Volume 6, Issue 1 (XXI)
January - March 2019

ISSN 2394 - 7780

ज्ञान-विज्ञान विमुक्तये
UGC
University Grants Commission
Journal No.: 63571

International Journal of Advance and Innovative Research

(Conference Special)

Indian Academicians and Researchers Association
www.iaraedu.com

4th

Global Leadership Research Conference

(GLRC-2019)

ORGANIZED BY

AMITY BUSINESS SCHOOL

AMITY UNIVERSITY UTTAR PRADESH

NOIDA

February 27th – 28th 2019

Publication Partner

Indian Academicians and Researcher's Association

AMITY BUSINESS SCHOOL

AMITY UNIVERSITY UTTAR PRADESH

NOIDA

A BRIEF ABOUT MANAGEMENT & ORGANIZING COMMITTEES

CHIEF PATRON

Dr. Ashok K. Chauhan
Founder President
Ritnand Balved Education Foundation

PATRON

Dr. Atul Chauhan
Chancellor, Amity University

CO-PATRON

Dr. Balvinder Shukla
Vice Chancellor, Amity University Uttar Pradesh, Noida

CONFERENCE CHAIR

Prof. (Dr.) Sanjeev Bansal
Dean FMS & Director
Amity Business School, Noida

CONFERENCE CO-CHAIR

Prof. (Dr.) Ashok Sharma

CONFERENCE MEMBER SECRETARY

Mr . Vinamra Jain

CONFERENCE ADVISORY BOARD

Prof. S. K. Laroiya

Prof. Akhil Swami

Dr. T. V. Raman

Dr. Jaya Yadav

Prof. D. S. Prasad

Prof. Ramesh Kr. Bagla

Dr. Anita Venaik

Ms. Kritika Dasgupta

CONVENER(S) / CO-CONVENER(S)

(HUMAN RESOURCE MANAGEMENT)

Dr. Puja Sareen

Dr. Shikha Mishra

Dr. Vijit Chaturvedi

Dr. Anshu Singh

ADVISORY BOARD

International Journal of Advance and Innovative Research

Volume 6, Issue 1 (XXI): January - March 2019

International Journal of Advance and Innovative Research

IJAIR

IMPACT FACTOR

7.36

* ISSN : 2394-7780 *

ज्ञान - विज्ञानं विमुक्तये

University Grants Commission

Journal - 63571

UGC Journal Details

Name of the Journal :	International Journal of Advance & Innovative Research
ISSN Number :	
e-ISSN Number :	23947780
Source:	UNIV
Subject:	Multidisciplinary
Publisher:	Indian Academicians and Researchers Association
Country of Publication:	India
Broad Subject Category:	Multidisciplinary

International Journal of Advance and Innovative Research

Volume 6, Issue 1 (XXI): January - March 2019

CONTENTS

Research Papers

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

A STUDY TO UNDERSTAND INTERPLAY OF SOCIAL CONSTRUCTS AND TECHNOLOGY SPECIFICALLY IN INDIAN IT ORGANIZATIONS

Dr. Chandranshu Sinha[1] and Neetu Bali[2]
Associate Professor[1], Amity Business School, Amity University Campus, Noida
[2]Lloyd Business School, Greater Noida

ABSTRACT
Considering the strategic and innumerable technology implementations in organizations in Indian IT sector the paper tries to understand the socio-material role played by technology in developing organizational framework. The paper tries to explore the social constructs that are impacted due to technology implementations in organizations. The organizations taken into consideration are two IT based software companies based in India. The data was collected from 100 employees. The Cranach's alpha of the questionnaire was found to be 0.840. The factor analysis of the Constructs of Social Factors led to the extraction of 6 factors namely 'Transactional Expertise"," Work Credibility"," Ecological Balance"," Customer Connect"," Target Orientation" and "Corporate Image". Two dominant factors that emerge from the study are Work Credibility and Ecological Balance which are discussed considering the changing nature of use of technology in organizations.

Keywords: Social Constructs, Social Collaboration, Ecological Balance, IT organizations, Work Credibility

1. INTRODUCTION

The organizational context that surrounds the creation of application and use of information technology continues to attract the attention of numerous researchers and practitioners specially in the current times. So far most of the researches have approached the phenomenon of technology as applied problems like user acceptance of information systems, operational excellence through technology or user resistance however little has been researched on the social impacts of "technology" in organizations. The isolation of the "implementation" and "organizational context "of technology in organizations has made me as a researcher try to sense-make the mutuality of existence of the technical and social aspects of technology implementation in organizations.

Over the years, the field of technology in organizations has generated important and valuable insights into the operational impact on organizations. However, I want to argue that these insights are limited in large part because the field has traditionally overlooked the ways in which organizing through technology in organizations is bound up with the material impact of technology however negate the forms and spaces through which humans act and interact with technology.

Our focus in this paper is to overcome the shortcomings of research in the literature so far trying to outgrow the causes (technology impacts a one way directed) and failure to distinguish among individuals, groups and organizations as level of analysis for understanding social interplay of technology in organizations in current context. In our study we try to understand philosophical roots of our perspective of study that outgrows from the theory of structuration developed by Anthony Giddens and which furnishes our basic assumptions about relationship/interplay between technology and social systems in an organization that exists in an organizational framework. This approach will help us understand the ways in which technology is created, used and then becomes institutionalized within organizations specially IT organizations which we are going to study.

2. OBJECTIVE OF STUDY

The objective of the study is as follows

- To identify the Factors emerging from the Interplay of Social and Technology in Organizations with special reference to the Service Industry.

3. LITERATURE REVIEW

Giddens came up with the objectivist and subjectivist theories of explaining technology in the last two decades ever since the era of Industrial revolution. There have been many researchers with significant contributions likes Auguste Comte, Karl Marx, Max Weber, Émile Durkheim, Alfred Schutz, Robert K. Merton, Erving Goffman, and Jürgen Habermas.

Most social scientists have divided the study in to two opposing theories of ontology and relational theory. In information system research there are two significant views one is the subjectivist approach to information technology and objectivist. technology. The subjectivist view theorizes that technology only impacts and makes work efficient however relational talks about the social systems that technology implements that affect organizations.

ISSN 2394 - 7780

This rather intellectual divide was further perpetuated with the Giddens Theory of Structuration which integrates the two extremes which the paper tries to explore.

Integrating Subjectivist and Objective Assumptions: Giddens Theory of Structuration

According to Gidden theory technology plays an integrative role in technology and organizational systems. This dialectical interplay between the subjectivist and the objectivist views are brought to cohesion through the Giddens Theory for Structuration. According to the theory there are three realms that moderate the technology between the social and organizational realms. The three different realms are interpretative schemes, resources and norms. Interpretative schemes are standardized, shared knowledge that humans draw when they understand behavior around them, deriving meaning from it. Resources are the means through which one realizes intentions, goals and power is attained. Norms are the rules that govern the conduct and they define the way the social order needs to be conducted. These three modalities help to determine how the different perspectives of technology act as mediator for the social and the institutional realms. This process is called the process of "Structuration" that assists technology to draw a relational set between technology, social and institutional. The figure below depicts the modalities of structuration.

As described in Fig 1.

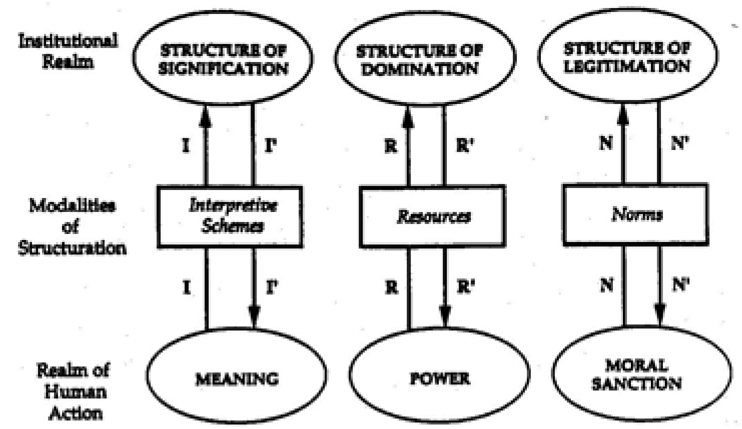


FIGURE 1. The Interaction of Human Action and Institutional Properties as Mediated by the Three Modalities of Structuration (Adapted from Giddens 1984).

Giddens thus tries to integrate and collaborate the diverse technology interpretations from subjectivist to objectivist and drawing an interpretive meaning to define the placement of technology in organizations.

From our observations it appears that technology in general and information technology in particular has not been adequately accommodated within the structuration theory and has a social realm created in the interplay. This thus gives us many variables that arise from literature to place variables in the mediating constructs as discussed in the constructs defined below and the operational definition of each. The variables identified from literature review for understanding the role played by technology in mediating between organizational realms and social realms are Cognitive expertise, social collaboration, ecological balance and strategic alliance . Each of the variables have been discussed for their operational definitions.

3.1 Interplay of Social Factors and Technology in Organizations

3.1.1: Cognitive Expertise: Cognitive is defined as making a thought process or in terms of technology better thinking abilities are possible due to better information exchange .This cognitive thinning bring better efficiency and efficacy in work A study by Yves-C. Gagnon and Jocelyne Dragon (2007) titled "The impact of technology on organizational performance" stresses the improvement in productivity due not only to technology, but also to how it's integrated into the organization.

3.1.2: Social Collaboration: Study of Kania –Lindholm and Torres (2015) in which the scholars found that people actively are using technology for collaborating for social capital and social network. People try to create identities for social recognition with technology. . A study by Jeffrey Report in the paper titled "Technology Will Make Collaboration Your Next Competitive Advantage" addresses the new tools that are changing the way people work with each other, their companies' partners, and their customers. Academic literature is beginning to look for practical ways to develop tactics to measure social media and online engagement efforts and influence on employee behavior.

 ISSN 2394 - 7780

3.1.3: Ecological Balance: Burt and Taylor (2003) predicted an important aspect of technology and organizing research, in that the studies should not only seek to understand how technology shapes users, but also how users shape technology thus creating a balance of mutual existence in the ecological system. An ecological system as defined by previous research the complex set of biotic and biotic components which are interconnected with each other. Only healthy ecosystems are sustainable, a healthy ecosystem can balance between all components of it and capable to diversity. Thus, technology as an ecosystem enabler has been measured with shared learning and governance that propagate a learning culture in an organization. Studies revealed in the paper titled "How Technology Could Contribute to a Sustainable World Philip J. Vergragt" brings forth better governance and shared learning as major factors impacted by technology.

3.1.4: Strategic Alliance: After 2007 the literature begins to focus on the strategic, less administrative value of technology. Technology plays a crucial role that integrates individual goals to strategic goals .This was further discussed in Pope et al. (2009) discovered that a lack of dedicated staff hindered innovation. Saxton et al. (2007) identified promising trend towards the use of technology for employee engagement and dialogue with all the stakeholders, as opposed to using technology for purely administrative purposes. A study by Mabutho Sibanda and Durrel Ramrathan in the paper titled". Influence of Information Technology on Organization Strategy" have produced a Strategic Alignment Model to assist organizations to align their information technology and their business strategy; however, the growth of technology may have made this model irrelevant in this age.

4. RESEARCH METHODOLOGY

This study used a descriptive survey design in order to conduct the analysis. Firstly, through literature review the role of technology in organizations was understood and the operational variables were defined. The factors so determined were then used to prepare a questionnaire that was subjected to the sample of study in IT organization. The target populations of the study were 100 Executive to middle level managers who were selected from Service Industry namely IT industry. The breakdown is as followed:

Sno	Organization	Executive	Middle Management
1	HR Consultancy	10	20
2	Logistics-Ecommerce	20	10
3	Financial Consulting	30	10

4.1 Instrument

A set of eleven measures were selected for the study after going through the literature. A questionnaire was made to measure these four major constructs / factors for cognitive expertise, social collaboration, ecological balance and strategic alliance. **Eleven measures namely Functional Know How, Standardization of Processes, Work Integration, Organizational Connectivity, Integrated Decision Making, Communication, Better Governance, Shared Learning, Strategic Goal Cascading, External Liaoning, Organizational Outlook were the measures on which questions were defined.** The questionnaire was specifically designed to keeping in mind the objective of the study. The first section collected information on demographic data such as age, gender, experience, professional status and position. The second section was supplemented by items based on the studies of "Information technology and structuring of organizations by Wanda and Robey". The questionnaire was ratified with a focus group interview with experts from IT industry namely senior management and HR personnel. As such, a narrative interview was conducted before the instrument was shared for data collection for better questionnaire administration.

The questionnaire consisted of 33 items in which the perception of the participants is central. The items measure the participants' perception, work behaviors and attitudes towards role of technology in social phenomenon in the organization.33 items were scored on a five-point Likert scale ranging from 1 "I strongly disagree" to 5 "I strongly agree". The questionnaire was filled out by the research community belonging to middle managerial level and Executive Level from all the organizations. After the mentioned questionnaires were filled out, the reliability of the questionnaire was determined using Cranach's alpha. The overall reliability co-efficient of the modified instrument after the pilot survey yielded an r = 0.840cronbach alpha which showed that the questionnaire was reliable. The social factors as identified from literature review are as follows:

Appendix IA: Construct & Measures – Social Factors interplay with Technology

Measure Items		Question Items	
1.	Functional Know How	1.1	I have better clarity of functional roles.
		1.2	I get better functional support.
		1.3	I get opportunity to up skill my functional domain knowledge.
2.	Stndrization of Processes	2.1	I become aware of consistent process.
		2.2	I feel reduced role ambiguity.
		2.3	My project management maturity skill is enhanced.
	Work Integration	3.1	I feel enhanced team synergy within the project.
		3.2	I have better cross functional access to my role.
		3.3	Better task identity.
		3.4	I can better manage work outcomes.
4.	Organizational Connectivity	4.1	I am better aware of Management practices and policies.
		4.2	I feel better connected to leaders in the organization,
		4.3	I feel information flow has become transparent
5.	Integrated Decision Making	5.1	I am involved in management policy making
6.	Communication	6.1	I feel better quality of information.
7.	Better Governance	7.1	I feel motivated due to recognition.
8.	Shared Learning	8.1	I have greater access to learning.
		8.2	Digital Collaboration has created more work opportunities.
9.	Strategic Goal Cascading	9.1	My roles/tasks are better designed keeping companies/Delivery centre targets (super cascading of goals)
		9.2	I am aware of my team's targets as well.
10.	External Liaoning	10.1	I am more equipped and informed to handle external parties like clients/vendors.
		10.2	I am better connected with my customers. (CRM)
11.	Organizational Outlook	10.3	It has uplifted organization's societal connect/outlook in the society.
		10.4	It has created a new identity of me in my organization.

5. ANALYSIS

The exploratory factor analysis was performed with maximum probability approach to identify the rate of loading of variables recognized in the component, and Varimax orthogonal approach was used to interpret the variables. Subsequently, the confirmatory factor analysis was used through rotation method: Varimax with Kaiser Normalization. The rotation converged into 6 iterations. Also, the Cranach alpha for the 6 iterations identified were tested to check the reliability of future applicability with value of alpha>.7.

5.1 Results

The factor analysis that was conducted to identify the most dominant factors at play with Varimax rotation approach. The results showed that 6 factors came out from the "Interplay Social Factors and Technology "

 ISSN 2394 - 7780

Component Matrix						
	Component					
	1	2	3	4	5	6
Role Clarity	-.591	.681				
Up skill	.762	-.579				
Functional Support			-.779			
Consistency Processes	.664	.534				
Role ambiguity		.773		.586		
Independent handling	.857					
Connectivity			-.628	.506		
Awareness	.569		.748			
Task identity			.776			
Work Outcomes		-.783				
AwarenessManagementPractices	.857					
Leadership Relationship	.683		.582			
Transparency		.813				
BetterManagementDecision	.880					
QualityInformationFlow	.847					
RecoginitionofEfforts				.782		
Wider Resources	.744					
Target Orientation		.760			-.511	
Collaboration	-.781					
CustomerNeedsDemands			.511			
Corporate Image		.748				
MoreWorkOppurtuntities	.744					
ImpactedPrivacy	-.776					

As regards the new factors that emerge from the Component Analysis following were the 6 emergent factors:

Functional Transparency Factor 1	Leader-Member Relations & Work Credibility Factor 2	Balanced Work-Effort Relationship Factor 3	Customer Focus Factor 4	Creating Brand Expectations Factor 5	Strategic Orientation Factor 6
More Work Opportunities	Independent Handling	Work Outcomes	Customer Needs	Work Implementation	Target Orientation
Wider Resources	Quality Information	Work Implementation	Demands	Corporate Image	Digital Orientation
Transparency	Awareness Management Practice	Up-Skill	Task Identity		
Role Ambiguity	Leadership				
	Relationship				
	Task Identity				

1. More Work Opportunities
2. Wider Resources
3. Transparency
4. Role ambiguity

They have been grouped under "Functional Transparency" as the 1st factor.

Reliability Statistics

Cranach's Alpha	N of Items
.825	4

The next factor was analyzed under the second grouped factor

1. Independent handling
2. QualityInformationFlow
3. AwarenessManagementPractices
4. Leadership
5. Relationship
6. Task identity

They were grouped as the 2nd Social Factor as "Leader Member Relation and Work Credibility".

Reliability Statistics

Cranach's Alpha	N of Items
.849	5

The next factor was analyzed under the third grouped factor

1. Work Outcomes
2. Work Implementation
3. Up-skill

Reliability Statistics

Cranach's Alpha	N of Items
.868	4

They were grouped as the 3rd Social Factor as "Balanced Work-Effort Relationship".

The next factor was analyzed under the fourth grouped factor

1. Customer Needs and demands
2. Task Identity Reliability Statistics

Reliability Statistics

Cranach's Alpha	N of Items
.745	3

They were grouped as the 4th Social Factor as "Customer Focus".

The next factor was analyzed under the fifth grouped factor

1. Work Implementation
2. Corporate Image

Reliability Statistics

Cranach's Alpha	N of Items
.096	2

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

They were grouped as the 5th Social Factor as “Creating Brand Expectations”.

The next factor was analyzed under the sixth grouped factor

1. Target Orientation
2. Digital Collaboration

Reliability Statistics

Cranach’s Alpha	N of Items
.774	2

They were grouped as the 6th Social Factor as “Strategic Orientation”.

Analysis of the research reveals that the social factors as discussed from literature review has some variations in the meaning and understanding from the current day context in organizations. Subsequent to the earlier stated 11 variables namely “Functional Know How”,” Standardization of processes”,” Work Integration”,” Organizational Connectivity ““Integrated Decision Making”

,”Communication”,” Better governance”, ”Shared learning”,” Cascading of goals”, ”External Liasoning” ,”Organizational outlook” variables some have been omitted and or grouped in to resultant 6 socio factors in the “Social Factors at Interplay with Technology” namely : 1st: “Functional Transparency ”, 2nd: “Leader member Relationship and Work Credibility” 3rd: “Balanced Work Effort Relationship” 4th :’Customer Focus “ 5th: “ Creating Brand Expectations” 6th: “ Strategic Orientation” respectively have been modified as per target pilot study applicable for Service Industry. Work Credibility and Ecological Balance are two social factors that have evolved in the study and Corporate Image has contributed least to the study of socio factors.

4. DISCUSSIONS

Findings of this research showed that five factors whose reliability factor is >.7 (as discussed in analysis) have evolved has social factors in the interplay of social and technology in the Service organizations. Two significant social factors namely “Leader-member Relationship and Work Credibility” and “Balanced Work Effort Relationship” have evolved as key role played in social and technology interplay in organizations. Giddens Structuration Theory (1984) Fig 1. Which states that the three modalities determine how the institutional properties of social systems mediate deliberate human action and how human action constitutes social structure in interaction with technology namely interpretive schemes, resources and norm, the linkage between the realms of social structure and human action is referred as to be “the process of structuration?

As per the findings of the present research reveal that “Customer Focus “ , “Functional Transparency “ , “Strategic Orientation” and “Customer Connect” is in consonance with Giddens Theory of Structuration as described through “Resources and Norms” .Technology as a mediator through “resources” in the model is the means through which technology helps in providing customer focus as it helps organizations realize intentions ,goals are accomplished and power over product excellence is achieved . Norms which are the rules governing sanctioned or appropriate conduct and they define the legitimacy of interaction within a setting of social order as per the Giddens Model , technology helps in mediating the functional transparency in work due to standardization creating high standards of work ethos as a emotional enabler link between realms of social set up and the matter of materiality that is technology .The dimension of Giddens theory of “Interpretive Schemes” which was defined as knowledge that is in stored and interpreted in to social systems that humans draw on to interpret behavior and events , hence achieving meaningful action can be interpreted in current day study with two socio factors as “Leader-Member Relationships and Work Credibility” and “Balanced Work Effort Relationship ” in organizations as studied in the research is an ecosystem enabler which has been understood from the perspective of employee connectivity /visibility across the organization through better recognition of efforts of employees across organizations because of their effective work outcomes and implementation which would otherwise not be significant or possible without the collaborative role played by technology.

This connectivity has been nurtured by Recognition of Employees. Recognition would not necessarily mean material reward but the “Value OF Existence “of individuals in the organization. Also, a sense of ecological balance is felt when an employee is made well aware of the work outcomes which has elevated the impact of his work performance to a larger context of organizational work outcome made achievable which was otherwise latent in organizations earlier created living impact of technology in organizations.

ISSN 2394 - 7780

"Work Credibility" as a socio factor is a major resultant of technology interface in organizations, with quality of information flow has improved due to non-manhandling of processes and generalizations resulting in better information flow resulting in independent role handling that has created task identities of employees according to work they perform resulting in greater work commitment and a better leadership relationship developed from the context of better work performance. The transparency in handling roles due to well informed tasks has created employees and work relationships: quality of being trusted and believed in which has created efficiency and efficacy of work performance.

Thus, technology acts as a mediator between Organizational Structure and Human Realms and through Interpretive Schemes, Resources and Norms there is a continuous structuration process that needs to be carried for the ecosystem of organizations to survive.

The 5thSociofactor which literature posed as "Creating Brand Expectations" as per the empirical study has had the least reliability (alpha .096), which poses a very insignificant factor where in technology plays. The employees feel that technology orientation would not have a direct impact on the "organizational "image of the organization as viewed by external stakeholders however internal "organizational "image due better work credibility, relationship building, connectivity has created better employee association with organization and would impact organizational image.

5. MANAGERIAL IMPLICATIONS AND FUTURE SCOPE

Technology and Social Interplay in Service organizations has resulted in a delicate ever changing and evolving the integrative synergy of information technology is an action of both human on systems and systems on human. Organizations need to strive towards" Sensible Organizations" which utilize the nonliving/material(technology) characteristics in a framework that results in living (human) systems better humanize. Socio-materiality would be a definitive approach for future understanding, promoted in the IS discipline primarily by Wanda Orlowski and Susan Scott (Orlikowski 2007, 2010; Orlikowski and Scott 2008), this "umbrella" concept, has fostered an entire stream of new research based on a so-called relational ontology (e.g., Slife 2004; Wagner et al. 2011, Wagner et al. 2010). Entities, human beings, and things exist only in relations: they are performed and continuously brought into being through relations (Latour 2005; Orlikowski 2010).

6. LIMITATIONS

The study has been limited to study social factors in Service Industry. However, the study to a diverse Industry including Manufacturing would reveal a better understanding of the social factors in the interplay with technology in organizations as automation of work places is best reflective in these. Also understanding the study from perspective of regional diversity, gender and Industry life cycle of maturity would enable greater understanding of the social and technology factors in organizations.

9. CONCLUSION

Thus, in this paper we have suggested that information technology has a significant role to be played in institutionalizing social factors in an organization. Information technology is itself a component that is derived from human action and which translates in to social framework. Understanding the framework from Giddens Structuration theory (1984)the linkage between the realms of social structure like Organizational settings, Culture, Structure etc and human action is referred as to be "the process of structuration" and technology is the link between the two which mediates the connectivity through Interpretive Schemes , Resources and Norms comprehended through our study through factors as Leader-Member Relationship and Work Credibility, Balanced work-effort relationship ,Strategic Orientation and Customer Focus. "Sensible Organizations" as we term would be one's who can incorporate the human intelligence, perspectives, emotions, perceptions in the implementation of technology in organizations to create living technical systems which respond and evolve with human changes thus acting as mediator between organizational settings and human realm.

10. REFRENCES

1. Archer, M. (1990). Human Agency and Social Structure: A Critique of Giddens, n: Clark, J., Modgil,. and Modgil, C. Anthony Giddens, Consensus and Controversy,Basingstoke: Falmer.
2. Archer, M. (1996). Social integration and system integration: developing the distinction. Sociology 30(4) 679-700Barley, S.R. (1986).
3. Technology as an Occasion for Structuring: Evidence from Observation of CT Scanners. Administrative Science Quarterly 31 78-108 4.
4. Barley, S.R. and Tolbert, P.S. (1997). Institutionalization and Structuration: studying the

5. Links between action and institution. Organization Studies. 18(1) 93-117
6. Bernstein, R.J. (1989). Social Theory as Critique, in: Held, D. and Thompson, J.B.
7. Social theories of Modern Societies: Anthony Giddens and his Critics. Cambridge:
8. Cambridge University Press Brooks, L. (1997).
9. P.B. and S. Holwell (1998) Information, Systems, and Information Systems.Chichester, Wiley Checkland, P.B. and Scholes, J. (1990). SSM in Action. New York: Plenum
10. Clegg, S.R. (1989). Frameworks of Power. London: Sage Cohen, I.J. (1987). Structuration Theory and Social Praxis, in Giddens, A. and Turner
11. J.H. Social Theory Today. Stamford: Polity PressCohen, I.J. (1990). Structuration Theory and Social Order, in: Held, D. and Thompson, J.B. Social theories of Modern Societies: Anthony Giddens and his Critics.
12. Agarwal R, Karahanna E (2000) Time flies when you're having fun:Cognitive absorption and beliefs about information technology usage. MIS Quart. 24(4):665–694.
13. Allhutter D, Hofmann R (2010) Deconstructive design as an approach for opening trading zones. Vallverdú J, ed. Thinking
14. Machines and the Philosophy of Computer Science: Concepts and Principles (Idea Group Inc., Calgary, Canada), 175–192.
15. Aoyama Y, Izushi H (2003) Hardware gimmick or cultural innovation?Technological, cultural, and social foundations of the Japanese video game industry. Res. Policy 32(3):423–444.
16. Barrett M, Oborn E, Orlikowski WJ, Yates J (2012) Reconfiguring boundary relations: Robotic innovations in pharmacy work. Organ. Sci. 23(5):1448–1466.
17. Bechky BA (2003) Sharing meaning across occupational communities:The transformation of understanding on a production floor. Organ. Sci. 14(3):312–330.
18. Orlikowski,W. J. (1996). Improvising organizational transformation over time: A situatedchange perspective. Information Systems Research, 7(1), 63–92.
19. Orlikowski,W. J. (2000). Using technology and constituting structures: A practice lens for studying technology in organizations. Organization Science, 11(4), 404–428.
20. Orlikowski,W. J., & Robey, D. (1991). Information technology and the structuring of organizations. Information Systems Research, 2(2), 143–169.
21. Oudshoorn, N., & Pinch, T. (2003). Introduction: How users and non-users matter. In N. Oudshoorn & T. Pinch (Eds.), How users matter: The co-construction of users and technology (pp. 1–25). Cambridge, MA: MIT Press.
22. Perrow, C. (1970). Organizational analysis: A sociological view. Belmont, CA:Wadsworth. Pinch, T. J. (2003). Giving birth to new users: How the minimoog was sold to rock and roll.
23. In N. Oudshoorn & T. Pinch (Eds.), How users matter: The co-construction of users and technology (pp. 247–270). Cambridge, MA: MIT Press.
24. Pinch, T. J., & Bijker, W. E. (1984). The social construction of facts and artifacts: Or how the sociology of science and the sociology of technology might benefit each other Social Studies of Science, 14, 399–441.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

DIVERSITY & INCLUSION PRACTICES FOR DISABLED WORKFORCE IN DELHI – NCR

Lochan Sharma[1] and Dr. Parikshit Joshi[2]
Research Scholar[1] and Assistant Professor[2], Amity Business School, Amity University Uttar Pradesh, Noida

ABSTRACT
Diversity is respecting and appreciating differences in age, gender, caste, ethnicity, disability, sexual orientation, national origin, etc. Diversity and Inclusion, now more than ever are recognized as drivers of business and organizational success as they help to create a positive employment experience. In the 21st century, the employment of disabled workforce is seen not only as civil rights issue, but also seen as benefaction for businesses, govt. budgets and citizens. This research is focused on retail outlets and food & beverages sectors of Delhi, NCR. Companies like KFC, Costa Coffee, Pizza hut, café coffee day, e choes, Lemon Tree Hotel, Mirchi and Mime, Taco bell etc. have already incorporated disabled workforce in their personnel. Based on intense literature review a 32-item scale was constructed and using factor analysis 32 items were grouped into 10 factors - diversity management practices, training and awareness programs, diversity and inclusion effects, challenges and their solutions, diversity in organization, insensitive behavior as a challenge, dealing with challenges, fair appraisals, diverse women, (these are independent factors) and satisfaction level (dependent factor).This study examine the impact of independent factors on the satisfaction level of the diversified workforce. This study also attempts to identify the problems and challenges faced by organisations.

Keywords: Diversity & Inclusion, diversity learning, differently abled employees.

INTRODUCTION
Diversity is the condition of being composed of differing elements or qualities, and especially refers to variety of people of different races and cultures having different capabilities and characteristics in a group or an organization. It means respecting and appreciating differences in age, gender, caste, ethnicity, disability, sexual orientation, national origin, etc. Diversity permits the exploration of these differences in a safe, nurturing and encouraging environment. Each individual has diverse set of perspectives, work and life experiences, as well as follows diverse religions and cultures. One must be taught to value each individual irrelevant of their background. Diversity can be utilised to combine unique characteristics and traits to overcome hurdles and achieve business goals. Diversity leads to innovation.

The differentiative dimensions of people which make people different from each other is termed as diversity. Diversity & inclusion brings the respect and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. Diversified workforce of an organization is differing from each other along with different dimensions (Thomas and Ely, 2001). The field of diversity has drawn from the SHRM theory. The theory argues that a diversified workforce contributes to increase the firm's performance. They support firm 'strategy with provided capabilities (Muhammad Ali., 2017). Diversity at workplace has become important issue for the management in the recent years. The organizations are adopting and recognizing in their own perspective that diversity is bringing the change at workplace. According to ACIB research (Australian Centre for International Business report, 2000) diversity improves the management's decisions making qualities, and provides innovative ideas and cogent solution to organizational problem. Grobler (2002:46) also states that everyone is unique in their own ways but also share number of environmental or biological characteristics which are different from each other. The term diversity was emerged in the 1960s in USA to prohibit the discrimination against ethnicity, gender, national origin, race and religion. The Incheon Strategy "Make the Right Real" (2012) focusing on providing the regionally agreed disability inclusion development goal. Managing diversity was originated in the late 1980s in US. (Shen et al., 2009). In the 1980s, the focus was on women and people of color, the meaning of diversity has expanded to include other forms of demographics such as religious practices and sexual orientation (Nisha & Neharika 2015). The term workforce diversity was coined in 1990s, which evolved the field of diversity (Belle Rose, 2017). The key formula for diversity is rapidly developing. It's just a matter of creating a heterogeneous workforce, but it's using it to create innovative products, services, and business experiences that companies can divide and market competitive advantage.

To cater the various needs of society, the organizations are expanding their business across the globe. People from different origin are joining the organization which is giving, rise to a diversified workforce. On a global scale, diversity and inclusiveness must be changed, since different markets and different cultures recognize diversity definitions. In the 21st century, the organizations have creative and skilled workforce which creates

 ISSN 2394 - 7780

the competitive advantage for the organization. However, it is important to mention here that people from different origins and culture may have differences in values, language, behavior, preferences and norms which may create the complicated situations for the organizations. To achieve the desired goal of the organization, it is important for them to work in a cohesive team. Kenna et al (2014) suggested authentic leadership can support the and promote the inclusive culture and inclusive culture encourages employees to go above the niche by promoting their self-esteem and uniqueness in the organization. The Index for Inclusion (Booth and Ainscow, 2011) summarizes inclusion as viewing every life and every death as of equal worth, supporting everyone to feel that they belong, increasing participation for children and adults in community activities, reducing exclusion and discrimination and barriers to learning. Inclusion can also be defined as an organizational effort and practice in which diverse individuals are accepted and welcomed as an equal. Inclusion is a sense of belonging of being culturally and socially respected and valued for who they are. It is the positive energy and support from others so the individual can give their best at work. Inclusion means involving individuals of all demographics having different ideas and views, into one workplace. This leads to high moral and motivation in organization. Therefore, we can say that diversity is the mix and inclusion is getting the mix to work well together.

Value of Uniqueness	Low (Level of Belongingness)	High (Level of Belongingness)
High	Differentiation: Outsider but their unique attributes utilizes to solve business issue. Company outsource their unique skills.	Inclusion: Insider and recognizes within the group because of their uniqueness
Low	Exclusion: Outsider and not accepted by the other groups	Assimilation: Insider when they conform to organisation culture

Fig1: Exclusion – Inclusion Concept of Uniqueness and Belongingness [adapted Shor et. all (2011)]

On the basis of degree of uniqueness and level of belongingness, the level of involvement for diversified workforce can vary inclusion-exclusion level (Fig 1). In the inclusion-exclusion framework, at the high level of uniqueness and belongingness, the individual treated as the insider and sense the inclusion. When the workforce allowed remaining the unique with high level of belongingness, brings the inclusion. On the other hand of the frame, because of low uniqueness and belongingness, the individual not treated as an insider. When other members are unique and more belong to each other, the individual sense the state of exclusion. When the individual is treated as being familiar with regulatory requirements the condition of assimilation exists. Snyder and Fromkin (1980) observed that most people need to be unique but people are differing in this motive. Individual makes themselves different from others if they are highly unique in their own way. Their uniqueness makes them differentiate from others. Those individuals are considered as highly talented and company outsource their services to solve organisational problem (Riley & Buckley, 2008).

Workplace diversity leads to a larger talent pool, varied viewpoints, increased organizational productivity, reduced prejudice and misunderstandings. Thus, the importance of a diverse workforce is now being realized as it is essential in improving the firm’s overall performance. It is something that the organizations can no longer ignore.

The idea is not to create a diverse workforce, rather using that workforce to create new and innovative products and services and business ideas that will give an edge to the company over its competitors. Even at a global level, the executives realize that their companies cannot be successful until and unless they understand the diverse population of that particular area and adapt to their varied cultures for an in-depth understanding of the needs of the market. Therefore, companies which are into diversity and inclusion will attract a greater talent and will be much more dynamic than other companies.

