal management skills still have a significant role to play in arranging their own motivating skills to acquire individual within their organization to give their best accomplishment by to making good use of the motivational systems and processes provided by the company.

Acknowledgment is gratitude of accomplishment by the organization of an act done by the team or team member. Commonly, it is some time uttered as “I caught you doing something right.” It is a method of explicit appreciation for the special effort done by a workforce within an organization. Acknowledgment has two essential goals to motivate the employees or team to replicate or maintain the behavior and to motivate others employees to do the same. Most team acknowledgement tactics fall over into celebrating organizational objectives usually as an event, intended to recognize the successful completion of crucial company goals. This is to produce a superior consciousness or to prompt people of the value of the goals accomplished within the company. For example, a division of large telecommunications company held an all hands meeting at an off-site facility to rejoice the achievement of their goals. Acknowledgment either informal or formal has been the most lucrative way to reinforce necessary actions for productivity within an organization.

Feedback in specific positive disapproval is essential for the expansion and development of the employee. Negative fortification such as demonstrating mistakes and intimidating employees with job loss, causes employees to regulate their behavior just sufficient to shun punishment. It may get to make a positive consequence at the job but it will not produce eagerness. Negative strengthening creates responses like “That’s not my job” or “I don’t know.” On the contrary, periodic positive accomplishment reconsider make extra attempt on the part of the employees. Positive feedback encourages the employees to perform as a team.

TQM – BASED REWARD SYSTEM

Symons and Jacobs’ (1995) study of a TQM-based reward system for construction workers found that “operational accomplishment enhanced, but it did not explore the belongings on financial occurrence. Using cross-sectional survey data, two studies found that self-reported use of manufacturing measures by managers had a positive impact on professed supposed implementation in some built-up settings but not in others Ittner and Larcker Abernethy and Lillis (1995). A comparable revise found no such confirmation Perera et al. (1997). None of these study studies report the precise use of nonfinancial measures in managerial recompense”. This is a TQM study using the rewards as compensations where it has been examined that there has no study been made till now that information the use of non-financial compensations that includes promotions, appreciations, and different incentives.
CONCLUSION

It can be concluded that any organization’s accomplishment organization should take into deliberation the height of the service, which directly affects by employee benefits policy and the sustainability of the service. The findings of this paper illustrate that the mainly workforce were frustrated with the motivation plan. Most of the respondents were also not content with the safety benchmark of the organizations. From research study it investigate that incentive plans are a good way of lead to implementation and loyalty for employee. Employees of services sectors that studied for research show a strong willingness of launching incentive plans for the high performance.

REFERENCES


20. Retrieved from http://www.academia.edu/10237441/Akah_Ndang_William_EMPLOYEE_MOTIVATION_AND_PERFORMANCE_Ultimate_Com...


22. Retrieved from http://www.academia.edu/6708917/Reward_System_And_Its_Impact_On_Employee_Motivation_In_Commercial_Ba...

23. Retrieved from http://www.hr.com/hr/communities/compensation/incentives_measurement_reporting_analysis/global_fi...


*****

BUSINESS PROPOSAL FOR CONFERENCES PUBLICATIONS IN JOURNALS / AS PROCEEDINGS

We are pleased to present this proposal to you as publisher of quality research findings in / as Journals / Special Issues, or Conference Proceedings under Brand Name ‘Pezzottaite Journals’. We aims to provide the most complete and reliable source of information on current developments in the different disciplines. The emphasis will be on publishing quality articles rapidly and making them available to researchers worldwide. Pezzottaite Journals is dedicated to publish peer-reviewed significant research work and delivering quality content through information sharing.

Pezzottaite Journals extends an opportunity to the ‘Organizers of Conferences & Seminars’ from around the world to get ‘Plagiarism Free’ research work published in our Journals, submitted and presented by the participants within the said events either organized by /at your Department / Institution / College or in collaboration.

As you know, the overall success of a refereed journal is highly dependent on the quality and timely reviews, keeping this in mind, all our research journals are peer-reviewed to ensure and to bring the highest quality research to the widest possible audience. The papers submitted with us, will follow a well-defined process of publication and on mutual consent. Publications are made in accordance to policies and guidelines of Pezzottaite Journals. Moreover, our Journals are accessible worldwide as ‘Online’ and ‘Print’ volumes.

We strongly believe in our responsibility as stewards of a public trust. Therefore, we strictly avoid even the appearance of conflicts-of-interest; we adhere to processes and policies that have been carefully developed to provide clear and objective information, and it is mandate for collaborating members to follow them.

Success Stories:

We had successfully covered 4 International Conferences and received appreciation from all of them.

If you have any query, businessproposal@pezzottaitejournals.net. We will respond to your inquiry, shortly. If you have links / or are associated with other organizers, feel free to forward ‘Pezzottaite Journals’ to them.

It will indeed be a pleasure to get associated with an educational institution like yours.

(sd/)
(EDITOR-IN-CHIEF)
ANALYSIS OF TRANSFER POLICY IN AUTONOMOUS ORGANIZATIONS

Dr. Sanjay Kumar14 S. P. Kala15

ABSTRACT

Inter transfer of employees from one department to other department is one of the crucial factor in various autonomous organizations in India. Occasionally, the transfer of employee becomes unenthusiastic whereas sometimes it becomes healthier for the organization in terms of its growth and expansion. Therefore, the Administration or Establishment Department of the organization should be so pragmatic in their approach on transfer issue that result of all transfers should be ultimately converted into the good. The transfer of employees is generally denoted as: (i) posting or placement on new joining; (ii) inter transfer on the event of earning promotion; (iii) transfer of job on the basis of completion of earmarked tenure in a particular seat; (iv) transfer on the basis if requirement of the employer; and (v) transfer on his/her own request. Administration Department is attentive on the issue of transfer of employees because it will lead the growth of the organization. It can be said that if the employees of any organization performed better, the performance of the same organization will surely mark its merit of success, which will always keep them different among other organizations. The research investigates about the transfer policy applicable in various autonomous organizations in India. The result has been derived based on questionnaire/data collected from various autonomous organizations and in order to find out the results, ‘Simple Frequency Distribution Analysis’ as statistic tool has been used.

KEYWORDS

Administration and Establishment, Right Man for the Right Job, Annual Performance Appraisal Report (APAR), Personnel Management, Planning, Organizing, Preeminent, Monopolistic Approach etc.

INTRODUCTION

The term personnel management is the management of human resources in an association and is worried with the formation of melodious working relationships among its participants and brining about their utmost personage enlargement. Such management is concerned with leadership in both groups viz. ‘individual or labour relations’ and ‘personnel management’. The management of the different autonomous organizations in India has acted accordingly to the policies, procedures and byelaws adopted in terms of their statute and mandate as approved by the appropriate government. The autonomous institutions are registered under the Societies Registration Act, 1860, under an Act of Parliament and under the apex control of Ministry concerned, Government of India. In general, the autonomous institutions have adopted the rules and regulation framed by the Government of India. However, they are enjoying the freedom for alteration and modification of these rules according to their hierarchical needs with due and approval from the concerned controlling department.

Management is a multi-purpose organ, which has three jobs, two of which are directly related to personnel managing a business: ‘managing managers’; ‘managing workers’; and the work.2 Lawrence Appleby says, “Management is the accomplishment of results through the efforts of other people.”2 In the opinion of Harold Koontz, “it is the art of getting things done through people and with informally organized groups”3. In order to get the things organized in the autonomous organizations, the one of the most important function of Personnel Management, HR or management is to Transfer its employees from one department to other department depending upon the needs and requirements of the organization. As the managing people are the heart and essence of being a Manager, therefore, a Personnel Manager is a Manager and as such, he/she must perform the basic functions of the management. He/she exercises authority and leadership over other personnel. His/her functions involve (what Luther Gullick calls) POSDCORB, i.e. Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting the work of those who are entrusted with the performance of operative functions.3 In other words, managers procure, process and peddle, find and employ resources, develop services and find markets for their output.4 Planning is a pre-determined course of action in the personnel management.5 Accordingly to Allen, “it is a trap laid to capture the future.” Therefore, the transfer of employees from one department to other department is a tool in the hands of the management, which can effectively be utilized for betterment of the business unit. It successfully describes the progression of planning and directing the application, development and utilization of human resource in employment. In fact, personnel management assumes all those activities, which are concerned with human elements or relations as well as with material elements in an organization. The prima-facie objective of these functions is to bring together expertise in a scientific way and to generate attitudes that stimulate a group to attain its goals effectively, inexpensively

14Assistant Registrar, Jawaharlal Nehru University, New Delhi, India, san_alps2005@yahoo.co.in
15Professor, Ex-ICLS, Ex-Director ICSI, Former Head & Dean, Business Management School; Director, Professional Courses (Chauras) Campus, H.N.B. Garhwal University; Currently Visiting Professor, Delhi School of Economics, Delhi, India, guruspkala@gmail.com
and promptly. Personnel Management has been continuously playing a very crucial role in various autonomous institutions since long back. Experts have generally classified the functions of personnel management into two major categories, viz., Managerial Functions and Operative Functions. Other experts have classified as General and Specific Functions, and yet others as Personnel Administration Functions and Industrial Relations Functions. The functions have also been classified based on the capacities; or because of authority.

Meaning of Transfer

Yoder and associates have defined transfer as “a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation.” Basically, the transfer of employee is a relocation of an employee to the same class in a different department or job site or to a related classification within the same salary range. A transfer of employees occurs when a classified employee (“employee”) is appointed to the same or similar position in another department. Most transfers will occur because of a job posting. There are three types of transfers; lateral transfers, voluntary transfers and involuntary transfers. Transfer refers to the shifting of employees from one job to another within the same organization where salary, responsibilities and category of the new job and the previous job are almost same. It can be one same station or the office situated in other region/city. Transfer is a HR policy where the employees can be placed for specific time. The types of transfers are; (i) Production Transfer, (ii) Remedial Transfer, (iii) Versatility Transfer, and (iv) Shift Transfer. In an autonomous institution, the purpose of the transfer has been observed as; (i) transfer on the event of promotion from lower stage to upper stage; (ii) transfer from one department to other department based on the needs of the organization; (iii) transfer of employees on the event of joining the new incumbent; (iv) transfer of employees against the vacant seat due to retirement, resignation and relieving of existing employee to undertake deputation assignment outside the organization; and (v) transfer against the leave vacancy occurred on the event of proceeding on leave of the existing employee beyond the period of 45 days and above.

Importance of Human Resource Management in Autonomous Organizations

Human Resource Management is one of the most essential and crucial department in any of the organization. Similarly, the HR department of any autonomous institution is having its own role and merit, which determined its growth and expansion. Study envisages that HR is earmarked as Establishment, Personnel or Administration Department in the autonomous organizations, whereas the term HR Department is exists in Public Sector Undertakings (PSUs). It has been observed that Establishment or Administration Section is the heart and soul of these autonomous organizations. As the core functions viz., recruitment, selection, promotion, transfer, pay fixation, disciplinary proceedings, maintenance of Annual Performance Appraisal Reports (APARs), grievance mechanism, the Administration Wing is dealing Personal Files and Service Books, therefore, its importance has been realized extensively. The human resources management is essential for the growth oriented and dynamic autonomous organizations which want to succeed in a fast changing and competitive environment. It is the route by which autonomous organization can come to expression with the new situation ahead them as de-novo changes. According to Wickstrom, human resource planning consists of a series of activities, viz., forecasting future manpower requirements, making and assessing an inventory of present manpower resources, anticipating manpower problems and planning the necessary programmes of recruitment, selection, training, development, transfer, promotion and motivation.

OBJECTIVES OF RESEARCH

The study envisages to finding the status of transfer of employees in the autonomous organization in India. The objectives of the study are summed up as: (i) to examine the significance of existing transfer policies, methods and procedures adopted in the

Figure-1

Sources: Authors Compilation
autonomous organizations; (ii) to identify the importance of Human Resource Management i.e. Administration / Establishment Department in the autonomous organizations; (iii) to explore and identify the impact of transfer policy in the organization. In order to determine the outcome of the study, the three autonomous organizations have been consulted for collecting the data with a sample size of only 100 employees of all the organizations.

**RESEARCH METHODOLOGY**

An exploratory research of autonomous organization has followed to carry out the study. The primary data for the study is collected from the autonomous organizations. The data based on questionnaire and field survey. The website of the various autonomous organizations has also been referred to carry out the study. The secondary data of the study is collected from published and unpublished records, reports, internet search, magazines and HR books. The Universe/Population of the study is earmarked from Delhi and the sample size of the study is 100 employees from different autonomous organizations. The data is collected based on Stratified random sampling.

**Data Analysis**

The demographic profile of the data collected for the purpose of analysis of the transfer policies in autonomous organization is as follows:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-40 years</td>
<td>53</td>
<td>53.0</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>26</td>
<td>26.0</td>
</tr>
<tr>
<td>51 and Above</td>
<td>21</td>
<td>21.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEX</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72</td>
<td>72.0</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
<td>28.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POST HELD/DESIGNATION</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDC/UDC/Assistant</td>
<td>62</td>
<td>62.0</td>
</tr>
<tr>
<td>Supdt. / Acctt. / Section Officer</td>
<td>28</td>
<td>28.0</td>
</tr>
<tr>
<td>Group ‘A’ Officers</td>
<td>10</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Simple Frequency Distribution Analysis**

The analysis of the data collected through questionnaires from the autonomous organizations is reproduced hereunder:

(1) **Transfer Policy is implemented in Your Organization**

The analysis of transfer policies in the autonomous organizations is indicates in Table-2

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>06</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Interpretation:** The analysis of transfer policy in the autonomous organizations as shown in table reflected that 72% employees believes that their respective organizations are following the transfer policy adopted by them. 22% employees are of the view that there is no transfer policy prevalent in their organizations. As an outcome, it can be said the in general the transfer policy fully implemented in the autonomous organizations under the apex control of various ministries.
(2) The order of transfer of employees is issued on the policy implemented on tenure posting i.e. 3, 4 or 5 years

The analysis of transfer policies in the autonomous organizations is indicated in Table-3:

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>26</td>
</tr>
<tr>
<td>No</td>
<td>65</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>09</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Interpretation: The analysis of transfer policy in the autonomous organizations as shown in table reflected that 65% employees believes that their respective organizations are not following any tenure of transfer. However, 26% employees are of the view that there is proper tenure based transfer policy applicable in their organizations. Therefore, the analysis clearly stipulated that in autonomous organizations the transfers be being done based on referral cases, influence of unions and as a matter of picking the incumbent who are capable to run the concerned department.

(3) The Transfer of employees is implemented depending upon the requirement of the organizations

The analysis of transfer policies in the autonomous organizations is indicated in Table-4:

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>26</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>16</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Interpretation: The analysis of transfer policy in the autonomous organizations as shown in table, reflected that 58% employees believes that their respective organizations are following the transfer policy adopted by them. HR Department is being transferred the employees considering their strength of performing the job. Although, 26% employees are of the views that nothing has been considering while issuing the transfer orders. The analysis of data stipulated that before issuing the transfer orders the Administration or Establishment Department follow the management law of “Right Man for the Right Job”. This concept is one of the most important concepts, which further determined the growth of organization. It has also been observed that if the employees are transferred based on this concept, the performance and satisfaction level among the organization has improved.

(4) Is favoritism in transfer of employees is in prevalent in your organization

The analysis of favoritism in transfer of employees in the autonomous organizations is indicated in Table-5:

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
</tr>
<tr>
<td>No</td>
<td>38</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>20</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Interpretation: The analysis of favoritism in transfer of employees in the autonomous organizations as shown in table reflected that 42% and 38% of the employees respectively agree and disagree with the statement. The most important is to point out that 20% of the employees saying ‘don’t know’. It is analyzed that almost equal percentage of employees are saying “Yes” and “No”, therefore, it is observed that favoritism is well exists in transfer of employees, whereas on the other hand the Administration Department is always trying to transfer the best person for the best job i.e. “Right Man for the Right Job”.

(5) Is the transfer of employees is implemented on the basis of disciplinary proceedings or as penalty measure

The analysis of transfer policies in the autonomous organizations is indicated in table-6:
Table 6

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>77</td>
</tr>
<tr>
<td>Don't Know</td>
<td>07</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

**Interpretation:** The analysis of transfer policy in the autonomous organizations as shown in table reflected that 77% employees believe that their respective organizations are not transferring the employees based on disciplinary measures and penalty. As an outcome, it can be said that in general the transfers are not to be done based on disciplinary proceedings. The transfer of employees in the autonomous organizations is being done based on the requirement from time to time.

(6) *Is the transfer of male employees is done more frequently than female employees in the autonomous organizations*

The analysis of transfer policies in the autonomous organizations is indicates in table-7:

Table 7

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>20</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

**Interpretation:** The analysis of transfer policy in the autonomous organizations as shown in table reflected that 58% employees believes that their respective organizations are transferring the male employees more as comparative to the female employees. However, 20% of the employees given their response as “Don’t know”. As an outcome, it can be said that in general the transfer is being done as a policy matter whereas depending upon requirement the male employees are transferring quite often as compared to female employee.

(7) *The transfer of employees other than Group “A” Officer is done frequently as compared to Group “A” Officers*

The analysis of transfer policies in the autonomous organizations is indicates in Table 8:

Table 8

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>78</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>04</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

**Interpretation:** The analysis of transfer policy in the autonomous organizations as shown in table reflected that 78% employees believes that their respective organizations are transferring their employees more as compared to Group “A” Officer. As an outcome, it can be said that since the number of incumbent holding Group “A” position is less, therefore, the response is according to the proportionate number of the employee other than Group “A” Officers.

(8) *The Administration or Establishment Section has a monopolistic approach while transferring the employees*

The analysis of transfer policies in the autonomous organizations is indicates in table-9:

Table 9

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>26</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>24</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Interpretation: The analysis of transfer policy in the autonomous organizations as shown in table reflected that 50% employees believe that their respective organizations are transferring the employees by keeping their upper hand. However, it is surprising that almost equal number of employees believes that the Administration/Establishment Department has not following any monopolistic approach in transfers. The analysis indicated that the Establishment Department is following the orders of the superior authorities while proposing the transfer of employees.

(9) The capabilities of the incumbent are considered well before his/her transfer is implemented

The analysis of transfer policies in the autonomous organizations is indicates in table-10:

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>59</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>04</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Interpretation: The analysis of transfer policy in the autonomous organizations as shown in table reflected that 59% employees believed that their respective organizations are well considered their capabilities. However, 37% of the employees believed that transfer is a regular affair without considering the strength of the employees. As result stipulated that, in general the Administration or Establishment Department considered the capabilities of the employees before implemented the transfer. This is one of the positive outcome emerged out in the study.

(10) The present transfer policy is sufficed or would you like to change the existing transfer policy

The analysis of transfer policies in the autonomous organizations is indicates in table-11:

<table>
<thead>
<tr>
<th>Question Response</th>
<th>Employees Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>06</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Interpretation: The analysis of transfer policy in the autonomous organizations as shown in table reflected that in general 46% employees are believed that the existing transfer policy is sufficed to deal the transfer of employees matter whereas 48% employees felt that the change is always welcome. The study envisaged that existing transfer policy is good but if some creativity of de novo managerial aspects are being implemented in it should be turned out as perfect transfer policy where the capabilities of the employees is to be taken care, the Right Man for the Right Job concept should be implemented and some scope of employees and management should be there.

CONCLUSION

- It has been earmarked from the study that the transfer policy is fully implemented in the autonomous organizations under the apex control of various ministries.
- Although the autonomous organizations are scrupulously followed the transfer policy which is for a tenure of 3, 4 and 5 years respectively in various departments, but, sometimes it has been observed that the transfers are being done on need bases. Accordingly, the Establishment or Administration Department initiated the transfer of employees based on capabilities of their employees. Therefore, the Administration or Establishment Department followed the management law of “Right man for the Right job”. This concept is one of the most important concepts, which determined the growth of organization. It has also been observed that if the employees are transferred based on this concept, the performance and satisfaction level among the organization has been tremendously improved.
- The study envisaged that the transfers of employees in various autonomous organizations are not being done based on disciplinary proceedings. However, in case any requirement of particular employee is occurred, the same is being adjusted by transferring the employee.
• It has been earmarked from the study that male employees are transferred quite often as compared to female employees. Considering the cadre strength in different Group of employees, Group “B” and “C” employees are transferred more as compared to the Group “A” Officers.

• The analysis indicates that the Establishment or Administration Department is following the orders of the superior authorities while proposing the transfer of employees. Thus, the study indicates that the Establishment Department is not following any monopolistic approach during the transfer of employees. However, the capabilities of the employee concerned are the main criteria for the transfer.

• Although, the employees are happy with the existing transfer policy. However, they believed, if some modern and scientific approach is introduced in the transfers the same may be proactive approach in the administrative sphere.

SUGGESTIONS

The time has come when we need to follow the global best practices in the autonomous institutions in India, particularly, when various multi-national establishment are ready for the competition. De novo aspects of the personnel management scrupulously emphasized the need of making the transfer policies as corresponding as on the global standards i.e. “Right Man for the Right Job”. Qualification, personal attributes of the employee, age, innovation and creativity, commitment for the job and interest should be considered while proposing the transfer of the employees. Training and development, career orientation, moral and social values are some determinants, which also need to be strengthened among the employees of the autonomous institutions. Sense of belongingness to the organization, self-motivation and problem solving approach are also indispensable towards development of employees and their output. It has also been realized that the transfer within the transfer as per policy of the organization is also beneficial for the employees because working on different departments will strengthened his/her potential. This can be earmarked as self-development process as well.

REFERENCES


8. Ibid., p.20


*****
METHODS OF RESOLVING CONFLICTS ADOPTED BY THE SCHOOL TEACHERS

Dr. Sarjoo Patel16 Ami Parmar17

INTRODUCTION

Teaching is the noblest of the professions, which has been attracting and engaging a good number of women from time and age. Women make good teachers especially at the primary level, and are, in fact, preferred to men because of characteristics of gentleness, patience and nurturing which are natural and peculiar to their motherhood for dealing with children. (Ushadevi, 2005)

At the same time, teaching is a very complex process and the requirements for successful teaching vary greatly under different conditions. The strain involved in teaching is greater than that involved in many other professions. It is clear that competence in teaching is the outcome of professional preparation, many hours of work, more hours of reflection, and a large number of other factors closely associated with teaching. Both competence and confidence comes from planned and purposeful work, teachers' dedication, and commitment, which are qualities that contribute to success in teaching and to a popular teacher.

Teaching tends to be a very emotionally and physically exhausting profession (Travers, 2001). Teachers are responsible for the planning and marking of the course material in addition to meeting with administration and colleagues. They can lead to occupational conflict. In some cases teacher contend with poor working conditions that include lack of resources and poor physical feature of school building. In addition, they struggle with poor prospects concerning pay promotion and career development, which also contribute to their conflicts (Kyrriacou, 1998).

Teacher under conflict can exhibit behaviour changes that can affect and disrupt to other colleague teachers. If several teachers in one school have high level of conflict there is potential for the entire school to be affected in a negative manner (Brown and Ralph, 1992) Role overload in teaching is one of the major and most persuasive sources of occupational stress in primary and secondary teachers (Pithers and Fogarty, 1995). Job satisfaction and level of job stress can be affected by severity of interpersonal conflict at work for example personality, gender, strategies could somehow predict the severity level of interpersonal conflict at work.