ISSN 2394 - 7780

Each category of workforce believed themselves to be more important than others (Subhash C. Kundu, 2003). Thus, organizations these days are willingly making efforts towards inclusion of variety of groups to fill the skill gap and receive benefits from a diverse workforce. They work towards developing strategies for inclusion and acceptance. For this, there is a need to analyse the dimensions (socio-cultural dimensions: caste, religion, language and demographic dimensions: gender, age, physically disabled, region of origin) of diversity at workplace. This would help the global and Indian managers to manage and get the best results from inclusion and diversity. There may be many challenges of each dimension for the organization – communication gap due to language barriers, resistance to change by employees, insensitive behaviour at workplace, improper implementation of diversity related policies at workplace, generation of in-groups and out-groups, discrimination minority groups like women, LGBT, etc., conflicts between various other groups. It is thus essential for the organization to come up with practices and approaches to overcome the negatives and reap the positives of workforce diversity. The study was conducted retail organizations which have a policy of hiring differently abled people in their organization.

The study specifically aims at

1. To identify the factors affecting D&I in the retail outlets of Delhi, NCR.
2. To measure the satisfaction level of employees of the organisation of Delhi, NCR, India regarding factors affecting D&I.

REVIEW OF LITERATURE – DIVERSITY & INCLUSION

Fullerton (2013) defines diversity as a culture in which employees are not different from others and they involve themselves fully at workplace, without getting any extra benefits than others. Fullerton further explains that by valuing the differences of its people, the company realizes that inclusion of diversified workforce is beneficial for the business growth and make strong competitor in the market.

Derven (2014) says that the concept of diversity and inclusion has evolved, from a combination of many aspects of diversity such as sex, race, cultural background, age, sexual identity, physical abilities, etc., that emphasizes on an inclusive environment in which all employees of the organization are valued, respected, and give their full contribution.

Cox and Blake (2001), with reference to Wentling (2001, pp. 45-56), diversity management strategies brings the gamesmanship over those companies who do not acquire the diversity management strategies.

Triandis et al. (1994), found that laudative diversity management techniques have a commendable effects on the organizational strategic goals, objectives and bottom line.

Vidhi Agrawal, (2012), concludes that managers need to incorporate the diversified workforce at micro level in the development of organisational policies. Irrespective of cultural differences, age and language, it will increase the co-operation among the team members.

Ilona and Kazlauskait˙e (2010), found that disabled people make highly loyal employees. Besides they contribute to the development of a more positive climate in the organisation.

According to the Hudson Institute Report (1987), Workforce 2000; 85% of new job seeker would be women, blacks, Hispanics and immigrants by the year 2000 (Lorbiecki and Jack, 2000)

During the 1990s, USA, UK and elsewhere introduced the diversity management program for increasing the percentage of participation of women, ethnic minorities ad disabled workforce. DM program improve the career prospects for diversified workforce by incorporating wider perspective into the decision-making process. This could help the organization reaching new market and build a competitive image in the market (Lorbiecki and Jack, 2000

Andresen (2007) says that knowledge-intensive companies are required for learning of the staff and the entire organization so as to adapt to the changing environments. This article talks about applying new forms of learning such as ‘‘diversity learning’’ - learning through staff diversity.

Bernstein and Bilimoria (2013) investigates how the 3 work group perspectives of diversity – discrimination and fairness, access and legitimacy and integration and learning are associated with minority group members' inclusion experiences. At the end of the paper it is indicated that organizations that employ an integrated learning approach to diversity and encourage their employees towards inclusive behaviors, are overall much satisfied employees. These findings help the organizations to understand how their approach towards diversity may prevent or lead to success of achieving full benefits of staff diversity.

ISSN 2394 - 7780

Mor – Barak and Cherin (1998) conceptualised inclusion-exclusion as a continuum of degree to which individuals put themselves as apart of organization culture and process to information, work association with co-workers, and ability to perform in and clout the decision – making process.

Schwabenl and Tomlinson (2008) explore the current tensions described by managers in voluntary organizations which engage in diversity. Voluntary organizations have innovative services which are created to meet the needs of their constituents.

April and Blass (2010) tell us that researches over the past three decades have revealed that even though organizations have introduced diversity practices, employees often feel excluded. There are not many available tools available to analyze inclusion practices in organizations. Thus, their research establishes 10 dimensions of such a tool to provide evidence if an organization actually has an inclusive environment for its employees. This gives organizations an idea of where their diversity and inclusion practices are failing and where they need to put inn resources and effort to achieve the desired change. The findings show that development is an on-going process and there is a continuing need for research into diversity and inclusion to find new scales to expand the index in the future.

Hatton et. al (1999) revealed that intellectual disabled staff faces the major issues such as stress and morale down which affect the quality of services provided by them. "Path analyses revealed that three factors accounted for 28% of the variance in general distress scores: (1) wishful thinking, (2) stress linked to work–home conflict and (3) role ambiguity. Six factors accounted for 50% of the variance in job strain scores: (1) wishful thinking, (2) stress linked to a lack of staff support, (3) alienative commitment, (4) role ambiguity, (5) stressors linked to a low status job and (6) working longer contracted hours. Six factors accounted for 66% of the variance in work satisfaction scores: (1) stress linked to a low status job, (2) support from supervisors, (3) influence over work decisions, (4) alienative commitment, (5) support from colleagues and (6) older staff age".

Goodman (2013) considers diversity and inclusion to be important from an ethical as well as from a business standpoint. Diversity must be seen as a way to attain competitive advantage and not an obstacle to overcome. According to Goodman, diversity will become more important over the next decade in all companies of all countries. Diversity and inclusion has just begun.

So, the more it can be spread, there will be greater chances of achieving the desired goals. The author examines the challenges diversity and inclusion practices globally and guides leaders with their successful global implementation. He follows a diversity curriculum and undertakes interviews with global leaders around the world who are involved in diversity and inclusion.

Sinclair (2000) describes the trend in diversity and the arguments against taking women as a category within diversity. The paper also talks about the possibilities of working critically with diversity by using the power for transformational ends.

Lisa and Sussane (2014) identified the impact of disabled employment and inclusion and ensure the awareness and subsequent use to reduce the barrier between the employee and managers. Managers should be trained to deal with the disability disclosure at workplace.

Shenoy (2011) talks about the persons with disabilities in India. She says that they face many challenges in the labor market in developing required skills and knowledge. Even though India has ratified the United Nations Convention on the Rights of People with disability (UNCRPD), persons with disability still face many issues. This study aims to understand the problems faced by people suffering with disabilities in the Indian labor market so as to enable ILO to intervene for future purposes. This study also provides an overview of organizations that act on behalf of such persons in India, it identifies opportunities to increase participation of persons with disabilities in the labor market and recommends interventions for ILO to follow.

C.W. Von Bergen, Barlow Soper, John A. Parnell, (2005), concluded with the assumption that diversity can influence performance but did not address the possibility that performance can influence diversity. The successful organisations are best equipped to attract and retained highly qualified, diverse workforce.

Jhumur Sengupta, Debnarayan Sarkar, (2012) resulted that heterogeneity brings the lower level of trust amongst the geographical diversified workforce therefore formation of social capital is low in diversified workforce.

Nafukho, F. M., Roessler, R. T., & Kacirek, K. (2010), discussed that various forms of diversity should be taken into the consideration while managing the diversity at workplace such as physical handicapped, sensory impairment, cognitive disability and emotional and psychological conditions because they need to interact with different workplace (a) culture and tasks (b) co-workers attitude and perception (c) expectation of employers.

ISSN 2394 - 7780

To manage job retention, termination and attrition rate, it is important that HRD and HRM professionals, employees, management and organizational leaders should understand the meaning of disability and diversity factor at the workplace and its impact on the HRM and HRD practices.

Collier, D. (2016) Research shows that "inclusive workplaces don't just make employees happier and create positive feelings". Inclusive environment produce business outcomes including reduced employee turnover, increase work commitment, improves productivity which leads to organisational success. Collier conclude his research by saying the organisation gets benefits with confident and comfortable employees at workplace.

Employer Assistance and Resource Network. (2013) "Effective workplace inclusion practices can impact business's bottom line by increasing the employee job satisfaction, productivity and commitment to the organisation and by reducing attrition rate. Organisation structure, values, policies and day to day involvement of diversified workforce create an inclusive culture at workplace that increase the value of all disabled contribution at workplace. Managers, human resource professionals and employees at all levels have a role in creating and sustaining a culture of inclusiveness for employees with disabilities".

According to Nair and Vohra (2015), in recent years, there is a lot of research being done on diversity and inclusion is a fairly upcoming area of interest for researchers. The authors have defined diversity as a mixture of attributes of the workforce which signifies how they think, feel, and behave at work. They also say that it is a concept of varied views and beliefs of workers of different identity groups. The study focuses on understanding diversity and inclusion through questions like - What do you mean by diversity and inclusion? What do the researches show about diversity and inclusion? What are the challenges faced? What is the role of the management and organization as a whole?

To ensure that talented people can contribute at the highest possible level, the company insists on a workplace that is free of discrimination and harassment and full of opportunity for all people. Above studies reveals that following factors affect D&I practices in selected organisation of Delhi, NCR: *diversity management practices, training and awareness programs, diversity and inclusion effects, challenges and their solutions, diversity in organization, insensitive behavior as a challenge, dealing with challenges, fair appraisals, diverse women,* (these are independent factors) *and satisfaction level* (dependent factor).

Diversity management is the most challenging area in the organisation, managers requires intensive training to learn the managerial skills needed in multicultural working environment. The thinking is driven by the assumption that a diverse workforce with an inclusive culture makes organisations more innovative, agile and attuned to the need of the customers (Cox & Blake, 1991).

UNDERSTANDING OF THE INDUSTRY AND ORGANIZATIONS

According to the population census (2011), there are 2.21% of disabled people from the total population in India. From the total disabled person, 55% are literate and 36% are working disabled from the total disabled population. Earlier, the employer has negative perspective to hire the disabled person, now the scenario has changed a lot. Food industries are taking initiative to hire more disabled workforce not only to compete in the market but also, they wish to give back to the society. The chosen industry for this research report is the Food Industry. Food industry is a collection of diverse businesses which is concerned with processing, preparing, preserving, distributing and serving of foods and beverages. The food chains considered for this project are Echoes and KFC and two coffee chains – Costa Coffee and Café Coffee Day. These organizations have been studied as they comprise of at least 50% differently- abled employees.

Echoes is a 3 years old café located in the famous market of Satya Niketan, New Delhi. It is known for its unique concept of service by differently- abled staff members. All the staff members here are differently- abled and thus do all the mainstream work of that restaurant. As the customers arrive, they are handed the menu card along with a sheet of paper which is divided into three columns- Code no., Quantity, Customization. Each food item in the menu has a code no. which makes easy to understand by the guest and staff members. Each table has a switch beside it. Once the sheet has been filled, the customer must press the switch which will light up a bulb indicating which table has placed the order thus making things understandable for the deaf and mute staff members. Also, each table has 8-10 placards with common phrases written on them like- bill please, water please, clear table, washroom, etc. So according to the requirement of the customers they can choose the placard and show it to the employee when needed. The walls of the restaurant have basic sign languages if customers wish to communicate with them. The theme of this cafe is motivation. The place is nicely done up with motivational quotes of new generation artists and latest songs playing in the background. The idea is not to attract people out of pity for their workers but for the people to re-visit them for their food standard. Therefore, they make sure that they are at-par with their competitors when it comes to the eatables. When interviewing the owner of this café, it was found that they provide sufficient training and salary is given according to the market standards to ensure a comfortable living for their workers. On interview the employees, they seemed very happy to be a part of this place as they are given all the care and receive blessings from their customers which motivates them to perform better with each day. Customers seem to be very satisfied with the food and service as till date they have received positive feedbacks from one and all.

Costa Coffee and Café Coffee Day are two coffee chains that have valued PwDs (People with Disabilities) to a great extent and now for more than 10 years. They overlook the challenges and recognize the need for inclusion of differently- abled people to create a pool of happy workers. The Green Park outlet of Costa Coffee in South Delhi appears to be like any other coffee shop but the only difference is that it is operated by hearing and speech impaired employees who work like normal workers taking orders from customers, preparing coffee and snacks, serving to tables, etc.

Café Coffee Day calls their specially- abled employees as ‘Silent Brewmasters’. CCD started with the batch of ten hearing and speech impaired candidates in their outlet in Bangalore. Today, the company has recruited and trained over 152 PwDs through diversity management strategies. DMS included a special induction programme for the speech and hearing-impaired workforce at workplace. This programme is designed to aid the utilise the PwDs’ strong sense of smell, vision and taste effectively. For CCD, once the candidates are slected, they have given two-week induction training, followed by practical and theoretical test. They are taught to utilize their heightened sense of smell and vision and thus ensure aromatic coffee which is also visually appealing. They are excellent quality controllers and ensure that the best coffee is served. Some customers liked their coffee and prefer a coffee to be prepared by them on their next visit. They bring smiles to the faces of their customers each day.

KFC’s project for the hearing and speech impaired was initiated in 2008. The brand currently has over 170 specially-abled employees across 20 stores in India. This project first started in India and then kicked off in other international teams. The KFC Academy (formerly known as Yum! Academy) provides training with the required skill sets to the disabled workforce which improve the chances of employability not only with the KFC but also for the other retail sectors. The idea was to go beyond the limitations and make young disabled future ready at the workplace. The program is for about 11 weeks which comprises of training of disabled youth for English grammar, communication skills, critical skills, interview techniques, grooming sessions for employment in the retail and hospitality sector.

Rahul Shinde, the MD of KFC, India believes in giving back to the society by providing disabled employee. “Our initiative has helped elevate the confidence of these team members — and helped integrate them into the mainstream.” He also says that “Our customers are delighted with this initiative and have appreciated this effort through their feedbacks.”

METHODOLOGY

Population of interest for the study comprises of differently- abled employees (deaf and mute) and store managers of the organizations (food outlets) that have at least 50% differently- abled employees.

Initially, in-depth interviews were conducted with the store managers to get a clear understanding of the working of the organization and then with their assistance (sign language), interviews were conducted with the specially-abled employees followed by circulation of questionnaire which was designed in a way so that it could be answered by both the employees and the store managers.

Primary data was collected through in-depth interviews and questionnaires. Initial understanding was done based on the informal interviews. Data was collected with the help of questionnaires to evaluate the respondents’ views about diversity and inclusion policies in their respective organizations, its impacts and challenges. Whereas secondary data was collected through research papers, articles, essays and websites.

DATA COLLECTION

Firstly, informal interviews were conducted with the store managers asking them about the policies followed in their outlets for the differently- abled, about the trainings given to them, their pay and salary structure, challenges faced by the store managers while dealing with these employees, if there are any appraisals for the differently-abled and how have such employees affected the work culture of the organization. Then the employees were interviewed. The organizations chosen had deaf and mute employees so only with the help of the store managers who knew sign language, the interviews could be conducted. The employees were asked about their experience of working with the organization, how comfortable they are, the training provided to

 ISSN 2394 - 7780

them, customer reaction towards them, challenges faced by them and their satisfaction level of working with this particular food outlet.

With the help of the in-depth interviews a general framework was formed regarding the practices, training, work environment, problems and issues related to diverse employees working in the chosen industry. It was also seen that mostly all employees could read and understand Basic English language. Based on these factors the questionnaire was developed in the Likert scale to ease things for the respondents.

Final questionnaire was then circulated and the respondents consisted of the specially- abled workforce and their store managers of the four food outlets surveyed for this research report.

The data was first condensed into simpler form so as to facilitate quick and effective analysis. The primary data in the form of survey was then analyzed with the help of MS Excel 2013 and IBM SPSS Statistics 22.

RESEARCH FINDINGS

Sample demographics

In the chosen sample of 100 respondents 72% male employees and 28% female employees in the organizations chosen for this study. 46% respondents fall in the bracket of 20-25 years, followed by 36% in 26-35 years and 18% in 36-50 years. The sample data shows that work experience of 46% of the respondents is between 2-5 years, 26% respondents is between 0-1 year, 20% respondents is between 6-10 years and 8% respondents have work experience of more than 10 years.

Scale item

Based on variables identified after intense literature review a scale of 32 items was constructed. Each item was observed from 1=strongly disagree to 5=strongly agree. Data collected was subjected to factor analysis which results into 10 factors explaining 69.654% variance. Eigen value criterion was used for factor extraction with Maximum Likelihood method and Varimax rotation. Based on their property obtained factors were named as - ***diversity management practices, training and awareness programs, diversity and inclusion effects, challenges and their solutions, diversity in organization, insensitive behavior as a challenge, dealing with challenges, fair appraisals, diverse women,*** (these are independent factors) ***and satisfaction level*** (dependent factor).

Regression Model

For the model set of dependent and independent variables were:

Dependent Variable	Independent Variable
• Satisfaction level	• Diversity management practices (F_1) • Training and awareness programs (F_2) • Diversity and inclusion effects (F_3) • Challenges and their solutions (F_4) • Diversity in organization (F_5) • Insensitive behavior as a challenge (F_6) • Dealing with challenges (F_7) • Fair appraisals (F_8) • Diverse women (F_9)

Table-1: Study variable

Based on classification of dependent and independent variables, shown in the above table, the following multiple regression model was hypothesized.

Satisfaction level: $\beta0+\beta1\ F_1+\beta2\ F_2+\beta3\ F_3+\beta4\ F_4+\beta5\ F_5+\beta6\ F_6+\beta7\ F_7+\beta8\ F_8+\beta9\ F_9$

Table-2: Proposed regression equation

Data was tested for the assumptions of regression – Linearity, multicollinearity and Normality. Results shows that data set has qualified all the basic assumptions of regression model, and obtained regression equation was:

Satisfaction level= $\mathbf{1.806+.101F_1-.267F_2+.297F_3+.015F_4-.022F_5-.074F_6+.067F_7+.109F_8-.090F_9}$

The value of constant is 1.806 which shows that if all the considered independent variables are 0 then also the impact of diversity on the organization will be satisfactory by 1.806. The value of β_1 for F_1 is .101 which shows that one unit change in F_1 will increase the dependent variable by .101 units. The value of β_2 for F_2 is -.267 which shows that one unit change in F_2 will decrease the dependent variable by -.267 units. The value of β_3 for

ISSN 2394 - 7780

F_3 is .297 which that one unit change in F_3 will increase the dependent variable by .297 units. The value of β_4 for F_4 is .015 which shows that one unit change in F_4 will increase the dependent variable by .015 units. The value of β_5 for F_5 is -.022 which shows that one unit change in F_5 will decrease the dependent variable by -.022 units. The value of β_6 for F_6 is -.074 which shows that one unit change in F_6 will decrease the dependent variable by -.074 units. The value of β_7 for F_7 is .067 which shows that one unit change in F_7 will increase the dependent variable by .067 units. The value of β_8 for F_8 is .109 which shows that one unit change in F_8 will increase the dependent variable by .109 units. The value of β_9 for F_9 is -.090 which shows that one unit change in F_9 will decrease the dependent variable by -.090 units.

RESULT AND DISCUSSION

Employing people with disabilities has been shown to provide benefits to the businesses for example, as a result of lower turnover, increased productivity and access to skilled workers.

A large number of respondents agree that their respective organizations employ people with diverse characteristics and ensure policies for their fair treatment and a comfortable environment for these employees. This can be suggested that relate the diversity goals and vision of your organization to the overall business objectives. By understanding how diversity impacts your role, the organization can proceed towards success of the diversity initiative.

There is a slight bit of disagreement from the employees when it is asked if they are involved in all the tasks and mainstream work of the organization. Whereas there is a bit of contradiction in the response given by the store managers. According to few of them these employees are included in all tasks of the organization and even in the mainstream work.

The analysis shows that according to the store managers the most challenging part of diversity is communication/ communicating with persons with diverse characteristics (here the diverse population is of deaf and mute people) and the second most challenging part is dealing with the employees' resistance to any kind of change. Whereas for the employees the challenges include dealing with insensitive behavior from customers and other staff members, lack of awareness about all policies for them, lack of promotions and discrimination in salaries.

This can be suggested that having a mentor-mentee or a co-mentoring relationship between store manager and the employee will improve remove communication gap and build trust among them which will help the employee to comfortably express his concerns to the store manager.

Out of the respondents the males seem to be satisfied with the impact that diversity has had on the culture of the organization, but maximum female employees are of the opposite view. This can be suggested that organizations can eensure flexible working hours for women as they need to balance their work life with their family life, also ensure that there is no gender bias. There must be policies and opportunities are available for women to support their career growth. This will attract diverse women workers to join these organizations.

REFERENCES

- Amanda Sinclair, (2000) "Women within diversity: risks and possibilities", Women in Management Review, Vol. 15 Issue: 5/6, pp.237-246, https://doi.org/10.1108/09649420010372850
- Booth, T. and Ainscow, M. (2011) Index for Inclusion: Developing Learning and Participation in Schools. Centre for Studies on Inclusive Education, Bristol.
- Christina Schwabenland, Frances Tomlinson, (2008) "Managing diversity or diversifying management?", Critical perspectives on international business, Vol. 4 Issue: 2/3, pp.320-333, https://doi.org/10.1108/17422040810870033
- Kurt April and Eddie Blass (2010) Measuring Diversity Practice and Developing Inclusion. Dimensions, Vol. 1, No. 1, June 2010
- Maike Andresen, (2007) "Diversity learning, knowledge diversity and inclusion: Theory and practice as exemplified by corporate universities", Equal Opportunities International, Vol. 26 Issue: 8, pp.743-760, https://doi.org/10.1108/02610150710836118
- Marjorie Derven, (2014) "Diversity and inclusion by design: best practices from six global companies", Industrial and Commercial Training, Vol. 46 Issue: 2, pp.84-91, https://doi.org/10.1108/ICT-09-2013-0063
- Meera Shenoy (2011). PERSONS WITH DISABILITY & THE INDIA LABOUR MARKET: CHALLENGES AND OPPORTUNITIES. International Labour Organization.

ISSN 2394 - 7780

- Michelle Fullerton, (2013) "Diversity and inclusion – LGBT inclusion means business", Strategic HR Review, Vol. 12 Issue: 3, pp.121-125, https://doi.org/10.1108/14754391311324462
- Neal R. Goodman, (2013) "Taking diversity and inclusion initiatives global", Industrial and Commercial Training, Vol. 45 Issue: 3, pp.180-183, https://doi.org/10.1108/00197851311320603
- Nisha Nair and Neharika Vohra (2015). Diversity and Inclusion at the Workplace: A Review of Research and Perspectives. Working Paper, Indian Institute of Management Ahmedabad.
- Ruth Sessler Bernstein, Diana Bilimoria, (2013) "Diversity perspectives and minority nonprofit board member inclusion", Equality, Diversity and Inclusion: An International Journal, Vol. 32 Issue: 7, pp.636-653, https://doi.org/10.1108/EDI-02-2012-0010
- Jaime Rall, James B. Reed and Amanda Essex, (2016) "Disability Employment State Statute and Legislation Scan", *The Viscardi Center and the Office of Disability Employment Policy, U.S. Department of Labor, Grant No. [OD-26451-14-75-4-36]*
- C.W. Von Bergen, Barlow Soper, John A. Parnell, (2005) "Workforce diversity and organisational performance", Equal Opportunities International, Vol. 24 Issue: 3/4, pp.1-16.
- Jhumur Sengupta, Debnarayan Sarkar, (2012) "Caste and religious diversity on formation of social capital:A field survey in India and measurement issues", Equality, Diversity and Inclusion: An International Journal, Vol. 31 Issue: 2, pp.158-175, https://doi.org/10.1108/02610151211202808
- Subhash C. Kundu, (2003) "Workforce diversity status: a study of employees' reactions", Industrial Management & Data Systems, Vol. 103 Issue: 4, pp.215-226, https://doi.org/10.1108/02635570310470610
- Ilona Buc˘i¯unien˙e, R¯uta Kazlauskait˙e, (2010) "Integrating people with disability into the workforce: the case of a retail chain", Equality, Diversity and Inclusion: An International Journal, Vol. 29 Issue: 5, pp.534-538, https://doi.org/10.1108/02610151011052816
- Collier, D. (2016) "Inclusion of people with disabilities in the workplace: Best practices for HR professionals". "Retrieved [insert date] from Cornell University, ILR School site: http://digitalcommons.ilr.cornell.edu/ student/142"
- Lisa and Sussane, (2014), "Inside the Workplace: Case Studies of factors enfluencing engagement of people with Disabilities", K. LISA YANG AND HOCK E. TAN INSTITUTE ON EMPLOYMENT AND DISABILITY COLLECTION
- Employer Assistance and Resource Network. (2013). "Implementing Inclusive Employment Policies and Practices". http://www.askearn.org/wpcontent/uploads/docs/employmentpolicies-acc.pdf
- Nafukho, F. M., Roessler, R. T., & Kacirek, K. (2010). Disability as a Diversity Factor: Implications for Human Resource Practices. *Advances in Developing Human Resources*, *12*(4), 395–406. https://doi.org/10.1177/1523422310379209
- Hatton, C., Emerson, E., Rivers, M., Mason, H., Mason, L., Swarbrick, R., … Alborz., A. (1999). Factors associated with staff stress and work satisfaction in services for people with intellectual disability. *Journal of Intellectual Disability Research*, *43*, 253–267. doi: 10.1046/j.1365-2788.1999.00208.x
- Jens Ineland, Lennart Sauer & Martin Molin (2018) Sources of job satisfaction in intellectual disability services: A comparative analysis of experiences among human service professionals in schools, social services, and public health care in Sweden, Journal of Intellectual & Developmental Disability, 43:4, 421-430,DOI: 10.3109/13668250.2017.1310817
- Muhammad Al, Alison M. Konrad, "Antecendents and consequences of diversity and equality management system: The importance of gender diversity in the TMT and lower to middle management", European Mangament Journal, Vol 35, Issue 4, August 2017.
- *Emotional Intelligence, Diversity, and Organizational Performance: Linkages and Theoretical Approaches for an Emerging Field (PDF Download Available)*. Available from: https://www.researchgate.net/publication/293639896_Emotional_Intelligence_Diversity_and_Organizational_Performance_Linkages_and_Theoretical_Approaches_for_an_Emerging_Field [accessed Feb 06 2018].
- Buddhapriya, S., "Diversity Management Practices in Select Firms in India: A Critical Analysis", The Indian Journal of Industrial Relations, Vol 48, No 4, April 2013.

ISSN 2394 - 7780

- Q. M. Roberson, "Disentangling the meanings of diversity and inclusion in organizations," Group & Organization Management, vol. 31, pp. 212-236, 2006.
- Patricia A Kreitz, “Best Practices for managing organizational diversity”, The Journal of Academic Librarianship”, Volume 34, Issue 2, March 2008, Pages 101-120
- Meena K (2015) Diversity Dimensions of India and Their Organization Implications: An Analysis. Int J Econ Manag Sci 4:261. doi:10.4172/2162-6359.1000261
- Wells, S. J. (april 2001). Is the ADA working? HR Magazine, 38-46
- Crow, S. M. (1993). Excessive absenteeism and the disabilities act, Arbitration Journal, 48, 65-70.
- Wahington, D (2008). The concept of Diversity.
- Ely, R., and Thomas, D (2001), “Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes”, Administrative Science Quarterly, 46(2), 229-273
- Jennifer D. Oyler, Mildred Golden Pryor, (2009) "Workplace diversity in the United States: the perspective of Peter Drucker", Journal of Management History, Vol. 15 Issue: 4, pp.420-451, https://doi.org/10.1108/17511340910987338
- ACIB (Australian Centre for International Business). 2000. *The International Business Case for Diversity Management* Program for The Practice of Diversity Management, Department of Immigration and Multicultural Affairs in Cooperation with the Australian Center for International Business
- Jie Shen, Ashok Chanda, Brian D'Netto & Manjit Monga (2009) Managing diversity through human resource management: an international perspective and conceptual framework, The International Journal of Human Resource Management, 20:2, 235-251, DOI: 10.1080/09585190802670516
- Kenna Cottrill, Patricia Denise Lopez, Calvin C. Hoffman, (2014) "How authentic leadership and inclusion benefit organizations", Equality, Diversity and Inclusion: An International Journal, Vol. 33 Issue: 3, pp.275-292, https://doi.org/10.1108/EDI-05-2012-0041
- Belle Rose Ragins, (2017) “The Evolution and Future of Diversity at Work”, Journal of Applied Psychology: An American Psychology Association, Vol. 102, No. 3, 483– 499, http://dx.doi.org/10.1037/apl0000161

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

A REVIEW ON DARK LEADERSHIP: THE FUNCTION OF LEADERS' DARK TRIAD PERSONALITY TRAITS

Pallavi Tandon[1], Dr. Shikha Mishra[2] and Dr. Jyotsna Diwan Mehta[3]
Research Scholar[1] and Associate Professor[2], Amity Business School, Amity University, Noida
Professor[3], S. S. Jain Subodh Management Institute, Jaipur

ABSTRACT

Purpose: This study integrates dark personality triad along with dark leadership in order to define three personality triad i.e. narcissists, Machiavellians, and psychopaths. This paper also depicts the function of Dark Triad in leaders' growth and advancement.

Research Design: The paper is review based. The paper focused on the powerful, effective and "worthy" practices of leadership, for example transformational, servant, authentic, empowering and ethical leadership but ignored the aggressive role of leadership i.e. the dark side of leadership.

Findings: The findings demonstrate that on the off chance that we increment our consideration on leaders' dark triads, at that point leadership could upgrade our comprehension about the unusual, dynamic, and testing work of initiative. Along these lines, understanding the qualities and shortcomings of the Dark Triad can be utilized in leaders' improvement.

Limitation: The study is review based it doesn't give generalized results. The research should descriptive in nature so that generalization could be possible. Less emphasizes is placed on the concept of the leaders negative perspectives. Very few studies are being conducted on the thought of dark leadership.

Keywords: Personality, Leadership, Narcissists, Machiavellians, and Psychopaths

1. INTRODUCTION

From the past few years study on leadership has significantly dealt with the most powerful concepts of leadership like transformational, ethical, servant, charismatic leadership. In view of its recurrence and references, transformational leadership holds the best position in leadership research. Transformational leadership depict a passionate and ideal leader. Their framework have been affected through capable and powerful people who formed mankind's antiquity that includes heroes, holy people, saints, and furthermore political and religious leaders. These individuals acquired most elevated distinction as well as achievement. In simple words, transformational leadership have a huge antiquity framework: the hero. Generally, the motive of hero is to socialize with the self-sacrificing mechanism. This simply means that authority as well as power of hero are not only utilized for self-absorbed drives, but rather utilized in order to give advantage of the society. Bernard Bass gave the concept of transformational leadership and Jay Conger give the concept of charismatic leadership required to respond to the criticism. Bass in the year 1990 brings up the dark side of transformational leadership and Conger in the year 1990 governs a dark side of charismatic leadership. The optimistic and the dark side of charismatic leadership framework describes two sides of the same coinage. Even though it is always the positive and idealistic trait of leadership that moral always prevails over evil or that leaders had better keep up a correspondence to the ideal copy of a hero, but the realism of leadership is not the same in present business scenario. Jonason et. al, 2012 describe that widespread characters for instance Batman or James Bond have dark traits personality. In spite of the strong differences between "moral" and "immoral", both work for a collective drive. Heroes are self-motivated, socially accountable, sincere, as well as supporter for the social public. While on the other hand anti-heroes are extra impetuous, less socially tolerable, egotistic, and more deceitful. Dark leaders demonstrate component of leadership in actuality and describes the dark component of the coinage, an egotistic as well as impulsive leader, may not be as effective as positive leaders. Therefore, the main purpose of the study is to examine the combined effect of dark personality triad along with dark leadership in order to define three personality triad i.e. narcissists, Machiavellians, and psychopaths and to define the functions of the dark Triad in leaders' advancement and growth.

2. RATIONALE OF THE STUDY

Most of the researchers focus on the 'dark' or 'bright' side of leadership which will lead to the organizational effectiveness. Over a decade researchers are conducting researches on the brighter aspects of leadership like transformational, charismatic and ethical leadership. These aspects will bring effectiveness, success, increase productivity, increase performance etc. A very few researches are being considered on the darker aspects of leadership personality. The Dark aspects leadership has both positive as well as the negative effect on the organizational performance. This study integrates positive as well as negative effect of the dark personality

ISSN 2394 - 7780

traits. This study also explains the function of the dark triad in leaders' advancement and growth on which very few studies focus upon.

3. REVIEW OF LITERATURE

3.1 The Dark Triad of Personality

Conventionally, the psychologist has identified Dark Triad of Personality Traits by measuring different personality types individually. Spain, Harms, & LeBreton, (2014) coined the traits of personality by identifying its types. Recently, people have shown much interest in the dark personality traits at work place. According to Paulhus and Williams (2002) the concept "Dark Triad of personality" consists of three features which are-narcissism, Machiavellianism and the psychopathy. O'Boyle et al., (2012, Hirschi & Jaensch, (2015; Spurk, Keller, & Hirschi, (2015) opined that these triad features of personality have an effect on the occupational outcomes. Though the concept Dark Triad traits has been recognized as the undesirable factor but some researcher also throws light on its bright side with organizational perspectives (Judge & LePine, 2007; Barelds, & Rietzschel; Wisse 2015). Similarly, Judge, Piccolo, and Kosalka, (2009) identified that the dark leader traits have both sides positive and negative consequences on the enterprises and hence fore control the development and efficiency of the leader.

i) Narcissism- In 1898 Havelock Ellis was the first individual to bring the mythos of Narcissus to a scientific condition of "*perverse*" self-love. Freud 1905-1953 was first individual who use the term "*narcissistic*" in his work in the books of "*Three Essays on the Theory of Sexuality*," and afterwards developed a philosophy of narcissism as a separate psychological practice in "*On Narcissism: An Introduction*" (Freud, 1914-1957). Narcissistic leaders are described as a leader who "*lapses in professional judgment [and] personal conduct*" (Kramer, 2003, p.58). Narcissistic leaders are regarded as egotistical, leading, and authoritarian. They are operative leaders and develop as group leaders (Nevicka et al, 2011). Rosenthal and Pittinsky (2006) give significance that the idea of considering narcissistic leaders as "moral" and "immoral" should be removed. Cultural factors like the culture of individualism and factors related to environmental issue like uncertainty, emergency, and other factors that are related to structure are nonappearance of the information that plays an important role in defining narcissistic leadership (Ouimet, 2010).Narcissistic leaders could show advantageous or destructive behavior for organizations. Judge et al. (2009) describe the moral and the immoral of narcissism shown in table 1 given below:

Moral	Immoral
➢ Charismatic leadership ➢ Innovative ➢ Agreement situated in political and impact forms ➢ Superior leader performance ➢ Superior organizational performance	➢ Grandiose self-love (others are inferior) ➢ Insensitive and hostile ➢ Lack of empathy ➢ Reputation-dependent decisions ➢ Arrogance

Table-1: Judge et al. (2009)

Table-2: shows the Maccoby (2000) the advantages and disadvantages of Narcissistic leadership behavior

Advantages	Disadvantages
➢ A vivid mental image ➢ Charismatic leadership style ➢ Talented in attracting followers	➢ Sensitive to criticism ➢ Bad listeners ➢ Lack of fellow feeling ➢ Desire to contend

Table-2: Maccoby (2000)

ii) Machiavellianism- The word Machiavellianism arose as of the Italian Renaissance legate and biographer Niccolò Machiavelli, born in 1469, who carved *Il Principe* (*The Prince*), amid other works. In present psychology, Machiavellianism is one of the dark triad behaviours, written off as by a unfaithful interpersonal style, a contemptuous neglect for ethics, and a focus on self-interest and on gain (Jones et al. 2009). Judge et al. (2009) highlight the key role of Machiavellianism in governance; they define both positive and negative side of Machiavellianism. Belschak, et al (2015) give details that modification governance has a progressive impact on Machiavellian followers. Modification governance controls link between Machiavellian followers and structural nationality behaviour.

iii) Psychopathic leadership - Mathieu et al., 2014 said that psychopathic leadership is the one of the most negative side of Dark Triad personality trait in organizational leadership and few researches are being conducted on psychopathic leadership. There is few proof in relationships of psychopathy as well as leadership

ISSN 2394 - 7780

(Boddy, 2015a). The term "corporate psychopath" is used to describe psychopathic leadership. Chiaburu et al. 2013 demonstrate that majorly psychopathy is an important analyser of careerism. As per the Babiak and Hare (2006), organizational members are divided into two parts by the psychopaths. First, part consist of their followers and the second part consist of their critics who recognize that the organization is in risk. Psychopaths try to defeat and eliminate their critics in order to increase their power. Around four percent of leaders at the top level management of the organizations are psychopaths. Psychopathic leaders have excellent communication skills and very charming personality with good presentation style (Babiak et al., 2010). Generally at to level management psychopathic leaders can be found predominantly (Spencer & Byrne, 2016). Therefore, in order to build upon leader development good presentation style and brilliant communication skills are necessary elements, especially as psychopaths look to promote career in the organisation.

4. RESEARCH METHODOLOGY

This study is critical review based in nature tossing the light on the theory of dark leadership and its presence in today's business environment. It is represented through a leadership displaying several traits of a leader in today's circumstances. The purpose of the study is to i) to study integrates dark personality triad along with dark leadership in order to define three personality triad i.e. narcissists, Machiavellians, and psychopaths ii) to describes the functions of the Dark Triad in leaders' growth and advancement.

5. CONCLUSION

The darker side of leadership has been unnoticed in the research of leadership concepts as well as unexplored. Different authors have used different names for denoting the negative side of leadership for example, dark leadership, destructive leadership, toxic leadership, abusive leadership, unethical leadership. However, a there is no consistent theory exists on the concept of dark leadership. Focusing more on the dark traits personality may be a profitable substance for research of dark leadership. Over fifteen years of research on personality has examined the Dark Triad of personality, more focus is given on leadership research in recent years.

Findings suggest that due of the damaging effects more attention should be given to leaders' having Machiavellianism as well as psychopaths personality traits. This effect is more significant when hiring for the leadership positions a well a when organizations is dealing with present leaders working in the organizations. Findings also suggest that the narcissistic personality trait is most influential triad of leadership behavior. The key force of narcissistic leaders is that they are perceived as charismatic leaders and the prevailing leaders in the organizations should be made aware of the outcome of their personality trait that may impact employee's performance and might be inculcated ineffective leadership styles as a compensation for the possible harmful effects of the Dark Triad personality trait.

6. LIMITATION AND FUTURE RECOMMENDATIONS

In spite of the various aspects of dark leadership triad cover in the study, there are various limitations of the study. First this study is a review based so further study can be conducted as descriptive. Second, this study does not take into consideration any particular industry. Future research can be done on an industry finding out the various dimensions that impact the dark leadership triad. There are a number of opportunities for conducting research in future. On the basis of review of literature some the recommendations relating to the study are first, the role of psychopathy's personality in leadership is not clearly defined. Therefore, findings are unpredictable as well as inconsistent. Second, additional studies are required which look at the Dark Triad of personality directly with different styles of leadership and more relevant outcome parameters.

REFERENCES

1. Bass, B. M. (1990). From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics, 18*, 19-36.
2. Babiak, P., & Hare, R. D. (2006). *Snakes in suits when psychopaths go to work*. New York, NY: HarperCollins.
3. Babiak, P., Neumann, C. S., & Hare, R. D. (2010). Corporate psychopathy: talking the walk. *Behavioral Sciences and the Law, 28*, 174-193.
4. Boddy, C. R. (2015a). Organisational psychopaths: a ten year update. *Management Decision, 53*, 2407-2432.
5. Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: exploring new avenues for future research. *Business Ethics Quarterly, 20*, 583-616.
6. Belschak, F. D., Den Hartog, D. N., & Kalshoven, K. (2015). Leading Machiavellians: how to translate Machiavellians' selfishness into pro-organizational behavior. *Journal of Management, 41*, 1934-1956.

7. Chiaburu, D. S., Munoz, G. J., & Gardner, R. G. (2013). How to spot a careerist early on: psychopathy and exchange ideology as predictors of careerism. *Journal of Business Ethics, 118*, 473-486.
8. Conger, J. (1990). The dark side of leadership. *Organizational Dynamics, 19*, 44-55.
9. Freud, S. (1914/1957). On narcissism: An introduction. In J. Strachey (Ed. and Trans.), *Complete psychological works of Sigmund Freud* (Standard Ed., Vol. 14). London: Hogarth Press.
10. Freud, S. (1931/1950). Libidinal types. *Collected papers* (Vol. 5). London: Hogarth Press.
11. Jonason, P. K., Li, N. P., & Teicher, E. A. (2010). Who is James Bond? The Dark Triad as an agentic social style. *Individual Differences Research*, *8*, 111-120.
12. Jonason, P. K., Slomski, S., & Partyka, J. (2012). The Dark Triad at work: how toxic employees get their way. *Personality and Individual Differences, 52*, 449-453.
13. Johnson, R. E., Venus, M., Lanaj, K., Mao, C., & Chang, C.-H. (2012). Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors. *Journal of Applied Psychology, 97*, 1262-1272.
14. Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: a review and theoretical extension of the leader trait paradigm. *The Leadership Quarterly, 20*, 855-875.
15. Jones, Daniel N.; Paulhus, Delroy L. (2009). "Chapter 7. Machiavellianism". In Leary, Mark R.; Hoyle, Rick H. *Handbook of Individual Differences in Social Behavior*. New York/London: The Guilford Press. pp. 257–273.
16. Kramer, R.M. (2003). The harder they fall. *Harvard Business Review.* October: 58-66.
17. Krasikova, D. V., Green, S. G., & LeBreton, J. M. (2013). Destructive leadership: a theoretical review, integration, and future research agenda. *Journal of Management, 39*, 1308-1338.
18. Maccoby, M. (2000). Narcissistic leaders: the incredible pros, the inevitable cons. *Harvard Business Review, 78*, 68-77.
19. Mathieu, C., & Babiak, P. (2015). Tell me who you are, I'll tell you how you lead: beyond the Full-Range leadership model, the role of corporate psychopathy on employee attitudes. *Personality and Individual Differences, 87*, 8-12.
20. Nevicka, B., Ten Velden, F. S., De Hoogh, A. H. B., & Van Vianen A. E. M. (2011). Reality at odds with perceptions: narcissistic leaders and group performance. *Psychological Science, 22*, 1259-1264
21. Paulhus, D. L., & Williams, K. M. (2002). The Dark Triad of personality: narcissism, Machiavellianism, and psychopathy. *Journal of Research in Personality, 36*, 556-563.
22. Pelletier, K. L. (2010). Leader toxicity: an empirical investigation of toxic behavior and rhetoric. *Leadership, 6*, 373-389.
23. O'Boyle, E. H. Jr., Forsyth, D. R., Banks, G. C., & McDaniel, M. A. (2012). A meta-analysis of the Dark Triad and work behavior: a social exchange perspective. *Journal of Applied Psychology, 97*, 557-579.
24. Ouimet, G. (2010). Dynamics of narcissistic leadership in organizations: towards an integrated research model. *Journal of Managerial Psychology, 25*, 713-726.
25. Spain, S. M., Harms, P., & Lebreton, J. M. (2013). The dark side of personality at work. *Journal of Organizational Behavior, 35*, 41-60.
26. Spencer, R. J., & Byrne, M. K. (2016). Relationship between the extent of psychopathic features among corporate managers and subsequent employee job satisfaction. *Personality and Individual Differences, 101*, 440-445.
27. Spurk, D., Keller, A. C., & Hirschi, A. (2016). Do bad guys get ahead or fall behind? Relationships of the Dark Triad of personality with objective and subjective career success. *Social Psychological and Personality Science, 7*, 113-121.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

A CRITICAL REVIEW AND MOVING TOWARDS UNDERSTANDING THE CONSEQUENCES OF ACCULTURATION FOR ORGANIZATIONS IN INDIA

Dr Chandranshu Sinha[1] and Reema Das[2]
Associate Professor[1] and Research Scholar[2], Amity Business School, Noida

ABSTRACT
The process of acculturation contributes to giving insight to both employees and employers for retaining diverse talent and engages them to work (Vas Taras et al, 2013). In literature, the concept has primarily been explored from the adjustments and adaptations made by minorities (e.g. Immigrants, refugees, and indigenous peoples) in response to their contact with the dominant majority (Ward et al, 1999), and not studied intensively in organization area. This paper seeks to understand the role of acculturation in organizations and critically reviews the studies done in this area. At the outset, the paper comprehensively traces the path of acculturation studies, since its origin and elucidates the need to explore in the context of organizations. The second section builds on the works of Selmer (1993) and critically reviews the contributions made by acculturation studies in the context of employees, employers, management, and organizations. The concluding section tries to identify the gaps in the contemporary literature and implications for future research.

INTRODUCTION
The Study of Acculturation has seen century of work relevant to other significant fields. The acculturation concept is more or less a concept, which revolves around with the cultural combination and the effects it, creates on the functioning of the overall system. The origin of acculturation was with the immigration process when people from differentcultures come in contact of each other and change has beenmeasured. The study of acculturation with respect to life domain and work domain has been categorised but a constructive understanding of the concept with respect to the work environment has not been potentially covered. The further understanding of the concept specifically in the context of organisation as in today's globalisation scenario, where the working setups are further and more boundary less and more diverse setup is to be analysed.

In this paper the concept of acculturation and its relationship with organisation and organisation culture has been studied under the umbrella of "Organisation Acculturation", As the review of literature indicates that with cultural interaction the acculturation and its effects to be understood likewise with numerous organisation and organisational culture an organisational acculturation be visualised and measured. With culture acculturation understanding and development comes in similarly with organisation culture organisation acculturation comes in the picture. The journey of the concept from social to workable conditions is due to varied reasons like globalization, multi-cultural societies, migration and mergers &acquisiti*ons*. We in this paper try to understand the origin of the concept and the role played by acculturation in the organisational setup and the ways of attaining it with different measure for the beneficial of employees, employers and organisations.

In current scenario understanding of cross-cultural society and peoplefrom the diverse background in any organisation setup, especially for the multinational organisation needs the idea of creating an atmosphere beneficial for employees, employers & organisation is the core of the study, The impactcreated over the individual behaviour, attitude, & values necessary to be understood for the system in which they are part of. In cross-cultural society with a multinational operating organisation has created a need of understanding the effect of the setup on the individual's psychological and sociological whereabouts with a need for a culturally sensitiveapproach in the diverse workplace (Taras et al. 2010a).

The concept of Acculturation has been immensely researched and studied on innumerable aspects like cultural, cross cultural, psychology, anthropology, ecology, health etc. Acculturation research in the field of management has witnessed lot of work being conducted on expatriates, mergers, and acquisition and also in perspective of the consumer behaviour. During the review of literature, it has been observed that earlier studies were primarily focused on migrants, expatriates, and sojourns perspective with little or no focus on the host country employees going through the acculturation process due to their exposure to foreign culture through the multinational and multi-regional based organization. (Berry, 2009, 2010).The concept of acculturation is an important and a slick way of addressing the issue of culture diversity in the workforce. It contributes a lot towards the management of individuals in multi-national and multi-cultural based organization. The focus of the study is to emphasize on the need of studying the acculturation process in an organization with respect to both the employees and the employer.

The organization, which operates multination,exhibits the values and the culture of its origin country, culture, and value system, which partially would have got influenced by the founder's individual cultural orientation,

ISSN 2394 - 7780

beliefs, and value system. (Laurent, 1986) The cultural orientation of the employees in the headquarters and the subsidiary organizations has to be studied on the parent country and the host country aspects. Cultural conflict arises when the organizational culture and the operating country employee's culture are different. In India, multinational organization based out of foreign origin (western and eastern origin) faces two diverse cultures interacting between the employees and employer. Acculturation to be the medium in letting the employee inculcate the organization culture (foreign culture) and also for creating a culture paradigm for diversity management, retaining and for better performance of the employees. Our study proposes the utilization of the Organisation Acculturation Concept in developing a Model for addressing the multicultural workforce .Organisation Acculturation study will create an understanding for handling the workforce with different cultural orientation.

The paper's main contribution is to understand the acculturation process in the organizational where diverse employees are predominantly exposed to foreign culture through work environment and not by means of direct interaction with other cultures (Selmer & De Leon, 1996). We will be evaluating this model specifically to the Indian context. The conclusion of the study will be applicable to both the employees and employer for understanding the role of culture and acculturation process.

ACCULTURATION

Origin of Acculturation

Acculturation occurs when two independent cultural groups come into continuous first-hand contact over an extended period of time (Redfield, Linton, & Herskovits, 1936).The term was coined and used since 1918. The definition of acculturation has seen explanation in terms of numerous field perspectives it has been defined with. The objective or people over which the acculturation is been designed are immigrants, refugees, sojourners, travellers. The terms which get defined along with acculturation in 1930-50''s are Culture Shock; Reverse Cultural Shock, "occupational disease...the anxiety that results from losing All of our familiar signs and symbols of social intercourse" (Oberg: 1960), Adler (1975, 1987) prefers viewing culture shock in the broader context of "transition shock," a process in which one experiences "pro-found learning, self-understanding and change." Zaharna (1989) integrates the idea of "self-shock," emphasizing the "double-binding challenge of identity." Austin's (1983, 1986) compilations suggest that cultural re-entry, aka "reverse culture shock," is a more challenging experience than culture shock (See Furnham and Bochner (1986) for an extensive examination of culture shock).

Acculturation has been studied with respect to group and individual levels. Psychological acculturation refers to changes in the individual's overt behaviour and covert traits, when the individual's cultural group is experiencing acculturation collectively (Graves, 1967). Added to that acculturation has been studied with respect to many fields (psychology, anthropology, and sociology) as its relationship has been captured with all the major parameters of changes. As a result of acculturation, biological, cultural, physical, psychological, and social changes may occur (Berry, 1990; Berry et al., 1989; Berry et al., 1992; Berry, Kim, and Boski, 1988).Acculturation study has been framed and continuously being done towards migrants, ethnic group people, sojourners, refugees and indigenous people .migrants are those people who crosses border from one country to another country movement of theirs have been for many reasons. Sojourners are those who have been to another country for a particular period of time. (Berry 2010)Culturally Plural Societies with a mutual interaction and acculturation process. Berry creates an understanding about the generous mobility involvement in the today's functioning conditions. Majorly acculturation study focus on mobility based groups-immigrants, sojourners, refugees), He also categorically defines the "indigenous people" who are those remains in their very own country and the acculturation to them are brought by the migrants group they comes in contact with. The term used for them are also "national minorities" especially in China and India.

MEASURES OF ACCULTURATION

From the literature review done on the acculturation process following are the most reliable and validated measures used for the study which has been utilised in acculturation process.

Measures	Description	Culture Group
African American Acculturation Scale(Klonoff & Landrine 2000)	Measures eight dimensions of African American culture	African Americans
Cross Racial Identity Scale(Worrell et al.2001)	Measures six identity clusters associated with four stages of racial identity development	African American
Native American Acculturation Scale (Garrett & Pichette 2000)	20 questions for the involvement with the native American culture	Native American

ISSN 2394 - 7780

Asian American Multidimensional Acculturation Scale (AAMAS ;Gim Chung et al 2004)	Cultural domain:cultural identity, language, cultural knowledge, and food consumption.	Asian American
East Asian Acculturation Measure (EAAM,D.T Barry 2001)	the social interaction and communication styles (both competency and ease and comfort in communicating) of East Asian (i.e., Chinese, Japanese, and Korean) immigrants in the United States	Asian American (East Asians)
General Ethnicity Questionnaire (GEQ;Tsai et al,2000)	The GEQ was adapted from four different pre-existing and commonly used measures of acculturation, the Cultural Life Styles Inventory (Mendoza, 1989), the Acculturation Rating Scale for Mexican Americans (Cuellar, Harris, & Jasso, 1980), the Suinn-Lew Asian Self-Identity Acculturation Rating Scale (Suinn, Rickard-Figueroa, Lew, & Vigil, 1987), and the Behavioural Acculturation Scale (Szapocznik, Scopetta, Kurtines, & De Los Angeles Aranade, 1978)	Asian American
Abbreviated Multidimensional Acculturation Scale (AMAS-ZABB;Zea et al,2003)	Cultural identity, Languagecompetence, and cultural competence. All of these domains are assessed for culture of origin and host culture	Latinos
Stephenson Multigroup Acculturation Scale(SMAS ,Stephenson 2000)	ethnic society immersion and dominant society immersion	Multicultural
Vancouver Index of Acculturation (VIA ,Ryder et al.2000)	Nationalculture maintenance, and the other representing multicultural adaptation	Multicultural

Table No-1
Source: (Self) Acculturation Measures since 2000

From the above the mentioned scales the interest of measuring acculturation from the perspective of immigrants and ethnic group in the western community based study are dominating the study, and the rest focuses on the immigrants to eastern culture and their acculturation process meanwhile none of the scale specialised for the eastern community and for the non-immigrants categories are been formalised. Understating the acculturation importance varies in family and work platform. In today’s globalization world where multicultural society is coexisting and working together the acculturation study in specific to work domain should be given more weightage for further exploration. The study of the organisation acculturation has been focused by the researcher for the organisation-based study.

Origin of Organisation Acculturation

Organisation Acculturation was coined by A.J.Mills (1988) and the present use of the term and understanding is through research done by (Selmer et al, 1993), on the cultural changes and behavioural impact experienced by the employees due to exposure to foreign culture, .Study of the Multinational Organisation acculturation process with respect to their headquarters and subsidiary involves different factors. The effect on the organisation culture is from the culture of the origin nation and the organization founder’s cultural beliefs and influence. The impact of organisation culture over its employees is measured in organisation acculturation. The cultural variation across countries has been very well covered by Hofstede’s experiment. First acculturation concept was developed and studied as a group concept whereas later it has been developed and understood on both i.e. the individual as well as on the group basis.

Organisation Acculturation

The term was coined long back by Albert J.Mills (1988) in his research related to gender discrimination. He defines the model as “co-cultures adapt to cultural patterns of the dominant culture without losing their unique customs, values, or traditions. “Acculturation study in terms of business and organisation has seen immense work done by researchers, where the study has been primarily focused on the concepts like, culture, diversity, multicultural management, work related acculturation stress, work values and others where the focus of the

 ISSN 2394 - 7780

study was limited to expatriates and sojourners. The studies on the cultural impact have begun since the evolution of multinational and multicultural organisation. The understanding of Culture and its impact on managing the diverse workforce is still drawing attention in the strategic HRM field. The impact of culture seen on various aspects of individuals and group performance and ability. Culture dimensions are Artifacts and Values, however based on the available literatures, the culture evaluation was majorly analysed by the artifacts whereas emphasis should have been on value-based analysis, for diversity management in the multi-faceted organisation. The study on work related acculturation was done majorly by Vas Taras, 2012. Most studies on acculturation related to work is limited to the study of work values and organisation cultural factors based on Hofstede (1980) model, designed for national cultural construct. Majority of the studies were conducted focusing on expatriates and sojourns and the rest have focused on immigrant's acculturation.

As was clearly mentioned by (Selmer1993), that the organizational acculturation concept has not been studied in depth with respect to cross-cultural context. He categorically mentioned that only two empirical studies have been done so far taking in account cross-cultural aspect. There are two models which are to be considered for studying the same, one, from the perspective of home country and expats operation and second from the view point of host country employee and multinational organisation foreign subsidiary unit setup as discussed by (Selmer 1996). The basis of organisation acculturation is majorly of understanding the acculturation process through the HCE who will be going through the acculturation process in its own country due to the influence of the cultural values adopted by the foreign organisation they are working with. Multinational companies are interested in promoting parent organization corporate culture to improve control, coordination, and integration on its foreign subsidiaries (Schneider, 1988).Which are performed by means of an organisation culture, number of studies has been done on the same. Organizational culture is used as a tool for controlling foreign subsidiaries (cf., Edstrom and Galbraith, 1977; Kuin, 1972; Milliman, von Glinow, and Nathan, 1991; Ouchi, 1979; Stopford and Wells, 1972). Corporate culture is considered to be a “second order control mechanism” (Black, Gregersen, and Mendenhall, 1992: 204). Jaeger (1983) introduced a concept of “Type Z” organisation, which supports normative integration, which is an outcome of strong organisation culture with lesser formal control. This strategy has been implemented through expatriate managers, extensive training and socialization, and frequent personal contacts between headquarters and subsidiary (ibid.). Decisions on strategy and control are typically influenced by ethnocentric attitudes (Selmer, Kang, and Wright, 1992; Torbiorn, 1992).

Selmer (1993) emphasis that without positioning an expat in top management role in subsidiary will not only results in physical distance but also cultural distance, which shall lead to degradation of organisation efficiency. These distances are diminished by organisation acculturation. He also advocated that combining organisation socialization and acculturation lead to organisation acculturation in his 1996 study. As Advocated about the use and need of Language as a tool for understanding the new culture from expatriates(Selmer,2006).We take the dimensions to be studied from Host country perspective. Apart from work values majority of Selmer work are based on Linguistic diversity, where Language as a major construct for the communication (Selmer, 2006) but not with respect to organisation setup .The organization's which are being considered for the present study is the foreign subsidiaries where local or host country employees are majorly employed.

RESEARCH MODEL BASED ON SELMER STUDY

Our study is categorically based on Selmer's seminal work on Organisation Acculturation. India is home to numerous highly diversified societies. The study of acculturation without considering the internal cultural diversity impact will be superficial. The ecology study done in India has created an understanding of the predominant culture based on major cities of operation. The cultural difference present within India as per the region has to be taken into consideration. As we are studying organisation acculturation so the multinational setup will be based out of urban section of the country, where internal migration is typically for employment, education, better standards of living, marriage etc. The acculturation process of the Indian employees will be through direct and indirect influence.

The major objective of present study is to address the need of cultural management in an organisation (foreign origin) in India, which will benefit both, the employee and employer for creating healthier conditions to work and perform. As the multinational organisation operational at culturally distant locations, bring its country culture along with them, which leads to acculturation of the Host Country Employee (Indian Employee). The few pointers for the understanding the process are as India being a multicultural country and many ethnic group coexist together in the society.

ISSN 2394 - 7780

Review of Selmer's contribution: Organization Acculturation

Year	Construct/Variables	Measurement Tools	Outcomes
1993	Organisation Acculturation-Work Values	VSM model,Hofstede's four cultural dimensions	Relations between Valuesand managerial behaviour.informality, security, and teamwork(Work Values Dimension)
1996	Work Values	VSM Model,Hofstede's four cultural dimensions of Power Distance, Uncertainty Avoidance, Individualism, and Masculinity(Hofstede, 1980)	Organisational Acculturation in terms of work value measured.
2002	Organisation Acculturation, Culture Control	Elizur Work Values(1984)	Work Values (Instrumental, cognitive& affective) determinant of acculturation
2005	Language Difficulty, Language Adaptability	English Established mode of communication for workplace. Language Training.	Types of Language Ability. Language Training.
2007	Work Values	Managerial behaviour and work values relations	Organisation Behaviour evaluation –work values basis.
2010	Common language & group cohesiveness(group involvement, group conflict and group Trust)	Multigroup diversity, linguistic differences.	English Language Consistency(English personal communication, English work-related communication, and English management Communication)
2012	Language Management, Diversity Climate.	Linguistic Diversity Tool(Hobman et al.2004)	Shared Language, Common corporate language.
2013	Cultural Diversity, Linguistic Diversity, group knowledge processing	Exploratory Factor Analysis	Openness to diversity, Openness to linguistic diversity.
2015	English communication, management communication	Employee age (moderator)and language use	Linguistic diversity leads Organizational language(Working Language)
2016	Cultural Sensitivity	VSM Variables for cultural measurement	Comfort, company of employment, interpersonal relations, job content, learning, rewards, security.

Table-2
Source: Author Self

For understanding, acculturation of employees in a foreign origin organisation their exposure to national culture along with another country culture through the organisation culture of different origin with directly being linked with individuals of another culture. Hence, the measurement of acculturation scale needs to be clearly analysed and framed. As we need to deal with multicultural group and individuals, so the dimensionality of acculturation should be based on bicultural and multicultural model considering the appropriate domain of life for the purpose of the study. When considering organisation acculturation the domain that needs to be in front end is the public domain instead of life domain, which takes priority when we are considering the other form of acculturation. Selmer study has been majorly focused on the Hofstede work values scales.

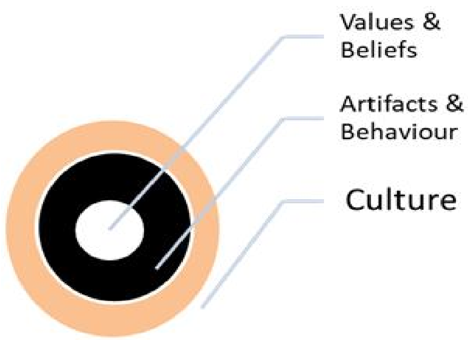


Figure-2: Culture Paradigm
Source: Author Self

The multinational companies have also brought their own cultures, value systems, and styles of management (Kumar, 1980). We propose that organisation acculturation is more than just work values. The construct for the same should involve cultural artifacts, language, media, social networking sites, ethical identity, education etc. to name a few. The measurement of organisation acculturation should be on the basis of individual-level and group-level rather than national-level as majorly the scales are generated to measure the cultural impact on national or regional basis. By review of literature, it has been understood that no single multicultural scale is framed for the evaluation of organisation acculturation in HRM context. Therefore, for the study we need to examine few existing scales and reframe the same to be fit in for the present study. The scales that will be considered for measuring the construct of OA are:

Year	Variable	Type of Acculturation Measured	Scale
Bourhuis et al., 1996	Intergroup stereotypes, interpersonal communication, intergroup work team dynamics, and efficiency, job allocation, promotions, access to power, decision-making opportunities, responsibility to coordinate projects, and language use. acculturation strategy alignment (Consensual, Problematic, or Conflictual)	Immigrant and Host culture in Multicultural Setup. (Societal Level(national culture))	IAM Integration, assimilation, segregation, exclusion/individualism
Bourhis and Barrette (2003)	Organisation based acculturation model	Merger & Acquisition	OAM
Hofstede, 1980	Power Distance, Uncertainty Avoidance, Individualism, and Masculinity	Cross Cultural Country based Tool	VSM(Values Survey Module)
Elizur 1984	(1) structure, (2) correlates, and (3) cultural differences	General work values	
M Stephenson 2000	Language Knowledge, language use and preference, helps to identify the interaction with ethnic & dominant societies and use & preference for food & media	Migrants, ethnic group	SMAS
Schneider, 1987	person-environment fit context		Person-national culture Fit Scale

Table-3
Source: Author Self

From the review of literature based on Organisation Acculturation we have been able to identify the gap in the existing literature that the evaluation of Organisation Acculturation has been done on the basis of variables limited to work values and not on the basis of overall culture dimensions such as Language, artifacts, behaviour and other relevant areas. The focus of the present study is on the organizational acculturation of the host country employee (Indian employees) in a subsidiary of multinational organisation in India. Organisation acculturation is also called as cultural adaptation in international joint ventures (Lin, 2004).When it has been used in the mergers and acquisition of organisation they are termed as acculturation (Nahavandi & Malekzadeh, 1988).

Study is available in scarce in the field where the acculturation has been studied as a mediator or mode for providing insight to the employer and employee for getting retained and being engaged in an organisation. The Acculturation study is categorized into three levels, individual, group, and organisation. In individual, level the cultural values of individual and its influence on the work values of the employees (Vas Tars, 2007). Caprar (2011) studied host country nationals (HCNs)—local employees of the subsidiaries of multinational corporations (MNCs)—in Romania. From the critical review done on the existing literature we have been able to identify the gap in measuring the acculturation process with much or less culture based variables inclusive of behavioural and artifacts dimensions along with a communication factor. Therefore, we propose a model based on the above-defined variables for the same, which will be tested and validated in the culture specific Indian employees.

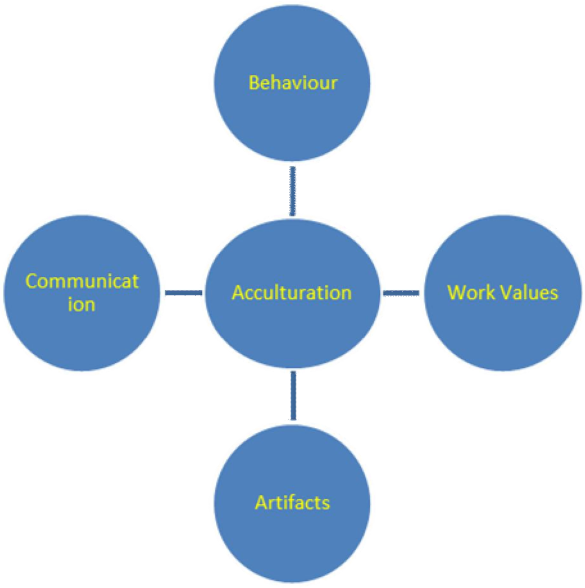


Figure No-3
Source: Author's Self

Gaps in the conducted study of acculturation

1. Considering correct dimensionality of the acculturation model for the study specifically.
2. Domain of acculturation process-Public or Private Domain.
3. Levels of Acculturation-Individual, Group & Organisation.
4. Categorization of Acculturation-Work Based Or Life Phase Based Acculturation.
5. Strategies application as proposed by J.W Berry Four Fold Model fit for the Acculturation process. The application of the same will be dependent on the domain in which it has been applicable. As integration or fusion, strategy will be more applicable in the public domain and the other strategies been more effective in the private domain.
6. Development of Acculturation construct for the measurement specifically as in what is the purpose of measurement of the component. As therole-played by acculturation in the conducted study and the effect of it on the study and construct involved.

DISCUSSION

Through the elaborate review on the acculturation studies and further understanding the concept of organisation acculturation via the work done by Selmer (1993, 1996, and 2003) which has been evaluated through Work Values majorly, We too understand that Acculturation research has traditionally focused on changes in cultural artifacts, such as language proficiency, preferences for music, cuisine, media and clothing style (Rudmin 2009).We have identified the gap in the research related to measurement of acculturation where the acculturation study related to organisation has not been conducted through both the construct in a single frame meanwhile the organisation acculturation of Host country employees (Indian Employees) has not be covered in a dimension where it is instrumental in providing insight to both employee and employers for retaining diverse talent and engage them to work. As Selmer has studied and evaluated the organisation acculturation only with regards to work values based model .We propose that the assessment of organisation acculturation should be done through multidimensional framework inclusive of all the validated variables in a single model as including

 ISSN 2394 - 7780

both artifacts and values based model and more dimensions to be added for a wider relevant result. Acculturation need to done at two levels individual and group/organisation. The variables have to be categorized in both the levels for proper measurement of the process. The proposed model for the study shall be designed considering the existing scales. Few scales, which have been identified,are Hofstede's value survey model, Elizur work value scale, Organisation Acculturation Model and the Integrative Model, SMAS and Person-national culture Fit. The study also intends to explore the consequences acculturation has on employee behaviour and explores some emerging patterns unique to Indian -organizational operation.

CONCLUSION

So far the literature review is dominant with work done by Selmer (1993, 1996, and 2003) which are through Work Values specifically, however this would be an bird's eye view to a concept of "Acculturation" which encompasses many more dimensions to study unexplored . Culture needs to be understood in today's context of changing organizations and the relevance in today's changing employee mindsets. Also studies specific to Indian Organizational systems has also not been addressed so far which could be another scalable area of interest . The study also could be extended to explore the effects acculturation has on employee behaviour and explores some emerging patterns unique to Organisation operating specifically in Indian organizations .But, Culture and its impact on employee and organizations is imperative and a part of organizational framework embedded very deeply which cannot be undermined. Organizations that need to survive and lead a legacy for future need to consider the phenomenon with a lot of future deliberations.