Miller (2003) described conflict resolutions strategy as a variety of approaches arrived at terminating conflict with constructive ideas. The concept of conflict resolution strategy is situation where the parties to a conflict are mutually satisfied with the outcome of a settlement and the conflict is resolved in a true sense of it.

Dzurgba (2006) opined that conflicts could be settled through dialogue and could be persuaded to peace without further problems. Miller (2003) saw meditation as the intervention of a third party. The objective is to help parties affected by conflict within an environment of controlled communities to reach solution to their problems. Umstot (1987) listed four strategies that could be used to manage or resolve conflicts as: “avoiding, accommodating, compromising and collaborating”. Contended that when choosing a conflict resolution strategy the first decision is whether to confront or avoid the conflict or not. According to him, there are times when conflict arises and one would want to put off acting upon it even though it is a problem

Teachers working within the elementary and secondary school system confront multiple conflicts on a daily basis that result in varying levels of occupational stress. The consequences of occupational conflict not only affect teachers psychologically, physiologically, and socially but also are also detrimental to those they interact with during their workday.

Conflict is inevitable in any human institution. The fundamental meaning of conflict is disagreement. Conflict in the school in particular can have adverse effects on teaching and learning especially when it emerges between teachers. Thus, conflict when not resolved early can turn teachers into enemies or strain peaceful relationship and make it difficult. Interpersonal problem can occur from occupational conflict in teachers. Such as problems with relationships, administration and colleagues evidenced by role conflict and ambiguity leading to withdrawal from supportive relationships, feelings of irritation or aggression, inability to relate to colleagues, unwillingness to cooperate, becoming introvert, frequent irrational conflicts at work. The investigator aimed to identify the methods adopted by the teachers to resolve conflicts.

The investigator hopes that the finding of the study will be useful to educational administrators, educationist, research scholars, teachers and counsellors concerned. The investigator hopes that these finding was fill the gaps if any, in the studies conducted so far and would trigger deeper studies by the future researchers in the area. It is also hoped that this study will enable administrators

16 Assistant Professor (Stage-II), Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Gujarat, India, sarjoo_patel@yahoo.com
17 Research Student, Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Gujarat, India, amipmr@gmail.com
and policy makers to adopt suitable measures to help women teachers alleviate their interpersonal conflict and avoid strain profession and to make them more satisfied in their jobs so that they can provide better outcomes in teaching.

**OBJECTIVE OF STUDY**

- To assess methods of resolving conflict adopted by the respondents.

**METHODOLOGY USED**

The research design of the study was descriptive in nature conducted on 120 secondary and higher secondary school teachers in Baroda city selected through purposive sampling technique. The study had two sets of variables, independent and dependent variables. Independent variables comprised of personal variable of respondents viz; age, education, work experience in present school, personal monthly income and family variables were type of family, income of the family. Dependent variables comprised of method of resolving conflicts adopted by the secondary and higher secondary school teachers. The questionnaire was used as an instrument to gather the information from the respondents. Purposive sampling technique was used for selecting respondents. The scales were divided into three sections.

**Background Information:** This section dealt with the background information of the respondents such as name, address age, education, year of work experience in present school and personal monthly income. The section also covered family data like type of the family and total monthly income of the family.

**Method of Resolving Conflicts:** This section dealt with the feedback from the respondents regarding the methods of resolving conflicts adopted by school teachers. The response pattern was to great extent, to some extent, and to no extent and ascribed scores was 3 to 1. To obtain the categories of extent of dealing with conflicts, the score range was divided on equal interval basis. The reliability coefficient thus computed was 0.65 for methods of resolving conflicts. This showed that the instrument had high reliability value. The data were analyzed employing descriptive as well as relational statistics. Descriptive statistics of percentage, frequency and mean were applied. Analysis of variance (ANOVA), ‘t’-test, Scheffe’s test and coefficient of correlation were computed to test the relationship between selected variables.

**FINDINGS OF STUDY**

**Section-1: Background Information of the Respondents**

It can be concluded from the findings of the present study that mean age of the respondents were 31.28 years. Majority of the respondents had education up till post-graduation and B.ED. More than one third of the respondents had work experience in between 10 – 12 years. The mean work experience in present school was 4.09 years. Half of the respondents had their family income in between the range of ₹61,000 to ₹1, 00,000. Two third of the respondents had their personal monthly income in between range of ₹21,000 - ₹30,000 and two third of the respondents lived in nuclear family.

**Table-1: Frequency and Percentage Distribution of Respondents According to the Methods of Resolving Conflicts Adopted By Them**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Statements</th>
<th>Great Extent</th>
<th>Some Extent</th>
<th>No Extent</th>
<th>Weighted Mean Scores (1-3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Dominance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Find it necessary to overpower others to get way when there is any conflict.</td>
<td>34</td>
<td>28.3</td>
<td>64</td>
<td>53.3</td>
</tr>
<tr>
<td>2</td>
<td>In a conflict, one sees to it that there is upper hand.</td>
<td>39</td>
<td>32.5</td>
<td>54</td>
<td>45.0</td>
</tr>
<tr>
<td>3</td>
<td>In conflict one try to dominate the other party.</td>
<td>47</td>
<td>39.2</td>
<td>46</td>
<td>38.3</td>
</tr>
<tr>
<td>4</td>
<td>When dealing with a conflict, one has preconceived notions about the other party that not willing to let go of.</td>
<td>36</td>
<td>30.0</td>
<td>61</td>
<td>50.8</td>
</tr>
<tr>
<td>5</td>
<td>One Feel that winning is more important when there is any conflict.</td>
<td>23</td>
<td>19.2</td>
<td>60</td>
<td>50.0</td>
</tr>
<tr>
<td>6</td>
<td>Try to control an argument.</td>
<td>65</td>
<td>54.2</td>
<td>46</td>
<td>38.3</td>
</tr>
<tr>
<td>7</td>
<td>When dealing with a conflict, one has a pre-determined solution to the outcome, which is in favour.</td>
<td>36</td>
<td>30.0</td>
<td>67</td>
<td>55.8</td>
</tr>
<tr>
<td></td>
<td>Total Weighted Mean</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### B. Voluntary Submission

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Back</th>
<th>Voluntary</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>One easily forgives / voluntarily gives up in case of conflicts.</td>
<td>48</td>
<td>40.0</td>
<td>56</td>
<td>46.7</td>
<td>16</td>
<td>13.3</td>
<td>2.26</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>One listens with an open mind to alternative options for resolving conflict.</td>
<td>50</td>
<td>41.7</td>
<td>52</td>
<td>43.3</td>
<td>18</td>
<td>15.0</td>
<td>2.26</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>One Can accept criticism from others in case of conflicts.</td>
<td>36</td>
<td>30.0</td>
<td>73</td>
<td>60.8</td>
<td>11</td>
<td>9.2</td>
<td>2.20</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>One Overlook partners or opponents anger in order to focus on the real issues leading to conflict.</td>
<td>36</td>
<td>30.0</td>
<td>62</td>
<td>51.7</td>
<td>22</td>
<td>18.3</td>
<td>2.11</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>When start to discuss a conflict with the other party, choose one opening statement carefully to establish positive realistic expectations.</td>
<td>44</td>
<td>36.7</td>
<td>51</td>
<td>42.5</td>
<td>25</td>
<td>20.8</td>
<td>2.15</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Share positive attitude with the colleagues hoping they will do the same.</td>
<td>50</td>
<td>41.7</td>
<td>44</td>
<td>36.7</td>
<td>26</td>
<td>21.7</td>
<td>2.2</td>
<td></td>
</tr>
</tbody>
</table>

**Total Weighted Mean** 2.19

### C. Compromise

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Back</th>
<th>Voluntary</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>For resolving conflict, the needs, thoughts, or point of both parties must be considered.</td>
<td>55</td>
<td>45.8</td>
<td>40</td>
<td>33.3</td>
<td>25</td>
<td>20.8</td>
<td>2.25</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Temporarily put aside some of less important personal wants to resolve conflicts.</td>
<td>36</td>
<td>30.0</td>
<td>58</td>
<td>48.3</td>
<td>26</td>
<td>21.7</td>
<td>2.08</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Feel there is just one way to solve a problem and that is “compromise”.</td>
<td>41</td>
<td>34.2</td>
<td>52</td>
<td>43.3</td>
<td>27</td>
<td>22.5</td>
<td>2.11</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>It is okay to disagree on specific issues in a conflict, but both the parties must compromise in order to have healthy relationship.</td>
<td>70</td>
<td>58.3</td>
<td>37</td>
<td>30.8</td>
<td>13</td>
<td>10.8</td>
<td>2.47</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Listen to the points/ arguments of other parties also to resolve conflict through compromise.</td>
<td>44</td>
<td>36.7</td>
<td>59</td>
<td>49.2</td>
<td>17</td>
<td>14.2</td>
<td>2.23</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Insist that other party(s) must listen to one thought also for making a compromise in conflict.</td>
<td>46</td>
<td>38.3</td>
<td>56</td>
<td>46.7</td>
<td>18</td>
<td>15.0</td>
<td>2.23</td>
<td></td>
</tr>
</tbody>
</table>

**Total Weighted Mean** 2.22

### D. Integration

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Back</th>
<th>Voluntary</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
<th>Conflicts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When prepare to meet to discuss a conflict, try to arrange for a mutually acceptable time and setting.</td>
<td>34</td>
<td>28.3</td>
<td>71</td>
<td>59.2</td>
<td>15</td>
<td>12.5</td>
<td>2.15</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>State true feelings when dealing with conflict to make oneself clear.</td>
<td>42</td>
<td>35.0</td>
<td>57</td>
<td>47.5</td>
<td>21</td>
<td>17.5</td>
<td>2.17</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>During a conflict, ask questions to the other party to clarify statement that one is not sure of so that conflict can be resolved.</td>
<td>40</td>
<td>33.3</td>
<td>62</td>
<td>51.7</td>
<td>18</td>
<td>15.0</td>
<td>2.18</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>In a conflict, strive to distinguish between real needs and desires of all the parties involved in conflict so that an integrated solution can be brought about.</td>
<td>35</td>
<td>29.2</td>
<td>60</td>
<td>50.0</td>
<td>25</td>
<td>20.8</td>
<td>2.08</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Revind back and think of old ways how conflicts were resolved in past during a new conflict.</td>
<td>40</td>
<td>33.3</td>
<td>56</td>
<td>46.7</td>
<td>24</td>
<td>20.0</td>
<td>2.13</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>When resolving a conflict, consider the future of the long-term relationship amongst all those who had a conflict.</td>
<td>48</td>
<td>40.0</td>
<td>44</td>
<td>36.7</td>
<td>28</td>
<td>23.3</td>
<td>2.16</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Strive for a complete and permanent resolution of a conflict rather than settling for a temporary agreement.</td>
<td>56</td>
<td>46.7</td>
<td>53</td>
<td>44.2</td>
<td>11</td>
<td>9.2</td>
<td>2.37</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>At the end of a conflict, it matters that the other person’s needs have been met.</td>
<td>39</td>
<td>32.5</td>
<td>64</td>
<td>53.3</td>
<td>17</td>
<td>14.2</td>
<td>2.18</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>In case of conflict, try to resolve it by integration of ideas / points of both parties to come out-with a new solution.</td>
<td>37</td>
<td>30.8</td>
<td>66</td>
<td>55.0</td>
<td>17</td>
<td>14.2</td>
<td>2.16</td>
<td></td>
</tr>
</tbody>
</table>

**Total Weighted Mean** 2.17
It was observed that more than one half of the respondents (54.2%) tried to control an argument’s and thus they adopted dominance method. One half of the respondents (41.7%) listens with an open mind to alternative option for resolving conflict and share positive attitude with the colleagues hoping that they will do the same and thus believed in following voluntary submission. Little less than one third of the respondents (58.3%) believed that it is okay to disagree on specific issues in a conflict, but both the parties must compromise in order to have healthy relationship, which reflected a compromise method. Regarding integration less than one half of the respondents (46.7%) had a view that when resolving a conflict, consider the future of the long term relationship amongst all those who had a conflict and strive for a complete and permanent resolution of a conflict rather than settling for a temporary agreement which reflected integration method. For living with differences less than one half of the respondents (44.2%) opined that for relationship to last, the needs of both parties must be considered and follow the policy of “live and let others live”

Table-2: Frequency and Percentage Distribution of the Respondents According to the Extent of Adopting Methods of Resolving Conflicts

<table>
<thead>
<tr>
<th>Method of Resolving Conflicts</th>
<th>Extent ofadopting Method of Resolving Conflicts</th>
<th>Total Weighted Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Afraid to enter into confrontations and thus accept to live with differences.</td>
<td>38 31.7 55 45.8 27 22.5 2.27</td>
</tr>
<tr>
<td>2</td>
<td>For relationship to last, the needs of both parties must be considered.</td>
<td>53 44.2 45 37.5 22 18.3 2.25</td>
</tr>
<tr>
<td>3</td>
<td>Find it easy to forgive or forget and accept differences.</td>
<td>34 28.3 66 55.0 20 16.7 2.11</td>
</tr>
<tr>
<td>4</td>
<td>Feel there is only one way to solve the problem and that is accepting differences.</td>
<td>43 35.8 53 44.2 24 20.0 2.15</td>
</tr>
<tr>
<td>5</td>
<td>Feel that it is Okay to agree or disagree on specific issues in a conflict.</td>
<td>34 28.3 61 50.8 25 20.8 2.07</td>
</tr>
<tr>
<td>6</td>
<td>Feel that conflict is a negative experience and waste of time and energy so I try to avoid and live life with differences.</td>
<td>41 34.2 59 49.2 20 16.7 2.17</td>
</tr>
<tr>
<td>7</td>
<td>Can accept criticism from other but avoid conflicts.</td>
<td>39 32.5 60 50.0 21 17.5 2.15</td>
</tr>
<tr>
<td>8</td>
<td>Follow the policy of “live and let others live”.</td>
<td>56 46.7 40 33.3 24 20.0 2.26</td>
</tr>
<tr>
<td>9</td>
<td>“Forgive and forget” the conflict and live as if nothing has happened.</td>
<td>38 31.7 46 38.3 36 30.0 2.01</td>
</tr>
<tr>
<td>Total Weighted Mean</td>
<td></td>
<td>2.16</td>
</tr>
<tr>
<td>Voluntary Submission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Low</td>
<td>22 18.3</td>
</tr>
<tr>
<td>2</td>
<td>Moderate</td>
<td>49 40.8</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>49 40.8</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>120 100</td>
</tr>
<tr>
<td>Weighted Mean</td>
<td></td>
<td>2.13</td>
</tr>
<tr>
<td>Compromise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Low</td>
<td>15 12.5</td>
</tr>
<tr>
<td>2</td>
<td>Moderate</td>
<td>55 45.8</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>50 41.7</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>120 100</td>
</tr>
<tr>
<td>Weighted Mean</td>
<td></td>
<td>2.19</td>
</tr>
<tr>
<td>Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Low</td>
<td>13 10.8</td>
</tr>
<tr>
<td>2</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weighted Mean</td>
<td></td>
<td>2.22</td>
</tr>
</tbody>
</table>
The overall data for dominance method of resolving conflict revealed that 40.8 per cent respondents had adopted this method to high extent and 18 per cent to a low extent. For voluntary submission (44.8%), compromise (44.2%), integration (55%), and living with differences (50.8%) it was found that respondents adopted these methods to a moderate extent. The most adopted method was integration, which was reflected through the mean weighted score.

Table-3: Weighted Mean of Methods of Resolving Conflicts Adopted by the Respondents

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Methods of Resolving Conflicts</th>
<th>Weighted Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dominance</td>
<td>2.13</td>
</tr>
<tr>
<td>2</td>
<td>Voluntary submission</td>
<td>2.19</td>
</tr>
<tr>
<td>3</td>
<td>Compromise</td>
<td>2.22</td>
</tr>
<tr>
<td>4</td>
<td>Integration</td>
<td>2.17</td>
</tr>
<tr>
<td>5</td>
<td>Living with differences</td>
<td>2.16</td>
</tr>
<tr>
<td>Total</td>
<td>Weighted Mean</td>
<td>2.174</td>
</tr>
</tbody>
</table>

Weighted mean score was calculated for methods of resolving conflicts adopted by the respondents. The range of continuum was from 1-3. The range of mean weighed score was categorized into (i) Low (1-1.9) and (ii) High (2.0-3.0). Looking into the intensities for the various methods of resolving conflicts it was observed that for compromise method the intensity was found to be high which revealed that it was most commonly adopted method followed by voluntary submission, integration, living with differences, and dominance methods.

Graph-1

Sources: Authors Compilation
Section 2: Testing of Hypotheses

The “F” - test was computed to find out the variation in methods of resolving conflicts adopted by the teachers due to age, education, and work experience in present school, which was found significant. Wherever F test was found significant further Scheffe’s test was applied for finding significant differences at various levels. It was proved that age, education, work experience in present school had an effect on the methods of resolving conflicts adopted by the teachers.

CONCLUSION

Recent interest in communication at all levels-individual, interpersonal and organizational is encouraging with necessary awareness of fundamental role of communication in the lives of us all. A number of barriers retard effective communication. To improve the effectiveness of communications, schools must develop an awareness of the importance of sender and receiver's responsibilities and adhere to active listening skills. The findings of the present study may prove beneficial to educational institutions, schools and teachers. Teachers and other staff members can improve their interpersonal communication and can adopt ways to resolve their conflicts. An Educational institutional can strengthen their curriculum for improving interpersonal communication skills, and adopt method for resolving conflicts

REFERENCES


*****
EMPLOYEE JOB SATISFACTION IN SELECT BANKS: A STUDY

Dr. M. Rama Satyanarayana18

ABSTRACT

This paper reveals that the employee job satisfaction in the select commercial banks covers under the study is medium satisfactory –level, based on the responses of sample respondents.

KEYWORDS

Measurement of Job Satisfaction, LPG, Banks, Employee Satisfaction etc.

INTRODUCTION

The term job satisfaction came in vogue in 1935 with the publishing of a book "job satisfaction" by Hoppock. He was the first industrial psychologist who provided the concept of job satisfaction. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, I am satisfied with the job.1 He included both on the job and off the job factors. According to the Oxford Dictionary, job satisfaction is an "application of effort to a purpose, force in action, doing of something, a task or materials to operate on doings or experiences of specified kind, employment especially as a means of earning monthly, a thing done or made, a product or manifestation." Sinha gave support to the expression the "job satisfaction covers both the satisfaction derived from being engaged in piece of work, or in any pursuit of a higher order. It is essentially related to human needs and then fulfillment through work. In fact, dissatisfaction is generated by individual perception of how well his job on the whole is satisfying to his various needs."2 It has been contended by a number of psychologists that job satisfaction is global term which includes not only the adjustment made by the worker in his job environment but also the adjustment of the individual in several other areas. Krech and Crutch suggested that the causes of workers satisfaction are not restricted to "in plant" factors but they also run the whole gamut of man's needs and aspirations.3 In the opinion of Harrell, job satisfaction is derived from and caused by many different factors.4 Broadly speaking these are divided into:

- **Personal Factors**: Age, sex, number of dependents, time on the job intelligence, education and personality.
- **Factors Inherent in the job**: Type of work, skill required occupational status, geography and size of the plant, and
- **Factors controlled by the management**: Security, pay, fringe benefits and opportunity for advancement, working conditions, coworkers, responsibility and supervision.

Morse, suggests that an organization can be evaluated in terms of human satisfaction.5 Likert considers job satisfaction and other satisfaction derived by members of organization as one of the inertia proposed for evaluating the administrative effectiveness of an organization.6 According to Jurgensen accurate data importance ranking of job factors are a valuable in designing and revising personal policies and practices including recruitment programme and supervising, training and in diagnosing employee morale.7

Job satisfaction is of great significance for efficient and profitable functioning of any organization. Satisfied workforce is the greatest asset of any organization and dissatisfied employees the biggest liability. In fact, no organization can successfully achieve its goals unless and until those who constitute the organization are satisfied in their jobs. It is believed that employees dissatisfied with their jobs may be militant in their attitudes towards the management. Hale and Locke in their study in Rownteer Cocoa plant also regarded dissatisfaction as an important determinant of employee’s morale and employee-employer relationship. A discontented employee, what-so-ever may be the understandingly cause, is for more interested in his own misfortune than in his job and tends to have an undesirable and demoralizing influences on all those who work near him. Dissatisfaction infections and quickly speeds to other workers and shape the morale in the organization. The amount of co-operation that the management may derive from the employees would depend greatly on the extent of satisfaction amongst them. A dissatisfied employee may seriously cause damage to the reputation and property of the company and harm its business interest.8

Thus, job satisfaction means good or positive attitude or feeling toward one's job. It is important to mention that an individual may hold different attitudes towards various aspects of the job. Individuals with high positive morale have more likely to be satisfied with their jobs. Reverse is true for individuals with high negative morale.9

---

18Faculty, Department of HRM, Acharya Nagarjuna University, Andhra Pradesh, India, rama_mullapudi22@yahoo.com

NEED FOR STUDY

Many Studies are found on job satisfaction business and other manufacturing organizations. However, no specific study is found exclusively on the employee job satisfaction in banks especially after introduction of LPG process in the country. Therefore, under these changing economic scenarios, there is an urgent need to have an in-depth empirical study on job satisfaction of the banking personnel. It is firmly believed that the studies of this nature would enable the policy-makers, bankers, financial institutions, economists, researchers including academicians to gauge the attitudes of employees on various aspects of banking sector and accordingly can frame their human resource management strategies and policies for enhancing the group spirit of the employees is general and job satisfaction in particular for better performance.

OBJECTIVES OF STUDY

- To measure the level of job satisfaction of the select commercial banks’ employees.
- To correlate the job satisfaction factors with personal variables like age, education, experience, training etc., and
- To suggest measures for achieving high job satisfaction among the bank personnel.

SCOPE OF STUDY

The study has been confined to job satisfaction of the bank employees in selected commercial banks in Guntur district within the objectives framed as above.

Sample of Study

As on 31st March 2015, there are about 6 private commercial banks with 144 branches working in different commercial viable places/towns in Guntur district. In all 144 branches, there are altogether 2,865 employees are working. Of these, 878 employees are the managers/officers, 1624 are clerical staff and 363 are the sub-staff. Majority of the branches and staff are working in urban and semi-urban places in the district. For selecting the branches purposive sampling technique has been adopted and accordingly 6 commercial banks and their 30 branches, which are locating in major commercial urban and semi-urban areas are selected. For a detailed study, 150 questionnaires were handed over to the managers of the banks concerned, explained the purpose and importance of the study, and requested the managers to circulate the same among their colleagues. The questionnaires were also accompanied with a request to fill it and return the same within 30 days. Surprisingly, only 132 employees have responded positively, filled and returned the questionnaires. Of these, only 120 questionnaires were found filled correctly in all respects. Thus, 40 managers/officers, 80 electrical staff are selected from 30 branches of 6 commercial banks in the district and their responses are the basis for analysis of the study.

Method of Data Collection

The study is an empirical in nature. However, secondary data have also supplemented the findings.

Primary data have been collected by administering a structured questionnaire among the mangers / officers and the clerical staff. The questionnaire is so framed with an intention to elicit the information from the bank employees broadly in four areas. They are: (i) personal aspects (ii) employees job satisfaction. Secondary data have also been collected from the published books, journals, newspapers and official documents of the banks. As to get first-hand information, bank managers and some trade union leaders are also personally contacted and had informal discussions on various aspects of working of banks and bank employees and the same is included.

Statistical Tools Used

The collected data have been processed, compiled and tabulated with the help of computers. The well-known statistical techniques like mean, median, standard deviation and Spearman’s rank correlation have been deployed for analysis of the data.

MEASUREMENT OF JOB SATISFACTION

Because of great significance of job satisfaction and its effect on the employee behavior, several attempts have been made to analyses it. The studies of Ganguli, Sinha are worth mentioning. In both of their studies some statements are given on various job related aspects and the respondents were asked to rate their opinions on 5-point scale viz., highly satisfied (score-5), satisfied (score-4), undecided (score-3), dissatisfied (score-2), and highly dissatisfied with one score. For the present study, the researcher has himself prepared a set of 16 aspects, which are related to job.
Table-1: Index of Perception of Employee Job Satisfaction

<table>
<thead>
<tr>
<th>Score</th>
<th>Level of Job Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>63 and above</td>
<td>High</td>
<td>19</td>
<td>15.83</td>
</tr>
<tr>
<td>47-62</td>
<td>Medium</td>
<td>81</td>
<td>67.50</td>
</tr>
<tr>
<td>Up to 46</td>
<td>Low</td>
<td>20</td>
<td>16.67</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>120</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Sources: Field Survey

In order to measure the level of overall job satisfaction, the responses of the employees on job-related aspects are summated, aggregated and then standard deviation is calculated. Then, the values of Standard Deviation are added to mean values and arrived at high score and the Standard Deviation values are deducted from mean scores and fixed low scores and the values in between high and low are treated as medium. Finally, employees who scored 63 and above are categorized as high-satisfied group, employees whose scores are 46 and below are as low-satisfied group and the employees who scored in between 62-47 are the medium satisfied group.

The results in table 1 reveal that a startling majority (67.50 per cent) of employees have been medium satisfied with the job related aspects in commercial banks. The results also indicate that the percentage of employees who are highly satisfied (15.83 per cent) with the job related aspects is less than those who fall in the lower level of satisfaction category (16.67 per cent). However, it is interesting to note that the employees are found on the medium level satisfaction category while, their distribution on the extreme poles of the continuum does not differ much.

Table-2: Employee Job Satisfaction Dimensions

<table>
<thead>
<tr>
<th>Job Related Aspects</th>
<th>Mean Score</th>
<th>S. D.</th>
<th>Mean % age</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>3.94</td>
<td>0.76</td>
<td>78.83</td>
<td>1</td>
</tr>
<tr>
<td>Transfer policy</td>
<td>3.6</td>
<td>0.96</td>
<td>72.00</td>
<td>6</td>
</tr>
<tr>
<td>Work load</td>
<td>3.18</td>
<td>1.2</td>
<td>63.67</td>
<td>14</td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>3.67</td>
<td>1.08</td>
<td>73.33</td>
<td>2</td>
</tr>
<tr>
<td>Awards &amp; rewards</td>
<td>3.21</td>
<td>1.18</td>
<td>64.17</td>
<td>13</td>
</tr>
<tr>
<td>Nature of work</td>
<td>3.41</td>
<td>1.11</td>
<td>68.17</td>
<td>10</td>
</tr>
<tr>
<td>Responsibility with the job</td>
<td>3.43</td>
<td>1.11</td>
<td>68.50</td>
<td>9</td>
</tr>
<tr>
<td>Training programs</td>
<td>3.66</td>
<td>1.09</td>
<td>73.00</td>
<td>3</td>
</tr>
<tr>
<td>The system of PRCs</td>
<td>3.64</td>
<td>0.91</td>
<td>72.83</td>
<td>4</td>
</tr>
<tr>
<td>Working hours</td>
<td>3.11</td>
<td>1.13</td>
<td>62.17</td>
<td>15</td>
</tr>
<tr>
<td>Job security</td>
<td>3.04</td>
<td>1.18</td>
<td>61.50</td>
<td>16</td>
</tr>
<tr>
<td>Employee welfare</td>
<td>3.24</td>
<td>1.15</td>
<td>64.83</td>
<td>12</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>3.48</td>
<td>1.08</td>
<td>69.67</td>
<td>8</td>
</tr>
<tr>
<td>Inter-personal relations</td>
<td>3.63</td>
<td>0.95</td>
<td>72.67</td>
<td>5</td>
</tr>
<tr>
<td>Superior-subordinate relations</td>
<td>3.27</td>
<td>0.95</td>
<td>65.33</td>
<td>11</td>
</tr>
<tr>
<td>Promotional avenues</td>
<td>3.49</td>
<td>0.97</td>
<td>69.83</td>
<td>7</td>
</tr>
</tbody>
</table>

Sources: Field Survey

Table 2 makes it clear that employees’ satisfaction on various job related aspects is seen with different intensities. Salary received the highest rating of 78.83 percent followed by working hours (73.33 percent) and inter-personal relation among colleagues (73.00 percent). On the other hand, transfer policy with rank 16, has the least average rating of 61.50 percent. Awards and rewards for better performance is the next lowest rated job related aspect (62.17 percent) followed by work load (63.67 percent). The remaining ten job related aspects are neither well cherished nor completely ignored by the commercial banks as these are moderately satisfied by the employees and lie in between the two limits on the ranking progression.

SUMMARY OF FINDINGS

Association between Job Satisfaction and Personal Aspects of the Selected Employees

Job satisfaction in fact is a subjective factor. In the sense that it changes according to organization, person, position, caste, age, family background, level of education, experience, and from time to time. Hence, job satisfaction must be viewed as a dynamic process but not a static one. Against this backdrop, an attempt is made to study how the jobs various according to the personal aspects of the employees. It is found that 20.90 per cent of forward caste, 12.90 per cent of backward castes, and 6.25 per cent of employees from scheduled caste community are in highly satisfied group.
According to age-wise job satisfaction, it is found that employees with the age group of 30 - 40 years have contended high job satisfaction followed by the employees whose age is 50 and above years.

It is witnessed from the study that employees from service family background have a high job satisfaction than the others while the employee with agriculture background held a medium level of job satisfaction.

It is observed that majority of the employees with joint family affinity have stated a high job satisfaction and majority of employees also are attached with nuclear family background had a medium level satisfaction.

Employees who are drawing a monthly salary in between Rs.10,001 - 15,000 (17.78%) have high job satisfaction. About one-fifth of the employees with degree have hilariously felt job satisfaction than others. Employees who have put in a minimum 20 years of service have said that their level of job satisfaction in quite o.k. On the contrary, employees who have joined recently with below 3 years have felt a job satisfaction and who have received promotion more than one times have opined a high job satisfaction.

With regard to awards and rewards, employees who have received monetary awards are only satisfied more than those who received non-monitory employees.

Training programmes had an impact on the level of job satisfaction among the selected employees. It is found that employees who have attended more than 4 training programmes have expressed a high level of job satisfaction than others.

For measuring the overall job satisfaction of the employees, their responses have been scored, mean values and standard deviations and mean percentages are calculated and finally ranks are allotted. Thus, it is found that salary has been given the first rank, transfer policy has given the second rank and job security, working hours, working conditions, awards and rewards have been ranked as the 16th, 15th, 14th and 13th ranks respectively.

**SUGGESTIONS AND CONCLUSION**

The preceding analysis and findings of the study has led to offer the following suggestions and conclusion to enhance employee job satisfaction in commercial banks:

- In the wake of liberalization of the economies across the globe, tremendous changes have taken place in the functioning and philosophy of financial institutions in general and commercial banks in particular. As a part of these global changes, the banks have bound to adopt strategies such as downsizing, mergers, and implementation of voluntary retirement scheme. This has resulted in the minds of banking personnel a sense of job insecurity. Hence, measures are to taken and create a sense of confidence ensuring their job security in the years to come. This can, indeed, boost up the morale among the employees and there from job satisfaction.

- Workload in the banks is heavy and strenuous. Therefore, there is an urgent to have thinking and rethinking about assignment of workload. This is mostly needed especially at higher-level employees than lower ones.

- Working hours are heavy in the banks. Therefore, actions are to be initiated and see that the working hours are to be reduced.

- In the competitive world as of today, employees work in an environment of competition and comparison and perform their jobs. They expect due awards and rewards for their excellence. Absence of reward or award for better performance would lead to low morale and low job satisfaction. This is what exactly found in the study. Hence, banking authorities should once again have introspection towards the existing awards, reward packages for better work, and implement new methods of awards and incentives for excellent performance.

After analyzing the whole data, The results reveal that a startling majority (67.50 per cent) of employees have been medium satisfied with the job related aspects in commercial banks.

**REFERENCES**


*****

**PEZZOTTAITE JOURNALS MESSAGE TO AUTHORS**

We require that, prior to publication; authors make warranties to these effects when signing their Agreements.

An author must not submit a manuscript to more than one journal simultaneously, nor should an author submit previously published work, nor work which is based in substance on previously published work.

An author should present an accurate account of research performed and an objective discussion of its significance, and present sufficient detail and reference to public sources of information so to permit the author's peers to repeat the work.

An author must cite all relevant publications. Information obtained privately, as in conversation, correspondence, or discussion with third parties, should not be used or reported in the author's work unless fully cited, and with the permission of that third party.

An author must make available all requisite formal and documented ethical approval from an appropriate research ethics committee using humans or human tissue, including evidence of anonymisation and informed consent from the client(s) or patient(s) studied.

An author must follow national and international procedures that govern the ethics of work done on animals.

An author must avoid making defamatory statements in submitted articles which could be construed as impugning any person's reputation, for example, making allegations of dishonesty or sharp practice, plagiarism, or misrepresentation; or in any way attacking a person's integrity or competence.

An author must ensure all named co-authors consent to publication and being named as a co-author, and, equally, that all those persons who have made significant scientific or literary contributions to the work reported are named as co-authors.

Additionally, the author understands that co-authors are bound by these same principles.

(sd/-)

(Email-In-Chief)
WORK LIFE BALANCE: A COMPARATIVE STUDY OF IT SECTOR COMPANIES AND PRIVATE SECTOR BANKS OF CHANDIGARH REGION

INTRODUCTION

Work life balance according to Lewis, Gamble and Rapaport (2007) is a satisfying, healthy and productive life that includes work, play and love that integrates a range of life activities with attention to self, personal, and spiritual development. Research has shown that better the work life programs in the organisations, better the employees handle their work and family (Thomas and Ganster, 1995). As there have been significant changes in the socio-economic environment, the work-life balance has gained more attention. The families have become nuclear and both the partners contribute to the financial need of the family. As a result more significance is been given to Work-life balance. Stay at home mothers is no longer preferred. Since girls are well educated, they prefer to shoulder the responsibility of the family. Thus, they have to look after both the personal as well as professional commitments. As a result, companies are trying to provide better facilities to the employees. They are focusing more on motivation of the employees.

WLB helps in providing employees with more flexible, pleasant and supportive work environment, so that they can be better asset to the organisations. The aim of work life balance policies at the workplace is to provide a happy and productive employee to the organisations. The concept of WLB is based on the thought that living and livelihood should be seen less as competing ends but more as complementary means to achieve a life that has enough reasons to value. Since in the 21st century, the boundaries between personal life and professional life have become more blurred, it has become even more difficult for the employees to attain a balance between work and personal life.

Many changes in the employee demographics in last few years have led to an increased concern for a clear boundary between the personal and professional life. Studies show that a small amount of stress is good and most people can deal with it. However, large amount of stress can lead to low employee morale, poor productivity and dissatisfaction of job. Some serious problems due to high levels of stress are alcohol and drug abuse, marital problems, depression and employee burnout. The health benefits of reducing stress with WLB policies are well known (Bailyn 1993).

REVIEW OF LITERATURE

The traditional job culture has changed in recent past. These days’ people have an average of eight jobs throughout the course of their career (Guest 2002). Thus, the companies have to look for new ways to build employee loyalty (Hudson, 2006). The employees of today want their management to recognize the importance of their personal life. Work life balance has gained importance in society as well as politics (Lockwood, 2003). Reed and Clark (2004) observed that the lack of time was not a reason for dissatisfied life. Different factors that contributed to disappointing personal life are being afraid of confronting conflict and taking a tomorrow based approach to the problem.

Manfredi and Holiday (2004) found that 90% of respondents believe that it is important to achieve a balance between paid work and personal life and that this enables them to work better. Gillian Maxwell and Marilyn McDougall (2004) explored connections between macro, organizational and individual levels of WLB policy and practice. Jeremy Hayman (2004) reported and validated a new measure to capture employee perceptions of work life balance. He undertook an exploratory factor analysis to evaluate the worth of an instrument developed by Fisher-McAuley. Stanton, Jolton and Gavin (2003) found that the instrument has acceptable validity and reliability. This helps managers to determine work life balance perceptions among employees. A study conducted by the families and work institute, a nonprofit research group in New York found that Generation X give equal priority to both family and career and are less likely to put career ahead of family unlike the previous generations. The big fat packages are no more an attraction for young employees but work life policies attract young employees, especially women as well as to retain them (Naithani and Jha, 2009).

According to Sylvia Hewlett, President of the Centre for Work-life Policy, if a woman takes time-off to care for children or old parents, employers see them as less committed. To achieve work life balance clear boundary between the two should be defined. It should be understood that both have to co-exist. Employees should be able to share their emotional and spiritual needs. Trust is needed for creating a place in which people can do their job well and share their feelings. A lack of role clarity leads to role ambiguity and role conflict that have an impact on achievement of personal and professional goals resulting in employee anxiety, dissatisfaction and lack of organizational effectiveness (Briggs, 2005).

19Assistant Professor, Department of Basic Applied Science (Management), University College of Engineering, Punjabi University, Punjab, India, ellaom1986e@gmail.com

Sundar, Sundarraj, Ashok kumar (2011), indicated that despite job security and strong welfare measures protect in private sector banks and opportunity for qualification upgradation by women employees it is the fear of promotion that keeps the women folk to continue to in lower cadres. However, the plight of women folk in new generation banks is different. They do not have a job security and their pay is performance linked. Study revealed that women executives in Private sector banks are found to be more knowledgeable about work, maintain a cordial relationship with customers and have positive attitude towards their work. Modi, Chima (2011), examined the extent to which Work Life Balance policies and practices are a reality for employees in Banking Sector. The study also examined if there were any barriers and reasons for mutual adoption of Work life balance policies in Nigerian Banking. Seshadri, U et al, identified and assessed that organization policies have influence on work-life balance factors on working women in dual career families. They found that employees had a strong anticipation on organizational support for achieving work-life balance.

Hye Kyoung Kim found that employees’ experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance of the employee.

OBJECTIVES OF STUDY

- To determine how organizational support helps in achieving work life balance for employees.
- To compare two sectors w.r.t work life balance.
- To identify various factors that causes problems to employees in maintaining their work life balance.
- To provide suggestions to policy makers for making better policies regarding work life balance.

RESEARCH METHODOLOGY

The data for this study was collected from best IT companies and private sector banks of Chandigarh region. The employees at all levels (Junior, middle and senior) level were taken. A total of 200 employees (both male and female) were surveyed. The data was collected with the help of questionnaire that was prepared after an extensive review of previous existing literature. In addition, inputs from the concerned persons were taken. The following is the demographic profile of the data so collected.

DATA ANLYSIS AND INTERPRETATION

Table-1: Male and Female Distribution

<table>
<thead>
<tr>
<th>Gender</th>
<th>No.</th>
<th>% age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>112</td>
<td>56.2</td>
</tr>
<tr>
<td>Female</td>
<td>88</td>
<td>43.8</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Age Specification of Employees

<table>
<thead>
<tr>
<th>Age Group (years)</th>
<th>Number</th>
<th>% age</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
<td>135</td>
<td>67.5</td>
</tr>
<tr>
<td>30-40</td>
<td>38</td>
<td>18.8</td>
</tr>
<tr>
<td>40-50</td>
<td>20</td>
<td>10.2</td>
</tr>
<tr>
<td>&gt;50</td>
<td>7</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-3: Education Specification of Employees

<table>
<thead>
<tr>
<th>Education</th>
<th>No.</th>
<th>% age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate / B. Tech / B.Com</td>
<td>167</td>
<td>83.6</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>31</td>
<td>15.5</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>0.9</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

FINDINGS

Over 93% of the respondents agreed that it is important to have a balance between personal and professional life in order to perform better and be happy and satisfied in life.
Most of them (74%) thought that it is a joint responsibility of employees to maintain work life balance. A small fraction (18%) believed that employer was completely responsible to maintain their work life balance and should consider the employees while making policies.

While (8%) believed that, they were completely responsible to maintain their WLB.

Around (63.7%) of respondents said that they have complete liberty to take their decisions independently for the assignment they have been assigned while a small fraction (16%) agreed that management was cooperative. However, (71%) agreed that their colleague were cooperative and they took their responsibility, during some family emergency.

(46%) of respondents agreed that overall working conditions were suitable while (30%) found working atmosphere not very good and (24%) were not very sure about the working conditions.

The major difference that came around in the research between two sectors was that banking sector had a fix time schedule and flexi time was hardly present (only at senior level). The junior and middle level in banking sector had fix work timings, which could not be changed. However, in IT sector, the concept of flexi time was present and the employees could use this option.

Maternity leave was readily available in both sectors. Most of the respondents in both IT and banking sector (89%) said that it was readily available. However, the duration varied from sector to sector. The minimum time of leave available was four months and maximum being eleven to twelve months. IT sector provided medical insurance and reimbursement of the medical bills. Almost a majority (73%) provided cashless medical facility while banking sector provided completely cashless medical facility to all its employees. However, the cover of insurance varied at different positions.

The life insurance was provided by both the sectors. Again, the cover varied from positions to position. Education was sponsored in both the sectors and the employees got loans etc., or complete reimbursement for education when their organisations found it useful in their future.

In IT sector, around (69%) employees said that they got loans easily for education. While (33%) said that company paid completely for their education. In banking sector, the education loan was available at low interest rate (less than the market rate).

In banking sector (97%) employees agreed that house loans, car loans etc., were available at cheaper rates, than the market rates and they readily applied for this facility. While IT sector (83%) said that they could get loans easily for personal purpose.

However, neither of the two sectors paid for theirs wards tuition fee. While IT sector (76%) respondents feel, that their companies provided good recreation facilities (as different clubs etc.,) and occasional travels, in banking sector, clubs etc., were absent. However, the bank employees agreed that their banks provided for occasional travels and that was only possible, if they outperformed others and achieved very high targets. Only (11%) respondents from banking sector said they availed this facility, as it is hard to over achieve the targets.

(66%) IT sector employees agreed that their companies considered their spouses for employment, if they satisfied all the requirements.

However, in banking sector, this was not practiced and no consideration to their partners was given, even if they fulfilled all the requirements.

In IT sector, the provision of return of employee was provided and it was for banking sector. In IT, sector (54%) employees said their company provided them the cab facility, whereas the cab facility was not available in banking sector.

A few respondents (31%) said that their daily travel bills were reimbursed.

The IT sector (29%) agreed that their companies provided career breaks, while in banking sector, there was no option for career breaks.

Majority of employees in IT sector (88%) agreed that the major distributing factor for their WLB was when they had to carry work home. Another factor that most IT employees (61%) found disturbing was late night conferences/calls due to foreign clients.

While in banking sector majority (83%) said, since their work was target based, they did not had to carry it home. While those in operations (8%) said, they had to carry work home and that affected their WLB. However, in banking sector there was nothing-late night conferences/calls.
Majority (84%) in both the sectors agreed that they had to keep in touch with their office/boss while on leave.

In both the sectors at senior levels, the employees had to attend work related functions, which they disliked. (37%) disliked attending work related functions and said, they preferred working with the client in the office, rather than at a social event.

In IT sector, another distributing factor that was found was when employees had to report early, and due to some senior member, visiting (43%) said they disliked it.

However, in banking sector the respondents said, that no senior came to visit before bank is opening time and there was nothing like reporting early due to a senior visiting.

SUGGESTIONS

- There should be a dedicated team that can work on innovating and improving WLB policies.
- The policies should be made keeping in view the age of the employees e.g. Young people do not have much personal work whereas elder employees have family responsibilities.
- Complimentary legal advice, employees will preparation etc., can be introduced.
- Organisations specially need to focus on women employees, as they are more prone to have WLB. Therefore, special policies regarding women can be made.

CONCLUSION

With more and more globalization, employees prefer the organisations, which can provide them, work life balance policies, rather than very high packages.

WLB is emerging as a major tool to retain employees and if organisations want to have best workforce, it needs to work on its Work life balance policies.

REFERENCES

10. Retrieved from http://www.academia.edu/5695209/A_Study_on_Job_Performance_of_Women_Executives_in_Private_Sector_and...
MANAGING PEOPLE AND ORGANIZATION RELATED RISK IN POST-MERGER INTEGRATION: AN ANALYSIS

Dr. Anam Charan Raul

ABSTRACT

 Anyone who has researched merger success rate knows that more than 70 percent of all the mergers and acquisitions fail to produce any benefit for the shareholders, and over half actually destroy value. Majority of the companies report that their M&A deal failures may be attributed to “people and organization issues” such as lack of shared vision, leadership clash, cultural mismatch, loss of key talent, misaligned structures, lack of management commitment, lack of employee motivation, poor communication and poor change management.

People issues in a merger can begin at the earliest stages of the deal if not properly accounted and planned for. It is imperative that HR asks critical questions in the initial meetings as well as across the merger process. This would also enable HR to effectively assess the key pitfalls that needed to be overcome to support the CEO’s agenda and manage human capital risks. In this article, I specially focus various risks like People Cost Risk, Structure Risk, Talent Risk, Culture Risk, Regulatory Risk, and Engagement Risk in post-merger period and describe the organization level, Team level and individual level of HR issue.

KEYWORDS

Leadership, Culture, Organization, Risk, Mergers & Acquisitions, Talent, Regulatory, Due Diligence etc.

INTRODUCTION

Each respective reason for embarking on the M&A activity has corresponding people and organization related implications. Organizations typically undertake Merger and Acquisition (M&A) activity for variety of reasons such as growth, synergy, diversification, horizontal or vertical integration, defensive measure and sometimes pressure to do a deal or any deal. Each reason may have its unique impact on the integration strategy of the merging entities. For instance, in some cases top teams are expected to closely collaborate in key areas of synergies, whereas in some other cases parallel structures are retained to leverage unique market capabilities.

People issues in a merger or an acquisition can start surfacing in the early stages of the deal if not properly accounted and planned for. Proactive postmerger people integration may be broadly divided into four stages, namely, scoping, HR due diligence, integration and change institutionalization. It is advisable that HR be involved and kept abreast of the CEO’s agenda with regard to the proposed merger in all the stages.

Some of the key people & organization related risks often encountered in a typical M&A deal may be broadly classified into six categories, namely, people cost risk, structure risk, talent risk, culture risk, regulatory risk and engagement risk. The risks may be individually investigated and evaluated for their adverse impact on the M&A deal. Appropriate cost-benefit analysis may be done for various risk mitigating strategies. Additionally, a “Heat Map” may also be created to categorize the risks as High (denoted by red color), Medium (denoted by amber color) and Low (denoted by green color). Accordingly action plans be created and resources be allocated to mitigate high priority risks.