REFERENCES

- Arends-Tóth, J., & Van De Vijver, F. J. R. (2003). Multiculturalism and acculturation: Views of Dutch and Turkish-Dutch. European Journal of Social Psychology, 33(2), 249-266. http://dx.doi.org/10.1002/ejsp.143
- Arends-Tóth, J., & van de Vijver, F. J. R. (2006). Assessment of psychological acculturation. In D. L. Sam & J. W. Berry (Eds.), The Cambridge handbook of acculturation psychology (pp. 142-160). New York, NY, US: Cambridge University Press. http://dx.doi.org/10.1017/CBO9780511489891.013
- Arnett, J. J (2002). The psychology of globalization. American Psychologist, 57(10), 774–783. http://dx.doi.org/10.1037/0003-066X.57.10.774
- Allwood, Carl Martin and Berry, John W. (2006) 'Origins and development of indigenous psychologies: An international analysis', International Journal of Psychology, 41: 4, 243 — 268: DOI: 10.1080/00207590544000013
- Berry, J. W.,& Sam, D. L. (1997). Acculturation and adaptation. In J. W. Berry, M. H.Segall & C. Ka˘git¸ciba¸si (eds.), Handbook of cross-cultural psychology.2nd edn. (Vol. III, pp. 291–326). Boston, MA: Allyn & Bacon.
- Berry, J. W. (1990). Psychology of acculturation. In R. W. Brislin (Ed.), applied cross-cultural psychology (pp. 232-253). Newbury Park, CA: Sage.
- Berry, J. W. (2009). A critique of critical acculturation. International Journal of Intercultural Relations, 33(5), 361–371. doi:10.1016/j.ijintrel.2009.06.003
- Berry J.W. (2010) Mobility and Acculturation. In: Carr S. (eds) The Psychology of Global Mobility. International and Cultural Psychology. Springer, New York, NY. https://doi.org/10.1007/978-1-4419-6208-9_10
- Berry, J. W. (1997). Immigration, acculturation, and adaptation. Applied Psychology: An International Review, 46(1), 5–34. doi:10.1111/j.1464-0597.1997.tb01087.x
- Berry, J. W. (2008). Globalisation and acculturation. International Journal of Intercultural Relations, 32(4), 328–336. http://dx.doi.org/10.1016/j.ijintrel.2008.04.001
- Berry, J. W. (2011) Immigrant Acculturation: Psychological and Social Adaptations. In A. Assaad (ed.) Identity and Political Participation (pp. 279-295). London: Wiley.
- Berry, J.W. (2010). Intercultural relations and acculturation in the Pacific region. Journal of Pacific Rim Psychology, 4(2), 95–102. doi:10.1375/prp.4.2.95
- Bhatia, S., & Ram, A. (2009). Theorizing identity in transnational and diaspora cultures: A critical approach to acculturation. International Journal of Intercultural Relations, 33, 140–149.

- Berry, J. W., & Sabatier, C. (2011). Variations in the assessment of acculturation attitudes. International Journal of Intercultural Relations, 35, 658–669.
- Celenk, O., & V and de Vijver,F. (2011). Anassessment of Acculturation: Issues and Over view of Measures. Online Readings in Psychology y and Culture, 8(1). https://doi. org/10.9707/2307-0919.1105
- Chen, S. X., Lam, B. C. P., Hui, B. P. H., Ng, J. C. K., Mak, W. W. S., Guan, Y., Buchtel, E. E., Tang, W., & Lau, V. C. Y. (2016). Conceptualizing psychological processes in response to globalization: components, antecedents, and consequences of global orientation. Journal of Personality and Social Psychology, 110(2), 302–331. http://dx.doi.org/10.1037/a0039647
- Chen, S. X., Benet-Martínez, V., & Bond, M. H. (2008). Bicultural identity, bilingualism, and psychological adjustment in multicultural societies: Immigration-based and globalization based acculturation. Journal of Personality, 76(4), 803838. doi:10.1111/j.14676494.2008.00505.x
- Graves, T. (1967). Psychological acculturation in a tri-ethnic community. South-Western Journal of Anthropology, 23, 337–350.
- Gordon, M. (1964).Assimilation in American life. New York: Oxford University Press.
- Kim, U., & Berry, J. W. (1993). Indigenous psychologies: Research and experience in cultural context. Thousand Oaks, CA: Sage Publications.
- Lakey, PN. (2003).Acculturation: a review of Literature. Intercultural communication studies, 103-118.
- LaFromboise, T., Coleman, H. L. K. & Gerton, J. (1993). Psychological impact of bicultural-ism: evidence and theory. Psychological Bulletin, 114, 395–412.
- Misra, G., & Gergen, K. J. (1993). On the place of culture in psychological science. International Journal of Psychology, 28(2), 225-243. http://dx.doi.org/10.1080/00207599308247186
- Ozer, S. (2013). Theories and methodologies in acculturation psychology: The emergence of a scientific revolution? Psychological Studies, 58(3), 339–348. doi: 10.1007/s1264601302030
- Redfield, R., Linton, R., & Herskovits, M. (1936). Memorandum on the study of acculturation. American Anthropologist, 38, 149–152
- Rudmin, F.W., & Ahmadzadeh, V. (2001). Psychometric critique of acculturation psychology: The case of Iranian migrants in Norway. Scandinavian Journal of Psychology, 42(1), 41–56. http://dx.doi.org/10.1111/1467-9450.00213
- Rudmin, F. W. (2003). Critical history of the acculturation psychology of assimilation, separation, integration, and marginalization. Review of General Psychology, 7(1), 3–37. http://dx.doi.org:10.1037/1089-2680.7.1.3
- Schwartz, S. J., Unger, J. B., Zamboanga, B. L., & Szapocznik, J. (2010). Rethinking the concept of acculturation: Implications for theory and research. American Psychologist, 65(4), 237–251.doi:10.1037/a0019330
- Sam, D. L., & Berry, J. W. (2010). Acculturation: when individuals and groups of different cultural backgrounds meet. Perspectives on Psychological Science, 5(4), 472–481. http://dx.doi.org/10.1177/1745691610373075
- Sinha, D. (1997). Indigenizing psychology. In J. W. Berry, Y. H. Poortinga, & J.Pandey (Eds.), Handbook of cross-cultural psychology: Vol. 1. Theory and method (2nded. pp. 129-169). Boston: Allyn & Bacon.
- Thom-Santelli, J., Millen, D.R., & Gergle, D. (2011). Organizational acculturation and social networking. CSCW.DOI:10.1145/1958824.1958871
- Vas Taras, Julie Rowney and Piers Steel (2013).Work-related acculturation: change in individual work-related cultural values following immigration,The International Journal of Human Resource Management, Vol. 24, No. 1, January 2013, 130–151.http://dx.doi.org/10.1080/09585192.2012.672446
- Ward, C., & Rana-Debua, A. (1999). Acculturation and adaptation revisited. Journal of Cross-cultural Psychology, 30, 422–442.

- Ward, C., & Kennedy, A. (1994). Acculturation strategies, psychological adjustment, and sociocultural competence during cross-cultural transitions. International Journal of Intercultural Relations, 18, 329–343.
- Ward, C., & Kus, L. (2012). Back to and beyond Berry's basics: The conceptualization, operationalization, and classification of acculturation. International Journal of Intercultural Relations, 36(4), 472–485. doi:10.1016/j.ijintrel.2012.02.002 https://en.wikipedia.org/wiki/Wikipedia_in_culture

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

AN INSIGHT INTO THE ANTECEDANTS LEADING TO VERTICAL LEADERSHIP DEVELOPMENT

Dr. Ekta Chauhan[1] and Dr. Shikha Mishra[2]
Freelance Behavioural Counsellor and Trainer[1]
Associate Professor[2], Amity Business School, Amity University, Noida

ABSTRACT
The working environment has changed and it has become more complex, unpredictable, multifaceted and volatile. In this fast changing environment vertical development is really vital to cope up with these challenges. In this paper we will study the importance of vertical leadership development. We will have a understanding about the primary conditions of vertical development and study the presence of these conditions in organizations. It will study the factors like Heat Experience, elevated sense making and colliding perspective. The objective is to find out the presence of vertical development nowadays and also to find out the relationship between the primary conditions contributing to vertical development.

Keywords: Vertical development, Horizontal development, Heat experience, Colliding perspective, elevated sense-making.

OBJECTIVES OF THE STUDY

- To find out the antecedents of vertical leadership development
- To identify the importance and presence of vertical development in an organization
- To identify and measure the relationship between the conditions of vertical development

CHAPTER-1: INTRODUCTION

For the development of the staff, organizations practice two types of development training programs: horizontal development and vertical development. Most leadership development trainings programs which are practiced in organizations nowadays are horizontal. It focuses on knowledge, skills and abilities whereas vertical development is the ability to think in more complex, systematic and sophisticated way of thinking. Nowadays in the workplace the employees face more challenges and complexities than they have in past (Parker, Wall, & Cordery, 2001). To face this situation horizontal development will not solely go along there has to be both vertical and horizontal development (Pearce and Sims 2002). It has been said that we are living in a world called VUCA- Volatile –Uncertain-Complex-Ambiguous. The environment is growing in a fast pace and it is very important to develop the leaders to face the upcoming challenges. At it becomes challenging and complex to lead the organization (Child & McGrath, 2001)

(McGuire and Rhodes) they defined vertical development as a three step process

1) Awaken: It is that state when a person becomes aware and starts thinking in a different way. It can be termed as an alarming stage for development. This situation usually occurs when there is a certain kind of change in the work. Changes are very important to break down the monotonous work. It give them the chance to think from different perspective
2) Unlearn and discern: In this stage the old methods, approaches, procedures and system are discarded and new ways and assumptions are set and analysed
3) Advance: It occurs when news ideas get stronger and starts to dominate the previous one. It is not easy to reach this stage. Efforts and practice is required.

Vertical development

Vertical leadership is about the overall transformation of the leaders and it complements horizontal development because knowledge, skills and competencies are still required for leadership skills. It is more formal and is a top-down approach.

There are three primary conditions of vertical development which we will be reading in this research paper

Heat experiences – it is the first condition of vertical leadership development. It is that situation in which you are struck in a complex situation then you start to search for new ways and better ideas to find solution of these problems. It motivates and helps you to grow. In this you go beyond your habitual way of thinking and come up with strong idea. It motivates and helps you to grow. It has been said that vertical growth begins when you face a challenge and it is difficult to solve from your current stage so you almost have to develop and grow to survive it.

You basically take difficult assignment which will ultimately force you and help you to grow. You also get exposed to different roles and profile. Sticking to just one profile which not lead to the development we are looking for. Use of efficient facilitator can be a good choice for development

According to centre for creative leadership, thirty years of research has shown that leaders develop when they are exposed to challenging task and situation and it has the following condition

- Doing it for the first time
- Output or the result
- There can be a chance of success and failure
- Checked by the
- It is tough and extremely uncomfortable

Colliding perspective

Only heat experience is not sufficient. To have a better understanding it is really necessary to get exposed who has different opinions , views , thought process , thinking, mental state , backgrounds , types of trainings they have gown through etc. It increase the number perspective through which he can see the world. So, we very well know that how important it is for us to get exposed to different perspectives. The question is how it can be done?

Nowadays in most of the organization cross cultural teams are made from different levels, grades, demographics etc. In this a situation is viewed totally from a new perceptive.

Elevated sense making

In this there is a use of coach which basically help him integrate and make sense of these things. In this stage you change from in informational to transformational stage Important things required:-

For development, time plays a very major role. But with time learning is also important so leadership programs no doubt offers the best opportunity for them.

Time If you want to help leaders develop vertically, you have to help them carve out time for reflection. Leadership programs offer the perfect opportunity for this, but too many are so jam-packed with content that the opportunity to solidify development is lost. A third of leadership development should be devoted to structured reflection and sensemaking. Remember that Nelson Mandela took 27 years to reflect on his heat experiences, and he turned into a pretty good leader.

Map: It has been observed that vertical development is much better when done with the help of a mapping. For horizontal development we generally focus on 360 assessments, but in vertical it is not done in the same way. Stage map is given and then it is observed that how their thinking is progressing time by time

Guide: Good coach and buddy mentors plays a very vital role in development. They give you knew and challenging tasks and try to push you out of the development edge It is very different from horizontal development. We have already discussed that horizontal development can get transmitted but in case of vertical it can only be earned and it has been seen that people tend to develop faster when they are responsible for their own development and growth. This is something very different it cannot be achieved by thinking or knowing, it is much more than that the most important thing is one’s experience in presence and self-awareness

CHAPTER-2: LITERATURE REVIEW

(Parker, Wall, & Cordery, 2001) said that “with the change in time, there is increase in complexities in the workplace and the organization faces greater ambiguity. These ambiguity results in unpredictability in the inputs, processes and the outcomes. Most of the factors which\ are responsible for it are external and most of the time these are difficult to control because of the rate of changing technologies, environmental factors, competition and economic conditions”

(Wall, Cordery, & Clegg, 2002; Wright, 1999) stated that “it is very vital for the teams who are especially engaged in complex tasks to get trained, led and developed by the leader in a way so that they can face these challenges and cope up successfully in these uncertain situation. Vertical leadership development will help them to face this complex and critical situations and develop their competencies and transform them from one level to the next one”. Use of a coach or a facilitator will definitely enhanced and development their way of thinking. They will get a better understanding and a clear idea about the respective situation

 ISSN 2394 - 7780

(Yukl, 2002; Gerstner & Day, 1997; Schriesheim, Tepper, & Tetrault, 1994) said that “leadership is the process by which you can influence others and tell them what has to be done and how it has to be done. They work on a shared objective and see that it has been done effectively or not. When we look at top management there are two vital sources the first one being that the vertical leader is able to receive attention and support and second being that team is referred as a vital source of leadership”

T hamhain (2004) stated that “there are some guidelines for vertical leadership which include developing proper communication networks or channels, defining team structures, organizing the teams, staffing and creating proper reward system for them. He further added that there should be coordination and balanced between these functions which will increase the team performance and effectiveness.”

(Child & McGrath, 2001) said that whether “there is vertical leadership or shared it should perform at least three sets of activities effectively and efficiently. The first is to identify and disseminate the aims of the organization, next is to regulate the flow of information and resources in and out the organization, and the last one is to identify the duties, rights , roles and responsibilities of the members of the organization”

Avolio and Bass (2004) said that “vertical leadership can be measured with the help of some factors like inspirational motivation, intellectual simulation, idealized influence, individualized consideration. These are also termed as multifactor leadership questionnaire and can be assessed in three major styles of leadership. It is consider as one of the valid assessments”. These are least used by the organization. Adopting it into the culture will show better results.

John McGruie and Gary Rhodes (2007) stated that “organization lacks in transforming the leaders, much importance is given to develop the individual competencies. In their book, they argue that “Organizations have grown skilled at developing individual leader competencies, but have mostly ignored the challenge of transforming their leader’s mind-set from one level to the next. Today’s horizontal development within a mind-set must give way to the vertical development of bigger minds.” As we can see that both vertical and horizontal is very important

Jean Piaget (2009) stated that “leaders think differently and work differently from others but we are not aware that they also think from different developmental stages. To have a clear cut idea it is very important to be a part of these stages otherwise you are just seeing a half picture of it. It can be explained with the help of an example like as a child grow, the way he thinks will advances through the different stages. If he is at a higher stage then he will think in a more complex and sophisticated way”

(Keegan & Den Hartog, 2004), vertical leadership refers “to the leadership exercised by the project manager. Related studies showed that in average project managers prefer transactional over transformational leadership styles”. This is what we are looking to change in and want to see more of transformational change rather than just transactional. Project Manager is a hope of pillar for the whole team. His/her actions, work etc, will affect the employees and further the whole team

Susanne Cook-Greuter (2013) also points out “the need for respecting people’s own wishes and not to push-pull people towards vertical development out of one’s own bias towards the latter. We can only repeat, optimal well-being is a matter of fit between person, cultural and corporate environment, task demands, health, talents, expertise, and interests. ‘Higher’ is not automatically better when taken in isolation.”

Digby Scott (2011) said that “there are three important and primary condition of vertical development. These are heat experience, colliding perceptive and elevated sense making. Under heat experience, the leader is exposed to complex situation which distort his or her usual way of thinking and he starts believing that he should start searching for new ideas and better ways of thinking to face challenges. Under colliding perceptive, the leader is generally exposed to people which have different opinions, beliefs, thoughts and views. It enables him to see the world in a better way and have a clear cut understanding of it. Under elevated sense making the leader use more elevated sense of development. He do it with the help of a process or a coach”

(Robbins, 2003) said that “as changes are happening in the organization vertical leadership encourages the involvement of employees. In employee involvement there is uttermost use of employee’s capacity and commitment to organizational success.” If the level of involvement increases there are better chances of better results and development.

Jeffrey Immelt, General Electric CEO and chairman(2009), stated that “21st century leaders have to be systems thinkers who are comfortable with uncertainty. There are some methods , based on the interviews which are : on the job training, job assignments, action learning, executive coaching, mentoring, 360-degree feedback . No

 ISSN 2394 - 7780

doubt , all these methods are important but many interviewees also questioned that whether the application of these methods in their current formats will be sufficient to develop leaders to the levels needed to meet the challenges of the coming decades."

Thomas Malone Patrick J. McGovern Professor of Management, MIT Sloan School of Management Bertelsmann Stiftung (2010), said that "in their comprehensive study of leadership development best practices, suggested that in the future, organizations could choose to invest their leadership development efforts to improve capacity at one of five different levels: a. individual capacity b. team capacity c. organizational capacity d. network capacity e. systems capacity. Depending on the area in which increased capacity is desired, organizations will target different group sizes and use different development practices"

(Nadler & Tushman, 1990;) said that to influence employees we need leaders who can lead the change and build commitment and involvement. These leaders should be have a deep understanding about the stages of vertical development and also educate and make the emeployees aware of it Jean Piaget(2009) said that "leaders think differently from each other, but most of us aren't aware that they also think from different developmental stages". If you can't see those stages, you are missing half the developmental picture. He showed a series of experiments that as children grow, the way they think advances through predictable stages. At each higher stage, children could think in more complex and sophisticated ways, meaning they were able to deal with increasingly difficult problems.

Gibb (1954) was the first to suggest :the two forms of leadership: distribute and focused. While the focused leadership is solo (i.e., residing within a single individual), distributed leadership is dispersed (i.e., the role and responsibilities of leadership are shared by two or more individuals)These ideas were precursors to what is now more popularly known as vertical and shared leadership"

(Lester, Meglino, & Korsgaard, 2002). Said that "with the enhancement of group potency vertical leadership affects team performance, group potency has shown positive effects on effort , satisfaction and performance. Group potency means that when there is a collective belief that the group can be effective."

CHAPTER-3: RESEARCH METHODOLOGY

The main emphasis of business research is on shifting decision makers from intuitive information gathering to objective and systematic investigation. Business research is defined as the systematic and objective process of gathering, recording and analysing data to support in making business decisions.

Exploratory research design: This type of research design helps to gain a better understanding of the problem. It do not provide you with the final conclusion but explore the research questions across various levels. It focuses on solving the new problems in which no research has been done earlier Descriptive research: As the name suggests it describe a particular phenomenon. It can be both qualitative and quantitative. It is conducted with the help of questionnaire, observation, interview etc.

Casual research: it simply talks about the cause and effect relationship. It tells the pattern of relationships between the variables.

Sampling technique

The sampling technique used for this research is convenience sampling. Convenience sampling is a non-probabilistic sampling method in which a researcher selects sampling units on the basis of his ease of volunteering or collecting data due to their availability and easy access.

Research Design

This research is descriptive in nature as the study is based on survey questionnaire, which is an attribute of a descriptive research.

Research techniques and tools used

Survey method is used for Data collection work which is commonly practiced to collect primary data from the respondents.

Primary data

I collected the primary data with the help of questionnaire. Majority of the questionnaire was distributed in hardcopy and some of them were distributed through google forms

Secondary data

Secondary data was collected through the following sources:

1. Online journals

ISSN 2394 - 7780

2. Internet
3. Project Material
4. Books
5. Digital Library

Tools to be used

SPSS is used in the study. There are three primary variables – Heat experiences, colliding perceptive and elevated sense making

Scaling used

Likert scale is used in the questionnaire to measure all the conditions contributing to vertical development .Sample size: - 110

Variables used in the study

In this study I have taken heat experience and colliding perceptive as independent variable and elevated sense making as a dependent variable.

Limitation

1. Validity of data depends on the extent to which respondents were true while responding to questionnaire
2. Convincing and taking out information from the employees was not easy task
3. Lack of time and interest may not give an exact answer

CHAPTER-4: INTERPRETATION AND FINDINGS

For vertical perspective we can see that there is not much difference in the responses because these are all related to the presence of vertical development in the organization. In most of the cases 60% out of which 45% agreed and 15% strongly agreed that their OD people understand the difference between the both- horizontal and vertical development. About 20% of the employees marked it as neutral and between 17%-22% disagreed to it and between 1%-2% strongly disagreed to it. The level of disagreement is less which shows that most of them are aware about it.

For Heat Experience we can see that, between 40% - 50% of the employees agreed that they their organization have a culture in which there ae exposed to new assignments and tasks which helps them to grow. 12%-17% strongly agreed to it and 17%-20% of the employees marked it as neutral. Only 1.8% of the employees strongly disagreed to it. So we can say that in most of the organizations heat experience is practiced.

For Colliding perspective, we can see that there are many mixed responses, 35% - 55% of their employees that their organization helps exposed to new perspective. Between 10%-20% strongly agreed to it. 15%-20% marked it as neutral, 15%-20% disagreed to it and 2%-3% strongly disagreed to it

Foe elevated sense making we can see that 40%-45% agreed that they use coaches in the organization to have a better understanding of vertical development. 10%-14% strongly agreed to it. 10%-20% marked it as neutral.20%-25% disagreed to it and 1%-10% disagreed to it. We can see that out of all the responses it shows the highest percentage in disagreement.

After the correlation test was conducted, it was found out that the test is significant for the two variables taken – Heat experience and colliding perspective as the p-value of each variable is less than significance level of 0.01, hence the null hypothesis (H0) is rejected.

It is also observed that there is a sufficient evidence to prove that a linear relationship in the population between heat experience and colliding perspective exist, and there is moderate strength of association between the two.

After the correlation test was conducted, it was found out that the test is significant for the two variables taken – Heat experience and elevated sense making as the p-value of each variable is less than significance level of 0.01, hence the null hypothesis (H0) is rejected.

After the correlation test was conducted, it was found out that the test is significant for the two variables taken – independent “colliding perspective “and dependent “elevated sense making” as the p-value of each variable is less than significance level of 0.01, hence the null hypothesis (H0) is rejected.

ISSN 2394 - 7780

It is also observed that there is a sufficient evidence to prove that a linear relationship in the population between independent “heat experience” and dependent “colliding perspective” exist, and there is moderate strength of association between the two.

FINDINGS OF THE STUDY

- The objective was to find out the presence of vertical development in organization nowadays. It was found that more than half of the employees are aware of vertical development as well as horizontal development but still it is not known by handful of employees and their organization doesn’t practice vertical development. They may practice few conditions of vertical development like heat experience but it is not done with the purpose of developing the people
- Now when we talk about all the primary conditions of vertical development, lets discuss about heat experience, In total there was around 60% of the employees who are exposed to challenging tasked, new projects, assignments in the organization. This helps them to grow and complement horizontal development.
- When we talk about colliding perspective, it showed a positive response too, there were handful of employees who answered that they are exposed to new perspective and there are cross functional teams which are at different functions and levels. They help take help from the outsiders to help their people grow and develop.
- Elevated sense making – In this there is a use of coach and we can see that many of the employees gave a positive responses but if we will compare it with pother conditions it showed the highest level of disagreement.
- It was also found that all the conditions of vertical development is important. Not only heat experience or colliding persceptive is vital but also elevated sense making for development
- After the correlation test was conducted, it was found out that the test is significant for all the variables.
- The relationship between heat experience and elevated sense making . There is a moderate relationship between heat experience ands elevated sense making where in p=0.00 and beta value is .394
- The relationship between Colliding perspective and elevated sense making .There is a moderate relationship between Colliding perspective and elevated sense making 0.000 and beta value is .409

CONCLUSION

In the present working scenario vertical development is of uttermost importance. Being in a complex world adaptive thinking abilities are vital for growth and survival. Vertical and horizontal development together is going to be the future of leadership. It is clear from the analysis that there is a mix level of understanding of vertical development. No doubt, in some cases organization not only have a deep understanding of vertical development but also make use of coaches, facilitators and outsiders to develop their employees. Few conditions are also practiced and integrated in their organization like challenging tasks, exposure to new perspective etc. But in some cases the organization are not involved in these activities and give less focus on vertical development.

In this paper, three primary condition of vertical development were deeply studied.

A linear relationship between all the three factors/conditions was examined and it was found that that there is a positive relationship between all the conditions taken. The result also showed that elevated sense making is dependent on the other two conditions Heat experience and colliding perspective it indicates that the regression model predicts the dependent variable significantly

REFERENCE MATERIAL

- Digby Scott (2011), the three primary conditions of vertical development
- Gerstner & Day, 1997. Meta-analytic review of leader–member exchange theory: Correlates and construct issues. The Leadership Quarterly, 15, 857–880
- Gibb, C. A. (1954). Leadership (Vol. 2). Reading, MA: Addison-Wesley Journal of High Technology Management
- John McGuire (2013) and Chuck Palus (seniorfaculty) of Center for Creative Leadership, January 9, 2013
- Jean Piaget , K. (2009) A guide to developing new leadership skills.

- McGuire and Rhodes, Transforming Your Leadership Culture (San Francisco: Josse)
- McGraw-Hill. Pearce, C. L. (1997). The determinants of change management team effectiveness
- McGregor, D. (1960). The human side of enterprise. New York: McGraw-Hill. McGuire, J., Schneeweis
- McGuire and Rhodes, Transforming Your Leadership Culture (San Francisco: Jossey)
- Pearce, 1997 C. L. Pearce, The determinants of change management team effectiveness: A longitudinal investigation. PhD dissertation, University of Maryland.
- Pearce, C. L. (2004). The future of leadership: Vertical leadership to transform knowledge work. Academy of Management Executive
- R. Kegan and L. Lahey. (2009), Change Leadership: How to Overcome It and Unlock Potential in Yourself and Your Organization
- Van Velsor, E., (2013, July 17). Learning to lead: A comparison of developmental events and learning among managers Asian Business & Management,

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

TOWARDS AN ALL PERVASIVE SPIRITUAL WORKPLACE

Rajeev Malik[1] and Dr. Jaya Yadav[2]
Research Scholar[1] and Professor[2], Amity Business School, Amity University, Noida

ABSTRACT
The paper notes the importance of spiritual leadership in organizations especially learning organizations as found out in research in the western world. However, it seems appropriate that the Indian treasure of spiritual literature and experiences are amalgamated further into it to make it more holistic and enriched. The paper therefore explores the meaning of spirituality in both western and Indian contexts and attempts to generate a more exhaustive understanding of the term. Further, the paper embraces concepts from Indian philosophy to mark the domain of both individual and workplace spirituality. Finally, the theory of spiritual leadership is expanded in base by including some of the abstruse Indian philosophies.

Purpose
To attempt to draw a widespread understanding on spirituality on basis of the basic process involved.

To resolve the paradox of a seeming conflict between spirituality and tangible gains.

To draw linkages between individual and organizational spirituality.

To extrapolate the concept of spiritual leadership on basis of the concept of spirituality and workplace spirituality after enriching it with the Indian context.

Design/Methodology/Approach:
Qualitative and quantitative research was conducted using the following.

1. Exploratory research based on Informal interviews

2. Questionnaire based survey.

An open research method was adopted. First definition and concepts on spirituality were researched from extant literature. Then the same were presented to experts for their opinions. Domain of workplace spirituality was then presented in direct link to individual spirituality with a theoretical basis of measurement of each. Then, using grounded theory, and sample survey the meaning of spiritual leadership in Indian context is proposed.

Research Implications:
The paper proposes a process based definition of spirituality and posits a model that looks at spirituality in form of a continuum. The paper further attempts to extrapolate Spiritual Leadership and organizational spirituality from individual spirituality by enriching it with Indian understanding of spirituality. This may serve a basis for further understanding and measurement of the said concepts from an Indian standpoint and may further extend universally.

Practical Implications
The study throws light on ways of institutionalizing spirituality and spiritual leadership in an organization, in synchrony with individual spirituality, in the Indian context

Social implications
The paper by attempting to mark the territory of a spiritual workplace, recognizes and embraces all facets of individual spirituality, making it easier for organizations to deal with different levels of spiritual striving. The concept of spiritual leadership which can have profound implication for organizations and their nature in the current century is also studied after combining the Indian especially vedic concepts on spirituality.

Originality value
1. The paper attempts to generate a widely acceptable process based definition of spirituality on basis of integrating a concept from Indian philosophy with western views and extant research.

2. It presents the concept of spiritual continuum.

3. It also maps the territory of workplace spirituality with individual spirituality.

4. It links up smoothly the so far unconnected concepts of individual spirituality, workplace spirituality and spiritual leadership in a holistic manner.

Keywords: Spirituality, workplace spirituality, Spiritual leadership, Vedic literature.

ISSN 2394 - 7780

INTRODUCTION

The concept of spirituality and workplace spirituality is still enigmatic. Most of the contemporary research on spirituality has been based on western philosophy, leaving the eastern schools of thought largely overlooked.

India's contribution to the field of spirituality is so profound that it carries the possibility to carry some of the most abstruse concepts. Roland 1960 described spirituality as "the science of the soul, a peculiarly Indian science" (Pardasani, Sharma, & Bindlish, 2014). Therefore, the necessity to integrate views from west and east to derive a comprehensive understanding of the subject seems compelling.

Another myth that has restricted the research as well as acceptance of spirituality in the workplace and spiritual leadership is that gross material gains and spirituality are poles apart. Therefore, a deeper dive into the relationship between the gross (profits) and the subtle (soul) deserves a careful study.

THE PROSPECTS OF SPIRITUALITY TO ORGANIZATIONS

Though at a nascent stage, studies on effects of spirituality on organizational performance have been encouraging. Moberg (2002, p. 58) rightly stated "…the attempt to discover additional dimensions, indicators, correlates, sources, and consequences of spirituality is one of the potentially richest challenges for future research in the social and behavioural sciences" (Ratnakar & Shreekumar, 2012). Several researchers have been cited, showing that spirituality is positively correlated to ROI, efficiencies, and growth, financial success, productivity due to increased commitment, job performance, personal wellbeing, harmony and concord, less absenteeism, job satisfaction, commitment, ethical behaviors. (Ratnakar & Shreekumar, 2012), (Jurkiewicz & Giaclone, 2004), (Klenke, 2003), (Shirley Ann Suárez, 2015), (Karakas, 2010), (Corner, 2009).

Ashmos & Duchon, (2000) focus on the service dimension of spirituality (Gupta, Bishnoi, & Mathews, 2012). Denton and Mitroff went to the extent that long term existence of any organization may not be possible without spirituality (Denton & Mitroff, 1999).

THE PERPLEXITY PERTAINING TO SPIRITUALITY

Till the end of 80s, most researchers used their own concepts as per their personal beliefs. Dehler and Welsh state that spirituality is a concept, very difficult to define, the focus of which shifts from defining to discussing it and hence hovers around its precise meaning (Gull & Doh, 2004). Researchers contended that spirituality was hard to define (Hodge, 2001), leave aside the prospect of measuring it (Ratnakar & Shreekumar, 2012)

The lack of an accepted conceptualization of spirituality indirectly, was an impediment in emergence of a scientific study on workplace spirituality (Giacalone & Jurkiewicz, 2015).

However, eminent scholars have proposed their versions of spirituality as mentioned below

1. " the human dimension that transcends the biological, psychological, and social aspects of living"- Mauritzen (1988) (Zinnbauer, Pargament, & Scott, 1999).
2. ‘‘a quality that goes beyond religious affiliation, that strives for inspirations, reverence, awe, meaning and purpose, even in those, who do not believe in any good.’’- Murray,1989. (Meezenbroek, et al., 2012)
3. "spirituality as a search for universal truth" -Goldberg 1990 (Zinnbauer, Pargament, & Scott, 1999)
4. "that which is involved in contacting the divine within the Self or self—Self referring to realms of consciousness well beyond the ego"- Fahlberg and Fahlberg (1991) (Zinnbauer, Pargament, & Scott, 1999)
5. "..the feeling individuals have about the fundamental meaning of who they are, what they are doing, and the contributions they are making" - Vaill (1996) (Ratnakar & Shreekumar, 2012)
6. "It is universal and timeless, an end in itself, source of purpose and meaning in life, faith and will power, inner peace and calmness , the feeling of interconnectedness - Denton and Mitroff" (Denton & Mitroff, 1999)
7. "Personal expression of ultimate concern"- Emmons (2000) (Giacalone & Jurkiewicz, 2015)
8. "A relationship with God, or whatever was held to be the Ultimate, that fostered a sense of meaning, purpose and mission in life".- David R Hodge (Hodge, 2001)
9. "Animating life force that inspires one towards certain ends and purposes, that go beyond self" - McKnight (Kinjersky & Skrypnek, 2004)
10. "spirituality is an individual’s inner source of inspiration"- Dehler and Welsh (Moore, 2008)

ISSN 2394 - 7780

11. "Finding meaning in life, self-actualisation, and connections with the inner-self, other people and the universal whole"- Parsian and Dunning (2009) (Ratnakar & Shreekumar, 2012)
12. "definitions of 'spirituality' vary, and tend to include purpose, values, meaning-making, being good or ethical, connectedness, transcendence, self-actualization and other-worldly".- Poole (2009) (Ratnakar & Shreekumar, 2012)
13. "A direct experience of the sacred. through techniques of meditation , contemplation, yogic and other. - Robert Walsh (Walsh, 2011)
14. "Spirituality means to experience a domain of awareness which is universal and also a sense of connection to the creative power of the universe" -Deepak Chopra (Chopra, 2012)
15. One’s striving for and experience of connection with oneself, connectedness with others and nature and connectedness with the transcendent.- Meezenbroek et al (Meezenbroek, et al., 2012)

DECODING SPIRITUALITY

Synthesis of the different definitions of spirituality, key characteristics that emerge are

1. Self Transcendence.
2. Connectedness.,
3. Spiritual values.
4. Mission and purpose.
5. Search for peace and truth.
6. Relationship with the divine, God or sacred.

Giacalone and Jurkewicz, draw a clarification of the meaning by trying to place the concept's manifestations as *spiritual attributes* and *spiritual activities* (Giacalone, 2015). In other words, the first aspect is about what *one has*, and the other is what one does. This paper attempts to define spirituality on basis of the latter or say- spiritual process.

Two definitions that highlight the mechanics of spirituality, besides being simple and scientific are stated below:

1. "the process of finding meaning and purpose in our lives as well as living out one's set of deeply held personal beliefs" -Neck & Milliman, 1994. (Ratnakar & Shreekumar, 2012).
2. "consciously taking yourself to the subtle" (Vasdev, 2012).

While the former doesn't explicitly bring out the essence of spirituality as it could also mean living a principled life with some specific purpose, like a sportsman or statesman or politician who may not be essentially spiritually inclined.

Jaggi Vasdev's definition defines it well, as a process. If this process based definition could be accepted, the experiential variations could be ascribed to individual or cultural factors. However, it is pertinent to further elaborate on what constitutes "Gross" and "subtle". To explain this, reference is being made to the ancient Vedic text -Taittriya Upanishad, which describes 5 sheaths or "Panch kosh" (Adiswarananda) of existence, in order from "gross" to "subtle" as follows:

1. 'Ann Maya Kosh' is the physical body made from food (Ann).

2. 'Pran Maya Kosh' is the energy within the physical body.

3.*'Man Maya Kosh'* which pertains to feelings, emotions and creative thoughts.

4. *'Vigyan Maya Kosh'* which is the power to discriminate and control the mind.

5. *'Anand Maya Kosh'* represents is divine, peaceful and blissful consciousness of a person.