Effective change management is the key to seamless post-merger integration. Thoughtful planning and flawless execution may mitigate most of the identified risks. Many companies manage change during post-merger integration at three levels: organizational level, team level and individual level. Firms may typically go through multiple experiences (experience of ending, neutral zone and new beginning) while integrating into a new entity.

Ending and beginning are the important features of mergers and acquisitions, and these are most usually addressed at the team level. Depending on the type of synergy expectations, existing team structures may get re-adjusted. Change management at the individual level is more about managing various employee emotional states associated with different stages of mergers and acquisitions.

It is advisable to have a dedicated project organization structure in place to facilitate and expedite the integration activities. Many organizations typically deploy a 3-layer project organization structure.

20Lecturer (Commerce), M. P. C. (Auto.), College, Odisha, India, anam_roul@rediffmail.com

Aspiration to conduct effective post-merger integration poses unique leadership challenges for the organizations. Leaders need to steer the merging companies in ways to unlock the potential synergies. In addition, leaders need to play an active role to conduct effective change management at the organization, team and individual levels.

HR due diligence is a systematic intelligence performed for ascertaining the viability and possible integration of the human aspects of the transaction, process, scheme or company so as to determine the worth or verify the fulfillment of definite requirements. In addition, HR Due Diligence is conducted to assess the quantum of people and organization risks associated with an M&A. Such risks may be broadly classified into following six categories: A) People Cost Risk, B) Structure Risk, C) Talent Risk, D) Culture Risk, E) Regulatory Risk, and E) Engagement Risk.

Some part of risk identification also overlaps with the scoping stage of the M&A process. Each risk category may consist of multiple dimensions.

Table-1: Key People and Organization Related Risk

<table>
<thead>
<tr>
<th>People Cost Risk</th>
<th>Structure Risk</th>
<th>Talent Risk</th>
<th>Culture Risk</th>
<th>Regulatory Risk</th>
<th>Engagement Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Benefits</td>
<td>Work Structure Risk</td>
<td>Key Talent Retention</td>
<td>Leadership Style</td>
<td>Employment Contracting</td>
<td>Employment Motivation Level</td>
</tr>
<tr>
<td>Reward Liability</td>
<td>Right Sizing Risk</td>
<td>Harmonizing Talent Processes</td>
<td>Decision Making Process</td>
<td>Labour Law Agreements</td>
<td></td>
</tr>
<tr>
<td>Retiree Medical</td>
<td>Information Flow Risk</td>
<td>Change Receptiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jubilee Payment</td>
<td>KRA Re-Definition</td>
<td>Work Styles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Unused Vacation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care Cost</td>
<td></td>
<td>Beliefs Around Personal Success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracts Liability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Termination Indemnities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

One of the most important aspects of managing successful post-merger people integration is proactively addressing the risks associated with people and organization. Most of such risks can be grouped into six broad categories, namely, people cost risk, structure risk, talent risk, culture risk, regulatory risk and engagement risk. Each risk category may consist of multiple dimensions.

People Cost Risk

In M&A transactions most firms diligently focus on the risks and liabilities of existing businesses (hidden or off balance sheet), e.g., adequacy of claim reserves and claim exposures. However, there are also values, risks and liabilities associated with the people side of the businesses that are frequently missed or overlooked.

One of the most important areas in this regard is pension and other rewards liabilities. These may have huge underestimated obligations, which may not be immediately apparent. The rewards, which may indicate substantial “accruing” liabilities, could be in the form of termination indemnities, accrued performance payments, retiree medical etc. Some of other areas of concern that carry future liabilities include:

- Jubilee payments and contracts liabilities
- Severance costs for “excess” personnel
- Fixed-term contracts with key executives

Structure Risk

Sound organization design applied from early in the acquisition can be an effective catalyst for ensuring that the structure, process, governance, metrics, and people are optimally configured and aligned to fulfill the methodology of the newly integrated company. The absence of good design, on the other hand, can result in ambiguous goals, lack of role clarity, and inefficient decision making, all potentially disastrous to a successful integration depending on the exact reason and envisioned objective as
why the merger or acquisition occurred in the first place, several approaches are taken to harmonize the organization structures. For instance, if one company (A) has taken over another (B) to gain entry into a new/related industry or new/related market, then it is a good idea for A to retain the organizational structure of B and let it operate as a strategic business unit on its own. A few structural changes may occur at the top management level where the role of the CEO/MD of company (B) may become redundant, or may report in to a role in Company A. This is primarily because of the fact that Company B has knowledge that Company A does not possess.

However, if a decision was taken to merge Company A and Company B, a horizontal merger (which again could be due to several reasons) then the following actions may be taken into consideration:

- With the sponsorship of senior leaders, establish a new organizational mission, objectives, and strategies based on the merger. Depending on the situation, the new organizational structure may reflect an effective new entity.
- Very often, when redesigning the roles and responsibilities of top-level managers, organizations prefer to hold visioning workshops where role-wise key metrics are deliberated and discussed. It may also be a good idea to present the new strategic plan, envisioned structure to the mid-level managers, and allow them to ask questions. This will allow for an assessment of each company’s corporate culture as well, which in turn to some extent is reflected by the organization structure. For instance, combining a traditional top-down organizational structure with a collaboratively run organization requires more planning to effectively blend the two cultures, preserving the best of both.
- Train people for new roles. It is a good practice to recognize that before people can behave in new ways in a new organizational reporting structure, they need to develop the skills and competence to do so. Human Resources could work towards establishing orientation programs to ensure all functions integrate effectively.

In addition, the new structure may be finalized to help ensure appropriate information flow within the organization. This may be adjusted by introducing suitable horizontal and vertical linkages across the organization. The final step while freezing the structure for the new organization involves the identification of unnecessary positions, which could be done away with.

**Talent Risk**

Very often one of the key objectives of a merger or an acquisition is to acquire valuable human talent of an organization. The talent pool is a critical success factors for many deals and as a part of the due diligence process, it is necessary to study and evaluate the available pool. Evaluate various retention factors within an organization need to be assessed and the viability of the same. In addition, those in charge of an acquisition often limit their focus to a small handful of top people, ignoring people at the middle and the line levels—leaving valuable human capital vulnerable to poaching by competitors.

An acquisition or merger can create conditions in which a company is at risk for losing just those people who may be critical to immediate and longer-term business goals by virtue of their management skills, knowledge of business systems and processes, and intellectual capital. This can have consequences, not only downstream, but also for the transaction itself. Additionally, there also exists a need to appropriately integrate the talent processes of the two merging companies. Studies show that the degree of integration is of high importance to the success of mergers or acquisitions. Depending upon the kind of the acquirer and the target organization, and the vision for the merged organization, varying level of integration of the different talent processes may be established. On the one hand, integration can be minimal, such that all differences between the acquirer and the target remain in place. On the other hand, integration can be maximal, such that there are no differences left between the acquirer and the target, making them on

**Culture Risk**

An organization’s culture consists of the underlying values, beliefs, and practices that define an organization’s management philosophy. Numerous authors have discussed the potential troubles of culture dissonance between merging organizations and report the same to be one major source of conflict. According to the report from the Economic Intelligence Unit organizational culture differences and human capital integration issues ranked as the two most significant challenges faced by respondents in recent transactions\(^4\).

Bipolar culture assessment may be conducted to get the preliminary indications on the degree of cultural alignment/ misalignment between the merging organizations. The assessment may be conducted on key culture dimensions with each dimension having two culture extremes. The “As-Is” state indicates the existing state of the firm’s culture on the given dimension, whereas the “To-Be” state indicates the desired state of the merged entity on the same dimension.

Cultural compatibility can have significant impact on the ultimate success of the M&A. In the light of perceived culture misalignments, it is suggested that a separate cultural integration action plan be created and worked upon. Mismanagement of cultural issues may prevent the merging firms to realize the full synergy.
Regulatory Risk

One of the critical parameters of an HR due diligence process is the assessment of people related matters governed by laws and regulatory bodies. Since companies, being acquired / merged might have no geographical boundaries, and laws affecting human capital might vary from place to place, these laws need to be scrutinized very carefully before articulating human capital related laws for the overall entity. Major areas of study affecting overall HR processes include variations in labor laws, HR contracts with the unions and collective agreements, payroll and staff structures, staff terms, payment terms, industrial relations and relations with statutory bodies. Labor laws and HR contracts with unions are a major area of concern as the laborers and employees of the organization may feel agitated and skeptical because of perceived mistrust. This is a sensitive issue and very often can make or break a deal especially in manufacturing and other such labor heavy industries.

Engagement Risk

Research indicates that a firm’s productivity can drop by between 25 and 50 percent while undergoing such a large-scale change. Job losses, restructuring, imposition of a new corporate culture and top leadership changes may lead to uncertainty and anxiety among employees and thus may result in reduced engagement levels. In addition, when employees feel disengaged or are “on the fence,” they are likely to watch for signals of failure, take cues from the grapevine, intentionally reduce their work output, distrust company leaders and their messages, and hold back on extra effort. Thus, there exists a need to prepare a comprehensive change management plan and to collaborate employees in the change journey. Moreover, it is also suggested that organizations undertaking M&A activity may investigate the existing engagement levels of employees in the HR due diligence stage. Research suggests that engaged employees are 20 percent more productive than the disengaged ones3. Thus may possibly impact the synergies expected out of a merger or an acquisition

MANAGING CHANGE AT THE ORGANIZATIONAL LEVEL

Effective change management is the key to seamless post-merger integration. Thoughtful planning and flawless execution may mitigate most of the identified risks. Many companies manage change during post-merger integration at the following three levels:

- Organizational Level,
- Team Level,
- Individual Level.

Furthermore, it is also advisable to put in place a dedicated post-merger integration structure to conceptualize and monitor various change management related activities. Individual companies typically go through following three organizational experiences while integrating into a new entity1 (refer figure-5 as illustration)

Ending

Before one can begin something new, one needs to end what used to be. Companies need to identify who is losing what, expect a reaction and acknowledge the losses openly. It may also be required to repeat the information about what is currently changing since it may take some time for the happenings to sink in. It is equally important to ceremoniously mark the endings.

Neutral Zone

Employees may feel disoriented in the neutral zone. Motivation levels falls and anxiety rises. Consensus may break down as attitudes become polarized. Temporary structures may be needed to manage the transitional issues. Leaders are required to monitor the pulse of the firm on regular basis

New Beginning

Employees need to understand and wholeheartedly accept the following to help them embark on the new beginning:

- The purpose behind the M&A,
- The picture of how the new entity will look like,
- A step-by-step plan to get there,
- Part to play in the outcome.

The need for constant communication with the employees in all the three types of organizational experiences cannot be over emphasized.
MANAGING CHANGE AT THE TEAM LEVEL

Ending and beginning are the important features of mergers and acquisitions, and these are most usually addressed at the team level. Depending on the type of synergy expectations, existing team structures may get re-adjusted.

All teams go through a change process when they are first formed, and when significant events occur such as a new member arriving, a key member leaving, change of scope, and increased pressure from outside, or a change in organizational climate.

Thus, many teams go through following stages of development/re-adjustments2. Table-2 further illustrates the team activity with possible change management responses.

Table 2 - Development of a Merged Team

<table>
<thead>
<tr>
<th>Stage</th>
<th>Team Activity</th>
<th>Possible Change Management (CM) Response</th>
</tr>
</thead>
</table>
• Need to define key customers for the team and begin to agree on new ground rules for how the team will work together.  
• Discuss team background in terms of previous structures, processes and culture. |
| Storming | Consensus Leadership Accepted Trust Established Standards Set | • Need to conduct joint workshops/ discussion sessions to openly resolve the issues relating to structure, processes and culture.  
• Clarity on direction and purpose of the team. |
| Norming | Consensus Leadership Accepted Trust Established Standards Set | • Need to develop a decision making process.  
• Maintaining flexibility by reviewing goals and processes. |
| Performing | Successful Performance Flexible task roles Openness and helpfulness | • Need to encourage delegation more frequently.  
• Need to encourage innovation and. |

Sources: Authors Compilation

Individual Level

Change management at the individual level is about managing and facilitating employee experiences in various stages of a merger or an acquisition. Employees typically go through multiple emotional States while dealing with the change. There are various phases of a merger or an acquisition and corresponding employee experiences. It further suggests possible change management responses.

Table-3: Stages of Merger and Individual Employee Experiences

<table>
<thead>
<tr>
<th>Stage of M&amp;A</th>
<th>Employee Experience</th>
<th>Possible Change Management (CM) Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merger is announced</td>
<td>Shock, disbelief and relief that rumours are confirmed</td>
<td>• Need to provide full and early communication of reasons behind, and aim of the merger between</td>
</tr>
</tbody>
</table>
| Specific plan are announced | Denial: It’s not really happening Mixture of excitement and anxiety Anger and Blame: “This is all about greed” etc. | • Need to discuss the implication of merger with individuals and team  
• Giving employees timescale for clarification of the new structure and when they will know what their role will be in the new company |
| Changes start to happen- new boss, new colleagues, new customers etc. | Depression: Finally letting go of two companies, and accepting the new company Acceptance | • Need to acknowledge and communicate the end of an era  
• Hold a wake for the old company and keep one or two bits of memorabilia (photos, T-Shirts)  
• Forster development of the merged team and delegate new responsibilities to the team  
• Need to coach in new skills and behaviors. |
CONCLUSION

When it comes to due diligence most activities relate to the tangible assets such as financial structures, IT systems or intellectual property, leaving out the intangible assets such as organizational capital, rational capital, cultural fitment, and human resources. Thus, the critical issue here is to have a comprehensive yet tailor approach to Post-Merger People Integration.

Mismanagement of post-merger people integration may lead to employee disengagement, key talent attrition, goal misalignment, culture misalignment and litigations. Thus may adversely affect the realization of merger synergies. Effective post-merger people integration program may help identify key people and organization related risk, and thereafter supports creation of appropriate risk mitigation strategy. It is also advisable to put in a place dedicated merger project organization to ensure focused and expedient integration.

REFERENCES


*****

**CALL TO JOIN AS MEMBER OF EDITORIAL ADVISORY BOARD**

We present you an opportunity to join Pezzottaite Journals as member of ‘Editorial Advisory Board’ and ‘Reviewers Board’. Pezzottaite Journals seek academicians and corporate people from around the world who are interested in serving our voluntarily ‘Editorial Advisory Board’ and ‘Reviewers Board’. Your professional involvement will greatly benefit the success of Pezzottaite Journals.

Please forward below stated details at contactus@pezzottaitejournals.net.

- Updated Resume, Scanned Photograph, and Academic Area of Interest.

For Paper Submission & Clarification or Suggestion, Email Us @:

callandinvitation@pezzottaitejournals.net, callandinvitations@pezzottaitejournals.net, callforpapers@pezzottaitejournals.net, editorinchief@pezzottaitejournals.net

**Editor-In-Chief**

Pezzottaite Journals, 64/2, Trikuta Nagar, K. K. Gupta Lane, Jammu Tawi, Jammu & Kashmir - 180012, India. (Mobile): +91-09419216270 – 71 (sd/)

(Editor-In-Chief)
WORK LIFE BALANCE AMONG WORKING WOMEN IN SERVICE SECTORS: A CONCEPTUAL FRAMEWORK

Bhawana Sharma21 Dr. Manju Nair22

ABSTRACT

Work-life balance is a concept including right combination and balance between "workaholics" (career and goal) on one hand and "lifestyle" (Routine activities, happiness, health, hobbies, family and spiritual development etc.) on the other. It is the term used to describe to achieve a balance between the requirements of work and home. Work-life balance is a major contemporary issue among working women now a days. From last few decades, big change in the socio cultural environment has opened the doorway for working women to come in and lead in the professional roles in the corporate India. In present world, where the major task of women is to maintain household activities, women are suffering from over workload and that generate a kind of turmoil in their dual role at job and home. Thus, women are facing many difficulties in the competing demands and responsibilities of job and family roles at a time. This research paper indicated a special focus on work-life balance of women professionals in service sector in India. This paper studied to identify the problems and challenges faced by working women in different professional service sectors. This study is explorative by nature and studied to find out the organizational supports for women employees with the intention that they could be able to give their best to their institution or organization and use their potential as maximum. The objective of the present study is to understand the problems that are common to the women employed in different types of industries.

KEYWORDS

Women Employees, Service Sector, Work-life Balance etc.

INTRODUCTION

The service industries now become major contributor in the global economy; Service industries are attracting significant attention from worldwide media and commercial interests as a primary goal for off shoring and outsourcing. As a growing economic power, service sectors have formed a new global image of India in front of the world. As per the policies based on globalization and liberalization, it is going to take a form as a model of India’s future economic growth and development. In addition, from the eye of many business and political leaders, service sectors played major role in Indian economy after agriculture.

Definitions of Work life Balance

The term “work-life balance” could be defined as a state of balance in which the demands of work and household activities are equal. This term was first time coined in 1986, although it is used in routine life of every person. Work–life balance is a concept including right combination and balance between "workaholics" (career and goal) and "lifestyle" (Routine activities, happiness, health, hobbies, family and spiritual development etc.), also known as "life balance" and "lifestyle balance"

The origins of research on work-life balance have been studied also on those women who are having multiple roles. Work life balance (WLC) was termed also as work- home conflict. Kahn defined as “a structure of inter role conflict included role pressures from job and family domains are mutually mismatched by some extent. This creates problems to cope up dual responsibilities at workplace and family front by employees. In simple words, work–life balance (WLC) is defined as “the extent to which persons are equally occupied in and equally fulfilled work and family roles and responsibilities”.

Thus, work- life balance can be represented in formula as:

\[ \text{Work life Balance (WLB)} = \text{Management of Time (MOT)} + \text{Management of Stress (MOS)} \]

Work life Balance and Working Women

In India, people have tendency on gender responsibilities as to engage in earning or some economic activities are exclusively the right of males while household activities, child upbringing at home and school are the sole accountability of women. Historically, women in India have not exists on a good position or status at workplace whether in higher designations like managerial or operative roles. Therefore, women always work under pressure and dual role responsibilities throughout their professional life.

21Research Scholar, The IIS University, Rajasthan, India, sharmabhawana2@gmail.com
22Principal, International School of Informatics & Management, Rajasthan, India, nairmanju14@yahoo.com
Freedman and Greenhaus studied that women at workplace have increased significantly, however women are facing a lot of issues and challenges to balance their work-life. They are still considering as the main caretakers towards home and family, even they are working as compatible to men. Occupational role is often seen as less important as family roles. Women often give maximum time to household activities, family responsibilities and childcare. Hence, participation at workplace is become more difficult by virtue of involvement in the family and vice versa.

**Women in Service Sector**

Service industries contribute a large part in Indian economy whether in terms of employment increment and its contribution to national income in country. The changing economic scenario and societal requirements have changed the manner of professionalism throughout the world. In current dynamic working environment, the concept of work-life balance is becoming more significant. Along with, this is also true that women who are working in India, majority of them are engaged with different service sectors. In present world, women are performing excellently in academics along with a wide range of different professions. The greater than before respect and demand of working women in both the productive area and the reproductive roles they have held, has led to tendency in human resource management towards equal opportunities at workplace for them. This study includes all those women who are working in different education sectors such as education, banking, health, IT, Hotels and BPO service sectors. Raman Kumar (1993) has conducted a study on women employees in banks. A few studies by Preeti Singh studied on women employment in hotel industry in Delhi and status of women employees in hospitality industry. These studies are relevant from the viewpoint of understanding women at work place and home responsibilities.

A Case study was conducted on senior women in public and private sector firms in 2005, named as women in management in the new economic environment found that women go outside from home for economic necessity and for her personal goals. A major challenge for career-oriented women is managing both her traditional role as homemaker and their profession. They experience a lot of stress to work hard to prove them at their workplace. This mental anxiety for working women can lead to physiological stress and cause ill health, frustration and anger, tension, headache, body pain etc., lead to long term cardiac problems like high blood pressure or other psychiatric problems and poor job performance etc. All above problems create work-life conflict and dissatisfaction among working women, which results in:

- Increased Absenteeism,
- Increased Employee Turnover,
- Reduced Productivity,
- Reduced Job Satisfaction,
- Increased Managerial Stress,
- Damage of Family and Social relationship.

The various organizational and individual factors that determine WLB are presented above. Work Life Imbalance among the women employees affect negatively to employees as well as organizations. Less productivity at workplace , more conflicts , absenteeism , high attrition , low morale, more stress are the major causes of work life imbalance among women employees.

**OBJECTIVE OF STUDY**

The major objective of this paper is to identify the issues and challenges faced by women employees regarding work life balance and how it can affect organization, family and employee. Another major objective is to understand the impact of work-life balance on quality of life of working women from Academic, IT, Banks & insurance and BPO and so on. This paper tries to find out the coping strategies, which women employees can adopt in their life to cope up with the work-life balance issues, and it helps to understand the contribution of work-life balance in achieving organizational excellence.

**STATEMENT OF THE PROBLEM**

Today, career oriented women are continuously working under the high demands of full time job at workplace and carry on lot of responsibilities and commitments to their home. Maximum workers are struggling to maintain a balance between work and home for the reason that a big portion of their time is spending at workplace as 40-60 hours per week at workplace. Working women reported that their lives were a conflicting act that integrated heavy meeting schedules, multiple responsibilities at work, business trips, on top of managing the everyday responsibilities of work and home. Balancing personal and professional life is a greatest challenge for those people, who are working with service sector specially for working women; it is becoming a serious problem. Hence, to analyze this problem and to find better solution, this particular study was undertaken.

Even women professional are working on top position or managerial post, still they have to fulfill all daily household responsibilities such as cook, clean and look after their family affairs. This situation sometimes generates more stress among them and leads to health related problems. Another major problem faced by those women employees, who have kids, due to small
children they leave them in any day-care centre or have to keep a maid at home, which is actually not trustworthy situation today. Even though workers are ready to pay higher amount to make to do their household work. This situation creates more stress in them; as a result, they are not able to concentrate properly on their duties at workplace. Women employees, whether she is working with bank, college or hospital they are not able to attend family and social events due to heavy workload and lack of leave. This research is conducted to find out lot of common challenges faced by women employees in different service sectors.

**REVIEW OF LITERATURE**

The aim of this chapter is to review the already available literature relating to my present study. Main purpose is to evaluate how women balance their work and family. Therefore, the factors affecting the work-family balances and problems faced by working women is evaluated with the help of already existing literature.

**Work-Life Balance of Women Employees in Different Sectors**

Vartha Raj & Vasantha (2012) studied the Work Life balance of working women in service sector. They specified that the ultimate performance of its employees which in turn depends on numerous factors. Varatharaj, V et al (2012), studied on the work life balance of working women in service sector. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study revealed that the majority of the women employees feel comfortable in their work place irrespective of their trivial personal and work place irritants.

Aditi and Kumari (2005) discussed in their research women teachers facing lot of problems like overweight, body ache, and psychosomatic effect etc. These women working in under stress because of they have to perform various roles. They have the pressure of balancing work and family.

YADAV, R.K et al, studied on work-life balance among working women in State Bank of India, Bhopal. The Respondents reported average level of work life balance and are generally happy with their working arrangements. So author suggested to the organization to provide facilities like flexible time; job sharing; crèche facilities, and necessary breaks to female employees and to helping them in coordinating the family and professional life.