In relation to the above, a modified definition of spirituality is hereby proposed.

Spirituality is the process of gaining ability to transcend self by wilfully focussing one's consciousness from the gross towrds subtle, thereby experiencing the oneness which constitutes all.

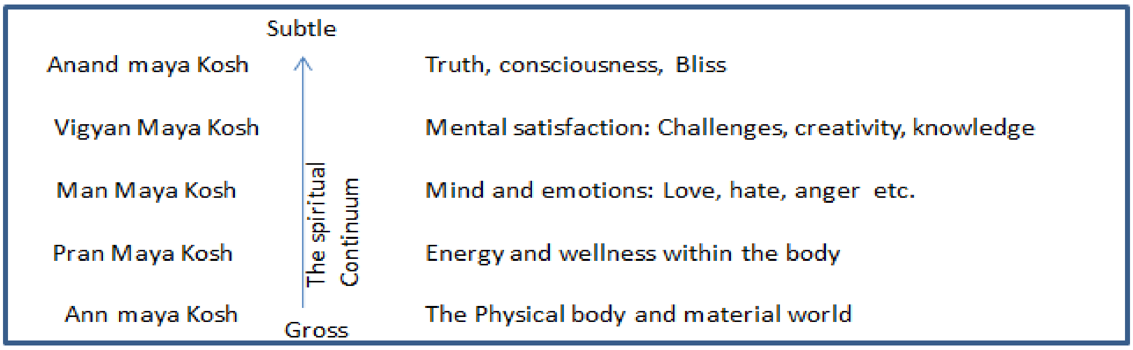
This can be done through yoga, mindfulness exercises, meditation, self reflection, empathising with others, or any other means that gives peace and bliss to one innerself.

SUPPORT FOR THE DEFINITION

The following arguments elucidate the robustness of the proposed definition, which not only holds and explains the key characteristics of spirituality as discussed above, but also uncovers their interlinks.

1. Self transcendence: Moving focus through the outer most sheath viz. gross physical body (most vulnerable to distortions caused by external influences) to the innermost sheath viz. subtle pristine consciousness (least affected by externalities) leads to enhanced self awareness and hence self transcendence.
2. Connectedness: By focussing on the subtle, the basic constituent consciousness of the multifarious existence, gets more and more exposed, resulting in realization of unity or at least interconnections within the experienced multiplicity.
3. Spiritual Values: Once unity or interconnections within the world are realized; emergence of values as included by Schwartz in the umbrella term "Universalism" and " Benevolence" (Shwartz, 2012) is intrinsically triggered; enabling a spiritual person to live a more authentic life.
4. Mission and purpose: The values and interconnections, once realized, clarify what one wants to stand for & translate into a mission or purpose.
5. *The experience of peace and truth*: Self transcendence, as discussed above, bestows the ability to cut off worldly disturbances or noise, Resultant peace enhances the ability to comprehend the reality accurately and respond appropriately.
6. Relationship with God: Being a process based definition, it carries width to accommodate individual discretion and belief and applies equally to theistic, pantheistic and atheist views of God.

The definition by encompassing all existential components, actually simplifies the exhaustive concept of spirituality without losing any pivotal aspect. It further allows; that spirituality need not necessarily mean reaching the peak of spiritual prowess; but recognizes that a spiritual practitioner can transcend self to varying levels of subtlety. Thus, it seems logical to map spirituality on a continuum from gross to subtle, as presented in Fig. 1.



CORROBORATIONS FROM EXTANT LITERATURE

The 'Spiritual continuum' view is strengthened by E. R, Canda who describes spirituality as the 'Gestalt of the total process of human life and development, the central dynamic of which is person's search for sense of meaning and purpose through relationships with other people, the non-human environment and the ultimate reality' (Gull & Doh, 2004). Further corroborations come from Rupali et al. who use the concept of 'Koshas' to describe what Holistic growth and development is (Pardarshni, Sharma, & Bindlish, 2014). Swami Srikantananda, who quotes Swami Vivekananda as saying "Be strong, my young friends, this is my advice to you. you will be nearer to heaven through football than through the study of Gita". (Srikantananda, 2008), thereby hinting that the Body and spirituality complement each other.

CORROBORATIONS ON BASIS OF REDOLENT PARALLELS FROM SCIENCE AND PSYCHOLOGICAL HEALTH

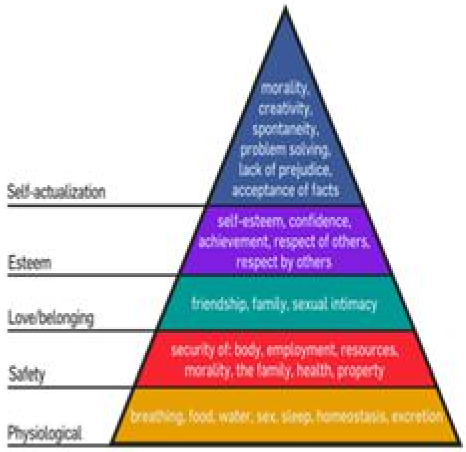
Fritjof Capra, in his book titled 'The Tao of Physics' drew striking parallels between modern science and spirituality of the east. The Newtonian physics, based on the gross physical objects was contrasted with subtler entities of matter where the reality of the world's interwoven nature gets exposed. (Capra, 1976).

The **psychological health** parallel of this continuum of spirituality is the Maslows' Heiarchy of needs (Maslow, 2000). Sundberg, Winebarger, & Taplin cite, that Maslow, conceding the insufficiency of the term self-actualization, proposed a still higher level of development namely- 'transcendence or spiritual needs for cosmic identification' (Dutta, 2010).

Both have the individual focus on gross physical aspects at the bottom and it shifts higher to subtler aspects as it approaches increased spirituality. Also Maslow's Hierarchy of needs and the posited spiritual continuum (figure 1) concur about increased intrinsic motivation as spirituality (subtlety) is approached. The striking parallels are exhibited in the Figure 2 below.

Figure 2: Parallels of the spiritual continuum to Maslow's hierarchy of needs

The spiritual continuum



Maslow's hierarchy of needs (Burton, 2012)

From the above discussion, the following is hereby postulated:

1. Irrespective of whether a person is agnostic, theist, pantheist or atheist, the spiritual continuum includes all processes of human life, development and self-evolution.
2. By delving into subtler levels of self, spirituality intensifies, enabling individuals to realize their higher potentials in terms of innovation, creativity, and energy/motivation.

FROM THE SPIRITUAL CONTINUUM TO WORKPLACE SPIRITUALITY

Mitroff and Denton found that many employees derive meaning and purpose from their jobs if they believe that they have the ability to realize their full potential as humans (Pfeffer, 2003). Workplace spirituality is most often defined in terms of interconnectedness amongst employees and self-exploration for mission or purpose (Gull & Doh, 2004); (Pfeffer, 2003); (Fry, 2003).

From the above, it appears to be popularly agreed that workplace spirituality has three important facets namely membership, purpose/mission and transcendence of self in work.

However, restricting the concept of workplace spirituality to mere membership, sense of purpose or self-transcendence through work; seems to be an over reduction of the far-reaching scope of the concept. It tends to show more of what a spiritual workplace achieves, rather than spiritual workplace itself. Mitroff and Denton extend this spiritual interconnection to the environment and virtually the whole universe (Corner).

Therefore, there is a dire need of a model which can extrapolate individual spirituality onto organizational spirituality. The spiritual continuum (as proposed earlier) could be extrapolated to draw the boundaries and scope of workplace spirituality as shown in Figure 3 below.

Figure-3: The workplace spirituality range as a subset of the spiritual continuum

	The spiritual Continuum		
Anand maya Kosh		Truth, consciousness, Bliss	
Gyan Maya Kosh		Mental satisfaction: Challenges, creativity, knowledge	Workplace spirituality domain
Man Maya Kosh		Mind and emotions: Love, hate, anger etc.	
Pran Maya Kosh		Energy and wellness within the body	
Ann maya Kosh		The Physical body and material world	

It is suggested that all but the highest level viz. Anand-maya Kosh, should be included while mapping the area of workplace spirituality. Reason for suggesting so, is, that this is the point of culmination of the process of spirituality, a point where no purpose remains relevant to a person, since he has already achieved his spiritual peak and life's purpose.

A spiritual workplace would therefore be one which helps individuals to transcend all sheaths of existence from Gross physical body to the discerning intellect, while encouraging them to focus more on subtler realms in the continuum.

QUALITATIVE RESEARCH

Informal interviews

Informal interviews were conducted to understand the meaning of spirituality and whether experts accepted the definition of spirituality as proposed.

The result of personal interviews with experts

Most of the interviewees, in principle, accepted the definition as proposed in the paper. Dr Balaganapati Deverakonda, from the Department of Philosophy, University of Delhi, explained that knowledge of the subtle is the core of spirituality. Knowledge of the absolute reality, is possible to be grasped only through the knowledge of subtlest element of life or nature, he asserts. He quoted Vedic texts as saying "Knowing the smallest you will know the highest."

Dr Aditya Gupta, pointed out that in the vedantic philosophy duality exists at the macro level, but not at the micro level there is no duality. This has been substantiated by modern physics. When non-duality is experienced, peace is the natural outcome and selfless service originates. By being spiritual we need not neglect our physical or economic needs, he added. He further elaborated that there is nothing non-spiritual and thus supported the proposed definition.

A practitioner from Brahm Kumari, a worldwide spiritual movement dedicated to personal transformation and world renewal (Kumaris, 2016); explains that "our true identity is not the physical form, but the spiritual being which embodies love, peace, purity and understanding." Upon anonymity, she ratified the above definition of spirituality.

Swami Avmuktanand in a brief interview, also described spirituality in terms of transcending the 5 sheaths of existence as stated in the paper. (Avmuktanand Swami, 2016)

Dr Sonia Khatter, a medical practitioner and spiritual follower stated that this definition only can explain the inexplicability of the term ‘spirituality’. Further, it also explains the different levels of spiritual acumen and transcendence among humans.

A senior organizational leader, with vast knowledge on religion and spirituality, led further credence to the concept as a whole.

OBSERVATIONS FROM PERSONAL EXPERIENCE FROM MEDITATION

At Vipasana, which is a Buddhist meditation technique, the instructions were to focus on the slightest and the subtlest sensations in the body without creating any unfavourable or favourable impression about them. This means that the domain of awareness was to be extended inwards. This involved working closely with the body, breath and mind, using the power to discern. Only if mind was controlled rationally, could it become more aware. The experience supported the 5 sheaths theory as well as the theory of attention and transcendence from gross towards the subtle.

In another meditation program under the guidance of Saint Avmuktanand a yogi based in Haridwar, the instructions were to first sit straight, control the breath, slowly calm the mind. The power to control the mind is what is being described as intellect or vigyanmaya kosh in the paper. This too supports the hypothesis that spirituality involves everything from Body, energy within the body, mind and intellect.

ANALYSIS OF THE SURVEY UNDERTAKEN

A questionnaire was served to 72 respondents. Both online and offline mediums were extended especially to those who had interest in spirituality. Table 1 shows the distribution of the sample in terms of Level of management, and gender.

	Male	Female	Total
	38	34	72
Higher managerment	3	2	
Middle management	20	18	
Lower management	13	14	

ISSN 2394 - 7780

The Sampling method used was convenience sampling. Responses were taken on a 5 point likert scale and a 10 point rating scale.

The key highlights of data collected from the respondents were as under

1. 89% respondents were in agreement with proposed definition of spirituality. None disagreed.
2. 94.44 % expressed their belief that the subtle controls the gross. None refuted.
3. Nearly 89 % respondents agreed that the subtle was a source of strength for them

Once the above was established, significantly positive correlations derived through SPSS, within logically structured items in the questionnaire hold a promise of building a consensus around the proposed concept. No significant differences in perception were observed across hierarchy and genders.

Table 2 below shows the correlations between the different items in the questionnaire.

Table-2

		Interest in Spirituality	**Belief that Subtle Controls Gross**	**Belief that Subtle is Source Of Strength**	**Agree with Definition**	**Rating given to definition**	**Belief that mission and purpose become clear**
Interest in Spirituality	Pearson Correlation	1	.403**	.442**	.474**	**.594****	.385**
	Sig. (2-tailed)		.000	.000	.000	.000	.001
	N	72	72	72	72	72	72
Belief that Subtle Controls Gross	Pearson Correlation	.403**	1	**.718****	**.597****	**.531****	**.527****
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	72	72	72	72	72	72
Belief that Subtle is Source Of Strength	Pearson Correlation	.442**	**.718****	1	**.699****	**.524****	**.531****
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	72	72	72	72	72	72
Agree with Definition	Pearson Correlation	.474**	**.597****	**.699****	1	**.713****	**.551****
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	72	72	72	72	72	72
Rating given to definition	Pearson Correlation	**.594****	**.531****	**.524****	**.713****	1	**.705****
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	72	72	72	72	72	72
Belief that mission and purpose become clear	Pearson Correlation	.385**	**.527****	**.531****	**.551****	**.705****	1
	Sig. (2-tailed)	.001	.000	.000	.000	.000	
	N	72	72	72	72	72	72
**. Correlation is significant at the 0.01 level 2 tailed							

SPIRITUAL LEADERSHIP

Though spiritual leadership theory is well established in the western nations it's meaning and relevance in the Indian context needs attention. Because of the cultural differences and the understanding of spirituality in the different cultures the meaning, as expressed by western researchers needs to be adopted or refined as per the Indian environment. Hence ideas on what spiritual leaders meant to employees; was collected from 50 respondents. Then, this seemingly exhaustive list was placed before 5 senior executives who claimed to have a keen interest in spirituality. They coded the items and clubbed them into the following 10 components.

a. Providing job security so you can connect to the organization as a family member.
b. Respecting your spiritual inspiration to connect to the infinite.
c. By providing a bigger cause , to work for, beyond the normal material gains.
d. Encouraging to be Benevolent to others
e. Allowing you to live your life of values.

 ISSN 2394 - 7780

f. Linking your reason for being to your current job.

g. Mentoring you to Reach your full potential through work immersion.

h. Connecting to others around you with love and trust.

i. By adopting and encouraging spiritual principles like nonviolence, love, trust, sacrifice, discipline, forgivingness, non discrimination, kindness, self control.

j. Engendering Faith in self so that feeling of being "in control" and "responsible" are generated

Lastly, a sample survey was undertaken on a sample of 65 employees to understand the relative importance ascribed by the respondents to each of the components.

ANALYSIS

Though the meaning of spirituality is highly subjective and can be cause of major differences between respondents and followers the following inferences could be drawn from the above research :

1. All Practitioners perceive huge benefit from their respective spiritual practices in both their personal and professional lives.
2. The level of interest in spirituality significantly co-relates with level of agreement about the proposed definition of spirituality (.594).
3. Very strong co-relation (.718) between the belief that subtle controlling the gross and the belief that subtle is a source of inner strength
4. Very strong correlation between the belief that spirituality makes the vision and mission (gives a sense of purpose) and the degree of agreement to the definition.(.705).
5. High correlation between the belief that Subtle is source of strength and degree of agreement with the definition.

The paper finds strong support to validate the definition as well as the perceived 5 sheath concept of "Panchkosha" to provide a greater grasp about spirituality, and its domain within a human personality, as well as the workplace, from the Indian perspective.

CONCLUSION

The paper prepares the ground to connect the seemingly divergent concepts of profits/ business and spirituality by suggesting that all human activity and motivation for work comes under the preview of spirituality. The concept of 5 sheaths, makes it easy to understand how materialism and spirituality are not essentially polarized but can mutually be beneficial if they work in sync with each other.

Finally the paper, using the spiritual continuum, describes the applicable range for spiritual workplaces to adopt and also thus exhorts companies to be spiritual; for the multifarious benefits it promises. It supports Dehler and Welsh's assertion that an all round employee development in terms of physical, mental, emotional, and spiritual needs be systematically planned and executed (Petchsawanga & Duchon, 2012). Hence, the paper demonstrates how administering spirituality in organizations can be and needs to be a comprehensive companywide program and thus not remain confined to value propagation at the top level.

BIBLIOGRAPHY

- Adiswarananda, S. (n.d.). *Hinduism: The Human Individual.* Retrieved from http://www.ramakrishna.org/: http://www.ramakrishna.org/activities/message/weekly_message40.htm
- Avmuktanand Swami. (2016, 08 11). Aadhyatam kya hai. (R. Malik, Interviewer)
- BrahmKumari, V. (2016, 12 10). Spirituality. (R. Malik, Interviewer)
- Brooke, C., & Parker, S. (2009). Researching Spirituality and Meaning in the Workplace. *The Electronic Journal of Business Research Methods*, 1-10.
- Burton, N. (2012, 05 23). *Our hierarchy of needs* . Retrieved from Psychology Today: https://www.psychologytoday.com/blog/hide-and-seek/201205/our-hierarchy-needs
- Capra, F. (1976). *The Tao Of Physics.* London: Harper Collins.
- Chopra, D. (2012, April 23). *What is spirituality?* Retrieved 05 05, 2016, from youtube: https://www.youtube.com/watch?v=L9X3eo9RJUQ

- Chopra, D. (2012, April 23). *What is spirituality?* Retrieved 05 05, 2016, from youtube: https://www.youtube.com/watch?v=L9X3eo9RJUQ
- Corner, P. D. (2008). Workplace Spirituality and Business Ethics:Insights from an Eastern SpiritualTradition. *Journal of Business Ethics*, 377-390.
- Corner, P. D. (2009). Workplace Spirituality and Business Ethics:Insights from an Eastern SpiritualTradition. *Journal of Business Ethics*, 377-390.
- Corner, P. D. (2009). Workplace Spirituality and Business Ethics:Insights from Eastern Spiritual Traditions. *Journal of Business Ethics*, 378.
- Denton, I. 1., & Mitroff, E. A. (1999). A Study of Spirituality in the. *Sloan Management Heview*, 83-92.
- Dutta, Y. (2010). Maslow's Hierarchy of Basic Needs: An Ecological View. *Oxford Journal*, 39-57.
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 693-727.
- Giacalone, R. A., & Jurkiewicz, C. L. (2015). *Handbook of Workplace Spirituality and Organizational Performance.* New York: Routledge.
- Gull, G. A., & Doh, J. (2004). The transmutation of an organization to a more spiritual place. *Journal of Management Inquiry*, 128-139.
- Gupta, S., Bishnoi, N. K., & Mathews, C. (2012, September -February). Workplace Spirituality & Indian Ethos. *Purushartha, 4*(2), 51-63.
- Hodge, D. R. (2001). Spiritual assessment: a review of major qualitative methods and a new framework for assessing spirituality. *Social Work,*, 203-214.
- Jurkiewicz, C. l., & Giaclone, R. A. (2004). A Values Framework for Measuring the Impact of Workplace Spirituality on Organizational Performance. *Journal of Business Ethics*, 129-142.
- Karakas, F. (2010). Spirituality and Performance in Organizations: A literature Survey. *Journal of Business Ethics*, 89-106.
- Kinjersky, V. M., & Skrypnek, B. J. (2004). Defining spirit at work: finding common ground. *Journal of Organizational Change Management;*, 26-42.
- Klenke, K. (2003). The 'S' Factor in leadership education,Practice and Research. *Journal of Education for Business*, 56-60.
- Kumaris, B. (2016). *Brahma Kumaris.* Retrieved 12 10, 2016, from http://www.brahmakumaris.org: http://www.brahmakumaris.org/about-us/introduction
- Maslow, A. H. (2000, August). *A Theory of Human Motivation.* Retrieved 05 06, 2016, from Classics in the History of Psychology: http://psychclassics.yorku.ca/Maslow/motivation.htm
- Meezenbroek, E. d., Garssen, B., Berg, M. v., Dierendonck, D. v., Visser, A., & Schaufeli, W. B. (2012). Measuring Spirituality as a Universal Human Experience: A Review of Spirituality Questionnaires. *Journal of relig and health*, 336-354.
- Moore, T. W. (2008). Individual Differences and Workplace Spirituality: The Homogenization of the Corporate Culture. *Journal of Management and Marketing Research*, 79-93.
- Moxley, R. (2000). Leadership & spirit: Breathing vitality into the workplace. *Mt Eliza Business Review, 3*(1), 8.
- Pardarshni, R., Sharma, R. R., & Bindlish, P. (2014). Facilitating workplace spirituality: lessons from Indian spiritual traditions",. *Journal of Management Development*, 847-859.
- Pardasani, R., Sharma, R. R., & Bindlish, P. (2014). Facilitating workplace spirituality: lessons from Indian spiritual traditions",. *Journal of Management Development*, 847-859.
- Petchsawanga, P., & Duchon, D. (2012). Workplace Spirituality, Meditation, and Work Performance. *Journal of Management, Spirituality & Religion*, 189-208.
- Pfeffer, J. (2003). Business and the spirit: Management practices that sustain values. *in R. A. Giacalone and C. L. Jurkiewicz (eds.), The Handbook of Workplace Spirituality and Organizational Performance.*

- Ratnakar, R., & Shreekumar, N. (2012). A Review of Scientific Research on Spirituality. *Business Perspectives and Research*, 1-12.
- Shirley Ann Suárez. (2015). EFFECTS OF SPIRITUALITY IN THE WORKPLACE. *Proceedings of the Academy of Organizational Culture, Communications and Conflict* (pp. 9-13). Allied Academies International Conference.
- Shwartz, S. .. (2012, 01 12). *An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and culture.* Retrieved 2016, from http://scholarworks.gvsu.edu/: http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1116&context=orpc
- Srikantananda, S. (2008). *What is Real Personality*. Hyderabad: Swami Jnanadananda.
- Vasdev, S. (2012, December 29). *What is spirituality?* Retrieved 05 05, 2016, from youtube: https://www.youtube.com/watch?v=ZP5HmM0UxQs
- Vasudev, S. (2013, April 22). *Inner Management: The Missing Link to Leadership Excellence*. Retrieved May 05, 2016, from youtube: https://www.youtube.com/watch?v=FVdDwS0ijU4
- Walsh, R. (2011, January 31). *What is Spirituality and What is a Spiritual Life?* Retrieved 05 05, 2016, from youtube: https://www.youtube.com/watch?v=xKk3O-lXjxE
- Zinnbauer, B. J., Pargament, K. I., & Scott, A. B. (1999). The Emerging Meanings of Religiousness and Spirituality: Problems and Prospects. *Journal of Personality*, 889-919.

EMPLOYEE ENGAGEMENT: A COMPARATIVE STUDY BETWEEN PRIVATE AND GOVERNMENT ORGANIZATION

Dr. Mousumi Panda
Associate Professor and HOD, Gandhi Institute for Technology, Bhubaneswar

ABSTRACT

In today's Era, Employee Engagement is a vital and crucial issue, which needs to be addressed in every organization for its' Effectiveness. Employees can act as the reason for success and simultaneously they can be the reason behind the failure of an organization if not taken care in proper direction. The concept "employee engagement" is being widely used in every organization with an intention to improve the productivity level more. Employee engagement is nothing but the level of willingness, ability and attitude of employees towards their work or task. As per the researchers, many evidences has been found out which shows that more the employee is engaged more he/ she contributes towards the job and more they are likely to be satisfied. More Engaged the Employees of an Organization, more Productivity is resulted. But it is seen that, Govt. employees are less engaged than private employees as Govt. employees feel secured about their jobs. Job security and over confidence refrains employees from being engaged in the organization. This paper is a comparative study between Govt. and Private employees about Employee Engagement. Here sample of 50 employees each was taken in BSNL and Britannia Industry, both in Bhubaneswar region and a detailed study was done on this topic. The study throws light on which (Govt. or Private) employees are more engaged. Gallup's 12 questions are considered for preparing questions. Each question is analyzed and compared in both the cases. Each question has a finding that proves Private employees are more Engaged than Government employees. Here another aspect is Manufacturing via-a-vis Service sector, but that angle can be studied in future. Further scope can be found out only after the findings of present study.

Keywords: Employee Engagement, Private organization, Government organization, 50 employees.

INTRODUCTION

Employee engagement is considered as most important component of any organization because when employees are engaged in their work, they have good relationships with their co-workers and working environment becomes better which helps in organizational growth and improve production . Engaged employees are not only happy in their job, but also translate that satisfaction into higher productivity and profitability of the organization. Engaged employees provide benefits to the organization in productivity, improved quality, customer care, cooperation among the employees, reduced employee turnover, reduced absenteeism and disputes.

Every organization must view Employee Engagement as a long term business activity. It never happens over night, it has to be inculcated in Employees' heart and mind. Alignment of Personal goals with Performance is one of the strategies of Employee Engagement. Employee Recognition too adds value to it. Flexibility, Automation and Personalisation are also some of the strategies of Employee Engagement. Mentoring is a vital tool of Employee Engagement. It becomes the Authority's responsibility how to keep the Employees engaged while driving Organisational goals. Employee Engagement is the priority for most of the companies, which needs interaction at all levels.

BSNL being a Government organization and a Service Sector,its employees don't have the fear to lose their jobs. Rather they show less seriousness in the job. But as my study is on Employee Engagement, here I want to find out the various reasons for the same. Moreover ,I have taken Britannia Industries,which is private as well as a Manufacturing Sectorwhere Employees are answerable to the Owner and they have to perform good ,otherwise they have a fear of losing job. Here the researcher wants to prove that Private Employees are more Engaged than Govt. Employees. I have taken few questions of Gallup's questionnaire to study .

OBJECTIVES OF STUDY

1-Finding the difference between Employee Engagement Pattern in BSNL and BRITANNIA.

2-Estabishing a relationship between Employees' behavioural pattern of BSNL and BRITANNIA.

PLACE OF RESEARCH

1- BSNL Head office, Bhubaneswar.

2-BRITANNIA Manufacturing unit, Bhubaneswar.

RESEARCH METHODOLOGY

Sample Size: 50 employees from each organization.

Data collection is done through Primary data collection and only 5 questions were asked to employees of BSNL and BRITANNIA.50 executives of both organisations were asked these question.

Data Analysis is done by statistical data analysis through Pie-chart Representation.

STUDY FINDINGS

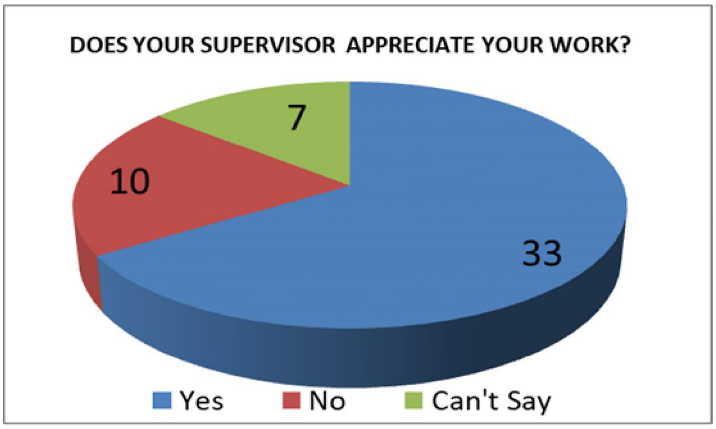
1-BRITANNIA Employees

Q. Does your supervisor appreciate your work?

Yes-33

Can't say-07

No-10



According to this, It can be concluded that the supervisor appreciates the work of the workers as the analysis it is 66%.

The Supervisors here create an environment that is trusting and open. They give the workers continuous feedback for good performance in future. Inspires and motivates them to do more.

A minority of 20% workers are saying no, which means they feel they are not being appreciated. While 14% of them are not sure or do not want to give their answer.

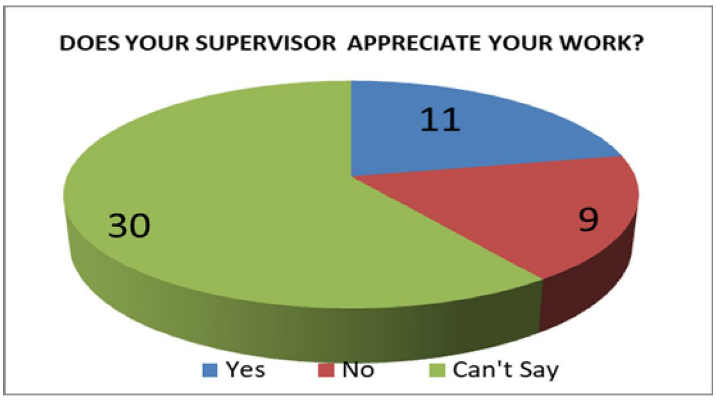
1-BSNL Employees

Q.. Does your supervisor appreciate your work?

Yes-11

Can't say-30

No-09



The above data shows that, 22% of employees get appreciation from supervisors.

60% of employees can't say anything about the appreciation. And 18% say they don't get any appreciation.

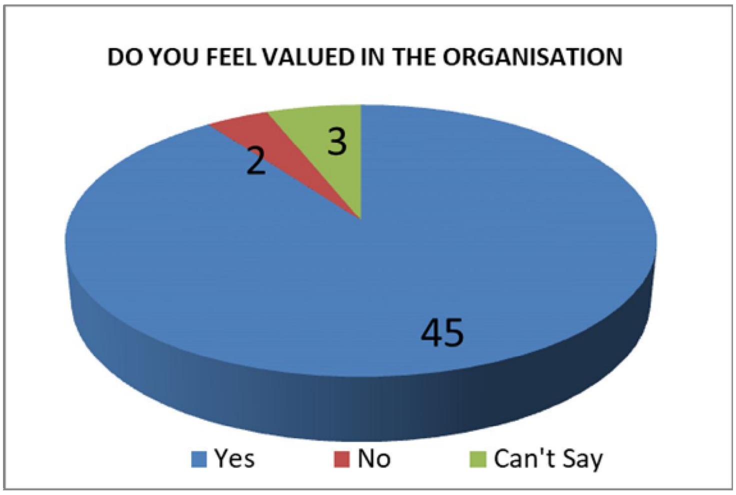
2-BRITANNIA Employees

Q . Do you feel valued in the organisation?

Yes-45

No-2

Can't say-3



90% of the workers are satisfied and feel that they are being valued.

This concludes that they are being treated with respect and dignity.They are free to express their thought, feelings and disagreements to the supervisor and are given enough importance.

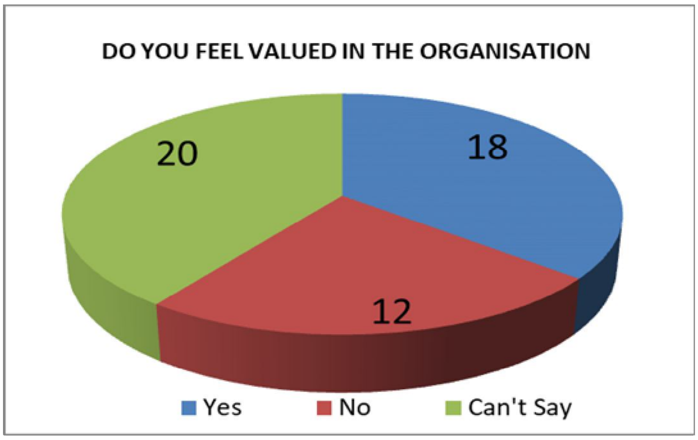
2-BSNL Employees

Do you feel valued in the organisation?

Yes-18

No-12

Can't say-20



Here a mixed response was found among the employees. 36% of employees stated that they feel valued in the organisation.40% of employees replied they can't say and 24% said their suggestions are not given any importance.

3-BRITANNIA Employees

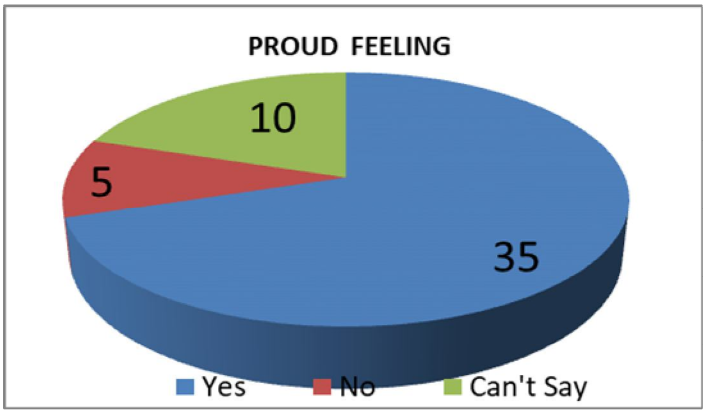
Q. Do you feel proud of your company?

Yes-35

No-5

Can't say-10

 ISSN 2394 - 7780



65% of the workers are proud to work in this organisation, which means:

They feel valued. All their needs are being fulfilled by the organisation. They feel their organization is a good one. They get appreciated for their work.

20% of the workers are not proud to work in this organisation and 15% are not sure.

3-BSNL Employees.

Do you feel proud of your company?

Yes - 50 No-0

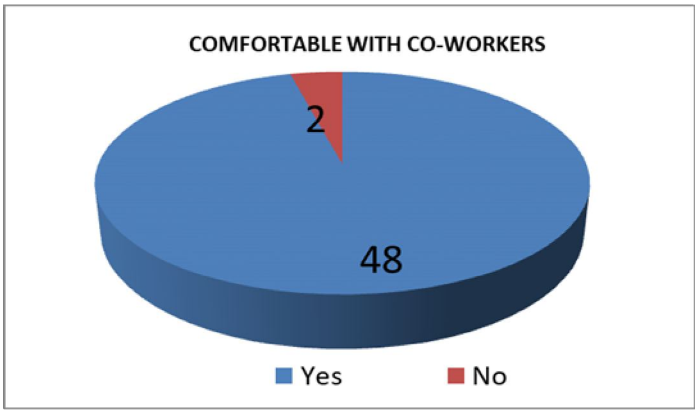
All the employees feel proud to be associated with a public sector company and they feel privileged to work there.

4-BRITANNIA employees:

Q. Are you comfortable working with your co-workers?

Yes-48

No-02



ISSN 2394 - 7780

96% of the workers are comfortable working with their co-workers, which means there is:

No communication gap between them. They maintain camaraderie and a friendly environment amongst them. Despite of the differences in culture and background they are working together here, they are working in equity.

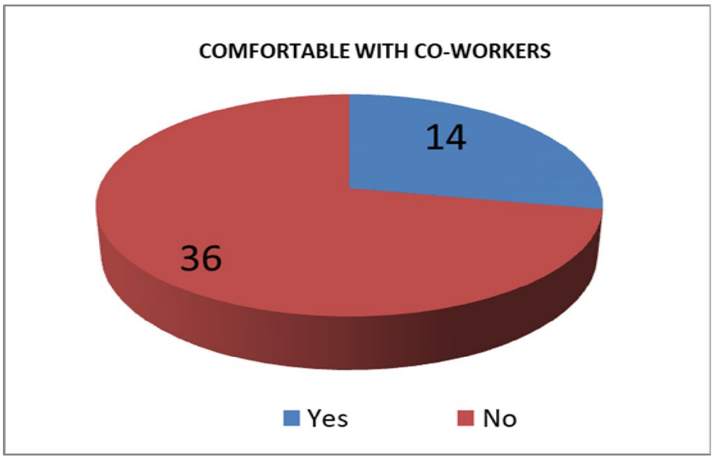
Rare 4% of the workers are not comfortable.

4-BSNL employees

Q. Are you comfortable working with your co-workers?

Yes-14

No-36



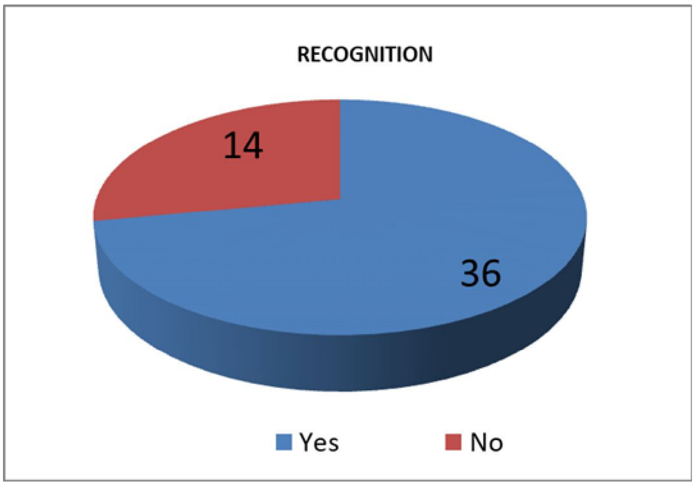
28% employees are comfortable with co-workers and 72% employees are unhappy working with their co-workers.

5-BRITANNIA employees

Q. Have you received any praise during last 3 years?

Yes-36

No-14



72% employees in Britannia say they get praises and appreciations for their work whereas 28% say they have not yet received any appreciation in last 3 years. But 72% is a large portion which will be taken as positive response for this question. Appreciation and praises is a criteria for Motivation of employees.

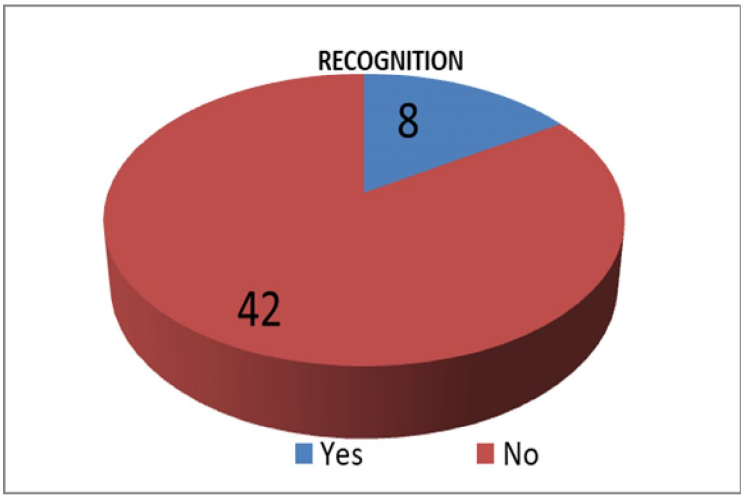
5-BSNL employees

Q. Have you received any praise or recognition in last 3 years?

Yes-08

No-42

ISSN 2394 - 7780



For BSNL employees the result is quite surprising as 84%of employees said they didn't get any such praises and appreciation for their work and only 16% agreed to this question. So, it is quite obvious that BSNL employees are not motivated for good work.

FINDINGS AND CONCLUSION

From the above discussion and comparative analysis it is found that--

1. In both the organisations, employees are happy to be associated. BSNL is Govt organization and their job is secured. As BRITANNIA is an old organization and has good brand image , employees are happy to be associated.
2. The difference between BSNL and BRITANNIA is employees get support and feel valued as well as dignified in BRITANNIA but employees don't feel such dignified in BSNL. As Employee Engagement's vital part is Dignity of employees , which is lacking in Govt. organization.
3. Employees' opinions matter in BRITANNIA and they feel valued but in BSNL employees' opinions are not given any importance. Another criteria of Employee Engagement is also not fulfilled in BSNL.
4. Happiness working with co-workers is a major factor ,which is not seen in BSNL employees. BRITANNIA employees are quite happy with their co-workers. This is also an important criteria for Employee Engagement. Employees will be more engaged in a happy environment.
5. In last 3 years, Appreciation received by Authority for good work is very less in case of BSNL employees whereas BRITANNIA employees get appreciation always. This also reduces Employee Engagement in the organization. A good work if not appreciated reduces commitment and hence Engagement is also reduced.

The study findings show obvious reasons why Private organisation's employees are more engaged than Government employees. Gallup's questions helped the researcher in the above study. It is a must for employees of a company to feel and sense the meaning of Employee Engagement. People who are working in Government organisations are less engaged though they are proud to be associated with it. But lack of Employee Engagement will slowly drive the organization towards deterioration. Whereas Britannia Industries employees are more engaged which leads to organization improvement. The concept of Employee engagement is gaining momentum in every successful organization and has become an essential part of the Strategic decision. This study has further scope to restudy the difference between the behavioural pattern of service and manufacturing sector.

REFERENCES

1. Katz, D. and Kahn, R. L. (1978). The Social Psychology of Organizations, (2nd Edition). New York: Wiley.
2. Kahn, W.A. (1990). Psychological conditions of personal engagement andndisengagement at work, Academy of Management Journal, Vol. 33, 692-724.
3. Bates, S. (2004). Getting engaged, HR Magazine, Vol. 49(2), 44-51
4. Carrell. M., Elbert. N., & Hatfield. R. (1995) "Human Resource Management", Englewood Cliffs: Prentice Hall.

5. Ellis. C. M. & Sorensen. A. (2007) “Assessing Employee Engagement: The Key to Improving Productivity”, Segal Perspectives, 15(1), 1-9.
6. Gallup Consulting. (2010) “The State of the American Workplace: 2008-2010”, Gallup Inc., Washington, D.C.
7. Gallup Consulting. (2010) “The State of the Global Workplace: A worldwide study of employee engagement and well-being”, Gallup Inc., Washington, D.C
8. Kahn, W. A. (1992) “Psychological conditions of personal engagement and disengagement at Work”, Academy of Management Journal, 33(4), 692-724.
9. Kular. S., Gatenby. M., Rees. C., Soane. E., & Truss. K. (2008) “Employee Engagement: A Literature Review”, Working Paper Series No 19, Kingston Business School, Kingston University, October, 1-28
10. Kumar. A., Abbas. Q., Ghumro. I. A. &Zeeshan. A. (2011) “Job Characteristics as Predictors of Job Satisfaction and Motivation”, Asian Journal of Business and Management Sciences, 1(4), 206-216.
11. Macey. W. H. & Schneider. B., (2008) “the meaning Employee Engagement”, Industrial and Organizational Psychology, 1, 3-30
12. Mahalaksmi. K. G. (2012) “Employee engagement – A Corporate Boon 10 ways for Effective Engagement”, Advances In Management, 5(2), 64-65.
13. Millar. G. (2012) “Employee engagement - a new paradigm”, Human Resource Management International Digest, 20(2) 3–5.
14. Sahoo. C.K. &Misra. S. (2012) “A framework towards employee engagement: The PSU Experience”, ASCI Journal of Management, 42 (1), 94-112.
15. White. B. (2011) “Employee Engagement Report 2011”. Research Report. Princeton, New Jersey

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

IMPACT OF PERFORMANCE MANAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Dr. Priyanka Agarwal, Dr. Anshu Singh and Dr. Jaideep Kaur
Amity Business School, Amity University, Noida

ABSTRACT
In today's dynamic environment, organizations have to continuously ensure high level of performance of their employees in order to stand out the market place. The dynamic nature of market keep the organization on its toes and never give a scope to compromise with the performance at individual and organizational level as well. Performance and managing performance throughout the life cycle of an organization is an integral aspect which cannot be ignored at any point in time as it impacts the overall productivity of organization.This research paper is an attempt to find out the impact of performance on employees with respect to parameters like turnover and organizational citizenship behavior in telecom sector.

Keywords: Performance Appraisal, Employee turnover, Absenteeism, Organizational citizenship behavior.

INTRODUCTION
A study by Robert (2007) found out that, fair pay is a major part of any employee turnover management strategy employed by many organizations. Workers will not be motivated to stay in a job where their skills are underappreciated and underpaid. According to Armstrong (2003) Lack of potential for advancement or promotions has caused many mid-level executives to leave companies. They prefer companies where there is career mobility and increased compensation packages. Thus, performance management can play a crucial role in influencing employee performance and organizational performance.Waal in 2003 examined role of behavioral factors in the successful implementation of performance management systems that are based on key performance indicators and the balanced scorecard. Simmons in 2008 identified the concepts of the responsible organization which act as means of assessing organizational maturity in performance management system and links the system to the dimensions of organizational citizenship behavior. Han-jiang & Duan-hong in 2012 analysed the performance of the employees which can indirectly influence the satisfaction of the employee and directly motivates them to work for the organizational development.

RESEARCH OBJECTIVES:
1) To study the impact of performance appraisal on employees with respect to parameters:

a) Employee Turnover b) organizational citizenship behavior

RESEARCH METHODOLOGY
Research Design: The research adopts a descriptive and exploratory research design.

Sampling method: Convenience sampling

Sample Size: The target population includes employees from five different organizations in telecom sector. The organizations taken for survey are: Airtel, Vodafone, Aricent , Reliance Jio, Nokia Networks. For collecting the data 100 respondents were taken representing the population.

Data collection methods: The secondary data has been collected from various journals, articles and white papers. Primary data has been obtained with the help of structured questionnaire. Likert scale have been used where: 1- strongly agree, 2-agree, 3- uncertain, 4-disagree and 5-strongly disagree in the questionnaire.

Scope of the Study: The present study is limited to New Delhi and NCR.

HYPOTHESES
H1- There is a significant relationship between the performance appraisal rating and organizational citizenship behavior.

H2- Performance appraisal has positive effect in reducing the employee turnover in an organization

Perceived rating-reward linkage moderates the positive association between

PA process and affective commitment

Perceived rating-reward linkage moderates the positive association between

PA process and affective commitmen

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ANAYSIS AND INTERPRETATION OF DATA:

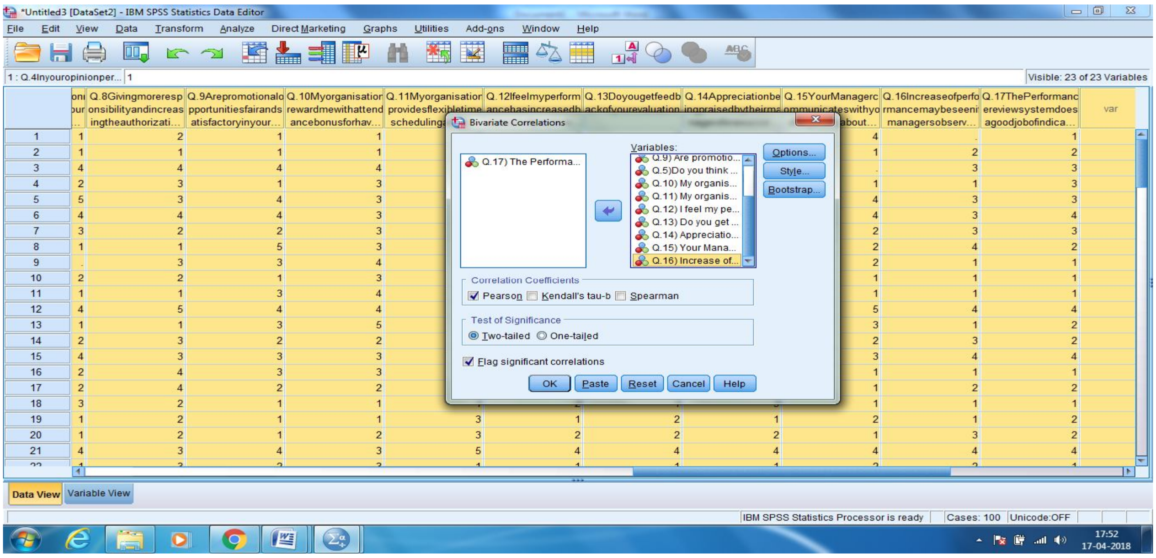
H1- There is a significant relationship between performance appraisal rating and organizational citizenship behavior

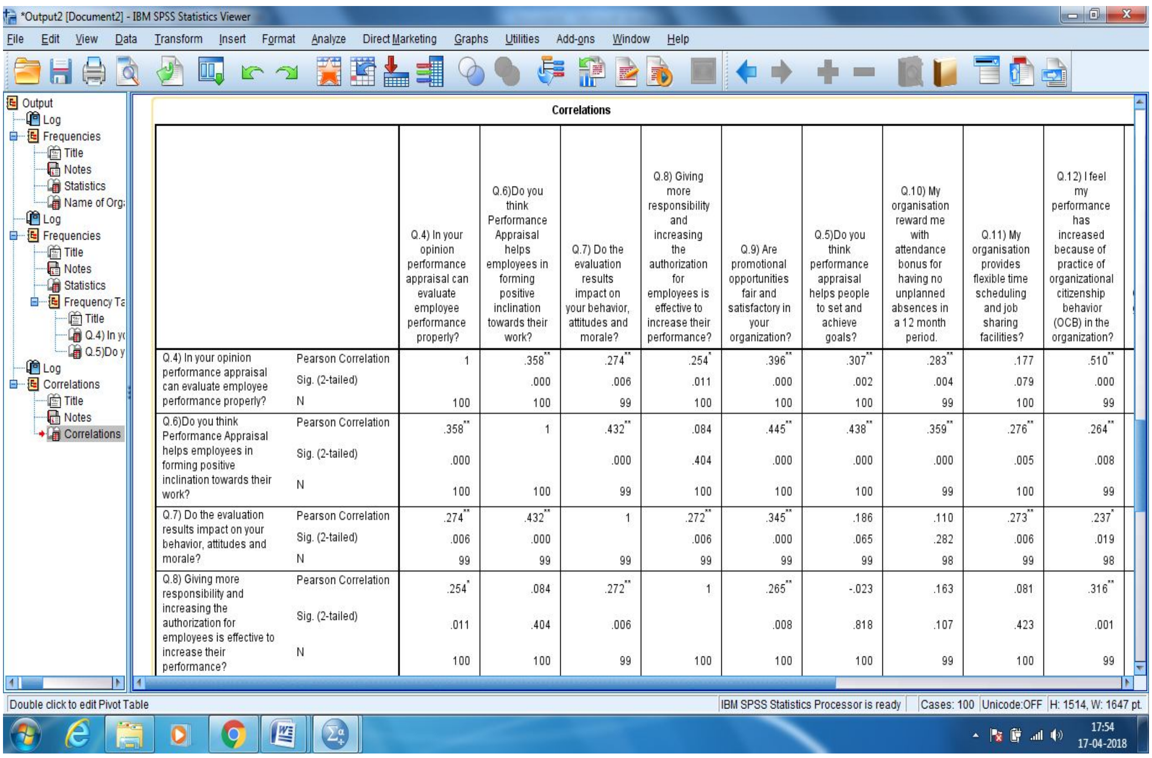
Variables	Mean	SD	N
Positive inclination towards work	1.0	1.0	100
Behaviour, attitude	1.9	0.43	100
Fairness	1.8	0.40	100
Practise of OCB	1.6	0.58	100

			Std. error	Significant Value
Interval by interval	Pearson's R	.180	.094	.067
Ordinal by ordinal	Spearman correlation	.128	.106	.097
N		100		

INTERPRETATION

As the significant value .067 - lesser than 0.1**,** therefore the Null Hypothesis is rejected which means there exist a significant relationship between performance appraisal and OCB outcome.





Correlations

		Q.4) In your opinion performance appraisal can evaluate employee performance properly?	Q.6)Do you think Performance Appraisal helps employees in forming positive inclination towards their work?	Q.7) Do the evaluation results impact on your behavior, attitudes and morale?	Q.8) Giving more responsibility and increasing the authorization for employees is effective to increase their performance?	Q.9) Are promotional opportunities fair and satisfactory in your organization?	Q.5)Do you think performance appraisal helps people to set and achieve goals?	Q.10) My organisation reward me with attendance bonus for having no unplanned absences in a 12 month period.	Q.11) My organisation provides flexible time scheduling and job sharing facilities?	Q.12) I feel my performance has increased because of practice of organizational citizenship behavior (OCB) in the organization?
Q.4) In your opinion performance appraisal can evaluate employee performance properly?	Pearson Correlation	1	.358**	.274**	.254*	.396**	.307**	.283**	.177	.510**
	Sig. (2-tailed)		.000	.006	.011	.000	.002	.004	.079	.000
	N	100	100	99	100	100	100	99	100	99
Q.6)Do you think Performance Appraisal helps employees in forming positive inclination towards their work?	Pearson Correlation	.358**	1	.432**	.084	.445**	.438**	.359**	.276**	.264**
	Sig. (2-tailed)	.000		.000	.404	.000	.000	.000	.005	.008
	N	100	100	99	100	100	100	99	100	99
Q.7) Do the evaluation results impact on your behavior, attitudes and morale?	Pearson Correlation	.274**	.432**	1	.272**	.345**	.186	.110	.273**	.237*
	Sig. (2-tailed)	.006	.000		.006	.000	.065	.282	.006	.019
	N	99	99	99	99	99	99	98	99	98
Q.8) Giving more responsibility and increasing the authorization for employees is effective to increase their performance?	Pearson Correlation	.254*	.084	.272**	1	.265**	-.023	.163	.081	.316**
	Sig. (2-tailed)	.011	.404	.006		.008	.818	.107	.423	.001
	N	100	100	99	100	100	100	99	100	99

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

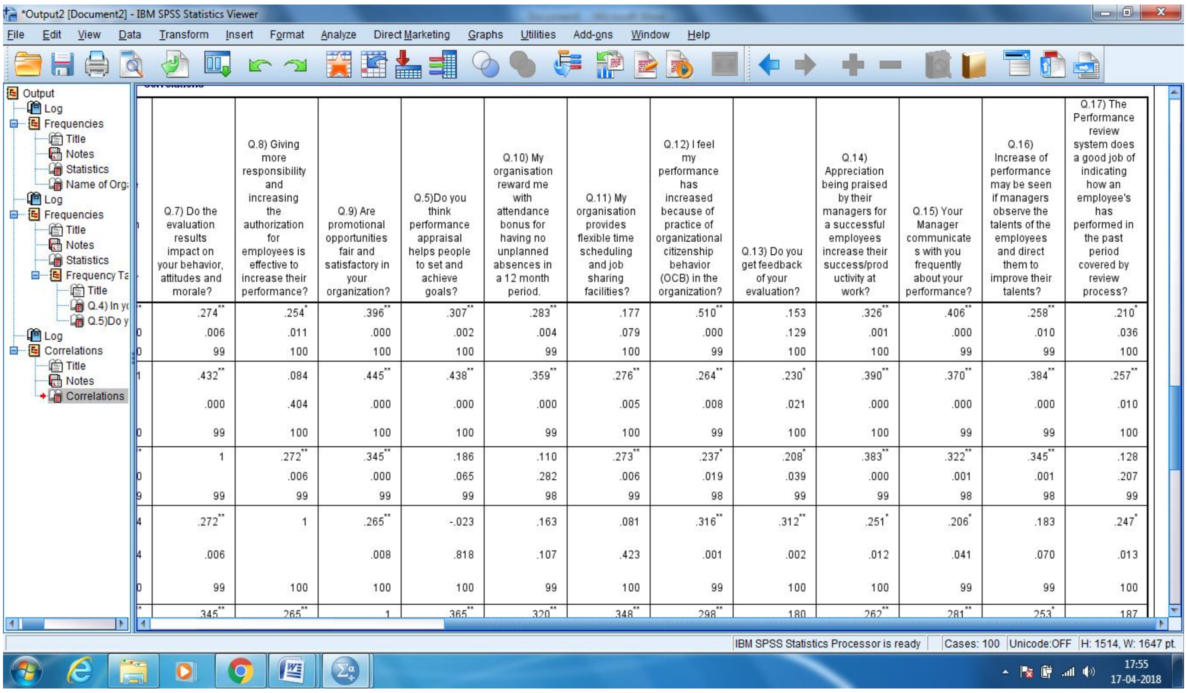
H2: Fairness in performance appraisal has positive effect in reducing the employee turnover in an organization

Variables	Mean	SD	N
Promotion	1.8	0.40	100
Fairness about appraisal	1.6	0.58	100
Appreciation of talent and employee turnover	1.8	0.40	100

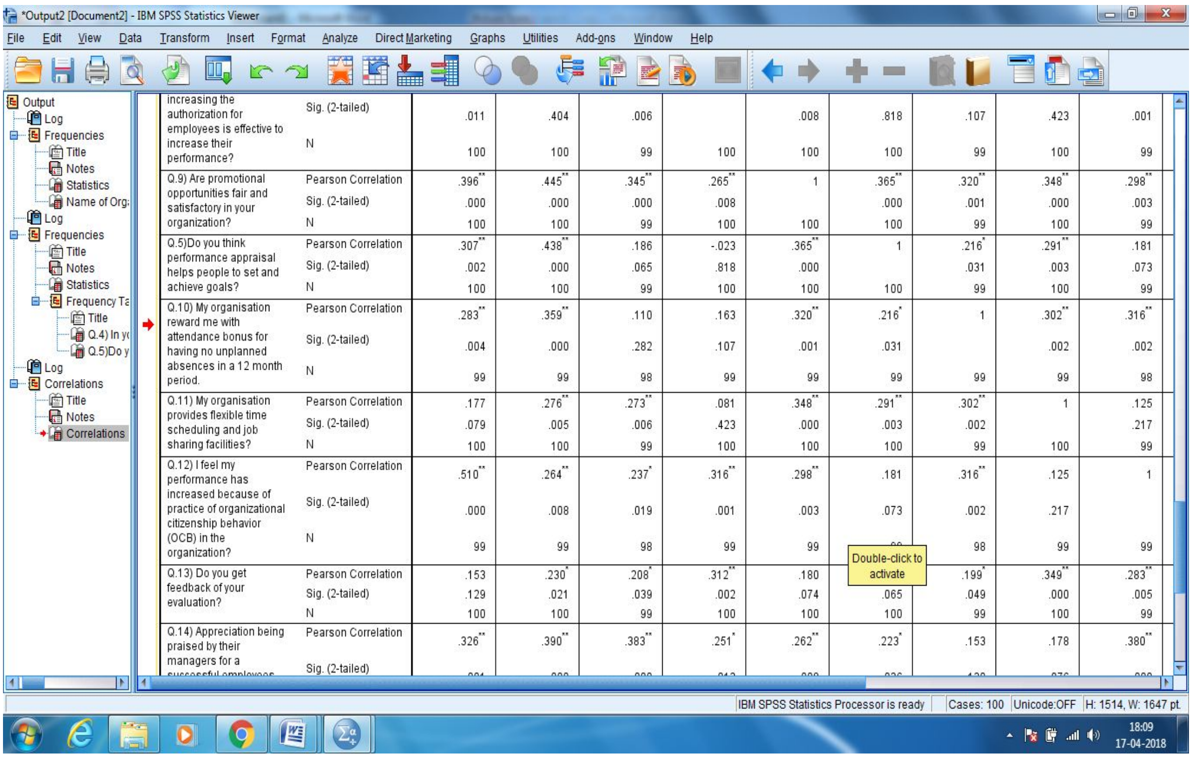
			Std. error	Significant Value
Interval by Interval	Pearsons's R	.595	.055	.001
Ordinal by ordinal	Spearman correlation	.660	.068	.000
N		100		

INTERPRETATION

As the significant value .001 -lesser than 0.1, therefore the Null Hypothesis is rejected and there exist a positive effect between performance appraisal on employee turnover.



	Q.7) Do the evaluation results impact on your behavior, attitudes and morale?	Q.8) Giving more responsibility and increasing the authorization for employees is effective to increase their performance?	Q.9) Are promotional opportunities fair and satisfactory in your organization?	Q.5)Do you think performance appraisal helps people to set and achieve goals?	Q.10) My organisation reward me with attendance bonus for having no unplanned absences in a 12 month period.	Q.11) My organisation provides flexible time scheduling and job sharing facilities?	Q.12) I feel my performance has increased because of practice of organizational citizenship behavior (OCB) in the organization?	Q.13) Do you get feedback of your evaluation?	Q.14) Appreciation being praised by their managers for a successful employees increase their success/productivity at work?	Q.15) Your Manager communicates with you frequently about your performance?	Q.16) Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?	Q.17) The Performance review system does a good job of indicating how an employee's has performed in the past period covered by review process?
	.274**	.254*	.396**	.307**	.283**	.177	.510**	.153	.326**	.406**	.258**	.210*
	.006	.011	.000	.002	.004	.079	.000	.129	.001	.000	.010	.036
	99	100	100	100	99	100	99	100	100	99	99	100
	.432**	.084	.445**	.438**	.359**	.276**	.264**	.230*	.390**	.370**	.384**	.257**
	.000	.404	.000	.000	.000	.005	.008	.021	.000	.000	.000	.010
	99	100	100	100	99	100	99	100	100	99	99	100
	1	.272**	.345**	.186	.110	.273**	.237*	.208*	.383**	.322**	.345**	.128
		.006	.000	.065	.282	.006	.019	.039	.000	.001	.001	.207
	99	99	99	99	98	99	98	99	99	98	98	99
	.272**	1	.265**	-.023	.163	.081	.316**	.312**	.251*	.206*	.183	.247*
	.006		.008	.818	.107	.423	.001	.002	.012	.041	.070	.013
	99	100	100	100	99	100	99	100	100	99	99	100
	.345**	.265**	1	.365**	.320**	.348**	.298**	.180	.262**	.281**	.253*	.187



increasing the authorization for employees is effective to increase their performance?	Sig. (2-tailed)	.011	.404	.006		.008	.818	.107	.423	.001
	N	100	100	99	100	100	100	99	100	99
Q.9) Are promotional opportunities fair and satisfactory in your organization?	Pearson Correlation	.396**	.445**	.345**	.265**	1	.365**	.320**	.348**	.298**
	Sig. (2-tailed)	.000	.000	.000	.008		.000	.001	.000	.003
	N	100	100	99	100	100	100	99	100	99
Q.5)Do you think performance appraisal helps people to set and achieve goals?	Pearson Correlation	.307**	.438**	.186	-.023	.365**	1	.216*	.291**	.181
	Sig. (2-tailed)	.002	.000	.065	.818	.000		.031	.003	.073
	N	100	100	99	100	100	100	99	100	99
Q.10) My organisation reward me with attendance bonus for having no unplanned absences in a 12 month period.	Pearson Correlation	.283**	.359**	.110	.163	.320**	.216*	1	.302**	.316**
	Sig. (2-tailed)	.004	.000	.282	.107	.001	.031		.002	.002
	N	99	99	98	99	99	99	99	99	98
Q.11) My organisation provides flexible time scheduling and job sharing facilities?	Pearson Correlation	.177	.276**	.273**	.081	.348**	.291**	.302**	1	.125
	Sig. (2-tailed)	.079	.005	.006	.423	.000	.003	.002		.217
	N	100	100	99	100	100	100	99	100	99
Q.12) I feel my performance has increased because of practice of organizational citizenship behavior (OCB) in the organization?	Pearson Correlation	.510**	.264**	.237*	.316**	.298**	.181	.316**	.125	1
	Sig. (2-tailed)	.000	.008	.019	.001	.003	.073	.002	.217	
	N	99	99	98	99	99	[illegible]	98	99	99
Q.13) Do you get feedback of your evaluation?	Pearson Correlation	.153	.230*	.208*	.312**	.180	[illegible]	.199*	.349**	.283**
	Sig. (2-tailed)	.129	.021	.039	.002	.074	.065	.049	.000	.005
	N	100	100	99	100	100	100	99	100	99
Q.14) Appreciation being praised by their managers for a successful employees	Pearson Correlation	.326**	.390**	.383**	.251*	.262**	.223*	.153	.178	.380**
	Sig. (2-tailed)									

ISSN 2394 - 7780

CONCLUSION

Performance appraisal always play a very crucial role in managing and handling the performance of employees in the most constructive ways. It has already been identified that it impacts just not the morale but also regulates the professional life cycle of employees in the organization. There is a positive effect of performance appraisal on employee performance, whether in increasing the employee productivity, reducing the employee turnover. Talent recognition of new employees, participation of all the employees from lower level to higher level in completing the management objectives, develops the team sprits and motivation in doing certain task due to which it helps in increasing the employees productivity in an organization. Organizational citizenship behaviour which is very beneficial in forming a positive atmosphere in an organization also gets impacted because of performance appraisal system.

REFERENCE

- Angelo, S. D., & Robert, D. P. (2006). Management and Organization Review, 2(2), 253-277.
- Armstrong, B. A. (2005). Managing Performance: Performance Management in Action. Chartered Institute of Personnel and Development, London
- Gattikerre, U. and L. Larwood, 1984. Predicting career success, Personnel Selection and Training Bulletin,
- Wanous, J.P. and E.E. Lawler, 1972. Measurement and meaning of job satisfaction, Journal of Applied Psychology
- Levy P.E., and Williams J.R. (2004), „The Social Context of Performance Appraisal: A Review and Framework for the Future,‟ Journal of Management, V
- Smither, J.W., and London, M. (2009), „Best Practices in Performance Management,‟ in Performance Management: Putting Research into Action, eds. J.W. Smither and M. London, San Francisco, CA: Jossey-Bass
- Bernardin & Beatty, Self-appraisal based upon supervisory feedback, Personnel Psychology, 1984, Vol. 37 Issue 4,
- Coens & Jenkins, Toward Narrowing the Research- Practice Gap in Performance Appraisal. Personnel Psychology,
- karol, The Perception of the Employees toward the Outcomes and Detriments of Performance Appraisal System, Business & Economics Research Journal, 1996,
- Landy, Barnes & Murphy, Performance Perceptions of Organizational Citizenship Behaviours at Work: a Bi-Level Study among Managers and Employees. British Journal of Management, 1978,

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

ROLE OF EMOTIONAL INTELLIGENCE IN ENTREPRENEURIAL INTENTION

Shalini Sharma[1], Dr. Harminder Kaur Gujral[2], and Dr. Shikha Bhardwaj[3]
Assistant Professor[1], Galgotia Institute of Management & Technology, Greater Noida
Professor[2], Amity Business School, Amity University, Noida
Associate Professor[3], IILM, Greater Noida

ABSTRACT

Purpose: The present conceptual paper focuses on available literature on emotional intelligence and establishes relationship between Emotional Intelligence (EI) and entrepreneurial intention.

Design/Methodology/Approach: Present research paper, is a qualitative research, reviewing the existing literature on emotional intelligence (EI) and entrepreneurial intention. 56 research papers were studied out of which 30 were found to be fitting as per the research title.

Findings: Emotional intelligence (EI) has a positive influence on job performance, leadership, and somatic and psychosomatic health. This paper proposes some approaches which relate emotional intelligence and entrepreneurial intention viz., (i) Resilience (ii) Intenseness (iii) Leadership (iv) Empathy which will help them relate with their customers and thereby assist in developing new products (v) Negotiation. Emotionally intelligent entrepreneurs are more emotionally resilient while facing complications in the business, will successfully handle the intense personal emotions when working with family members, and will work more effectually with their employees, customers, and other stakeholders and will be rated high on leadership by their employees. High emotional intelligence (EI) will give entrepreneurs an advantage in developing new products and services, and in financial negotiations with sponsors, vendors & suppliers, distributors & retailers, and also with their employees.

Keywords: Entrepreneurial instinct, Emotional intelligence, Leadership, Entrepreneurship

INTRODUCTION

In the last few years researchers have shown keen interest in the study of emotions and entrepreneurship (Baron 2008; Cardon et al. 2012; Zachary and Mishra 2010), which has given them tremendous opportunities to make significant contributions to the field. As a result, two areas are particularly geared up for growth. Firstly, it creates an opportunity to explore how entrepreneurship is influenced by emotional intelligence and competencies and secondly, along with emotional intelligence (EI), other emotion related traits are also important to be examined. Awwad, et al2012) studied that the emotional intelligence had a positive effect on the entrepreneurial orientation of industrial SMEs combined with organizational climate and employees' creativity. Research strongly supports psychological attributes to be the theoretical foundation for predicting adult entrepreneurial behaviour and potential, as against the view considering perception and awareness (Lumpkin,2004).

Entrepreneurial Intention

In the past few decades, there has been a great buzz about entrepreneurship Pradhan & Nath (2012) defined entrepreneurship "as a dynamic process of vision, change and creation, also entrepreneurship as a process and entrepreneur as the person who establishes a new enterprise". Thus, Mohanty (2007) states that an entrepreneur plays a key role in the formation and launch of a new venture

Entrepreneurial orientation or intent could be identified as a natural tendency/ attitude of a person towards entrepreneurship. It could also be seen as the mindset of a person or his intensity of proactiveness towards risk-taking. Krueger and Carsrud (1993) considered entrepreneurial orientation to be central of understanding the entrepreneurship process as it forms the base for the foundation of a new venture. According to Gartner (1988), since entrepreneurship takes a certain time period to occur , entrepreneurial orientation may be considered as the first step in an evolving long-term process.

Emotional Intelligence

Salovey and Mayer (1990) coined the term Emotional intelligence (EI) and ever since it has been used same by the modern scholars. According to them : "Emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth." (Mayer & Salovey,1997).

As stated by Ashkanasy and Daus, (2005), EI currently has been classified into three branches. The first branch is measured by the Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) (Mayer, Salovey, and

ISSN 2394 - 7780

Caruso 2002) and the MSCEIT V2.0 (Mayer et al. 2003) wherein emotional intelligence relates to four abilities of a person:

(1) Perceiving emotion accurately,

(2) Using emotion to facilitate thought,

(3) Understanding emotion, and

(4) Managing emotion.

The MSCEIT was designed as an ability based measure of EI and uses test items in the similar way as the other cognitive intelligence tests with "objective" right or wrong answers. The second branch was measured by the Salovey and Mayer theoretical model, but the researchers measured it as the other traits were measure through self- and peer-reports. As the Workgroup Emotional Intelligence Profile (WEIP) given by Jordan et al. (2002) uses self and peer reports focussing on two dimensions of EI viz, a viz the Ability of deal with one's own emotions and other's emotions. The third branch of EI uses a wider set of skills related to emotion-related skills and competencies than what the MSCEIT does (Boyatzis and Goleman 2002). Some researchers also included Social Intelligence have also expanded their research models in the stream of emotional intelligence. Since social intelligence is the ability of the leaders to build up their social environment and relationships.* Goleman and Boyatzis (2008) maintain that leaders who demonstrate the traits of empathy, harmony, organizational awareness, influence on others, developing others, teamwork and inspiration, are socially intelligent.. Emotional and Social Competency Inventory was their latest measure and it can be used as part of 360° evaluations. Another popular measure for the third branch is the Bar-On Model of Emotional Social Intelligence (ESI) which is popularly known as 'Bar-On 2002' and which is again a self-report of socially and emotionally intelligent behaviour of individuals. .