Pauicia and Ieopis (2005) compared job stress and wellbeing among medical surgical nurses and home care nurses. Job stress for medical-surgical nurses are significantly above the norm and significantly greater than nurses working in home care. India has been in the forefront of Cyber World with IT industry developing in to a major service provider. This has given rise to a new generation of occupational health problems called computer related health problems (Sharma, Sharma, & Yadava, 2006).

Gunavathy (2007) in the study among married women employees of BPO companies outlined the causes, consequences of work life imbalance and interventions for work life balance. The study revealed that more than two third of the respondents reported work life imbalance primarily because of work interference with personal life.

Mitra (1997) analyses the causes and comes to some important conclusions: “Relationship between women and professions could be perceived as one of women in full-fledged professions, medicine, law, academics, etc., and another in the semi-professions-like nursing, teaching, clerks etc.”

V. Varatharaj and S. Vasantha (2012), the objective of this research was to study the work- life balance of working women in service sector with Reference to Chennai city. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants.

**NEED / IMPORTANCE OF WORK LIFE BALANCE**

The importance of Work Life Balance is due to the following reasons:

- **Changing Social Scenario:** In today’s world maintaining work-life balance is the greatest challenge for working women. They have realized that their personal lives have an effect on their work life. Hence, they are striving hard to maintain a balance between the two.

- **Changes in Work Culture:** There is a shift in the organizational work culture. Today’s work culture provides flexible work hours, focus on results and recognition of achievements. This has made the workplace even more competitive as employees are always expected to give their best.
• **Increased Working Hour:** With globalization, organizations are working 365 days, 24 hours and 7 days a week irrespective of the time zones. Even the technology has added to the speed of work but the workload remains the same.

• **Dual Income Scenario:** The shift in attitudes, work styles and cultures has disturbed the work-life balance. Working mothers have major responsibilities of managing both home and workplace. This makes it even more important to balance work and life.

**RESEARCH METHODOLOGY**

The data for this study is taken from the secondary sources like journal, magazines, articles, unpublished thesis. An attempt has been made to understand the issues and challenges in the context of work-life balance. A conceptual framework, which has been framed, based on finding in the various literatures.

**ISSUES OR CHALLENGES TO WORK LIFE BALANCE**

Many organizations have the policies only on paper. There is very less concern for the implementation of the policies because of this policy of organization employees has to face numerous problems. Today’s women are facing challenges by the demand of work and non-work. The dual role of women employee has made their lives becoming a juggling act. Work-life balance is the one of the most important issue now a day that HR professionals, employer and employee are expected to manage and efforts to be made to address work life balance issues for all sectors to increase their competitiveness and morale of the employees. The issues and challenges affecting work-life balance of women employee can be classified in two following categories:

**Work Related Issue**

These are the issues, which are related directly to the workplace of employees where they perform hectic and rigid schedule, and often there is job dissatisfaction leading to personal problem as well.

• **Time Management:** The root cause of most of the problem in life arises from poor time management. Time management is nothing but doing the right job at the right time. As women employees have to perform dual responsibility of their work and home and both the responsibility are equally vital for them. Therefore, managing time between both lives become most prominent issue for them.

• **Strict Work Schedule:** Sometime organizations are rigid in their approach towards work. Women employees are not being allowed to reschedule their work as per need of their family requirement in that organization. Therefore, their family can get disturbed from this fixed schedule of working in organization, which creates an imbalance between their both lives.

• **Long Distance:** Women employees face problem in attending offices at remote places. They likely to spend more time in attending office and return back to home. This reduces the time to spend at home and create family unrest resulting in work life imbalance.

• **Low Salary:** As number of working women in India is growing rapidly, this is also true that they all are following dual income culture. After working for long hour, still maximum women are dissatisfied with their salary, cause of high workload. This situation creates dissatisfaction and a major issue among working women.

• **Gender Issues:** Some organizations hire men rather than women in most of the cases. Because working women does not stay as long as comparison to men at work place. Along with some other issues like promotion, career opportunity, higher responsibilities are also faces by women due to gender differences. This dissatisfaction become problem to work at workplace and work-life balance.

• **Long Working Hours:** The long working hours at offices reduces the fruitful time to be spent with family and it can be restrain employee to attend the children from their school. This also creates an imbalance between their work life and family life.

• **Poor Work Culture:** Unsupportive, hostile and rigid work culture adversely affects working life of women employee having a negative impact on their personal life.

• **The Heavy Workload, Overtime, Unsupportive supervisor** etc. have come to rise as issues for work life balance at workplace, all these issues have become reasons of work-family conflict which interfering the family life of women employee (Yildirim and Aycan, 2008).
Family Related Issues

Women employees come from different background and from different family settings they have to suffer many family related problems that affect their work as follows:

- **Unsupportive Family Member**: Sometime family member of a women are not able to understand the work demands of the organization and they put various restriction on women employee like restricting late working, restricting working from home, restricting to attend official tours, putting undue domestic responsibility etc., in such situation it is not possible for employees to meet work demands when their family members are not supporting and thus affect work life balance (Greenhaus, 1985).

- **Problems to Fulfill Traditions**: Indian culture has so many cultures itself. Women employees come from different caste and religion, and all religion have their own traditions and festivals. Sometimes private institutions, especially corporates does not declare holidays on the festival of those respective women. Therefore, it becomes a big challenge for working women to work at workplace and celebrates their festival at home on same day.

- **Meeting Domestic Responsibility and Roles**: Women have to assume multiple responsibilities at home like cleaning, cooking, washing and caring of their child and elder and spouse therefore, it is big challenges for women to fulfill the responsibility at home effectively, in addition to work (Chen, 2012).

- **Problem to Connect with Society**: Sometimes, due to workload and long working hour, women does not attend social event in society. This thing creates a gap to make a balance between work and home.

- **Age of Children**: Work-life balance affect with the age of children. Women employee with younger child face more conflict as compared to children with older age. As children grow, they tend to like more involvement in job and face this problem as lower rate (Narayana, 2013).

- **Maternity Issues**: like Childcare, health issues etc. This all-family demand interfering the work of women employee rise family-work conflict. It means work gets disturb from the family.

**CONSEQUENCES OF WORK-LIFE IMBALANCE**

The incompatibility in work demand and family demand give rise to work-life conflict or work life imbalance. The long time persisting of work life imbalance in employee’s life, affect individual, family and organization in several ways. The implication of work life imbalance can be described as follows:


- **At Family Level**: Work life imbalance adversely affects family relation with spouse, parents and children. The strained relation with spouse can further leads to quarrels, divorce etc. (Aminah, 1997).

- **At Organizational Level**: Organization also experiences a lot of trouble due to imbalance. A stressful, unsatisfied employee can not contribute to the organization at the fullest level. The work life imbalance increases absenteeism and turnover in the organization. The poor performance of employee results in decreasing productivity and profitability of the organization (Karatepe, 2013).
STRATEGIES TO MANAGE WORK LIFE BALANCE

The work life balance, particularly in respect of women employees has become a buzzword for today's organizations; various strategies are being developed and adopted by the organizations to deal with the subject. Women employees are also needed to design and develop good life style practices to cope up with increasing work and family demands. Today we need to manage ourselves instead of managing work and family as because both the dimensions are controlled by external environment and this is beyond our control. We understand some prevailing coping strategies for women employees to cope up with work life imbalance-

By Employers

Flexibility at Work Place: Nowadays workplace flexibility is considered as an important tool to balance work and life. In survey of best Employer in India HP India is ranked as the third best employer in 2002. The company takes care of personal needs of the employee and formulated the policy of flexible work option. While P & G, India was positioned as a second best employer for initiating flexible work option in 1999.

Flexible Timing: 55% of the firm in 2003 SHRM/SHRM benefits survey indicated that they use flexi time. According to a study conducted by Watson Wyatt Worldwide flexible work arrangement actually boost the bottom line and resulted in increase productivity. Employees are more likely to work during their most productive hour.

Moderate Workload: Organization should give workload to women employees but it should be in balance as comparison to their salary, designation and key responsibilities. This will create satisfaction among working women and they would be able to make a good balance between work and family. Due to less workload, she would be able to spend some qualitative time with their children and spouse.

Work on Motivation: Women always recognizes as symbol of emotions. She motivates others and expects the same from others. Hence, organization should work on increase their morale and motivation. This will not only increase their productivity at work place but also make a balance between work and family.

Part Time Employment: According to two studies conducted by Hewitt and rewards plus, a majority of employer provide some benefit of their part time workers. Both studies found that more than 80 % of employer provides vacation, holiday and sick leave benefit and that more than 70 % offer some form of health care benefits.

Job Sharing: Two part time employees carry out the task associated with a single job; this arrangement will help company to retain its value among women employees who required more time to attend to childcare responsibility. A survey conducted by SHRM/SHRM foundation reviled that 20% of respondents offered job sharing, 33 % of the firm with more than 500 employees offer this benefits.

Part Time Employment: Hewitt and rewards has found in their studies that a majority of employer provide some benefit of their part time workers. Both studies found that more than 80 % of employer provides vacation, holiday and sick leave benefit and that more than 70 % offer some form of health care benefits.

Modified Retirement: This is a beneficial option for old employees; it permits aged employees to work for a few hours in a day for a certain period before their retirement.

Provide better facilities: An organization should work to provide some better facilities in favour of the women employees like job rotation, maternity benefits, late arrival relaxation, transfer, women policies benefits, counseling programmes, meditation, yoga etc.

By Women Employees

Decide Priorities of Work for Better Time Management: Women can manage their time through prioritizing their task bound with time framework. Say for example a women employee has multiple tasks to do in their life. Therefore, first she should analyze each task as per their importance and urgency and then should fix their order of priority for completion with given time framework. By doing so, she can easily manage their time between multiple roles.

Learn some Time Management Techniques: Women can manage many things at a same thing. Therefore, she can learn some more techniques to balance her personal and professional life. She must read some good books on time management techniques, decision-making ability, quick decision-making power, motivational lectures; energetic attitude can help her to work-life balance easily.
Desirable Break from Work: Women Employees should also avail long leave for family tour for better mental and physical revival so that they can give their best contribution when return back to job with fresh mind.

Avoid Official Work at Home and Vice Versa: Women employees must not take office work to home. If they will not do like the same, they would be able to make a clear line between office and home work, along with it would be automatically helpful to their work-life balance.

Distribute Work at Home: Women should take decision on distribution of work with others, as she must talk to her spouse to attend social events in her absence, hire tutor for their children’s academic performance, servant for other household daily activities etc.

The above coping strategies will help employee and employer to deal with the issues of work life balance. The Work-life balance not only brings happiness, peace in the life but it also proves a successful strategy for employer, which shows the way to survive in the tough market. Once work life balance achieved in the life of the employee it aid value to the organizational work culture and family life as well.

CONCLUSION

Work-life balance (WLB) is an important area of human resource management, which is receiving increasing attention from policy makers, organizations, management, employees and their representatives globally. Today’s organizations have realized the need and importance of the work-life balance for growth and development of the organization. The growing demand of work as well as added family responsibility has created a gap between employee’s personal life and work. Women employees have to play multiple roles therefore, the family support as well as flexibility at work helps the women employee to cope up with this issue. Organizations are emphasizing to adopt various coping strategies for work life balance so that women employees can concentrate on their work and can enjoy both work and family life. It has been found from various literature reviewed and conceptual framework, it is shown that, if employees become proficient to get the proper balance between their both lives which can help in increasing the morale and motivation, level of job satisfaction among employees, reducing the turnover and absenteeism rate, and increasing their performance at job as well as reducing the high cost. These all positive outcome make organization sustainable and effective, which ultimately results in achieving organizational excellence.

LIMITATION

The study is based on only secondary data. The data taken for the study can be enlarged to make the findings more precise. Not all the dimensions of work life balance related with women employee have been covered under the time and physical constraints. It is needed to be explored more variables by conducting experimental studies.

FUTURE IMPLICATIONS

Work-life balance is an ideal situation where, there is least conflict between responsibility of work and home. Better work-life balance on one hand improves family relations as well as organizational relationship and on the other hand, it improves working efficiency and performance of the concerned employee. The paper has implications for employee, employer, government and academicians to address the issues in effective way to improve the working conditions and work schedule so that the balance between work and family can be stabilized effectively and in efficient manner.

REFERENCES


*****

**CHECK PLAGIARISM SERVICE**

Pezzottaite Journals charges nominal fees from Journal Managers, Editors, Section Editors, Copy Editors, Layout Editors, Proof Readers, Subscription Managers, Reviewers, Readers (Subscribers and Individuals), and Authors to get their manuscripts scanned for plagiarism.

**Indian Users**

One Manuscript / article = Rs. 350.00
Two Manuscripts / articles = Rs. 350.00 x 2 = Rs. 700.00

**Formulae =** (Numbers of Manuscripts x Rs. 350.00) = Amount to be paid as ‘**Online Bank Transfer**’ before availing the services.

**International Users**

One Manuscript = US$15.00
Two Manuscripts = US$15.00 x 2 = US$ 30

**Formulae =** (Numbers of Manuscripts x US$15.00) = Amount to be paid as ‘**Online Bank Transfer**’ before availing the services.

Bank details are available at: [http://pezzottaitejournals.net/pezzottaite/bank_accounts_detail.php](http://pezzottaitejournals.net/pezzottaite/bank_accounts_detail.php)
IMPACT OF DEMOGRAPHIC VARIABLES ON WORK LIFE BALANCE OF TEACHERS: A STUDY OF PRIVATE UNAIDED SCHOOLS IN AIZAWL WEST REGION OF MIZORAM IN INDIA

Lalhmingliana Renthlei23 Dr. Amit Kumar Singh24

ABSTRACT

Work life balance has now become one of the most important aspects in an employee’s career and without maintaining a proper work life balance the employee lacks motivation and zeal to perform the duties and responsibilities and can lead to absenteeism, inefficiency and sickness. Education sector is one of the fastest growing sector in Mizoram as new schools are established every year which causes schools to push their employees to the limit as they take part in the competition of being the best in providing education to its students on the other hand the teachers are paid very less and have to work overtime which takes away their precious leisure time at home and thus cause severe imbalances in their work and at home. Therefore, this study aims to identify the significance of various demographic variables on work life balance of the employees employed in private schools in Aizawl west region. The study utilizes SPSS to analyze its data and ANOVA has been used to make the study more efficient and accurate to expose the true intent and objective of the study.

KEYWORDS

Balance, Conflict, Statistical Tool, Work Life Balance, Absenteeism, Productivity etc.

INTRODUCTION

Work life Balance is a term that was only read in books and journals by the people of Mizoram but today it has become one of the most important aspect in the field of Human resource Management in Mizoram, many people strive to achieve a perfect balance between work and life as the imbalances causes major work life conflicts that can have a tremendous effect on the performance of the employee. The term work life balance never rang a bell in the ears of employees and employers in Mizoram as this concept is a new term for many employers all over Mizoram, but today this term cannot be ignored as imbalances in work life causes absenteeism, stress, inefficiency etc., and the employees and employers suffer a huge toll in productivity and the overall functioning of the organization.

We see a major boom in education sector in Mizoram over the past two decades, hundreds of private schools have been established all around the state and have been concentrated in Aizawl city area, there is a huge competition on the overall performance of the schools in producing students who performed very well in the exams and the overall pass percentage of the schools and have also proved to be a huge business.

In order to function efficiently the schools must have the best work force in terms of teachers and lecturers to teach the students to get the best results in exams, and therefore there is a massive pressure on the teachers in attaining good results and thus causes the teachers to push their limits in teaching the students which results in imbalances in the work life of the teachers in the various schools around Mizoram. It has also been published many times in the newspapers that the teacher to student ratio is very high as there are less teachers to teach and also few teachers are given huge class loads as very few teachers are employed to cut down expenses in private schools which causes teachers to bear extra work load and this is the main contributor to work life conflicts and imbalances between work and life. Furthermore the teachers in private schools are not paid very well as there is no proper policy or regulation to regulate the salary of teachers in private schools and so rests entirely up to the proprietor of the school and its management and therefore this also causes tremendous imbalances between work and life and is one of the major factors which causes work life conflict as they have to look for other means to sustain themselves and their families as the salary from the schools are not sufficient for daily sustenance.

This study intends to find the significance of demographic variables in work life balance among the teachers in a private school as the schools have different management strategies and policies that govern the management of the schools, which have a significant effect on the degree of work life balance on its teachers. There is also a huge difference between the employment policies of the teachers in many private schools where the teachers are employed on a purely contractual basis and can be fired from their jobs any day so there is a significant difference between the employment status of the teachers which is also a major factor in attaining a positive level of work life balance among the teachers. Although the trend in human resource management of different private schools have drastically changed from traditional management to strategic human resource management it is still...
Mizoram is one of the most literate states in India. With a literacy rate of 88.8 (Mizoram Statistical Handbook 2010), Mizoram is the second most literate state in India. Although the importance of the ability to read and write cannot be undermined, it is arguable that in order to effectively inform socio-economic development literacy alone is not enough. Quality education is essential for a state or a country to make strides in groundbreaking research and other developments to improve the quality of life of citizens and to ensure equitable and sustainable development. It is not enough for a state to make excellent universities or other institutions of higher education. For a state to nurture citizens who can go on to become excellent academics or high achievers, the process has to start from childhood, in schools where they receive early education to form a solid base.

The quality of school education in Mizoram is open to contentions. There are a few schools from where students are featured regularly in top positions year after year and they are only a handful. More than 80% of the schools are arguably underperforming schools with pass percentages of around 50–60% in Class 10 and 12 exams. Many of these schools are private unaided schools – schools that do not receive any kind of support from the government. Revenues from school fees mainly finance these schools. Pass percentage for Matric exams, 2012: 72.27%; 2011: 69.99%; 2010: 66.0%; 2009: 60.46%.

OBJECTIVE OF STUDY

The main objective of this study is to find and analyze the impact of demographic variables on the work life balance of the teachers employed in the schools and to find the level of work life balance and the various coping strategies that the teachers use for maintaining work life balance and gain new strategies and insight in work life balance.

Hypothesis

Based on the above-mentioned objective following hypothesis was formulated for measuring different aspects of work life balance:

- Gender has no significant relationship with factors of Work life balance.
- Teaching experience has no significant relationship with factors of Work life balance.
- Income has no significant relationship with factors of Work life balance.
- Marital Status has no significant relationship with factors of Work life balance.

LITERATURE REVIEW

Work-life balance (WLB) is a concept in human resource management (HRM) that has generated much debate and scrutiny in management literature over the past few years. Guest (2002) in his paper ‘Perspectives on the Study of Work-life balance’ attempts to define WLB by giving two perspectives – subjective and objective. He purports that a subjective definition could be a ‘perceived balance between work and the rest of life’. Subjective perceptions of balance are central to any analysis of the issue (ibid, p. 264). This is because what constitutes balanced work-life ratio for one individual may be highly unbalanced for another depending upon the unique situation of the individual. Objective definitions are encountered when limitations are set upon the number of hours a person can spend at work beyond which the quality of life in terms of health and performance is expected to deteriorate. Several countries especially in the Western world have put limitations on working hours.

Several theories have been hypothesized to better understand work-life balance. Zedeck and Mosier (1990) noted that there are five main models to explain the relationship between work and life-outside work. First is the segmentation model which hypothesizes that work and non-work are two distinct domains of life that are separate and do not influence each other. Second, is the spillover model that hypothesizes that one world can influence another positively or negatively. Third is the compensation model that supposes that what is lacking or deficient in one world in terms of demands or satisfactions can be made up in the other. Fourth is an instrumental model whereby activities in one sphere facilitate success in the other. The final model is a conflict model, which argued that with more levels of demand in all parts of life, some hard choices have to be made and some problems and conflicts can occur.
The conflict model has garnered a lot of attention recently because there is a general perception that modern life has become more stressful and demanding due to changes brought about by modernization and globalization.

Work-life Conflict (WLC) is said to occur when multiple roles (work and non-work) a person has to satisfy are incompatible with one another. According to Duxbury and Higgins (2006), there are three main components to WLC. Firstly role overload, which occurs when the cumulative demands of multiple roles on the individual’s time and energy are excessive, such that the performance of one or more of the roles suffers. Secondly: interference from work to family - when demands from the work role make the fulfillment of family obligations more difficult. Thirdly: interference from family to work, when family demands inhibit performance of work requirements.

There are two major theoretical models to explain WLC: First is the rational model proposed by Greenhaus and Beutell (1985) according to which WLC increases in proportion to the number of hours spent in each of the work and family domains. Second is the job strain model proposed by Karasek (1979), which proposes that there are two main forces conducive to stress: role demands and perceived control. According to Cinamon, Rich & Westman (2007), teachers work long hours (many of which are outside of regular school hours) and face different job stressors, such as large class sizes, student misbehavior, parent management etc.

Garrett (1999) argued with the point that teachers in schools also need various levels of motivational factors and that the theories of motivation like Abraham Maslow’s motivational theory, Herzberg motivation- Hygiene theory Kalleberg theory has major implications to them in their work place which is a huge factor in attaining a good work life balance. He furthered argued that teachers need to be satisfied in their job in order to have a proper balance between work and life, very little work is being performed to motivate the teachers to have a proper job satisfaction and to have a proper work life balance, he said that most of the importance and attention is given to the students and not to the teachers in many situations thus resulting in imbalances and work over load in the life of the teachers.

Lakshmi S., and Kumar S. (2011) find in their studies that, executives are challenged by the full time work and at the end of each working day in a private educational institution; they carry more of the responsibilities and commitments home. Majority of the women is working 40-45 hours per week and 53% are struggling to achieve work-life balance.

Keene Reid & Quadagno (2004) found that, It was presumed that women were the only ones juggling and balancing the chores and duties between work and life, but now in this generation men do have a very important part to play in life at home and now not only women juggle but men also have to juggle their way through all the duties and responsibilities in work and life, the life of men have been changed as their roles in the family is ever more demanding than before and so it is crucial to find the work life balance of not only women but men as well. Therefore, gender plays and important part in the factors that affect the work life balance of teachers in the schools.

According to C.K. Gupta (2012) There is no use of living a workaholic life as today due to the latest technology and advancement individuals can maintain a balance in life and work, we all need some level of pressure in life and work as they like the two sides of a coin they cannot be separated and have to be balanced well and one can regulate the level of balance between the two sides to maintain a perfect balance.

Hudson (2005) in his study defines Work-life balance, in its broadest sense, as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Many people play multiple roles in life and work and are all up to the individual to find a fit in maintaining a perfect balance between the roles in the pursuance of a perfect work life balance.

Deares et.al (2008) concluded that family-supportive organization perceptions and reduced Work life Conflict (WLC) are the two key mechanisms that account for the impact of work-life balance practices on employee and organizational outcomes. Warren (2004) revealed that combining paid-work and motherhood remains a major source of emotional clutter & difficulties for women.

From the literature review we can come to a series of important aspects in life and work and how the balance plays an important role in attaining a perfect balance between work and other activities in life, we can also see the importance given by various authors in different fields and geographical areas that maintaining a proper work life balance is very crucial for a teacher in order to be productive at work.