The importance of EI to job performance, leadership, and emotional and physical health has been found.. Out of many studies conducted on emotional intelligence and related attributes two studies need to be discussed here. First was the meta-analysis done to determine the significance of cognitive and emotional intelligence and the Big Five Personality measures on work performance (which examined 43 different studies with a total 5,795 participants). As stated by (O'Boyle et al. 2011), this analysis established that cognitive intelligence, emotional intelligence along with the one of the Big Five measures – conscientiousness were the three best predictors of performance on job Another study was an empirical evidence-based research on emotional intelligence and leadership found that EI/competencies were important to leadership behaviour and its effectiveness (Walter, Cole, and Humphrey 2011). Another meta-analysis found that individuals who are emotionally intelligent had better physical and psychological health (Schutte et al. 2007). Studies support a strong association among emotional intelligence/competencies to job performance, leadership quality, and health, which further can be explored to understand its relation with entrepreneurship.

Emotional Intelligence and Entrepreneurial Intention

EI was also well absorbed in the literature of entrepreneurship with the condition that individuals who were emotionally intelligent were supposed to be more productive on the job in variety of. Fit theory states that an individual was more likely to be dedicated and perform in a job if his characteristics fit that job (Kristof, 1996; Kristof-Brown et al., 2005). This viewpoint pertains to the entrepreneurship domain in a multiple ways. Greater EI makes entrepreneurs more effective and resourceful. Goleman in 1998, defined an emotional competence as a "learned capability based on intelligence that results in outstanding performance at work." Emotional intelligence defined singly might be an alliance with cognitive capability (Davies and Stankov 1998). When integrated, Boyatzis, Goleman & Rhee (1999), stated that "Emotional intelligence is observed when a person demonstrates the competencies that constitute self-awareness, self-management, social awareness and social skills at appropriate time and ways in sufficient frequency to be effective in the situation." Thus, there is a probability that Emotional intelligence (EI) and emotional competencies (EC) may benefit the entrepreneurs in a many ways.

Firstly, the ability of entrepreneurs to regulate their emotions may help them to cope with the familiar difficulties that they face at the commencement of their business. Budding entrepreneurs come across many obstacles and hindrances, ranging from day to day nuances annoyances to full-scale situations of crisis. Emotional intelligence/competencies help them regulate their emotions to stay calm and optimistic during such situations. Thus:

Proposition-1
Emotionally intelligent entrepreneurs will be more emotionally resilient towards facing the problems related to the starting of their ventures and will be more incessant in their efforts after going through such situations of crisis.

Second, EI may help the entrepreneurs work effectually with their spouses or other family members. Although, seeming to be a perfect situation superficially but as stated by (Danes 2011; Wright and Zahra 2011), working along with family members could at times also produce acute negative emotions and stress. In such cases, EI may help the entrepreneurs to understand their family members' emotions and go for the best emotional response.

Proposition-2
Emotionally intelligent entrepreneurs will successfully handle the intense personal emotions while working with their family, and also with the people they have a close bond with in the work apart from family.

Also emotional and social intelligence may provide entrepreneurs with leadership quality that will help them deal with their new appoints and other employees. Emotional intelligence may help many small business owners who happen to work closely with their customers/clients, dealers, financial guarantors, and other stakeholders in the business to deal with them effectively.

Proposition-3
Emotionally intelligent entrepreneurs will work more efficiently with their employees, customers, as well as other stakeholders and will be rated high on leadership by their employees.

EI also evolves innovativeness in the entrepreneurs by letting them to relate with others' emotions which may help them to identify new business trends and opportunities.. By recognizing the reaction of people to different ideas, situations and products, they can remain on the lead in market trends. It may be mainly in the case of budding entrepreneurs to tap the potential of their products, ideas or services. Also some veterans in the market and venture capitalists discover that their many investments fail. In contrast to this, those entrepreneurs who keenly observe others thoughts and feelings and have a fair knowledge of them will have an edge over others in opting for new product ideas which will be preferred by the buyers. . At the pinnacle of emotional intelligence, entrepreneurs may have the knowledge of the needs and wants of the consumers before they ask. . Thus:

Proposition-4
Emotionally intelligent and empathetic entrepreneurs the will have an advantage in inventing new products/ services that comprehend with the wants and needs of the consumers.

And lastly, negotiation skills of an entrepreneur play a crucial role in entrepreneurial success. They may come across negotiations:

(a) With their business guarantors over the valuation of their enterprise and how much part of their company has to be possessed by the bankers and how to be owned by the entrepreneurs.

(b)With vendors, suppliers, distributors and retailers for convincing them for the distribution or sale of their products and to do so on terms which will be providing sufficient profit to the entrepreneur.

(c) And also with their employees over wages, salaries and other welfares.

The profit earning of the entrepreneurs depends largely on these negotiations, whether they are big or small , or even can land them up into bankruptcy and high debts. Thus, as maintained by (Humphrey and Ashforth 2000), this ability of recognizing others' emotions is very critical to buyer–supplier negotiations, and people having good ability of this fare better in buying– selling negotiations (Elfenbein et al. 2007). This ability to regulate one's emotions may also help entrepreneurs avoid involuntarily surrendering to their own emotions during negotiations, and help them be calm and rational bargainer. Thus:

Proposition-5
Emotionally intelligent entrepreneurs will be more successful on the negotiations with their financiers, vendors & suppliers, distributors & retailers, and employees.

According to Pollack et al., (2012), the vigilant behaviour of entrepreneurs was certainly related to the funding received because entrepreneurs' vigilant behaviour increases financiers' perceived acceptability of any venture.

 ISSN 2394 - 7780

CONCLUSION

The above reviews reveal that emotional intelligence is of utmost importance to leadership as well as to entrepreneurial intention. As leadership is strongly associated with the entrepreneurs, so it is evident how these traits and skills are also pertinent to entrepreneurial intention. An entrepreneur as a leader of his firm will have to keep in consideration, all the stakeholders involved with his venture, be it customers, employees, financiers, suppliers, vendors, distributors etc. Chung-Wen Yang (2008) also confirms that leadership especially transformational leadership with higher entrepreneurial orientation can contribute to higher business performance.

The trait which helps him in evolving harmony with all of these stakeholders is the understanding of other's emotions. Thus, emotional intelligence is also amongst the other required traits for a person to be an entrepreneur.

FUTURE SCOPE OF WORK

On the basis of the above work, further exploratory research will be conducted to establish the validity of the propositions mentioned in the present study..

REFERENCES

- Ashkanasy, N. M., and C. S. Daus. (2005). "Rumors of the Death of Emotional Intelligence in Organizational Behavior Are Vastly Exaggerated."Journal of Organizational Behavior 26:441–52.
- Bar-On, R. (2002). Bar-On Emotional Quotient Short Form (EQ-i:Short): Technical Manual.
- Toronto, CA: Multi-Health Systems.
- Bar-On, R. (2006)."The Bar-On Model of Emotional-Social Intelligence (ESI)."Psicothema 18:13–25.
- Baron, R. A. (2008)."The Role of Affect in the Entrepreneurial Process."Academy of Management Review 33(2):328–40.
- Boyatzis, R. E., and D. Goleman.(2002). "The Emotional Competency Inventory". Boston, MA: The Hay Group.
- Boyatzis, R. E., and D. Goleman., Rhee K.S. (1999). " Clustering Competence in Emotional Intelligence : Insights from the Emotional Competency Inventory (ECI)". WP 99-6
- Cardon, M. S., M. Foo, D. Shepherd, and J. Wiklund. (2012). "Exploring the Heart:
- Entrepreneurial Emotion Is a Hot Topic." Entrepreneurship Theory and Practice.36(1):1-10
- Danes, S. M. 2011. "Pillow Talk Leaks: Integrating Couple Interactions into Entrepreneurship Research." Entrepreneurship Research Journal 1(3):1–5.
- Davies, M., Stankov, L., and Roberts, R.D.(1998). "Emotional Intelligence: In search of an Ellusive Construct. Journal of Personality and Social Psychology. 75(4). Pp. 989-1015
- Elfenbein, H. A., M. D. Foo, J. White, H. H. Tan, and V. C. Aik. 2007. "Reading Your Counterpart: The Benefit of Emotion Recognition Accuracy for Effectiveness in Negotiation." Journal of Nonverbal Behavior 31:205–23.
- Gartner, W.B., Bird, B., & Starr, J. (1992). Acting as if: Differentiating entrepreneurial from Organizational behavior. Entrepreneurship: Theory & Practice, 16(3), 13–31.
- Goleman, D., and R. Boyatzis. (2008). "Social Intelligence and the Biology of Leadership." Harvard Business Review 86:74–81.
- Humphrey, R. H., and B. E. Ashforth. (2000). "Buyer-Supplier Alliances in the Automobile Industry: How Exit-Voice Strategies Influence Interpersonal Relationships." Journal of Organizational Behavior 21:713–30.
- Jordan, P. J., N. M. Ashkanasy, C. E. J. Hartel, and G. S. Hooper.(2002). "Workgroup Emotional Intelligence: Scale Development and Relationship to Team Process Effectiveness and Goal Focus." Human Resource Management Review 12:195–214.
- Kristof, A.L. (1996), "Person-organization fit: an integrative review of its conceptualizations, measurement, and implications", Personnel Psychology, Vol. 49 No. 1, pp. 1-49.

ISSN 2394 - 7780

- Kristof-Brown, A.L., Zimmerman, R.D. and Johnson, E.C. (2005), "Consequences of Individuals' Fit at Work: A Meta-Analysis of Person–Job, Person–Organization, Person–Group, and Person–Supervisor Fit", Personnel Psychology, Vol. 58 No. 2, pp. 281-342.
- Krueger, N.F., &Carsrud, A.L. (1993). Entrepreneurial intentions: Applying the theory of planned behaviour. Entrepreneurship and Regional Development, 5(4), 315–330.
- T. Lumpkin, G & Erdogan, Berrin. (2004). "If Not Entrepreneurship, Can Psychological Characteristics Predict Entrepreneurial Orientation? - A Pilot Study". ICFAI Journal of Mayer,
- Entrepreneurship Development. 1.
- J. D., P. Salovey, and D. R. Caruso. (2002). Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) User's Manual. Toronto, ON: Multi-Health Systems.
- Mayer, J. D., P. Salovey, D. R. Caruso, and G. Sitarenous. (2003). "Measuring Emotional Intelligence with the MSCEIT V2.0." Emotion 3:97–105.
- Awwad, M. Suleiman, Ali, Hanane Kada.(2012). "Emotional Intelligence and Entrepreneurial Orientation: The Moderating Role of Organizational Climate and Employees' Creativity",
- Journal of Research in Marketing and Entrepreneurship, Vol. 14 Issue: 1, pp.115-136, https://doi.org/10.1108/14715201211246869.
- Mohanty, S.K. (2007). "Fundamentals of Entrepreneurship", New Delhi: Prentice Hall of India Private Limited.
- O'Boyle, E., R. H. Humphrey, J. M. Pollack, T. H. Hawver, and P. Story. (2011). "The Relation Between Emotional Intelligence and Job Performance: A Meta-Analysis." Journal of Organizational Behavior 32:788–818.
- Pradhan, R.K., Nath, Papri.(2012), "Perception of Entrepreneurial Orientation and Emotional, Intelligence: A Study on India's Future Techno-Managers.Global Business Review, 13, 1: 89–108
- Pollack,J.M., Rutherford, M.W. and Nagy, B.G. (2012), "Preparedness and Cognitive Legitimacy as Antecedents of New Venture Funding in Televised Business Pitches", Entrepreneurship Theory and Practice, Vol. 36 No. 5, pp. 915-939
- Sadri, G., T. J. Weber, and W. A. Gentry. (2011). "Empathic Emotion and Leadership Performance: An Empirical Analysis Across 38 Countries." The Leadership Quarterly 22:818–830.
- Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. Imagination, Cognition and Personality, 9(3), 185–211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG
- Schutte, N. S., J. M. Malouff, E. B. Thorsteinsson, N. Bhullar, and S. E. Rooke. (2007). "A Meta-Analytic Investigation of the Relationship Between Emotional Intelligence and Health." Personality and Individual Differences 42:921–33.
- Scott, B. A., J. A. Colquitt, E. L. Paddock, and T. A. Judge. (2010). "A Daily Investigation of the Role of Manager Empathy on Employee Well-Being." Organizational Behavior and Human Decision Processes 113:127–40.
- Walter, F., M. S. Cole, and Humphrey, R. H.. (2011). Sine Qua Non of Leadership or Folderol?" The Academy of Management Perspectives 25:45–59.
- Humphrey, R. H. (2013). "The Benefits of Emotional Intelligence and Empathy to Entrepreneurship. A New Business Model: The Emotional Dimension of Organizations". Entrepreneurship Research Journal, 3(3), pp. 287-294.
- Wright, M., and S. Zahra. (2011). "The Other Side of Paradise: Examining the Dark Side of Entrepreneurship." Entrepreneurship Research Journal 1(3):1–5.
- Y Chung-Wen, (2008) "The Relationships Among Leadership Styles, Entrepreneurial Orientation, and Business Performance," Managing Global Transitions, Vol 6, No.3, 257-276.
- Zachary, R. K., and C. S. Mishra. (2010). "Entrepreneurship Research Today and Beyond: Hidden in Plain Sight!" Journal of Small Business Management 48(4):471–4.

ISSN 2394 - 7780

- Zárraga, C., and J. Bonache. 2005. “The Impact of Team Atmosphere on Knowledge Outcomes in Self-Managed Teams.” Organization Studies 26:661–81.
- Accessed and sourced from www.scienceofpeople.com on Feb 12, 2019 at 8:45 pm(IST) https://www.scienceofpeople.com/social-intelligence/

A STUDY TO EXPLORE THE PERCEPTION OF EMPLOYEES ON WORKPLACE REPRESENTATION OPPORTUNITIES OFFERED IN THEIR ORGANIZATIONS

Dr. R. Sujatha[1] and Ritwik Atri[2]
Professor [1], Amity Business School, Noida, Senior Executive[2],HR RBEF, AUUP, Noida

ABSTRACT
It is essential for an organization to support workplace representation and help managers have positive working relationships with employees based on good communication. This research paper is an attempt to explore the perception of employees on workplace representation opportunities offered in their organization. The results indicate that the employees mostly perceive freedom of expression for their ideas in groups, freedom to set their own goals and freedom to manage safety standards and practices as opportunities of workplace representation. The data was collected from 153 respondents of various private organizations in IT sector.

Keywords: Workplace representation, Employee perception

1. INTRODUCTION
Workplace representation in an organization is often referred to as employees being a part of a formal structure for their involvement in the decision-making process of the organization. It can also be referred to the employees' level of freedom to participate, express ideas and thoughts, power to decide, employee voice within an organization.

It is essential for an organization to support workplace representation and help managers have positive working relationships with employees based on good communication. At this fundamental level many problems are solved off the record and resolved without the need for formal procedures. Employee representatives provide an additional means for employees to communicate with leaders and the other way around. The participation of employee representatives contributes to better understanding, better decision making and better working relations. Representatives involvement in the policies and decisions of organizations can help develop trust and cooperation, help in improvement of business performance, encourage employees to identify more with the organization's performance, improve the quality of decisions by providing information to employees with the appropriate knowledge and skills, comply with legal requirements, help to understand and manage change, help to build up partnerships in the workplace.

In India the formation of Formal bodies that gave employees more voice in the work process had become widespread rights after the two world wars. Mahatma Gandhi had already started the idea of fiduciary administration just after the First World War and few experiments continued at the textile factories of Ahmedabad. After the independence of the country the Government of India took steps to consolidate tripartism and prepare advice forums.

2. LITERATURE REVIEW
Researchers identifies that the application of the principle of participation at the workplace has many advantages (Alsitrawi, April 2016) such as increase in employee productivity, employees would perform their duties in a dignified manner if they feel being valued with appreciation of their hard work etc. Predominantly there is an increase in job satisfaction of the employees in participation at work. Employees feels more valued if their innovative ideas and feedback are taken seriously and used in decision making of the organizations. Therefore, they will be motivated to do more work in the future. Participation in the workplace has more advantages; however, this does not indicate that its implementation is good for all organizations for the reason that each company has a different culture.

(Sen, 2012) emphasises India is not new to the participation of workers and all stakeholders in industrial relations and has been familiar with the notion and practice since 1957, although the interpretations have been more diverse. The initiative was taken in 1958 mainly by the government with tripartite participation, but then participatory practices failed or failed in the majority of organizations However, the idea has not completely died and then reappeared during globalization along with other practices of human resources management and IR. At the same time, we realize that there is a lot of opaqueness in the concept of workplace participation.

ISSN 2394 - 7780

While some organizations continue to categorize employee participation as an HR policy, others call welfare committees as participation. It is also true that several organizations have established formal or / and voluntary systems, although each could have developed their own structures, forms, levels or problems. Research study by Lobel & Lofaso identified that in certain organizations there exists some work policies that promote the voice of employees, others encourage as part of self-organization (Lobel & Lofaso, Feb 2013). The conflict is more striking when there is absence in HR policies that promote workers' autonomy which paralyze vital channels of the employee's voice. Although in many workplaces leadership perceive that it is difficult to promote democracy, one cannot ignore that workplace is a social unit wherein social interaction among community acts as an important factor to form Social identity. W.Wayner states low job satisfaction and lack of autonomy are conditions that are to be concerned for the workers in human service organizations (W.Wayner, 1995). Low job satisfaction, often called burnout, seems to be omnipresent and autonomy at work are directly related to the psychological well-being of workers. It is observed from various research studies that lesser the autonomy to employees there is higher level of frustration with jobs.

RESEARCH METHODOLOGY

3.1 Objectives

The present study tries to understand the Perception of employees towards workplace representation opportunities in organizations.

3.2 Research Design

The study uses a descriptive research design.

3.3 Data Collection

The primary data is collected with a structured questionnaire with variables that describe workplace representation opportunities. The questionnaire consisted of 14 items. All the items were scored on a five-point Likert scale ranging from 1-Never, 2-Rarely, 3-Seldom, 4-Sometimes, 5-Always. The reliability of the tool on cronbach alpha is 0.953

Sampling: A Simple Random Sampling technique was used for this study.

Sample Population: Data was collected from employees in various private organizations of IT sector.

Sample size: A total sample size of 153 respondents who are part of various private organizations in IT sector was taken.

3. DATA ANALYSIS

a. Perception of Employees on Workplace Representation Opportunities

Table 4.a Table for understanding the Perception of employees on Workplace Representation Opportunities

Statements	Mean
I can choose my reporting officer	2.5556
I can choose how to do my job	3.9281
I can decide on what training I need	3.8170
I can set goals for my work	4.1242
I can manage safety standards and practices	4.0327
I can decide on my benefit management	3.4837
I can represent grievances	3.0935
I can choose my team members	3.3268
I can decide for resource management for team’s performance	3.4771
I can also contribute to decide on goal setting for the task assigned to the team	3.7190
I can express and criticize the task process defined among team members	3.6732
I can speak up for my reward within teams	3.4575
I can decide on my KRA within teams	3.1268
I have freedom of expression for my thoughts/ideas while working in groups.	4.1895

INTERPRETATION

From the data given above in the table it can be seen that employees agree more to freedom of expression for their thoughts ideas in groups (mean=4.1895), freedom to set their own goals (mean=4.1242) and freedom to manage safety standards and practices (mean=4.0327) as opportunities of workplace representation they get sometimes and least to the freedom to choose their reporting officer (mean=2.5556). It is also observed from the study that employees relatively participate less in KRA setting while working in teams. Employees have mentioned that the opportunities to represent on grievances (mean = 3.0935).

4. FINDINGS AND RECOMMENDATIONS

4.1 Findings

- Employees majorly consider freedom of expression of thoughts and ideas in groups, freedom to set their own goals and freedom to manage safety standards and practices as workplace representation opportunities.

Freedom of choosing a reporting officer and power to decide on KRAs is considered least as workplace representation opportunities by the employees. Employees have mentioned that the opportunities to represent on grievances.

5. CONCLUSION

From the study it was found that workplace representation opportunities are crucial for organizations because they positively affect the employees intentions to stay in the organization. It was found that employees mostly perceive freedom of expression for their thoughts ideas in groups, freedom to set their own goals and freedom to manage safety standards and practices as opportunities of workplace representation. Hence organizations should encourage more and more representation opportunities for their employees in order to increase satisfaction level of employees at the workplace and influence their intentions to stay with the organization for longer period of time.

REFERENCES

- Adeola, S. (April 1994). Corporate Decision Making "Must workers have a say". *Corporate Diary, Financial Guardian* , 23.
- Alam, M. S., & Saeed, A. S. (April 2013). Relationship between Employee Recognition and Employee Contribution in Service Industry. *International Journal of Business and Marketing Management, Vol .1(1)* , 1-8.
- Alsitrawi, A. (April 2016). Employees and Workplace Participation. *International Journal of Scientific & Engineering Research, Volume 7, Issue 4,ISSN 2229-5518* .
- Bradler, C., Dur, R., & Neckermann, S. (May 2013). Employee Recognition and Performance: A field experiment. *Journal Of ZEW Centre for European Economic Reserach Mannheim* .
- Bryson, A., & Freeman, R. B. (2013). Employee perceptions of working conditions and the desire for Worker Represtation in Britain and the US. *DASH* .
- Carley, M., A. B., & Welz, C. (2009). *Works councils Workplace representation and participation structures.* ERIO Thematic Features.
- Irawanto, D. W. (2015). Employee participation in Decision Making:Evidencefrom state owned enterprise in Indonesia. *Management, Vol. 20,pp.159-172* .
- Kuye, O. L., & Sulaimon, A. H. (2011). Employee involvement in decision making and firms performance in te manufacturing sector in Nigeria. *Serbian Journal of Management* , 1-15.
- Ladd, B. S., & Marshall, V. (2004). Participation in Decision-making: A matter of context? *The Leadership and Organizational Development Journal* .
- Lobel, O., & Lofaso, A. M. (Feb 2013). System of Employee Represetation at the Enterprise The US Report. *WVU Law Research Paper* .
- Naqvi, S. R., Ishtiaq, M., & Kanwal, N. (2013). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in Fast Food Sector of Pakistan . *International Journal of Business and Management; Vol. 8, No. 17* .
- Prisca, E. N. (May 2011). *Employee Participation in Decision Making and its impact on productivity: An appraisal of Government printing press and two other private publishing firms in Enugu.* Enugu: Department of Management Faculty of Business Administration,University of Nigeria.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ROLE OF INNOVATIVE EHRM AS SOLUTION PROVIDER:CASE STUDY OF KOTAK MAHINDRA BANK

Syed Rizwan Naqvi[1], Dr. Puja Sareen[2] and Dr. Tanuja Sharma[3]
DGM[1], Bharat Electronics Ltd, Ghaziabad
Associate Professor[2], Amity Business School, AUUP, Noida
Professor[3], MDI, Gurgaon

ABSTRACT
Due to rising trend of enterprise eco-system, there is a need for more agile Human Resource Management(HRM) changing entire HR landscape. The requirements of client organizations are changing with each passing day which requires day-today solutions from providers of Human Resource Management (HRM) services. The focus of e-HRM is to provide readymade solutions as per changing business requirements in addition to challenges faced due to cut- throat competition by organizations viz. workforce diversity, gender inequality, talent acquisition & retention, effective HR utilization. The current paper studies fast growing bank and its changing business needs and thereafter emergence of e-HRM as solution-provider to its fast changing business needs. The research study is qualitative in nature.

Keywords: e HRM, innovative, bank

1. INTRODUCTION

Managing HRM has become a challenge in itself due to fast changing business scenario. The success of modern organizations is integrally tied to their ability to create a competitive advantage through innovation. (Lin, 2011) Organizations are shifting the traditional HRM tools and techniques to strategic HRM through a significant contribution of Information Technology (IT) and Human Resource Information System (HRIS) to achieve competitive goals (Rodriguez & Ventura, 2003). In order to cope up changing business scenario, HRM has started utilizing opportunity of disruptive technological breakthroughs. HRM based on internet and web-based technologies is known as electronic HRM (e-HRM). In fact, electronic HRM has formed by the synergy of IT and HRM (Hadian, 2016) .E-HRM is an innovation with respect to HRM as rapid growth in Information Technology (IT), which has created enough scope for designing innovative HRM tools and instruments (Ruel, Bondarouk, & Looise, 2004) .Information and Communication Technology (ICT) have tremendous effect on electronic HRM (Olivias-Lujan & Florkowski, 200x). The quality of e-HRM applications in particular is positively related with technical and strategic HRM effectiveness. Electronic HR systems have enormous potential to yield a vast number of consequences viz. e-recruitment, e- training or e-competence management for both individuals as well as organizations (Dianna L., Eugene F., & Kimberly, 2006). The dynamic changes in the Internet during the last decade have stimulated the implementation and application of Electronic Human Resource Management (e-HRM) (Mine & Ebru, 2015). Electronic Human Resource Management (e- HRM) includes integration mechanisms and contents shared between HRM and Information Technologies (IT) (Bondarouk & Ruel, 2009). Electronic Human Resource Management(e- HRM)is often assumed to increase HRM service quality (Tanya, Rainer, & David, 2015).Organizations who are quick to adapt to fast changing business needs are able to survive in the unique socio-cultural, political, legal and economic surroundings. The integration of Information Technologies and HRM has been called electronic HRM (e-HRM) (Bondarouk & Brewster, 2016). E-HRM (Electronic Human Resource Management) is an advance business solution which provides a complete on-line support in the management of all processes, activities, data and information required to manage human resources in a modern company. (Srivastava, 2010; Nivlouei, 2014). It is an efficient, reliable, and easy – to use tool, accessible to a broad group of different users. The assessment of the quality of e-HRM applications in particular is positively related with technical and strategic HRM effectiveness. (Ruel, Bondarouk, & Velde, 2007). It is the efficient and effective leveraging of technologies to deliver HR solutions that bring about a convergence in human capital, processes, data and tools as a catalyst towards achieving business goals. (Deshwal, 2015). The fact remains that e-HRM enables better management of every enterprise’s most important competitive edge: the thinking, idea-generating, customer-serving human resource. (Varma & Gopal, 2011). The role of E- HRM practices in achieving operational performance by providing the members of the organization with real information enabling right decisions and correct reactions to enhance operational performance (Khashman & Al-Ryalat, 2015). Advanced E-HRM systems can take away pressure of administrative tasks from the HR department and let them contribute to more value added roles (ROHI, 2017). Implementation of HR services can be categorized in 3 domains—

a) Transformational Domain-It includes employer brand, change management, knowledge management and

 ISSN 2394 - 7780

strategic orientation

b) Relational or Traditional Domain-It consists of human resource planning, recruitment & selection, training & development, performance appraisal, compensation and industrial relation etc.

c) Operational or Transactional Domain- It includes employee data, payroll and administration.

2. RATIONALE OF STUDY

Rationale of choosing single case study of Kotak Mahindra Bank lies in uniqueness of case as the bank has made exemplar performance in innovative HR practices utilizing IT and social media to the full extent. Due to its excellent efforts in the field of implementation of e-HRM practices, it has won Best Digital Bank (Online Transaction) Award at D&B Banking Awards 2017 & won LEAD Awards 2018; it has been featured among top 15 in the Best Use of Classroom and Traditional Training , top 10 in the Best Third Party Channel Partner Training Programme , top 10 in the Best Sales Leadership Programme & top 10 in the Best Train the Trainer Programme. It has won Brandon Hall Award for Excellence in Learning and Development for TIED Business Manager & Best Customer Engagement Campaign Award (Silver Medal) at DMAsia 2017. The other rationale behind choosing Kotak Mahindra Bank as case study was that bank has taken strategic decision of merging with ING Vysya bank which has given enough opportunities for growth but at the same time, merger has posed lot of challenges to HR.

3. OBJECTIVE OF STUDY

The present paper focuses on the following research questions

a) What challenges HR department of the sample business organization is facing?

b) How HR services are able to address emerging business challenges?

The objective of the research paper is to analyze challenges faced by sample business organization, requirements of the sample business organization and customization of HRM services in order to fulfill changing business needs.

4. SCOPE OF STUDY

- The study analyzes challenges faced by emerging sample business organization.
- The study analyzes role of innovative e-HR technologies in order to address emerging business challenges.

5. RESEARCH METHODS

Research study is exploratory in nature with the objective of describing current business and suitability of solutions provided by e-HR software. In this research, single qualitative case study of Kotak Mahindra Bank has been carried out. The extent of addressing business challenges by electronic HRM is not quantified. The nature of study is qualitative in nature. Research is entirely based on secondary data. Data is collected through internet, web-site, research journals and research magazines. The multiple sources of data collection essentially provide multiple measures of the same phenomenon. Data from multiple sources is compared and found to be convergent. By developing convergent evidence, data triangulation helped to strengthen the construct validity of the case study.

6. BACKGROUND OF KOTAK MAHINDRA BANK

Kotak Mahindra Bank was founded by Uday Kotak in 1985. RBI awarded banking licence in Februray 2003 in the name of Kotak Mahindra Finance Ltd(KMFL) which has finally emerged as Kotak Mahindra bank. At the other end, Vysya Bank was established in 1930 in the city of Bangalore,Karnataka. It focused its business in banking in most of southern part of India from 1930s through 1950s.In 1958,RBI (Reserve Bank of India) issued license for expansion of its banking operations throughout the nation. In 1995, Vysya Bank established strategic alliance with Belgian bank “Bank Bruxelles Lambert(BBL)” in order to enhance its image as global leader. In 1998, ING group made an acquisition of BBL alongwith all its contractual and joint venture interests in Vysya Bank.

In 20 Nov 2014, Kotak bank announced its intention to merge with ING Vysya on 20 Nov 2014. On 31 March 2015 Reserve Bank of India has approved this transaction with effect from 1 April 2015. The merger provided an opportunity to leverage the “best of breed” systems from both banks. Today, Kotak Mahindra Bank Ltd is India’s largest private sector bank growing rapidly in the industry of banking and capital markets. The services provided by Kotak Mahindra bank include banking (consumer, commercial, corporate), credit and financing, equity broking, wealth and asset management, insurance (general and life), and investment banking solutions, etc. Presently bank offers 3.4 trillion institutions, 1,388 bank branches, 2.3 trillion wealth + priority relationship value and with employee strength more than 50,000 employees.

ISSN 2394 - 7780

6.1 Challenges faced by HRM

Kotak Mahindra Bank was facing human resource management as major challenge after merger deal. Both the banks viz. Kotak Mahindra Bank and ING Vysya Bank have got entirely different salary structure. ING Vysya bank has got strong union and its pay structure came under the Indian Banks Association (IBA). The employees were not sure whether existing pay structure will be continued or not after completion of merging process. Employees were worried about whether their positions in particular region may get duplicated so may lead to either transfer or termination of the job. The combined entity had capitalized on the wider distribution network with balanced footprint. As part of merger activity, various facets of integration including human resources, branches, operating processes, part of the systems and business plans have been integrated.

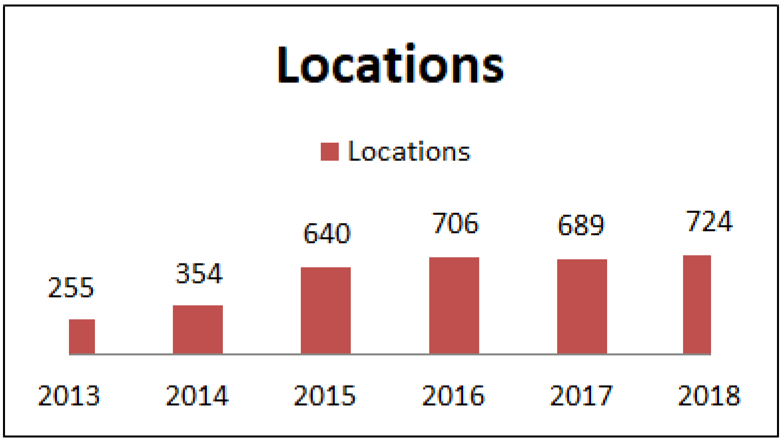


Figure-1: Yearwise Growth in Bank Locations

Kotak and ING Vysya bring two very different flavors to the table-whether in terms of geography, clientele, business modalities or heritage; and it is this complimentary diversity of the two, clubbed with their size that makes this deal a milestone in the Indian banking sector.

6.1.1 Enhanced geographical Coverage

Due to merger of two banks, geographical coverage of employees is increased. Now employees are not limited to narrow terrain but are scattered through larger geographical territories. As can be seen in Fig 2, KMB branches are growing with each passing year. Particularly sharp jump is observed in FY2014-15 when merger was finalized with ING Vysya bank .There is 100 percent increase in number of ATMs as well as branches in transition from 2014 to 2015.Bank locations are increasing with each passing year as can be seen in fig.1.

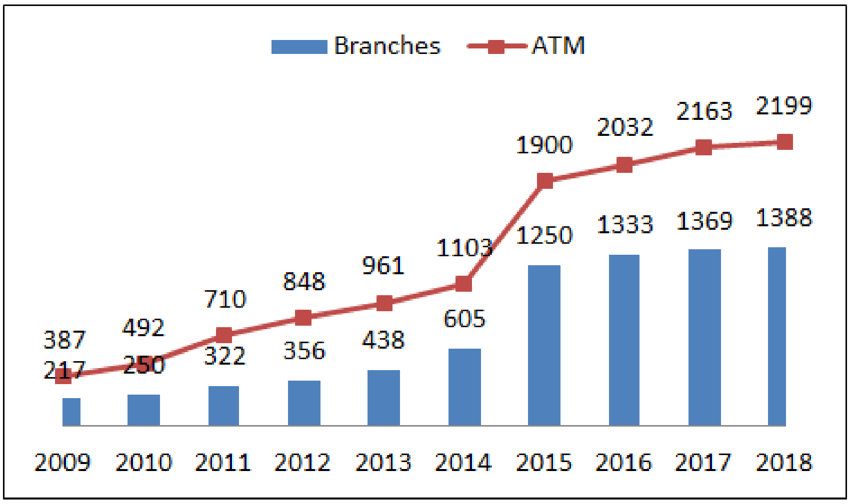


Figure-2: Yearwise Growth in Bank Branches & ATMs

6.1.2 Diversity in workforce as well as clientele

Due to enhanced geographical terrain coverage, employee strength is seen to be on rising trend with each passing year. In FY2014-15, it is found to be 100 percent increase in employee strength. Moreover, HR of the combined entity need to take care of enhanced employee strength, it needs to look into workforce diversity as workforce has been recruited with remote locations. HR has to address issues like workforce diversity as well as diversity in clientele as different people need to be trained in different manner. Average gender diversity is 21% women to 79% male employees.