The literature review also points out the fact that the teachers need to be motivated in their work and have job satisfaction because it is a platform on which work life balance is based. Finally, all of these points to demographic factors in the role they play in shaping an individual in the process of work life balance and thus our intention and motive of the study are to find the impact of demographic variables on work life balance of the teachers and the significance it has towards work life balance.
METHODOLOGY OF RESEARCH

The study in this paper is based on quantitative nature and the data is collected from private schools in Aizawl west region. The sample pool consists of various schools in Aizawl west area, as a huge number of schools are concentrated in the region out of which 10 private schools were selected on a lottery system to represent the sample pool. Out of the selected schools 20 teachers from each school were asked to fill the questionnaires and were interviewed from which the data for the analysis were collected which makes 200 teachers. Stratified convenient sampling method has been used to collect the data from the sample pool.

RESULTS AND ANALYSIS

Sample and Demographics of the Sample

The present study is also not free of limitations on its own as the samples were collected from Aizawl west region only, which further encourages studies like this to be performed in other regions of the state. Sample analysis is done on different aspects of demographic variables, such as gender, teaching experience, marital status and income. These analyses are tabulated as:

Demographic Variables

Table-1: Gender of Teachers

<table>
<thead>
<tr>
<th>Gender of Teachers</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>60</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Female</td>
<td>140</td>
<td>70.0</td>
<td>70.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Teaching Experience of Respondence

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>98</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
</tr>
<tr>
<td>5-9</td>
<td>84</td>
<td>42.0</td>
<td>42.0</td>
<td>91.0</td>
</tr>
<tr>
<td>10-14</td>
<td>15</td>
<td>7.5</td>
<td>7.5</td>
<td>98.5</td>
</tr>
<tr>
<td>15-19</td>
<td>3</td>
<td>1.5</td>
<td>1.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-3: Teachers Income

<table>
<thead>
<tr>
<th>Income Range (Rs)</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000-11000</td>
<td>141</td>
<td>70.5</td>
<td>70.5</td>
<td>70.5</td>
</tr>
<tr>
<td>12000-17000</td>
<td>51</td>
<td>25.5</td>
<td>25.5</td>
<td>96.0</td>
</tr>
<tr>
<td>18000-23000</td>
<td>8</td>
<td>4.0</td>
<td>4.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-4: Marital Status of Teachers

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>89</td>
<td>44.5</td>
<td>44.5</td>
<td>44.5</td>
</tr>
<tr>
<td>Unmarried</td>
<td>111</td>
<td>55.5</td>
<td>55.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As shown in the table-1, most of the teachers in the private schools are female as the table shows a ratio of 70% female and only 30% male workforce in the schools. We can also see and analyze from table-2, that majority of the teachers have only 1-9 years of teaching experience and this analysis shows that the private schools very lesser number of experienced teachers and it can also be analyzed that the teachers jump to other jobs quickly given the opportunity.
Most of the teachers (70.5%) only earn Rs 6000-11000 thousand a month whereas some (25.5%) earn Rs 12000–17000 thousand and this clearly shows that there are no proper policies to manage the salary of the private schools and is entirely up to the managers or proprietors in each schools in payment given to the teachers. We can also see from table 5 that most of the teachers (55.5%) are unmarried as this is also a very important factor in attaining a proper work life balance among the teachers.

Effects of Gender on the Work Life Balance of Employees

Table 5: One-Way ANOVA for Gender on factors of Work life Balance

<table>
<thead>
<tr>
<th>Between Groups</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My current working hours enable me to have a balance between work and life</td>
<td>.805</td>
<td>.371</td>
</tr>
<tr>
<td>2. On the job i have so much work to do that it takes away from personal interest</td>
<td>.398</td>
<td>.529</td>
</tr>
<tr>
<td>3. After work i come home too tired to do the things i would like to do</td>
<td>.068</td>
<td>.794</td>
</tr>
<tr>
<td>4. My work interferes with my responsibilities at home</td>
<td>.006</td>
<td>.937</td>
</tr>
<tr>
<td>5. There is lack of administrative support in the school</td>
<td>.480</td>
<td>.489</td>
</tr>
<tr>
<td>6. There is poor communication among the teachers in the school resulting in miscommunication</td>
<td>.155</td>
<td>.694</td>
</tr>
<tr>
<td>7. I perform too many duties other than my class which causes imbalances at work</td>
<td>.353</td>
<td>.553</td>
</tr>
<tr>
<td>8. Having to work overtime takes away most of my free time at home and causes imbalances</td>
<td>.011</td>
<td>.918</td>
</tr>
<tr>
<td>9. The community has a lot of expectation besides school duties and causes stress</td>
<td>3.837</td>
<td>.052</td>
</tr>
<tr>
<td>10. My work load is too high that it causes stress</td>
<td>.028</td>
<td>.866</td>
</tr>
<tr>
<td>11. My family demands are too great that it takes away interest from work</td>
<td>3.951</td>
<td>.048</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 6: Descriptive Mean for Gender

<table>
<thead>
<tr>
<th>Factor</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My family demands are too great that it takes away interest from work.</td>
<td>2.4833</td>
<td>2.8286</td>
<td>2.7250</td>
</tr>
<tr>
<td>2. The community has a lot of expectation besides school duties and causes stress.</td>
<td>3.7000</td>
<td>3.3571</td>
<td>3.4600</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As we can see in the analysis in table 5 that gender has significance (Sig.048) on family demands that are too great that results in taking interest from work and causes imbalances in the work life balance of the employees, and thus the first Null hypothesis H0 (1) has been partially rejected as two factors where family demands are too great that it takes away interest from work and that the community has a lot of expectations besides school duties and causes stress have a significant relationship with work life balance. It is further found from the descriptive mean that males have more family demands and the mean value is 2.4833, whereas the more female employees feel that the community expects a lot from them and that causes stress and imbalances in their work life balance and the mean value is 3.3571.

Effects of Teaching Experience on the Work Life Balance of Employees

Table 7: One-Way ANOVA of Teaching Experience on factors of Work life Balance

<table>
<thead>
<tr>
<th>Between Groups</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My family demands are too great that it takes away interest from work.</td>
<td>.653</td>
<td>.582</td>
</tr>
<tr>
<td>2. My current working hours enable me to have a balance between work and life.</td>
<td>4.315</td>
<td>.006</td>
</tr>
<tr>
<td>3. On the job i have so much work to do that it takes away from personal interest.</td>
<td>1.924</td>
<td>.127</td>
</tr>
<tr>
<td>4. After work i come home too tired to do the things i would like to do.</td>
<td>2.781</td>
<td>.042</td>
</tr>
<tr>
<td>5. My work interferes with my responsibilities at home.</td>
<td>1.478</td>
<td>.222</td>
</tr>
<tr>
<td>6. There is lack of administrative support in the school.</td>
<td>1.944</td>
<td>.124</td>
</tr>
<tr>
<td>7. There is poor communication among the teachers in the school resulting in miscommunication.</td>
<td>1.006</td>
<td>.391</td>
</tr>
<tr>
<td>8. I perform too many duties other than my class, which causes imbalances at work.</td>
<td>.480</td>
<td>.697</td>
</tr>
<tr>
<td>9. Having to work overtime takes away most of my free time at home and causes imbalances.</td>
<td>.126</td>
<td>.945</td>
</tr>
<tr>
<td>10. The community has a lot of expectation besides school duties and causes stress.</td>
<td>1.831</td>
<td>.143</td>
</tr>
<tr>
<td>11. My workload is too high that it causes stress.</td>
<td>.267</td>
<td>.849</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table 8: Descriptive Mean for Teaching Experience

<table>
<thead>
<tr>
<th>Perception</th>
<th>0-4</th>
<th>5-9</th>
<th>10-14</th>
<th>15-19</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My current working hours enable me to have a balance between work and life.</td>
<td>3.5258</td>
<td>3.6786</td>
<td>2.8000</td>
<td>2.7500</td>
<td>3.5200</td>
</tr>
<tr>
<td>2. After work i come home too tired to do the things i would like to do.</td>
<td>3.7216</td>
<td>4.0476</td>
<td>4.0000</td>
<td>4.2500</td>
<td>3.8900</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

It can be observed in Table-7 that hypothesis H0(2) is also partially rejected as two factors have a significant relationship with work life balance and can be observed that employees with 15-19 years of experience could balance their work and life with the current working hours and the corresponding mean value is 2.7500, it is also observed that employees with only 0-4 years of experience find it difficult to adjust their schedules and are too tired to do the things they like to do after work and the mean value is 3.7216 and results in imbalances in their work life balance.

**Effects of Income on the Work Life Balance of Employees**

**Table 9:** One-Way ANOVA of Income on Factors of Work Life Balance

<table>
<thead>
<tr>
<th>Perception</th>
<th>6000-11000</th>
<th>12000-17000</th>
<th>18000-23000</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My current working hours enable me to have a balance between work and life.</td>
<td>3.6738</td>
<td>3.1765</td>
<td>3.0000</td>
<td>3.5200</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

It can be yet again observed that income has a significant relationship with work life balance as we find that higher paid employees who receive Rs 18,000-23,000 find it easier to balance work and life and feel that the current working hours enable them to have a good work life balance with a mean value of 3.0000 and thus the null hypothesis H0 (3) is again partially rejected as income has a significant relationship and impact work life balance.

**Effects of Marital Status on the Work Life Balance of Employees**

**Table 10:** One-way ANOVA of Marital Status on Factors of Work Life Balance

<table>
<thead>
<tr>
<th>Perception</th>
<th>Single</th>
<th>Married</th>
<th>Widow</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My family demands are too great that it takes away interest from work.</td>
<td>.047</td>
<td>.659</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. My current working hours enable me to have a balance between work and life.</td>
<td>1.214</td>
<td>.272</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. On the job, i have so much work to do that it takes away from personal interest.</td>
<td>8.732</td>
<td>.004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. After work, i come home too tired to do the things i would like to do.</td>
<td>3.131</td>
<td>.078</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. My work interferes with my responsibilities at home.</td>
<td>.400</td>
<td>.528</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. There is lack of administrative support in the school.</td>
<td>2.211</td>
<td>.139</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. There is poor communication among the teachers in the school resulting in miscommunication.</td>
<td>4.041</td>
<td>.046</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. I perform too many duties other than my class, which causes imbalances at work.</td>
<td>5.701</td>
<td>.018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Having to work overtime takes away most of my free time at home and causes imbalances.</td>
<td>15.235</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. The community has a lot of expectation besides school duties and causes stress.</td>
<td>2.225</td>
<td>.137</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. My workload is too high that it causes stress.</td>
<td>4.984</td>
<td>.027</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation
In the table 11, it can be observed that the null hypothesis H₀(4) is rejected as many factors do have a significant relationship with work life balance as it can be observed form the descriptive mean that unmarried employees think that they have too much to do on the job that they lose interest in their personal interest and the mean value is 3.2523, the married employees on the other hand feel that there is very poor communication that it results in miscommunication that can cause chaos in work with the mean value of 2.2921. The unmarried employees further say that they perform too many duties other than work which causes imbalances in work and life and the corresponding mean value is 3.0450, they also say that working overtime takes away most of their precious free and leisure time at home and that also causes imbalances in work and life with the corresponding mean value of 3.0360. Last but not the least the unmarried employees feel that their workload is too high and that is the main cause for the stress they experience, which causes imbalances between work and life, and the corresponding mean value is 4.0000.

MAJOR FINDINGS

- It has been found from the study that majority (70 %) of the employees in the schools in Aizawl west region are female.
- It is also observed from the study that most of the employees have very less experience in their profession and majority only 0-4 years of experience.
- The study also shows that there is no proper pay/salary regulations and so majority (70%) of the employees in the schools are only paid Rs 6000-11000 per month which is not sufficient subject to the hours they are employed in the school and causes imbalances in work and life.
- It can also be observed that majority (55%) of the employees are unmarried.
- It was also found from the study that female employees are more burdened with community demands and causes them more stress, which causes imbalances in their work and life.
- It is also found that teachers with more work experience (15-19 years) could balance their work and life better than the in experienced teachers who only had 0-4 years of teaching experience.
- The higher paid employees are more satisifed in their job and balance their work and life better.
- It was also found that the unmarried employees find it more difficult to balances their work and life due to the various duties and responsibilities and the need to work overtime which takes away their precious free time and ultimately causes stress and imbalance in work and life.

CONCLUSION

The private schools located in Aizawl west area have very huge potential in providing quality education and this can only be possible when the teachers are well motivated in their work and are satisfied with their job and have a very well balanced life between their work and life activities at home, we have observed many factors that play a very important role in the life of the employees in terms of the demographic variables and how they affect the life of an employee and how important they are in attaining the perfect balance between work and life. The schools also must follow proper rules, policies and other coping strategies that promotes a better working environment which can support the employees and act as a platform on which they can build a perfect balance between work and life.

REFERENCES

5. Garrett, R. M. (1999). Teacher job satisfaction in developing countries. In *Department for international development Education research*. 67(14),7-8


17. Retrieved from [http://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=2496&context=etd](http://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=2496&context=etd)

18. Retrieved from [http://www.academia.edu/4397631/BSE_GREENEX_Impact_on_Indian_Stock_market_Performance_An_Event_Study](http://www.academia.edu/4397631/BSE_GREENEX_Impact_on_Indian_Stock_market_Performance_An_Event_Study)

*****

**PEZZOTTAITE JOURNALS MESSAGE TO AUTHORS**

We require that, prior to publication; authors make warranties to these effects when signing their Agreements. An author must not submit a manuscript to more than one journal simultaneously, nor should an author submit previously published work, nor work which is based in substance on previously published work.

An author should present an accurate account of research performed and an objective discussion of its significance, and present sufficient detail and reference to public sources of information so to permit the author's peers to repeat the work.

An author must cite all relevant publications. Information obtained privately, as in conversation, correspondence, or discussion with third parties, should not be used or reported in the author's work unless fully cited, and with the permission of that third party.

An author must make available all requisite formal and documented ethical approval from an appropriate research ethics committee using humans or human tissue, including evidence of anonymisation and informed consent from the client (s) or patient(s) studied.

An author must follow national and international procedures that govern the ethics of work done on animals.

An author must avoid making defamatory statements in submitted articles which could be construed as impugning any person's reputation, for example, making allegations of dishonesty or sharp practice, plagiarism, or misrepresentation; or in any way attacking a person's integrity or competence.

An author must ensure all named co-authors consent to publication and being named as a co-author, and, equally, that all those persons who have made significant scientific or literary contributions to the work reported are named as co-authors.

Additionally, the author understands that co-authors are bound by these same principles.

(sd/-) (Editor-In-Chief)
WORKPLACE CULTURE IS MORE IMPORTANT THAN ANYTHING ELSE

P. Gurumurthy

ABSTRACT

Many company cultures shifted during the past few years’ economic challenges, and the resulting stress has caused fault lines to appear in their cultural framework. However, today’s business environment requires that companies understand organizational culture and make it a top priority on the strategic initiatives list.

Organizational culture varies, but essentially, it is a collective behavior of humans in an organization, formed by similar values, visions, norms, language, systems and symbols. Culture also may be interpreted as the way people—employees, clients and stakeholders—interact with one another in the organization.

It was known for excellence, vision, and excellent leadership. It had a clear mission and strategy. Having a great workplace culture can appear to be rare—and creating one is elusive and near impossible for some managers. People are often frustrated by their culture, with some describing their workplace as being dominated by negative and toxic personalities, with underhanded and manipulative infighting that stifles growth, innovation and results.

KEYWORDS

Work Place Culture, Innovation, Excellence, Vision, World-Class Leadership, Mission, Toxic Environment etc.

INTRODUCTION

Culture comes in all shapes and sizes, and it varies from employer to employer, industry to industry.

A winning workplace culture does not happen by chance. Nor can it be forced. For some, it carries the stamp of a strong leader; for others, it is more of an institutional thing that involves planning and careful nurturing.

Common features of successful workplace cultures include open lines of communication, a clear organizational mission, careful hiring, work-life flexibility and competitive pay and benefits. In addition, not to forget, fun.

Many company cultures shifted during the past few years’ economic challenges, and the resulting stress has caused fault lines to appear in their cultural framework. However, today’s business environment requires that companies understand organizational culture and make it a top priority on the strategic initiatives list.

When cultures shift, they often produce a level of discontent with the talent pool that is a breeding ground for frustrated and angry behavior. Cultural fault lines, if not examined and repaired, eventually can lead to unrest among employees, which can be significant to the organization—most notably in a loss of an organization’s best performers.

Assessing Corporate Culture and its Historical Context in India

Figure-1

Sources: Authors Compilation

25Research Scholar, Department of Management Studies, S. V. University, Andhra Pradesh, India, sriguru.caims1@gmail.com
I chose to assess the corporate culture in India from three perspectives:

How entrepreneurial are the business leaders within their organizations and how likely are they to become entrepreneurs on their own? This characteristic of India’s business culture will likely determine the rate of innovation and new company information. Historically, while India has had a class of active entrepreneurs, government regulation and bureaucracy has impeded such efforts. In addition, a business that ends in failure and debts often leaves the founders of the business with a permanent stigma.

How professional, ethical, and dedicated are employees within organizations? This characteristic will likely influence the ability for Indian companies to compete against multi-national corporations and to enter global markets. Historically, some business people have engaged in bribery and other corruption to advance their businesses due to the pervasive bureaucracy of the Indian government. In addition, many large family conglomerates have traditionally given preference to family members in promotion to key positions.

12 SIGNS YOUR COMPANY HAS AN ENVIRONMENTAL WORKPLACE CULTURE

Twelve signs that a great culture exists in your organization or company:

1. **People are waiting In Line to Join Your Team**
   It is not because you are offering more money than they could find somewhere else. Many times the pay is less. However, people have heard about your team, and they would give anything to be a part of it.

2. **Turnover Is Low**
   You should especially pay attention to this in entry-level and mid-level jobs. Often top leaders will stay forever because it is safe and the pay is good. However, if you see people staying for an unexpectedly long time in facility care or accounting, you are probably looking at a healthy culture.

3. **Top Leaders Are Not Insecure About Other Leaders Succeeding**
   In fact, they encourage it.

4. **Gossip Isn’t Tolerated**
   It is not just the leaders calling for people to take the high road in their communication. At every level, gossip is shut down with an encouragement to speak directly to the individual.

5. **Lateral Leadership Is Outstanding**
   Leading people below you is easy. That is, it is easy compared to leading people next to you over whom you have no authority. A great culture sees people coming alongside their peers to encourage, or occasionally to correct and redirect.

6. **Team Members Are Energized By the Mission**
   You hear leaders at all levels of the organization talking about the mission. It gives them energy, and they are constantly thinking of ways to get it done.

7. **it’s Not Just a Job**
   People go to movies, hang out at one another’s homes, and sometimes even vacation together. This does not mean they do not have other friends, but they really enjoy the company of the people they work with.

8. **The Team Believes They Are More Important Than the Task**
   There is a sense that, as employees, they really matter. They are not just people filling tasks; but the culture, systems, language, and structure communicate value. Even in tough times with salary freezes or benefit changes, the vibe is still, "You matter!"

9. **People Are Smiling**
   Walk the hallways and you will see people smiling, enjoying conversations, and having a good time in the midst of high productivity and intense focus.

It comes in all shapes and sizes, and it varies from employer to employer, industry to industry.

A winning workplace culture does not happen by chance. Nor can it be forced. For some, it carries the stamp of a strong leader; for others, it is more of an institutional thing that involves planning and careful nurturing.

Common features of successful workplace cultures include open lines of communication, a clear organizational mission, careful hiring, work-life flexibility and competitive pay and benefits. In addition, not to forget, fun.
10. Fear Is Missing
People do not fret if they say the wrong thing in front of the wrong person. There are not hushed conversations because of the fear of what will happen if they are overheard. Employees in an organization with a great culture can walk into the boss’s office with a concern and walk out knowing they were heard.

11. Communication Is Strong
From the top to the bottom, people communicate. The staff is not surprised with information they did not hear until it was announced at a Sunday service or came out in a new product brochure. It is communicated well in advance, with leaders even asking the staff to help find solutions.

12. Change Is Welcome
People are not afraid of change. It is not that everyonelikes change, but most have been through it so many times and have seen the leaders manage change with care and dignity that they no longer dread it. Identifying the evidences of a great culture is all fine and good.

This list might be discouraging if you are not working in an environment with such a healthy culture. To that person I would suggest: You have the power to change the culture, one day at a time! Building a healthy culture starts with a few determined people.

In just one department, in one corner of the building, a new culture can begin to emerge. As others interact with the health department, they are attracted to it. At their core, no one wants to live in a culture of negativity. People want to love their job. They might not know how to act in a positive environment, and they might resist as you call them out of a place of mediocrity, but ultimately love and positivity always wins out.

**STEPS TO BUILD EFFECTIVE ORGANIZATIONAL CULTURE**

**Figure-2**

**Building a Strong Foundation**
A Define/Align/Manage framework for building a strong culture foundation is outlined:

**Define:** Begin with the end in mind
- Step 1 – Evaluate your current culture and performance:
- Step 2 – Clarify your initial vision
- Step 3 – Clarify values and expected behaviors:

**Align:** Teamwork is the ability to work together toward a common vision
- Step 4 – Clarify strategic priorities:
- Step 5 – Engage your team in defining SMART goals:
THE ADVANTAGES OF WORKPLACE CULTURE IN AN ORGANIZATION

Size does not matter when it comes to workplace culture. Every organization, regardless of how many people are employed, can take advantage of the benefits that a workplace culture has to offer. Workplace culture reinforces the way a business operates with spoken and unspoken beliefs, and values and norms shared between employees and the owner. It is evident in everything from how workers dress, what time they come in, how they spend their lunch hours and how they create solutions for internal and external issues.

Improve Productivity

Employees who understand their workplace culture have a better grasp of their goals and are more in tune with the needs of their managers, fellow employees and customers. They are invested in the company and demonstrate loyalty. Entrepreneur, an online resource for business owners, says that employees who work for companies with healthy workplace cultures may be more committed and productive.

Increase Marketability

Company culture is a part of the brand you create for your business, and it will make an impact on how you hire talent and what type of talent you attract. Job seekers look for companies that fit their lifestyles, whether it is flexible hours, financial assistance with continuing education, casual dress codes, international work opportunities or companies boasting amenities such as on-site gyms. Barb Bruno, a professional staffing and training recruiter, notes that during interviews, companies should share workplace culture with potential employees and cite reasons for working there.

Form Unity between Employees

Employees and organization members take cues from management as they form their opinions about the culture of a workplace. Once employees adopt the shared norms of a company, it unifies employees and management. The unity makes employees feel like they are a part of a team. Entrepreneur online says this feeling makes employees more concerned for the success of the entire business, not their own personal accomplishments. Because the company culture influences everything and everyone, a well-developed company culture creates positive changes across the organization. Managers who have developed their company’s culture report improvements in every area.

Financial Benefits

At the economic level, a well-developed culture brings dramatic, sustained increases in productivity and performance. This is no surprise given that psychologists estimate that the average employee contributes only 20% of their potential. A culture that deeply engages people is understandably much more productive. A 10% increase in productivity is minimal. Unit productivity often doubles in 2 years — though this depends on the unit’s size, the industry type, and the level of senior management commitment. Continuous improvement is the norm. Theoretically, there is no limit to improved productivity — so long as leaders keep working on the culture.

Employees know cost control is important. As the culture builds, people take personal responsibility for costs. With such widespread focus, administrative and operating costs drop well below industry norms. The business reason for improving the company culture is profit. Because the developing culture creates across-the-board improvements, increased profits are inevitable. Performance improvement numbers from an improved culture vary widely. One well-regarded study indicate that companies with well-developed cultures typically increase revenues 3x, have stock prices 9x higher, and generate net incomes over 700% higher than average companies. Given the mostly untapped potential of employees, these numbers are not surprising.

Recruiting

A well-developed company culture, clearly stated in promotional materials, is a powerful recruiting point. Companies with an open, participative workplace, where people enjoy working, and have broad opportunities for growth and creativity, attract top
candidates. One of the measures of an excellent work culture is that existing employees urge their friends to join. When employees do this, they are typically highly selective, inviting only people they know will excel.

**Morale**

High morale is a key to success. It is closely connected to trust, purpose, team loyalty, pride, and faith in the leadership - all qualities that improve as the culture develops.

**Supply Chain**

Supply chain efficiencies depend very much on internal cooperation between multiple functions and levels and with external suppliers and customers. As the culture develops, relationships, cooperation and communications improve. The supply chain becomes more efficient, streamlined and responsive to rapidly changing markets, technology, and customer needs.

**Customer Service**

As the culture builds, managers learn to better manage the quality of everyone’s experience, inside the company and with outsiders such as customers, clients, suppliers, and other corporate entities. Most customers are highly attuned to their suppliers’ cultures. They can easily tell when things are working well and when they are not. We all know from personal experience as a customer that when we like doing business with a company we return more often, buy more, and recommend it to others.

**Employee Motivation**

Motivation blossoms in a well-developed culture that recognizes the employee’s personal work needs and desires and allows people to fulfill these needs through the business tasks. When people are recognized and appreciated for who they are and what they can contribute, the two-way benefits are large and unending.

**Responsiveness to Change**

A well-developed culture brings a strikingly increased openness to change and the desire of employees to make changes work. As trust and responsibility increases, employees do not just initiate significant improvements in ongoing operations; they actively reach out to their environment, bringing improvement ideas and initiatives that make the company more market competitive. For example, customer service representatives, through casual conversations, learn a great deal about the client has needs and plans. In a well-developed culture, this information is smoothly connected to marketing and product development. In a more conventional workplace, silos separate functions, limiting communications - in this case the potential valuable inflow of information from customers.

**Involvement**

People naturally want to be involved and go home knowing they were appreciated and seen as an important contributing member of the team. When the leaders show that they want everyone involved, people step forward energetically in creative and productive ways.

**Leadership**

Developing the culture trains managers in people leadership skills and gives them a clearer sense of their role. Many managers say that the culture development process was the most important experience in their career, though often they add that it was also the most difficult.

**Meetings**

With improved openness and trust, people speak up and participate more in meetings. Meetings are more focused, creative, and productive. The right people attend, keep the meeting on track, and stop when the task is done.

**Mergers and Acquisitions**

Well-developed cultures bring smoother mergers and acquisitions, with higher success rates. People get more involved and make them work. When a well-developed culture acquires a less-developed culture, acquiring managers know how to lead the culture merging process so that anxiety is minimized, productivity is maintained, and highly valued employees in the acquired company stay. Conversely, when a company with a less-developed culture acquires a company with a well-developed culture, the managers...
in the acquired company may reach out and help the managers in the acquiring company more successfully manage the merge process. This can be quite surprising to the acquiring company and may awaken them to the benefits of developing their own culture.

**Cooperation**

By definition, a developed culture increases cooperation, collaboration, and motivation between divisions and between levels profoundly improves communications, decisions, and problem solving.

**Teamwork**

A well-developed culture involves the people who are affected by a decision in the decision. This is fundamental to developing teamwork, cooperation, involvement, and trust, between people, divisions, and levels.

**Relationships**

The culture change process improves relationships between people, levels, and departments. Improve relationships brings improve communications, decisions and overall performance.

**Responsibility**

As the culture develops and people take full responsibility for what happens in their work areas, problems are solved where they happen and by those affected. This frees management from the old policing and monitoring style of leadership.

**Safety**

The keys to safety are trusting, open relationships. In a safe work culture, people speak up about unsafe situations, they do not stand silent when someone violates safe practices, they constantly look for ways to improve safety, and they take personal responsibility for creating and maintaining a safe workplace. Because major accidents can be staggeringly expensive, a safe workplace can be a big contributor to net incomes.

**Retention**

When you have a great place to work — where people can satisfy their needs — they just do not want to leave.

**Absenteeism**

It is common sense that there will be less absenteeism when people like their jobs. They also develop a new attitude towards their fellow workers and to the problems that their absenteeism creates for them.

**Union-Management Relations**

A well-developed culture moves away from adversarial relationships and towards cooperation. Cooperative relationships have few grievances and low workers compensation costs. As highly adversarial labor-management situations change, grievances drop to zero and potential strike preparation costs (during contract negotiations) are eliminated.

**Injuries and Claims**

This is a complex area, closely related to attitudes and relationships. As people, see each other in new ways, lost-time injuries and worker’s compensation claims drop. Sometimes this is quite sudden and dramatic. Event in typically dangerous areas such as manufacturing or chemical processing plants, lost time injury rates can be expected to fall well below one per million worked hours.

**Satisfaction and Happiness**

Last but perhaps most important, there are few things more satisfying than being part of a well-developed company culture. It is a real pleasure working in an organization where people enjoy each other, where they enthusiastically cooperate around the work tasks and around problem solving, and where people sincerely recognize each other for their special contributions to the group’s success. Satisfaction and happiness go hand-in-hand with improved performance.
Insurance Rates

Along with a safer workplace, with fewer injuries and claims, come lower insurance rates.

Companies that focus on culture are becoming icons for job seekers:

- Fortune’s Best Companies happen to be many of the same companies listed in Glassdoor’s. Best Places to Work and LinkedIn’s Most In-Demand Employers. This shows that companies with strong positive cultures (Fortune and Glassdoor’s list is based on employee surveys) are now the most in-demand. Therefore, the “culture winners” are winning bigger.

- Younger companies that focus on culture see a huge payoff. HubSpot, a growing New England tech firm focused on its culture (around 1,000 employees), has Glassdoor ratings of 4.6, far above the industry average. They give their staff free books and education and believe so strongly in transparency that they post their board meeting notes and culture manifesto online.

- NetFlix’s culture manifesto “Freedom with responsibility” is one of the most popular documents on the internet, 11 million+ viewers. Everyone wants to copy it.

- Value statements have popped up everywhere. Zappos’ cultural values focus on innovation, Quicken Loans uses its colorful “ISMS” to guide values (“call back every client the same day” is one of their values), Google has its 10 “truths” (focus on the user is one), RW Baird has its “unique culture,” LinkedIn is in the “human service” business and calls itself a “tribe, Salesforce focuses on giving to the community, and it goes on and on.

- Culture-driven companies explicitly put their people first. Wegmans, the #7 best places to work in the Fortune list, reset business goals just to create the jobs and career growth they want for their people. “Take care of your people and they will take care of your customers,” as the saying goes.

- Traditional companies like Aetna are now heavily focused on culture. Recently the New York Times published an article about Aetna’s CEO Mark Bertolini. He has raised wages, improved health benefits, and introduced yoga and mindfulness training to his entire company to improve retention and culture in the call centers. Their $100M + turnover problem is rapidly going away and he claims to have already improved the bottom line by 3-4%.

CONCLUSION

India’s corporate culture also appears to adopting global corporate cultural practices in the areas of entrepreneurship, professionalism, and governance. This complements many of India’s existing strong cultural traditions such as a belief in education and will contribute to India’s long-term competitive advantage. A winning workplace culture does not happen by chance. Nor can it be forced. For some, it carries the stamp of a strong leader; for others, it is more of an institutional thing that involves planning and careful nurturing. Common features of successful workplace cultures include open lines of communication, a clear organizational mission, careful hiring, work-life flexibility and competitive pay and benefits. A strong culture helps the companies attract and retain the employees and it strengthened the company’s brand.

REFERENCES


27. Retrieved from [http://www.slideshare.net/susovitnandy/organisational-culture-41882851](http://www.slideshare.net/susovitnandy/organisational-culture-41882851)


****

**FOR ANY CLARIFICATION OR SUGGESTION, WRITE US:**

Editor-In-Chief
Pezzottaite Journals,
64/2, Trikuta Nagar, K. K. Gupta Lane, Jammu Tawi, Jammu & Kashmir - 180012, India.
(Mobile): +91-09419216270 – 71
editorinchief@pezzottaitejournals.net
contactus@pezzottaitejournals.net
POST-STRUCTURALISM AND RETURN TO PHILOSOPHY

Piyush Ranjan

INTRODUCTION

The post-structuralism mainly deals with history as a privileged site to understand and articulate the relationship between philosophy and the Human Sciences. Epistemology as the precursor to philosophy, represents the study of mental representations, which arose in a particular historical epoch, the seventeenth century; developed in a specific society, that of Europe. However, this return to philosophy was not by chance. It actually shows the desire for a theory of knowledge, a desire to find ‘foundations’ to which one might stick to, frameworks beyond which one must not move away, objects which impose themselves, representations which cannot be denied or contradicted. Michel Foucault portrays our obsession with epistemology as an accidental, but eventually sterile, turning in western culture. In his “Prose of the World” (Ch. 02, Michel Foucault, The Order of Things: An Archaeology of the Human Sciences), Foucault shows why was there mixture of rationality, magical practices and cultural heritage (from Greek and Roman period) in the 16th-17th century epistemological knowledge of Europe where worldview won over facts.

Here, Foucault proposes that like history of science (mathematics, cosmology and physics), economics and social sciences, those are mainly based upon the empirical knowledge, did possess a reason, a well-defined regularity. They obeyed the laws of certain code of knowledge. They had itself a system. He uses the comparative methods, in which he relates the knowledge of social sciences, the knowledge of laws of language and the knowledge of economic facts to the philosophical discourse that was contemporary during 17th-19th century. The natural philosophers, economists and grammarians employed the same rules to define the objects proper to their own study, to form their concepts, to build their theories. He further shows when a certain change occurred in a particular discipline, other disciplines very suddenly and thoroughly reorganized themselves, but he apparently shows his inability to explain the causes of these changes.

However, the main crux of Foucault’s argument is that in order to read the 16th-17th century documents, correctly, we need to, first of all, study the history of knowledge itself and need to get a sense of how the Middle Age philosophers and common people thought, because the relationship between writing and thinking keeps changing over a period of time. Many moods operate in that one kind of reading and writing. Therefore, it is way of thinking about archives. We see that up to the end of 16th century resemblance played a very constructive role in the knowledge of western culture. This resemblance had various kinds of forms and constituents, e.g. convenience, emulation, analogy and sympathies. We see, things, which are sufficiently close to one another to be in juxtaposition, are ‘convenient’ to perceive. In this way, movement influences, passions and properties of two things are communicated. So, here we tend to perceive things according to our convenience by comparing them to each other. Similarly, when things are not in close proximation and distant from each other, here the relation of emulation enables things to imitate one another from one end of the universe to the other without connection, by duplicating itself in the mirror of nature. However, when things are in endless numbers in a single given point (like stars in sky, plants on earth), the relationship between the two are determined by analogy. In order to explain the assimilation of things with similar nature together, resemblance of ‘sympathies’ can be said to be at work. It draws things towards one another in an exterior and visible movement, which also gives rise to a hidden interior movement - a displacement of qualities that take over from one another in a series of relays. We can explain it by a simple example: fire, because it is warm and light, rises up into the air, towards which its flames untiringly strives, but in doing so it loses its dryness and so acquires humidity: it disappears therefore into light vapour, into blue smoke, into clouds: it has become air. Therefore, the sympathy has the power of assimilating of rendering things identical to one another, of mingling them, of causing their individuality to disappear. It transforms things, but in the direction of identity.

Therefore, it is clear that these resemblances have long been prepared by the order of the world for our greater benefit. However, making the point little bit complicated, we should acknowledge the fact that resemblance are itself not a visible form. Actually, the knowledge of resemblance of things is founded upon the unearthing and decipherment of signature. Through this signature, the invisible form of a thing will be brought into the light. So, if we say that aconite is beneficial for our eyes, then the question arises how did we come to know this? Because seeds of aconite bears the sign of eyelids. Similarly, walnut is exactly like that brain in appearance, which is good for pain in head. Therefore, in 16th-17th century worldview, everything would be manifested and immediately knowledge able if the hermeneutics of resemblance and the semiology of signature coincided. Therefore, we see, in such type of episteme, where signs and resemblance were wrapped around one another, it was essential that the relation of microcosm and macrocosm should be conceived as both the guarantee of the knowledge and the limit of its expansion. Further, it was in the context of this necessity, we can explain the mixture of rational knowledge, magical practices and cultural heritage from Antiquity (renewed during Renaissance) in the sixteenth- century learning. So, on the one hand we find awakened awareness of sovereign rationality in which one recognizes himself, but on the other hand, we also find belief in supernatural power and in Antiquity, but, it can’t be termed as insufficiency of the 16th century knowledge structure, but was actually the requirement of the

26Research Scholar, Banaras Hindu University, Uttar Pradesh, India, piyush0823@gmail.com

age, where the knowledge was acquired through decipherment of signs, which revealed resemblance and affinities. Therefore, it was embedded in the configuration of the knowledge itself, where it was widely believed that God has stamped those visible marks upon the surface of the earth. Therefore, “Divination was not a rival form of knowledge; it was part of the main body of knowledge itself.”

This kind of mixture of belief and fiction in the epistemological knowledge was reflected in the works of contemporary philosophers. For the same reason, the value of language laid in the fact that it was the sign of things. It was believed that the sages of Antiquity have set down in scriptures, the legible word to decipher. The relation to these texts is of the same nature as the relation to things, in both cases here are the signs that must be discovered. Things make sense only in the natural atmosphere in which they reside, similarly letters and syllables make sense when arranged in a particular word (etymology) and sentence (syntax). We see, the study of grammar in 16th century was based upon the same epistemological arrangement as the science of nature. The only difference is that there is only one nature and there are several languages. In its original form, as it was believed, when it was given to men by God, language was certain and transparent sign of things, because it resembled them. The names of things were lodged in the things they designated. Just as strength is written in the body of the lion, regality in the eye of eagle, just as the influence of the planets is marked upon the brows of men. However, by the form of similitude language became separated and incompatible with one another only as far as they had previously lost this original resemblance to the things that had been the prime reason for the existence of language.

Therefore, here, Foucault points out that while using medieval archives, we must be aware of the fact that their tools of analysis were different from ours. There was still interplay of belief, fiction in the configuration of epistemological knowledge, where worldview wins over facts. Theological tool played major role in the whole articulation of facts. This kind of epistemological enquiry can also be found in the discussions of Reinhardt Kosselleck, who has never been called a “post-structuralist”, nonetheless, shares with Michel Foucault a certain philosophical heritage. He also deals with the human consciousness and shows how the consciousness of ‘being human’ was accompanied with the consciousness of “sub-human” and “super-human” which legitimized the prevalence of slavery and oppression of barbarians during the Antiquity. Similarly, in his “Modernity and the Planes of Historicity” (in his Futures Past: On the Semantics of Historical Time, Columbia University Press, New York, 1985), Kosselleck shows how in 16th century Europe, the present and the past were enclosed within a common historical plane. There was no vision of future, because the notion of time was determined by the Christian notion of expectation of the End of World (Epipocalypse). Even, the Reformation as a movement of religious renewal under Martin Luther, carried with it all the signs of the End of the World, where according to God’s will, the Final Judgement was imminent, that the world was about to end. Therefore, proclaiming a vision of the future presupposed that it had first received the authorization of the church. The stability of the church was not to be endangered. Its unity, like the existence of the empire itself was a guarantee of order until the end of the world came. It was only, when religion was restricted and neutralized politically, then it disclosed a new and unorthodox future, when the End of World was postponed for later period, when the astronomical and mathematical calculation of future pushed eschatological expectation into future, the Holy Roman Empire was stripped of its sacred task. The preservation of peace became the business of the European system of state. The whole notion of sovereign state came into being. Now, the acceleration of time became a human task presaging an epoch of freedom and happiness, the golden future.

Similarly, as Kosselleck shows in the “Eighteenth Century as the Beginning of Modernity” (in his The Practice of Conceptual History: Timing History, Spacing Concepts) how the concept of ‘modernity’ arose out of the formation of the concept of the ‘Middle Ages’ and ‘Antiquity’. Modern seeks to conceptually grasp what previously was not at all possible: something new. Therefore, the whole notion of modernity was not only conceptualized retrospectively, but also in terms of an ‘open future’ in which it was, expected new things would continue to come about. At the end of 18th century for the first time, the concept of ‘progress’ and ‘development’ was conceived as a category of universal history. Both concepts also contained anticipations of a changeable future. The century of Enlightenment was reflected as such by its contemporaries, and with awareness that it was qualitatively different from all preceding centuries. This is linked to the Foucault’s notion of Enlightenment. Modernity, itself proves to be a period of transition, we may reflect and work on its tempo and duration, its economic, political, social and cultural conditions, but its end continues to remain open. Therefore, there are certain ways in which present, past and future are fled.

So, here, as Foucault consciously and Reinhardt unconsciously try to make us understand that while making an enquiry into the ancient and medieval thinking, one needs to acknowledge the diversity of analytical tools, styles of reasoning, methods and objects, which developed over a period of time. Because of these different analytical tools, ancient and medieval thinkers, frequently got things right, solved problems and established ‘truths’. Therefore, we should not search for a unified realm of ‘truth’, rather should keep our options in enquiry as open as possible. What is statistics, for modern scholars, were experimental methods for medieval thinkers and geometry for the Greeks. The fact that Greeks had no concept or use of statistics does not mean that it invalidates Greek science, neither statistics as such. Therefore, here Foucault treats the problem of correct representation, specific to the history of ideas, as a general cultural concern. He analyzes thought as a public and social practice. It is linked to the wide range of disparate, but interrelated social and political practices that constitute the modern world with its distinctive concerns with order, truth and the subject. So, in one way Foucault propagates for inter-disciplinarity, but ends up privileging philosophy,
which for him, provides a ‘theory of knowledge’, which was distinct from sciences, because it was their foundation. Now, philosophy’s main task becomes to comment on other disciplines, and to legitimize their claims to knowledge.

REFERENCES


*****

CHECK PLAGIARISM SERVICE

Pezzottaite Journals charges nominal fees from Journal Managers, Editors, Section Editors, Copy Editors, Layout Editors, Proof Readers, Subscription Managers, Reviewers, Readers (Subscribers and Individuals), and Authors to get their manuscripts scanned for plagiarism.

Indian Users

One Manuscript / article = Rs. 350.00
Two Manuscripts / articles = Rs. 350.00 x 2 = Rs. 700.00

Formulae = (Numbers of Manuscripts x Rs. 350.00) = Amount to be paid as ‘Online Bank Transfer’ before availing the services.

International Users

One Manuscript = US$15.00
Two Manuscripts = US$15.00 x 2 = US$ 30

Formulae = (Numbers of Manuscripts x US$15.00) = Amount to be paid as ‘Online Bank Transfer’ before availing the services.

Note: Total amount if computed in US$ must be converted into Indian Rupees as per Currency Exchange Rates on the day of placing the order; Computed amount (in Rupees) is to be transferred in Pezzottaite Journals Bank Account (s); In case, where the transacted currency is not US$, then, purchaser must consider the exchange rate of domestic country’s currency against ‘US$ / Rupees' and transfer the same.

Bank details are available at: http://pezzottaitejournals.net/pezzottaite/bank_accounts_detail.php
CORPORATE SOCIAL RESPONSIBILITY - CREATION OF SOCIAL WEALTH:
A CASE STUDY OF TATA INTERNATIONAL LIMITED

Dr. B. K. Surya Prakash Rao27 A. V. S. Ashok28 M. Manjusha29

ABSTRACT

The business world with its multifarious activities and hence myriad influences has tried in various ways to cope with the demand of sustaining profit yet being socially responsible. Some have proactively got involved and some have tried to find ways to rationalize non-performance in the social areas by hiding behind the jargon of the “magic of the marketplace”. There is a growing awareness that government alone cannot bear the responsibility of development. With more liberalization, the corporates have begun to enjoy more freedom with responsibility. This is exemplified by the variety of ingenious initiatives that the Tata group has taken. Corporate Social Responsibility (CSR) and sustainable responsible business by creation social wealth has steadily emerged as one of the defining parameters of business strategy.

The UN Global Compact (UNGC) which today is a driving force to persuade companies to adopt policies that are socially responsible and also stresses the corporate world to care for the people, planet and their own profits. With increasing democratization of politics, economies also need to be democratized and this is where the responsibility of the corporate world becomes pronounced. This study aims to give information about the corporate social responsibility and creation of social wealth by Tata International Limited. This paper also focuses on humanizing capitalism, core values, the awards, achievements, milestones and the modern CSR initiatives of Tata International Limited in consonance with the UN Global Compact.

KEYWORDS

Social Wealth, Corporate Social Responsibility, Humanizing Capitalism, Stakeholders, Core Values, Profitability, Ecosystem etc.

INTRODUCTION

Corporate Social Responsibility (CSR) and sustainable responsible business has steadily emerged as one of the defining parameters of business strategy since the aftermath of world war- II. CSR as a corporate strategy is fundamentally a dynamic policy mechanism that facilitates better business profits by projecting the broad-base social profits accruing to vulnerable communities who get dis-proportionately affected by the process of mass-scale industrial production.

CSR is a proactive process of business and not just a onetime philanthropic activity. The social responsibility of organizations does not lie outside the organization. It is a part of the entire process from planning to production and marketing. At every stage, either there is human involvement, directly or indirectly, which cannot be ignored by the corporate if they want to succeed.

A certain school (reflecting thoughts of Milton Friedman) has steadfastly maintained that business should only be concerned with making profits. In this context CSR tends itself to a multiplicity of explanations namely, fusion between identity of product (brand equity) with public image of the company how can a company integrate its business objectives. There is a growing awareness that government alone cannot bear the responsibility for development. With increasing democratization of politics, economies also need to be democratized and this is where the responsibility of the corporate world becomes pronounced.

With liberalization, corporates have begun to enjoy more freedom with responsibility. This reminds one and all about the inroads made by the Tata group of companies’ one and half centuries ago in India, where they have always projected a sense of responsible and socially committed business house by investing considerably in the area of social infrastructure development.

The former Secretary General of UN Mr. Kofi Annan, during his tenure, announced on 31st January 1999 the UN Global Compact (UNGC), which today is a driving force to persuade companies to adopt policies that are socially responsible. CSR has since then become a buzzword of the corporate leaders. It is the deliberate inclusion of public interest into corporate decision-making.

27 Professor and Head, Department of Management Sciences, RVR&JC College of Engineering, Andhra Pradesh, India, bkspr_rvrjc@yahoo.com
28 Assistant Professor, Department of Management Sciences, RVR&JC College of Engineering, Andhra Pradesh, India, ashok9333@gmail.com
29 Assistant Professor, Department of Management Sciences, RVR&JC College of Engineering, Andhra Pradesh, India, manjushamartha@gmail.com
UNGC requires the corporate world to care for the people and the planet, as much as their own profits. While some companies like Tata International Ltd (TIL) have addressed the need for CSR in right earnest, for the majority of them it has degenerated into a meaningless cliché, the effectiveness of CSR tends to be measured more in terms of moneys spent then in terms of the Quality of the outcomes.

Corporates and their managers should understand the processes that lead to creation of genuine social wealth. CSR cannot be viewed merely has just one more item of expenditure in a company’s many – headed budget. It is the overall sense of social responsibility that should permeate the company’s vision and work culture. It has more to do with ethics of management rather than viewing CSR as a ritual to be gone through in the otherwise busy schedule of the senior managers.

OBJECTIVES OF STUDY

- To study the effect of CSR on customer purchasing behavior in TIL.
- To evaluate the governance core for the company to enhance business performance.
- To study the strategies for the success and developments of the company.
- To present the modern CSR Initiatives regarding TATA International Limited.
- To identify the initiatives and developments taken by TATA International Ltd.

LITERATURE REVIEW

Various authors have described the term CSR in different terms. The World Business Council for Sustainable Development (WBCSD) has defined it as “the commitment of business to contribute to sustainable economic development …” in an interview Bjorn Stigson, President, (WBCSD) articulates “there is no universal definition of CSR because the concept is always being redefined to serve changing needs and times. It is up to each company individually to define the values and principles it stands for, its magnetic north’ as we called it in the WBCSD. The companies that do not manage their social issues in the same way they manage other strategic business issues will not stay in business long-term.”

According to Michael and Hopkins (1998), CSR is concerned with treating the stakeholders of the firm ethically or in a socially responsible manner. The aim of social responsibility is to create higher standards of living, while preserving the profitability of the corporation. An ardent promoter of CSR, Simon Zadek (2001) has viewed the development of CSR in terms of three generations. The first generation showed that companies could be responsible in ways that do not interfere with commercial success. During this phase, the most prominent changes would include adoption of a strategic approach to philanthropy, expansion of the geographic focus of the corporate, and evolving of measurement tools. The second generation is focusing on CSR as an integral part of long-term business strategy D. E. Schended & C. Whofer, (1979). The third generation of CSR is expected to make a significant contribution to address issues such as poverty, exclusion and environmental degradation. This will involve both partnerships with civil society and changes in public policy.

Zadek (2001) Archie B. Carroll (1979) defines social responsibility as a four-stage continuum. According to him beyond economic and legal responsibilities lie ethical responsibilities, which are “additional behaviour and activities that are not necessarily codified into law but nevertheless are expected of business by society’s members.” Boal and Perry (1985) have dealt perceptions of corporate social responsibility. Various scholars have tried to find an integrated fundamental model to define and explain the subject as it involves data from divergent fields like economics, politics, sociology, history, psychology, anthropology, philosophy, law, etc.

In the same lines, William c. Frederick (1994) has taken the concept of CSR to a higher level by discussing about corporate responsiveness. According to him, corporate social responsiveness “refers to the capacity of a corporation to respond to social pressures”.

Clarkson (1995) has tried to differentiate between responsibility, responsiveness and performance. He has argued that a fundamental problem in the field of business and society has been the notable absence of definitions of corporate social performance, corporate social responsibility, and corporate social responsiveness. The crux of the problem stems from the meaning of the word social and how it links to everyday business activities. In fact, Clarkson defines society as “A level of analysis that is more inclusive, more ambiguous and further up the ladder of abstraction than a corporation itself.”

HISTORY OF TATA GROUP

The Founder and his Vision

Founded by Jamsetji Nusserwanji Tata in 1868, the Tata group is a global enterprise headquartered in India, and comprises over 100 operating companies, with operations in more than 100 countries across six continents; exporting products and services to
over 150 countries. Jamsetji Tata the founder of the group had a unique vision of development. He knew political means alone cannot suffice to retain independence of a nation in true sense; economic development and strength was equally essential. He therefore emphasized the need for application of science and technology and modern methods in industrial management, with this proactive vision Jamsetji set out on his pioneering journey. His commitment to give back to the society was based on the trusteeship concept propagated by Mahatma Gandhi. He embraced the concept and propagated that to survive and prosper free enterprise must serve the needs of society. These practices were to later become the driving force of the Tata House.

**Vision, Mission and Values of Tata Group**

**Vision:** To be globally significant in each of the chosen area of businesses by 2025.

**Mission:** To be the most reliable global network for customers and suppliers, that delivers value through products and services. To be a responsible value creator for all the stakeholders.

**Values:** To conduct business with honesty, transparency and strive to achieve the highest possible standards and work for the benefit of the communities they operate in. Take up responsibility and be sensitive to the countries, communities and environments in which they work and abide by the Tata Code of Conduct.

**Core values:** The core foundation of this much loved and respected group has been value based and passed on from generation to generation. This has been the strength of TATAs as they were able to create an organization culture that is self-sustaining and did not beg the presence of an individual to manifest its ideas. Tata’s believe in:

- Ploughing back, the wealth generated from efficient business to the community where it was earned.
- Treat employees as the producer of the wealth like members of a joint family.
- Treat all stakeholders with due respect and fairness.
- Improve the quality of life in the ecosystem where it operates.

The continuity of this value system is strongly evident even today and is probably the main pillar of the 140-year-old TATA edifice. It is not surprising to note that 63% of the capital of the parent firm, Tata Sons Limited is held by Tata (philanthropic) trusts. These trusts have sponsored and promoted nation-building institutions like education and research centers, hospitals, scientific and cultural establishments and given encouragement to art, culture and sports. The Tata Council for Community Initiatives (TCCI) has been in the forefront of these undertaking and initiatives.

**Contemporary Ethos**

With the advent of liberalization measures initiated by the Government of India in 1991, given the high degree of internationalization of production, the extensive liberalization of markets that has happened after 1991 in India and the rapid growth in applying technologies and acquiring knowledge in techniques of business management demanded an interdisciplinary macro approach to issues related to business and economics. The Tata group has always tried to keep pace with this need. Today it has footprints in almost every sector viz; engineering, energy, materials, consumer products, chemicals, communication and information systems, automobiles and services. The combined group companies enjoy a market capitalization of $124.9 billion (Rs.7, 49,400 lakh Crores approx.) as on June 4, 2015.

**Humanizing Capitalism as a Social Responsibility**

Just to get mere glimpse of the commitment of the TATAs in nation building one has to look at the efforts put in to build the first integrated steel plant in Jamshedpur the first of kind in the private sector in India. During this venture, TATAs faced major constraints of funds but the commitment of the TATAs and in particular Dorab Tatas willingness to pledge his own funds for recovery of Tata steel and to re-establish its prime position. Their orientation towards CSR can be understood from the fact that when the Indian government wanted to nationalize Tata steel because it considered steel as a strategic industry, the workers employees of TATA sent petitions against the decision and requested the government to abandon the nationalization plan. Post-independence India’s five year plans needed steel which the TATA is produced and was highly competitive relative to the nationalized industry. TATA Iron and Steel’s social welfare programmes are a benchmark in their own sphere for any future organizations.

Looking at the variety of modern ingenious initiatives that the TATA group has taken the authors had to choose one of the initiatives i.e., Tata International Limited due to constraint of space and time to give an understanding of the group’s commitment to holistic development, hence we decided to showcase the gainful utilization of leather hazardous solid waste, as this initiative has been a breakthrough in the area of treating and managing this toxic waste which for a long time was considered untreated as well as not eco-friendly of the Tata International Limited leather division at Dewas, Madhya Pradesh.
Tata International Limited

Background

Established in 1962, Tata International Limited [TIL] is a global trading and distribution company with a network of offices and subsidiaries spanning more than 39 countries in Africa, Asia, Europe and the Americas. As a member of the reputed business conglomerate the Tata Group, they pride themselves in upholding the highest ethical standards in the way they conduct their businesses. Supported by a 10,000 + strong employee base, they were strongly driven by customer centricity, and have over the years, formed strategic alliances and partnerships with market leaders that have reinforced their role as preferred partners in international trade and business. The company revenues of US $1.7 billion (Rs.1,02,000 lakhs approx.) in FY14 have set the firmly on a path of sustained growth even as they continue to focus on value-added offerings for their customers, backed by strong compliance of global norms within the sectors in which they operate. The company’s worldwide presence along with sourcing and marketing competencies to deliver what they promise to customers across their five key business verticals.

Corporate Sustainability

TIL is deeply committed to being a proactive and responsible member of the community and the environment. Stringent goals for the reduction of carbon footprint and greenhouse gases in their leather plant and other facilities, coupled with initiatives for empowering local communities in equal measure, drive their long-term sustainability agenda. TIL is a Winner of several prestigious national awards and international certifications for environment and quality and is a signatory to the UN Global Compact.

Environmental Protection and Sustainability

TIL take pride in being a responsible member of the environment in which they operate and have adopted global environmental norms in their businesses. Their constant Endeavour has been to promote sustainable manufacturing processes, and their in-house teams are engaged in research and development towards ensuring reduced environmental impact. They are a signatory to the UN Global Compact. Besides a Corporate Sustainability Report as per the Global Reporting Initiative Guidelines of the UN, they also file an annual ‘Communication of Progress’. Their commitment is reinforced in the following major ways:

- Pioneering environment protection, ecological conservation measures in and around their facilities.
- Constant research and updating their application of sustainable manufacturing processes for reduced environmental impact.
- Heavy reforestation and creation of new water resources in the form of ponds and wells for the surrounding communities.
- One of India’s largest solar thermal water heating systems in their Dewas leather factory.

Affirmative Action

TIL support, the Tata group initiatives on Affirmative Action that are focused on measures towards creating an inclusive society by addressing the need to mainstream a sizeable disadvantaged section of the population in India. TIL recognizes that diversity in the workplace positively affects business, they strive to ensure equal employment opportunities by providing training to develop the socially disadvantaged. The initiative of Nav Chetna has made a measurable social impact while contributing to their overall business objectives by enhancing and deepening their engagement to cover other potential groups and locations in India.

Nav Chetna

This initiative has created employment and business opportunities for people from scheduled caste (SC) / scheduled tribe (ST) communities through training and employment of local skilled labour with up-skilling and employment programmes. Almost 34 per cent of their workforce in their footwear business in Dewas (Central India) belongs to SC / ST communities, a significant proportion being women. TIL firmly adheres to the Tata group philosophy of ‘giving back to society many times over’. They aim towards long-term value creation for the immediate environment they work in by providing infrastructure support, education and training, scholarships, support for local economies, and through sustainable partnerships with various stakeholders.

Ethics

They believe in upholding the highest ethical standards in line with the Tata Group’s philosophy, guided by the tenets of the Tata Code of Conduct (TCoC). Keeping in mind their company’s globally dispersed organisations structure, they have reinforced their Ethics management structure to facilitate effective cascading of the Ethics process, guide stakeholders in upholding the Tata Code of Conduct and reinforce Tata values. They have an Ethics Council comprising a Chief Ethics Counselor, Locational Ethics
Counsellors in their key geographies as well as Lady Ethics Counsellors at various locations who address the requirements of women employees globally. Ethics Council members can be freely accessed by anyone who wishes to raise a concern. To facilitate the process, concern boxes are placed at various locations.

**Business Excellence**

Operating in the international arena, Tata International [TIL] have undertaken the business excellence journey through the Tata Business Excellence Model (TBEM) to constantly work towards meeting the exacting quality standards of its customers in terms of both products and services. TBEM is a Business Excellence framework adopted by the Tata Group, which is based on the Malcolm Baldrige National Quality Award of USA. TBEM is a tool that can be used to assess the maturity of the key business processes and results, which help organisations to achieve its aspirations. Through the TBEM framework, TIL is working on building a process-centric approach at an enterprise-level and driving business excellence through continuous improvement, innovation and teamwork across the organisations, with a special focus on sustainability. TIL has been awarded several prestigious national awards, patents, and won international recognition for Quality and Environment protection initiatives.

**Some of the Developmental Activities**

- Co-operative to generate leather industry related employment for women at Indore and Mhow.
- Maintenance of a public children’s park in Dewas.
- Public library in Dewas supervised by workers as volunteer activity.
- Marketing consultancy and computer classes for NGOs as a volunteer activity.
- Tata public school in Dewas.
- Provides training to women in the manufacture of leather articles at a vocational training centre, the leather & jute-training centre at Indore, in collaboration with the Madhya Pradesh handicrafts development board (Hasta Shilp Vikas Nigam).
- Donation of finished leather to a leprosy hospital every year for making shoes for patients.
- Tata International is also a member of the Tata council for community initiatives and participates in regional programmes.

**Environment Protection**

- 200000 trees planted at the leather factory at Dewas.
- Deer park at the leather factory at Dewas.
- Reforestation of Tekri hillock in Dewas town.
- Sophisticated effluent treatment plant at the leather factory.
- Reverse osmosis plat for liquid waste.
- Bio-methanation pilot plant.
- R&D projects like processes for chrome free leather, process changes study for eco labeling of leather products.

**Energy Conservation**

- One of the India’s largest solar thermal water heating systems at the leather factory.

**Financial Assistance to NGOs in the field of**

- Education,
- Environmental consciousness,
- Healthcare,
- Medical research,
- Social welfare.

**Core Values**

**Integrity**

The company must always conduct their business with fairness, honesty and transparency, so that they can at all times stand public scrutiny. They will never undermine the heritage of trust that comes with the TATA brand.

Community development and our social responsibilities are incorporated into the company’s articles of association and in the Tata code of conduct document that every Tata international employee signs. The company’s vision statement endorses this role, “become a proactive, integral and responsible member of our environment and communities.” It has also submitted a corporate sustainability report for 2014-15 as per the global reporting initiative guidelines of 2002, which has been verified by Price Waterhouse Coopers.
The Modern CSR Initiative

High rate Bio-methanation plant based on Hazardous solid waste from leather industry.

Table-1

<table>
<thead>
<tr>
<th>Place of installation</th>
<th>Dewas, Madhya Pradesh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date to commissioning</td>
<td>September 2002</td>
</tr>
<tr>
<td>Status of functioning</td>
<td>Continuously running</td>
</tr>
<tr>
<td>Implementing agencies</td>
<td>Tata international LTD &amp; MNEs (Government of India)</td>
</tr>
<tr>
<td>technology</td>
<td>Tata International Limited</td>
</tr>
<tr>
<td>Patents</td>
<td>IN188788 7 in 188789</td>
</tr>
<tr>
<td>Technology institution for monitoring</td>
<td>Central leather research institute, Chennai</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Other than high value environment care of solving the hazardous solid waste disposal problem the advantages of the comprehensive process are:

- Recovery of energy through biomethanation,
- Recovery of chrome from waste as a resource recovery for recycling and economic viability,
- Remaining 5 to 10% of original material left as residue can no longer be hazardous waste as the chrome has been removed and recovered,
- Solving of hazardous waste disposal problem saves soil/ground water pollution,
- Reducing Green House Gas (GHG) emission.

These advantages drew appreciation from The Ministry of Non-Conventional Energy Sources, G.O.I., New Delhi and this R&D technology of TIL is used as a full-scale demonstration plant for the benefit of the leather industry of India as a whole.

Since the leather industry is divided into small clusters and most of the companies are not as big as TIL. The initial investment may be a constraint, to overcome this problem establishment of the CSTP (Common Solid waste Treatment Plant) and CETP (Common Effluent Treatment Plant) is the only solution. The G.O.I, CLRI, CII and TIL are working together to implement the above common technology in different leather clusters and to generate electric power from the leather waste.

Awards & Certifications

Over the years, Tata International has been the recipient of several prestigious awards and international certifications for quality, sustainability projects and export performance. Some of the coveted awards received include:

Awards
- Tata Affirmative Action Programme Jury’s Best Practice Recognitions 2014,
- MP State Kaizen Award 2013,
- Tata Business Leadership Award 2013,
- Council for Leather Exports (CLE) Export Award for Overall Exports (Finished Leather, Garments and Footwear) for 2013-14, 2012-13, 2011-12,
- ECOMARK for Finished Leather,
- TERI Corporate Environment Award – Across Industries,
- MP State Award for Best Practices in Environment,
- Rajiv Gandhi National Quality Award.

Certifications
- ISO 26000 for Footwear Unit,
- Gold Rated Audited Against Leather Working Group Standards,
- ISO/TS 16949:2009 for Performance Leather,
- SA 8000,
- ISO 9001:2008 for Finished Leather,

Milestones
The TIL Story began back in 1962. It has been a long and eventful journey for Tata International, which is today a global trading and Distribution Company.
A look at some of the significant milestones along TIL Journey:

### Table-2: Snapshot 1962-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Significant milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1962</td>
<td>• The company is established on November 30, 1962 as Commercial and Industrial Exports Limited.</td>
</tr>
<tr>
<td>1968</td>
<td>• The company is renamed Tata Exports Limited.</td>
</tr>
<tr>
<td>1975</td>
<td>• The Leather Division is set up, which goes on to emerge as one of the largest Indian export houses of leather and leather products in 1982.</td>
</tr>
</tbody>
</table>
| 1998  | • Tata Ghana Limited is incorporated as a subsidiary of the company.  
• Tata Automobile Corporation (SA) (Pty) Limited (TACSA) is set up as a 50:50 joint venture with ERF (SA) (Pty) Limited, a Dorbyl Group company.  
• Thereafter, Tata Africa Holdings acquires 50-per cent equity in ERF.  
• The company is renamed Tata International Limited. |
| 1999  | • Tata International is awarded Golden Super Star Trading House status by the Directorate General of Foreign Trade, Government of India. |
| 2012  | • Tata International celebrates its 50th anniversary of incorporation on November 30, 2012.  
• Tata International renews its focus on trading with emphasis on select verticals – metals, distribution, leather and leather products and minerals. |
| 2013  | • Tata International forays into agri trading business in select geographies. |
| 2014  | • Tata Group pays tribute to founder Jamsetji Tata, a visionary leader who worked tirelessly to shape the future of India, on his 175th birth anniversary on March 3, 2014. |

**Sources**: Authors Compilation

### LATEST NEWS

**TIL hosts CEOs’ roundtable with the President of Tanzania, June 30, 2015**

Tata International (TIL) sponsored and hosted a roundtable facilitating an interaction with President of the United Republic of Tanzania, Dr Jakaya Mrisho Kikwete, with a select group of Indian CEOs. The event was organized by the Confederation of Indian Industry (CII) in New Delhi on June 18, 2015. Ms Janaki Chaudhry, Head Strategy and Business Development and Mr. Ajay Mehra, Head – (Non-Auto Business Distribution), represented TIL.

**TIL at Core Committee meeting of Council for Leather Exports, March 31, 2015**

Mr. N Mohan, Tata International Head – Leather Products, has been included in the Core Committee constituted by the Council for Leather Exports (CLE) to work with CLE Chairman for the Leather and Leather Products Industry. The Committee has been formed to drive the Make in India initiative, and provide a common platform for industry leaders and the government to discuss concerns faced by the industry including policy and procedural issues.

Mr. Mohan participated in the first meeting of the Committee held on March 4, 2015 and presented the industry’s perspective on export prospects and the challenges. The meeting was also attended by Mr. JK Dadoo, Joint Secretary, Commerce Ministry; Mr. Atul Chaturvedi, Joint Secretary, DIPP; Mr. Rafeeq Ahmed, Chairman, CLE; Mr. Ramesh Kumar, IAS, and Executive Director, CLE; all Regional Chairmen of CLE, and other Core Committee members.

During the meeting, Mr. Naresh Bhasin was appointed Chairman of the Task Force on Design under the Make in India programme. He proposed Mr. Mohan be one of the key people of this task force. The task force will meet in April 2015.

### CONCLUSION

The TIL today has emerged as the world’s sixth most reputed company and has been ranked fifth in governance and third in leadership. (PTI 2008) the TATA group has epitomized that “beyond the bottom line” value accelerates and accentuates profit rather than slowing it or diminishing it. They demonstrated by the fact that three group companies form a part of the sensex 6.4% combined weightage of the market capitalization. The latest community related project that they are involved in is wasteland management project. TATA Steel will initiate 6500 acres of wasteland development program in JHARKHAND and extend it to ORISSA and CHATTISGHAD. The company plans to boost agriculture income from Rs.8000 - 12000 crore per year to Rs 20000 crore per year. These efforts highlight the fact that;

- TATAs have tried to balance the stakeholder’s demands in the best possible way.
The organisations have always tried to look beyond the immediate contracts to innovative services for both its employees and customers.

The community has always played a very important role in the TATA agenda of growth and ensures that contributions to public events, programmes and service are undertaken ungrudgingly.

TATA group has undertaken the vision of the founding fathers of ensuring the socio economic group of India in the proactive manner.

The TATA have carried the Indian brand to the global platform by providing an authentic image of being responsible and following high standards in its activity. The Made in India image owes much to this pioneer.

The TATA group has truly justify that “Business is the part of solution had its potential is driven by its engagement”, as said by Bjorn Stigson President of the World Business Council for Sustainable Development (WBCSD 2008). ‘Doing business’ for this group can be simply defined as ‘looking beyond the bottom line’ and providing that the strategy actually leads to achieving higher returns in the bottom line. In conclusion we can say that the company has evolved an approach of taking up CSR projects by incorporating the community development and social responsibility into the company’s Articles of Association and in the TATA code of Conduct document that every TATA international employee signs. The above facts confirm that any organisations that has a structured design of CSR activities always receives the support and admiration from its entire stakeholder’s in the creation of social wealth.

REFERENCES


10. Agarwal, Sanjay K. Corporate Social Responsibility in India (English) (1st Edition). SAGE.


BUSINESS PROPOSAL FOR CONFERENCES PUBLICATIONS IN JOURNALS / AS PROCEEDINGS

We are pleased to present this proposal to you as publisher of quality research findings in / as Journals / Special Issues, or Conference Proceedings under Brand Name ‘Pezzottaite Journals’. We aims to provide the most complete and reliable source of information on current developments in the different disciplines. The emphasis will be on publishing quality articles rapidly and making them available to researchers worldwide. Pezzottaite Journals is dedicated to publish peer-reviewed significant research work and delivering quality content through information sharing.

Pezzottaite Journals extends an opportunity to the ‘Organizers of Conferences & Seminars’ from around the world to get ‘Plagiarism Free’ research work published in our Journals, submitted and presented by the participants within the said events either organized by / at your Department / Institution / College or in collaboration.

As you know, the overall success of a refereed journal is highly dependent on the quality and timely reviews, keeping this in mind. all our research journals are peer-reviewed to ensure and to bring the highest quality research to the widest possible audience. The papers submitted with us, will follow a well-defined process of publication and on mutual consent. Publications are made in accordance to policies and guidelines of Pezzottaite Journals. Moreover, our Journals are accessible worldwide as ‘Online’ and ‘Print’ volumes.

We strongly believe in our responsibility as stewards of a public trust. Therefore, we strictly avoid even the appearance of conflicts-of-interest; we adhere to processes and policies that have been carefully developed to provide clear and objective information, and it is mandate for collaborating members to follow them.

Success Stories:

We had successfully covered 4 International Conferences and received appreciation from all of them.

If you have any query, businessproposal@pezzottaitejournals.net, We will respond to your inquiry, shortly. If you have links / or are associated with other organizers, feel free to forward ‘Pezzottaite Journals’ to them.

It will indeed be a pleasure to get associated with an educational institution like yours.

(sdl/-)
(Withdrawn)