ISSN 2394 - 7780

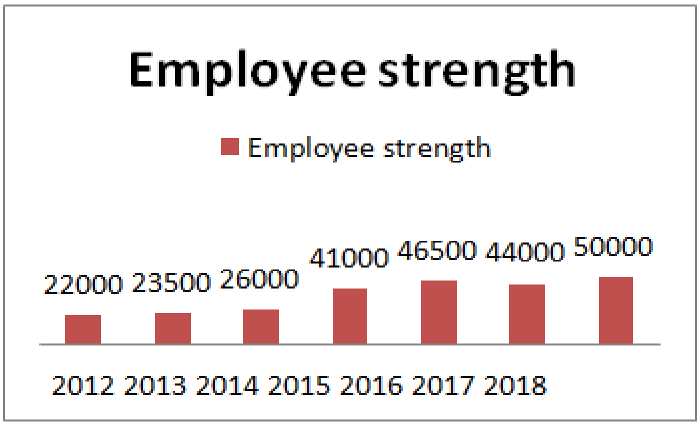


Figure-3: Year wise Growth in Employee Strength

Due to changing business scenario after merger, new cluster of eco-system has evolved with the following changing characteristics—

-Modern cluster was more seasoned by dotcom era as the average age of the employees is around 32 years.

-There is influx of start-up culture in the new cluster.

-New cluster of workforce was characterized by advanced mobile technology.

-Prominence of smart phones & tablets is enhanced with new cluster of workforce.

-Penetration of internet, web 2.0 has enhanced in the new cluster.

The changed cluster of workforce has put Human Resource Management (HRM) on a constant track of evolution.

6.1.3 Increased Employee Mobility

Employees are required to travel wider geographic area, so the need arises for HR benefits at far-off places. Therefore employees were apprehensive of either transfer or termination of their jobs.

6.1.4 Presence of Strong Employee Unions

The whole merger activity need to be completed under the nose of strong employees union which was a major challenge for merger deal. Employees union insisted that Kotak Mahindra bank, along with ING Vysya, should involve employees union as third party and tripartite agreement need to be signed along with merging bodies. As employees union were not involved as third party during merger deal, they alleged that merger deal was lacking transparency leading to dissatisfaction. They were seeking job security and protected wages. Therefore ING Vysya staff threatened to go on strike on Januray 7,2014 due to their unfulfilled demands. ING Vysya Bank unions also labeled allegations against the top management employees about money laundering and granting housing loans with enhanced leverage.

6.1.5 Changing Business Needs

In traditional terms, the name of HR reminds of activities viz. payroll processing, maintenance of a record book on leaves and attendance, managing travel expenditure, performance appraisals, and such administrative functions –which are away from main business activities. The traditional HRM systems were just projection of payroll as client server solution, time & attendance as second piece and recruitment platform as third piece. Most organizations lacked adaptable HCM(Human Capital Management). The traditional HRM has no online performance management solution. The basic problem was that the organizations were using multiple archaic solutions in order to meet their entire HR Management needs. They relied on archaic systems and practices that made a compromise on efficiency substantially. Thus a medley of standalone solutions combined with manual operations were creating a big problem in terms of integration. As HRM was facing challenges due to changed business environment, business needs from HRM has changed vastly.

i) There was a business need that organization should adapt to changing trends and accommodate the newest of employee.

ii) There was a need for adaptable HCM(Human Capital Management) which should not rely on archaic systems and practices that compromised the efficiency considerably.

iii) There was a need for HR practices to be in sync with the changing workforce needs.

ISSN 2394 - 7780

There was a need for HRM to handle grave issues related to ING staff and employee unions with lot of sensitivity. Merger process should start with good faith constructive approach securing trust of all the employees and all the stakeholders. Employees apprehension regarding interests & protection of employees viz. job security, wages, pension, gratuity etc need to be taken care during merger process.

The organizations should not depend on standalone archaic solutions to meet their demanding HR management needs. These needs are required to be fulfilled on urgent basis otherwise issues related to employees may create havoc after completion of merger and the whole merger process may lead to chaos. Therefore timely action was required to meet HRM challenges.

6.2 Innovative Solutions Provided by e-HRM

The need of the hour was to address the issue of wider geographic coverage, more workforce diversity, more clientele diversity, increased employee mobility & apprehension of employees for job security, protected pay structure. In order to address the emerging issue of workforce evolution, HRM has come out with various solutions viz. Zing HR, Paymint Software and various other digital platforms and organization was quick to adapt to innovative solutions as soon as merger was complete.

6.2.1 Solutions for Operational or Transactional needs

Operational needs are mainly concerned with the employee data, payroll and administration. Kotak Mahindra Bank was looking for opportunity to make a substantial drift in the direction of flexible HR solution by providing overhaul to traditional HR software. Therefore bank has launched the following applications to meet adaptable HR needs-

6.2.1.1 Zing HR Software

In FY 2015-16, Kotak Mahindra Bank launched Zing HR ,a HCM automation application software which was simple to use for changing cluster of workforce. It allows employees to do HR management right from their mobile. It enables employees to sign in or out, apply for and approve leaves, fill their time sheets etc from anywhere in the world.

6.2.1.1.1Benefits of Zing HR

-The solution provided by Zing HR was unbeatable and unique in nature due to its simplicity, social media friendly and exhaustive coverage of geographic area around the world.

- Zing HR (e-HR Software) has proved as automated solution to all business needs**.**
- ZingHR software works on multilayered approach.
- As several HR processes are automated through ZingHR, which has reduced required time, associated costs and human errors. This in turn led to benefit of their HR to attain optimum operational cost and enabled them to focus more on core business.
- ZingHR pioneered high levels of automation in several of the HRM processes; this has helped bank bring down the required time and involved human errors by a considerable margin.
- By hosting and deploying applications from Microsoft Azure cloud, ZingHR has ensured that its applications conformed to the high mobility standards as expected by Kotak Mahindra Bank.
- Data security is very crucial for modern business organizations. HR data can be used by competitors in retrieving sensitive information. Zing HR was highly mobile and flexible solution, that to without any compromise on security. Zing HR chose Microsoft Azure as platform for data storage. Being a BFSI(Banking, Financial Services and Insurance Services) player, data security and data redundancy were pre-requisites, so is data residency. Microsoft opened their Azure India data center in order to comply with Kotak's need of data residency. Since Kotak had to comply with stringent security guidelines and demanded a higher level of process compliance. The security features of Azure are compliant with even the most stringent of standards. Microsoft Azure uses best-in-class 128 bit SSL encrypted firewalled data connections with the office network devices. So e-HRM as implemented through ZingHR was more than just cloud. Microsoft Azure was just a robust platform that could complement ZingHR's strengths in many ways including mentorship and technology – driving 5X growth in customers – from 20 to 100 in just a year. By December 2015 ZingHR has utilized the Azure India data center to host Kotak employee records.
- Since ZingHR utilized Microsoft Azure cloud thereby offering Kotak Mahindra bank Pay-as-you-go model which brings in a lot of cost advantage.
- Due to global presence of Microsoft Azure cloud, Kotak Mahindra Bank was free to get HR services throughout globe. This gives bank freedom to use HR services throughout globe.

 ISSN 2394 - 7780

ZingHR, in its Azure cloud home, is now a seamless, Hire-to-Retire, easy to adopt platform, with Mobile Apps and an open API framework. It is a cloud-based human capital management (HCM) solution covering the entire spectrum from hire- to-retire or an end-to-end HCM solution with the focus on small and medium enterprises. The advantage that a reliable cloud platform with exceptional support can bring to the morale of a business with a cloud presence is vividly existent in the company.

6.2.1.2 Paymint(e-HR Software) as Integrated Platform

In 2017, Kotak Mahindra Bank ("Kotak") and Zeta, a fintech pioneer, launched Paymint – a comprehensive digital platform to manage multiple employee benefits. Paymint is used as a multi-wallet digital prepaid solutions platform enabling organization to offer a host of benefits to its employees including meal vouchers, medical reimbursements, leave travel allowances(LTA), gift cards, conveyance charges, fuel allowances, driver salaries and solutions in order to maximize tax benefits for employees .It helps to optimize the process of making claims.

6.2.1.2.1 Benefits of Paymint

- Paymint is simple to use and highly flexible for dotcom friendly generation of workforce. At the same time employers are able to digitally review and manage reimbursements. Employees are able to receive balances in different Paymint wallets as per regulatory requirements and able to claim expenses in a seamless manner online. Due to online nature of all processes, paperwork is avoided. There is a facility to credit the wallet either through app or online platform.

-Paymint platform is proved to be economic & viable Solution. Paymint helps to ensure enhanced saving on time, costs and resources. Moreover employees are neither required to collect & store paper bills nor manually verify them since all verifications are being carried out by Zeta's support team and all claims are being stored digitally for a period of seven years on Zeta's digital document drive thereby allowing for smooth Income Tax audits.

6.2.2 Solutions for Relational or Traditional Needs

Relational needs addresses Human resource planning, Recruitment & selection, Training & development, performance appraisal, compensation and industrial relation)- -

6.2.2.1 E-recruitment

Kotak has adopted for e-recruitment through digitalization. Standardising recruitment process helped bank by leading to 70% reduction in turnaround time KLI(Kotak Mahindra Old Mutual Life Insurance Limited). Moreover *ZingHR* is a Hire-to-Retire HR platform on the cloud. It covers end-to-end Employee Lifecycle viz., Employee Database, e-Recruitment etc.

6.2.2.2 E-Training & Development

Kotak Mahindra Bank has taken various initiatives to engage using digital and technology platforms.

KLAPP (Kotak Learning and Performance Partner) – In 2017,Kotak Mahindra Bank has launched Mobile first app KLAPP for ensuring seamless learning on product and processes for employees. This has helped to ensure that learning is not time bound and location bound, at the same time employees have access to the information at the time of interaction with customers. This app supports business performance improvement through tips and help tools and allows employees to stay connected real time. Say

KEY FEATURES OF KLAPP

-Announcements: Employees remain connected with the latest broadcasts, even when they are on the go.

-Events: Employees keep up with the details of all learning events that are taking place in their company right now.

-My course: App launches short courses for quick learning while employees are travelling.

-Sales assist: App launches customer-facing product details, quick tips on products, common documentation and responses for customers and employees, queries on products and processes, and email brochures and forms/formats to customers in real time.

-Unique QR code: For every employee, code tracks participation in training programs.

-It has got many more features viz. On-boarding for new employees, discussion forums, and leader board.

-E-Gurukul Portal – In Fy2016-17,Kotak launched E-Gurukul software. It provides online training and digital learning to employees for enhancing their skills provided by KLI(Kotak Mahindra Old Mutual Life Insurance Limited).

 ISSN 2394 - 7780

-**Online Learning** -Kotak Mahindra Bank has partnered with top academic institutions as well as renowned industry experts for the same. Launch of learning

platform for byte size learning and on the learning capability was one such step towards driving the employee experience and need to keep the organization ready for tomorrow's capabilities.

6.2.2.3 E-employee relations & engagement

6.2.2.3.1 LEAP Software – In FY2016-17,Kotak introduced LEAP App for its employees. It provides employees access to track leads, status of forms, educational materials, Live TV, reward programme, and knowledge programme by KSL(Kotak securities Limited).

6.2.2.3.2 Employees, the internal customers, were also a focus with the launch of a new 'Redscape' intranet, and 'Edcast' a platform to share digital experiences and facilitate employees in their customer interaction. Robotics and biometrics were employed to automate customer service processes to provide faster turnaround times for the customer and improved employee productivity.

6.2.2.3.3 I-Applaud – The Language of Appreciation- I-Applaud is software platform providing informal recognition from peers, supervisors and subordinates. Employees get recognition for their excellent performance through on-line e-cards or hard copies of i-applaud cards.

6.2.2.3.4 Redscape –In FY 2016-17**,**new employee portal 'Redscape' was launched. This newly designed employee portal 'Redscape' offers a canvas of opportunities for connecting employees within the Bank.

KEY FUNCTIONALITIES OF REDSCAPE INCLUDE

- **n Announcements**: All internal communication can be published through the announcement section-aiming to reduce the load of communication via emails. This section allows the Bank to personalize the communication for a particular target audience.

- **n App Ribbon**: All HR's touch points for employees can be found under one single umbrella, the 'App Ribbon' section. Employees can connect to various systems without worrying about URL access or remembering the names of the product. These are the intuitive usage based icons which help employees to navigate with ease. The integration of these systems has helped Kotak connect with employees in a seamless manner.

- **Wellness portal**: With the increased focus on well-being, Kotak has launched a wellness portal for employees. This portal allows employees to track their health parameters, keep the records of past and current vitals reports to digitise health records for themselves and their family. The portal offers unique features like reminders for vaccination, health risk assessment basis the input, health tips and a facility to chat with the doctor during working hours.

- -Additional features include real time HR communication provided through platforms such as video, voice bites, short messages or images, a 'Fun zone' that offers employees updates on any new products launched and also provides navigation tools for quick access to products, animated communication on HR policies and a new query management tool through which all the queries uploaded on the system are directly sent to the concerned department without having to be routed through the HR Department first. This has ensured effective response management and also reduced the response turn-around time.

- **Enterprise mobility solutions** –All the solutions provided by e-HRM encourages employees and distributors on the BYOD (Bring Your Own Device) concept for cost savings by KLI(Kotak Mahindra Old Mutual Life Insurance Limited).

6.2.2.3.5 HR Portal- The bank has developed a one-stop HR portal to enhance its connect with employees. The portal also helps to address the requests and queries raised by employees more efficiently, thereby contributing to employee satisfaction.

6.2.2.3.6 Radio Show-Work force diversity issues- With gender diversity being one of the key agendas, there were various initiatives launched towards this. Some of the engagement initiatives like a 2 hour radio show, Motivational speakers for guidance on work life balance and breaking the glass ceiling and self-defense programs were launched. For creating more awareness amongst the employees the programs were launched through digital and ILT bases sessions on awareness towards POSH (Prevention of Sexual Harassment).

ISSN 2394 - 7780

6.2.2.3.7 ‘**Pulse’engagement Survey**- The survey, along with other engagement initiatives, provided insights on distinct employee needs that helped developing appropriate interventions.

6.2.2.4 E-Performance Management

Recognition and Career Enhancement (RACE)-The program not only rewards employees for their good work but also takes care of career of employees. The focus on performance discussion has been enhanced by bringing in additional rigor on dialogue “Talk2Do” between managers and their teams for constructive performance discussions.

6.2.3 Solutions for Transformational needs –Transformational needs addresses employer brand, change management, knowledge management and strategic orientation.

6.2.3.1 ZingHR –Zing HR was able to fulfill various business needs strategically with email marketing, strategic events, webinars, round table conferences with HR people and CIOs.

6.2.3.2 Benefits of Zing HR for Transformational Needs

- ZingHR software played important role in brand building for Kotak Mahindra bank.
- As cyber security and customer data protection were a priority for the organization while keeping pace with increased digital interactions with customers. Kotak Mahindra Bank is mindful of client data privacy issues and takes full care in preserving this. New security measures were initiated from the customer interface through step up authentication for device authentication, to server protection through deep security measures.

7 RESULTS

On analysis of case study, it is found that Kotak Mahindra Bank has quickly adopted itself to changing business scenario. It went on merging process in FY 2015 and launching of multiple eHRM software took place in FY2016 onwards. As employees and unions were finding lack of transparency but the HR approach made by Kotak Mahindra bank was full of online platforms offering them as much information as they need. The transparent approaches made the employee comfortable with the future of the organization.

These changes are taking place with each passing year in the organization in order to address various business needs arising out of business scenario. Quick adoption of latest technologies is reflected in rapid growth of the bank. On yearly comparison of the past 5 years it is found that website visits, web page views and usage of mobile devices was found to be increased tremendously in the FY2016.. There was 52% increase in website visits YoY(Year-on-Year) comparison 2013-14 ,77% increase in page views YoY(Year-on- Year) comparison 2013-14 ,40% visits were from mobile devices in 2014 . The result of timely actions reflects in Bank Standalone’s high CAR(Capital Adequacy Ratio), low NNPA(Net Non-Performing Assets) and consistently growing CASA(Current Account and Savings Account) balances. On finding customer base records, it took eight years first million customers, next 2 million customers in next four years due to 6 percent savings account offer rolled out in October 2011 when RBI deregulated savings interest rates. Kotak bank has shown 40 percent average year-on-year growth rate of savings account balance over the last six years which is double the industry average.

8 CONCLUSION

Due to innovative practices followed by Kotak Mahindra bank, it was able to capture each time opportunity is floated in market. Clearly innovation in eHRM is the need of hour for business organizations in order to survive and grow in present business scenario. Due to globalization, more and more organizations are coming forward for making strategic decisions. In case organization takes any strategic decision for growth, it is the mandatory to adopt latest e-HRM technologies in order to take benefit of it. Moreover innovative practices adopted by e-HRM helps in boosting brand image of the organization.

9 FUTURE SCOPE OF STUDY

There are few limitations of the paper as review is restricted to single business organization viz. Kotak Mahindra Bank. The same study can be carried out in other organizations to evaluate the role of e-HRM in other business organizations. Moreover review is confined to international peer reviewed journal articles which can be further extended to work published in further books and research papers.

BIBLIOGRAPHY

1. Bondarouk, T. V., & Ruel, H. (2009). Electronic human resource management: Challenges in the digital era. The International Journal of Human Resource Management, 20, , 505–514.
2. Bondarouk, T., & Brewster, C. (2016). Conceptualizing the future of HRM and technology research. The International Journal of Human Resource Management, 27:21, , 2652-2671.

3. Deshwal, S. (2015). The rise of E-HRM. International Journal of Applied Research, 1(9) , 1074-1076.
4. Dianna L., S., Eugene F., S.-R., & Kimberly, L. (2006). Factors affecting the acceptance and effectiveness of electronic human resource systems. Human Resource Management Review 16 , 229–244.
5. Esther, N., & Samuel, E. (2015). Shaping Innovativeness and Creativity with Electronic Resource Management (e-HRM): Exploring a Conceptual Framework, . KNOWLEDGE MANAGEMENT: AN INTERNATIONAL JOURNAL.
6. Hadian, A. (2016). Comparing Electronic Human Resource Management System's Efficiency in Production Organization & Service Organizations. International Journal Of Scientific & Technology Research,Vol 5,Issue 9 , 53-56.
7. ING Vysya Bank completes merger with Kotak Mahindra Bank (2015, april 7) Retrieved from (November 27, 2018) www.ing.com: https://www.ing.com/Newsroom/ All-news/Press-releases/ING-Vysya-Bank-completes-merger- with-Kotak-Mahindra-Bank.htm
8. Khashman, A. M., & Al-Ryalat, H. A. (2015). The Impact of Electronic Human Resource Management. Journal of Management Research,Vol. 7, No. 3 , 115-129.
9. Lakhawat, S. (2013). Role of Electronic Human Resource Management (e-hrm) in Shaping Organization. Asian Resonance, VOL.-II, ISSUE-III, , 228-232.
10. Lin, L. (2011). Electronic human resource management and organizational innovation: The roles of information technology and virtual organizational structure, International Journal of Human Resource Management,22(2), , 235-257.
11. Mahindra hits a six with 811(Aug 14 2018).retrieved from November 27, 2018 https://www.forbesindia.com/article/leaderboard/kotak-mahindra-bank-hits-a-six-with- 811/51005/1
12. Mine, A. F., & Ebru, B. B. (2015). Exploring the outcomes of Electronic Human Resource Management (E-HRM)? 11th International Strategic Management Conference.
13. Nivlouei, F. B. (2014). Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm. International Journal of Business and Social Science,Vol. 5 No. 2 , 147-159.
14. Olivias-Lujan, M., & Florkowski, G. (200x). Does IT Governance matter in e-HRM? International Journal Business Information Systems.Vol X,No.Y,pp000-000
15. Rodriguez, J. M., & Ventura, J. (2003). Human resource management systems and organizational performance: An analysis of the Spanish manufacturing industry. International Journal of Human Resource Management, 17 (7) , 1206-1226.
16. ROHI, T. (2017). E-HRM: WHAT IS IT ALL ABOUT? International Journal of Management and Applied Science, Volume-3, Issue-4, 91-94.
17. Ruel, H. J., Bondarouk, T. V., & Looise, J. C. (2004). E-HRM: Innovation or irritation? An Exploration of Web-based Human Resource Management in Large Companies. Utrecht : Purdue University Press/Lemma Publishers .
18. Ruel, H., Bondarouk, T., & Velde, M. V. (2007). The contribution of e-HRM to HRM effectiveness: Results from a quantitative study in a Dutch Ministry. Employee Relations,2007, 280-291.
19. Srivastava, S. K. (2010). Shaping Organization with e-HRM. International Journal of Innovation, Management and Technology, Vol. 1, No. 1 , 47-50.
20. Stone, D. L., Stone-Romero, E. F., & Lukaszewski, K. (2006). "Factors affecting the acceptance and effectiveness of electronic human resource systems. Human Resource Management Review 16 , 229–244.
21. Strohmeier Dr Emma Parry and Professor Stefan, (2014) "HRM in the digital age – digital changes and challenges of the HR profession", Vol. 36 Issue: 4, https://doi.org/10.1108/ER-03-2014-0032
22. Tanya, B., Rainer, H., & David, L. (2015). Does e-HRM lead to better HRM service? The International Journal of Human Resource Management. http://dx.doi.org/10.1080/ 09585192 .2015.1118139
23. Varma, S., & Gopal, R. (2011). THE IMPLICATIONS OF IMPLEMENTING ELECTRONIC- HUMAN RESOURCE MANAGEMENT (E-HRM) SYSTEMS IN COMPANIES. Journal of Information Systems and Communication,Vol. 2, Issue 1 , 10-29.

24. Annual Report(2017-18) “Actions Speak” Retrieved from https://www.kotak.com /content/dam/Kotak/ investor-relation/Financial-Result/Annual-Reports /FY- 2018 /kotak-mahindra-bank/Kotak_Mahindra_ Bank_Limited_FY18.pdf

25. Annual report(2016-17) “Changing with India. For India” retrieved from https://www.kotak.com/ content/dam/Kotak/investor-relation/Financial-Result/Annual- Reports/FY-2017/kotak_mahindra_bank /Kotak_Mahindra_Bank_Limited_2017.pdf

26. Annual report(2015-16) “Multiplying by Adding ” retrieved from https://www.kotak.com/content/dam/ Kotak/investor-relation/Financial-Result/Annual- Reports/FY-2016/kotak-mahindra-bank/Kotak_Mahindra _Bank_Limited_FY16.pdf

27. Annual report(2014-15) “KonaKonaKotak ” retrieved from https://www.kotak.com /content/dam/Kotak /investor-relation/Financial-Result/Annual- Reports/FY-2015/kotak-mahindra-bank/Kotak_Mahindra_ Bank_Limited_FY15.pdf

28. Annual report(2013-14) “Bigger.Bolder.Better ” retrieved from https://www.kotak. com /content/dam/ Kotak/investor-relation/Financial-Result/Annual-Reports/FY-2014/kotak_mahindra_bank/ Kotak_Mahindra_Bank_FY14.pdf

29. Annual report(2012-13) “Prudence and Simplicity ” retrieved from https://www.kotak. com /content/dam/Kotak/investor-relation/Financial-Result/Annual- Reports/FY-2013/kotak_mahindra_bank/ Kotak_Mahindra_Bank_Limited_2012-2013.pdf

30. Annual report(2011-12) “Value Creation with Stability ” retrieved from https://www. kotak .com/content/dam/Kotak/investor-relation/Financial-Result/Annual- Reports/FY-2012/kotak_mahindra_ bank/Kotak_Mahindra_Bank_Limited_2011-2012.pdf

31. ING Vysya Bank staff demand job safety post Kotak merger, to strike work on January 7 (Nov29,2014) retrieved from (Feb19,2019) https://www.businesstoday.in /sectors/banks/ing-bank-staff-demand-job-safety-post-merger-to-strike-on-january-7/story/213997.html

32. ING Vysya staff irked with plan to merge with Kotak(Nov21,2014) retrieved from (Feb20,2019) https: //economictimes.indiatimes.com/ articleshow/45228345.cms? utm_source=contentofinterest&utm_ medium=text&utm_campaign=cppst

33. ING Vysya Bank overview (Aug 2015) retrieved from (Feb 19,2019) https://en.wikipedia.org/wiki/ ING_Vysya_Bank

34. Kotak Mahindra Bank overview (Feb 2016) retrieved from (Feb 19,2019) https://en.wikipedia.org/ wiki/Kotak_Mahindra_Bank

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

HR ANALYTICS IN DIGITAL AGE: A STUDY OF EXISTING AND UPCOMING CHALLENGES.

Swati Chawla[1], Dr. Puja Sareen[2] and Dr. Sangeeta Gupta[3]
Research Scholar[1] and Associate Professor[2], Amity Business School, Amity University, Noida
Professor[3], MERI, New Delhi

ABSTRACT
Today's economy is dramatically changing and so has Human Resource Management changed. It has moved from an operational discipline towards a more strategic discipline. With the advent of information technology (IT) and globalization, managing a human resource is considered multi-dimensional. Organizations are facing multiple challenges in framing HR policies, managing diversity and integrating HR analytics in the existing system.

There is a need to propose "new set of rules" to navigate the changing landscape of HR. Workplaces must focus to have a data-driven approach to support value-creation and business strategy. This paper highlights the metamorphosis of organizations and how they can sustain in the rapidly changing environment. Further, this paper proposes how innovation and leadership can help organizations to overcome existing and upcoming challenges.

Keywords: Strategic Human Resource Management, Global Human Capital, Digital HR, HR Analytics

INTRODUCTION
A volatile business environment brings a lot of challenges for organizational external and internal processes. Organizations stagnate, fumble, and often fail if they could not tackle change strategically and efficiently. It has been estimated that two-thirds of change projects end up with failure (Beer and Nohria, 2000). Change is inevitable and the rapid growth of information technology has completely transformed Human Resource. Workplace must be capable to anticipate change and seek to explore new opportunities, develop processes and recruit new talent and acquire new knowledge to remain competitive. Relatively, a firm survives and gains competitive advantages if it copes successfully with future challenges and embraces change (Huber, 2004).

With rapidly growing information technology and intense competition, workplaces must build robust data driven culture to support people-related decision making and ongoing organizational challenges. Data is one big thing which can generate clear information one can trust upon. However, it needs to be ethically extracted, refined, distributed and monetized. Data being the next energy source, companies need to think about a new business model that productively utilizes this valuable resource. It can be captured, used and reused, and in doing so; it can generate value to organizations. This exemplifies the need to develop innovations in HR using AI, IOT, Machine Learning and Data Mining.

The workforce today is more inclined towards the higher order needs of Maslow's needs hierarchy theory. Therefore, firms must develop proactive strategies and new leadership approaches to train their employees. Workplaces must innovate, transform and train their employees to perform effectively in this change process.The future workplace can be functional only if workplaces align its HR functions with organization's long term objectives. A dynamic role of HR is to be understood sustain in the digital age that emphasis on future-oriented and value adding initiatives.

HR AND ITS STRATEGIC PERSPECTIVE
Ulrich (1996) defines the roles of HRs based on the following functions: strategic business partner and change agent, and employee advocate and administration expert.

Strategic Business Partner and Change Agent
The today's workplace demands HR managers to become change agents and link HR initiatives with the organizational outcomes and align HR activities with the organization's business strategy. Unless the HR strategy is appropriately formulated and skilfully implemented, success of the organization is at risk (Belcourt and McBey, 2010). This can help in understanding, forecasting and diagnosing problems and come up with analytical solutions.

Employee advocate and administration expert
The today's workplace is expected to be highly flexible and interactive, therefore leaders need to develop environment in which people are motivated, engaged and happy. Globalization has resulted in workforce diversity and increased access to high-power technology. HR managers need to develop global mindsets to improve productivity levels and encourage innovations. Leaders themselves need to represent diverse cultures

 ISSN 2394 - 7780

and backgrounds so the structure of the decision-making bodies within organizations reflects a more diverse composition of the marketplace (World Economic Forum, 2010).

HR and Digital Era

Over the last few years, HR has undergone a rapid evolution. Automated workflow, digital experience explosion, cross organizational boundaries, geographical diversity, increasing numbers of younger workers, flexible schedule, flat organization structures, transparency and openness are among the characteristics of the today's workplaces. Therefore, managing people at workplace have become highly complex due to these challenges. Workplaces are developing innovative tools to generate powerful insights. Being able to answer such questions accurately and on a timely basis will help the HR managers to make informed decisions. These well-informed decisions rely on one critical aspect – having the right data on the workforce. (Lal, 2015).Today, workplaces can no longer rely on their gut or instinct to take people related decisions. This places emphasis on holistic approach to collect, manage and convert data into powerful insights for high organizational performance.

Today organizations are spending lot of time and money in collecting large volumes of data. Various internal and external sources are identified to collect and store employee data. Employee data is generally housed in separate HR systems based on vertical HR functions, such as benefits, payroll and compensation, leave, training, performance appraisals and surveys and/or horizontally across functional areas. Companies need to identify all internal and external data sources and then consolidate the data into a HR data warehouse or one or more data marts. (Kapoor & Sherif, 2012). Information Technology enables organizatons to collect and record diverse types of structured and unstructured data. But just having a data is not sufficient. There is a need to convert the data into insights to have an evidence based decision making. In today's difficult economic environment, workforce analytics play an increasingly important role in addressing strategic human resource challenges. Data analytics has been described as a merging of art and science.While statistics are obviously a major component of any analytical exercise, analytics also involve a mental framework and logical understanding of the information at hand and the problems that need to be solved. In this way, analytics may be viewed as a "communications device," bringing together information from multiple sources to provide an actionable representation of a current state and a likely future (Fitz-enz & Mattox, 2014). By providing an evidence-based approach to decision making, analytics is a logical method that enables technological manipulation of information to provide insight on relevant issues.

Due to workforce diversity, cross-cultural challenges and emerging careers HR has undergone a profound change. Once viewed as a support function now HR function has completely transformed to Digital HR. A new breed of products and solutions is coming to market: Mobile Apps, AI, HR Analytics and E-HRM. Digital HR is built on innovation and experimentation. Today, HR teams are rethinking their solutions in the context of workflow-embedded apps; Royal Bank of Canada, Deutsche Telekom, Ford, and others now have digital design teams within the HR department. This means using the cloud as a "platform" and building on it for company-specific needs. Companies such as SAP and Reliance Jio now monitor real-time metrics on engagement, recruiting, turnover, and other measures to help business leaders make decisions more quickly. IBM has begun to use AI tools to give leaders regular pulses on how their teams are doing, helping them see patterns that can get in the way of performance or retention and prompting them to proactively address them through coaching, recognition, or community building. (Deloitte, 2017)

Emerging Trends

Today organizations are undergoing seismic changes due to rapid growth of technology. Organizations are no longer judged on their revenues, quality of products or financial performance. Rather they are judged on maintaining positive long term relationships with their stakeholders and what innovations are they doing to nurture those relationships. Building these relationships enables business leaders to listen closely to constituents, act transparently with information, break down silos to enhance collaboration and built trust, credibility and consistency through their actions. To achieve competitive advantage, organizations are required to transform from business enterprises to social enterprises. To survive globally it is critical for organizations to maintain their reputation to attract, retain and engage competent workers and to instil confidence and cultivate loyalty among customers.

Over the last five years, HR has witnessed complete metamorphosis. Today companies are focusing on reskilling and upskilling of HR professionals, integrating the organization and implementing analytics. Today organizations have become networked organizations and HR departments are under pressure to innovate and experiment to come up with new HR policies, strategies and tools to enrich customer experience, engage

ISSN 2394 - 7780

employees and impact society at a large. The need of the hour is to develop workforce ecosystem where every part has a role to play towards accomplishment of common business goals.

2018 Deloitte Global Human Capital Trends report highlights top 10 trends to create an integrated view of the social enterprise. The report emphasises to break-down functional hierarchies and build integrated cross functional team-based organizations. Organizations need to be cross-functional, collaborative, agile and team-centric in nature to meet the competitive pressures. In this new construct, C-suite executives combine business unit and functional ownership with cross-functional teaming to run the organization as an agile network. (Deloitte, 2018).

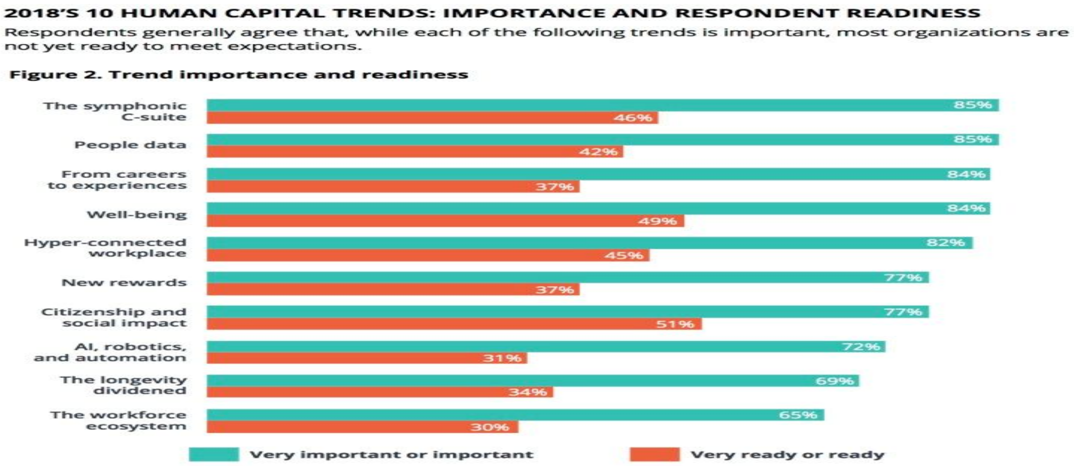
The next trend emphasises to move beyond from being just a business enterprise. The need of the hour is to develop workforce ecosystem where every part has a role to play towards accomplishment of common business goals. Organizations are required to devise new HR strategies to engage workers of all kinds. HR strategies need to be flexible to accommodate wide range of workers- pert-time employees, freelancers, gig-workers, contractors. Organizations today need to have a right worforce-mix to meet diverse challenges posed by radically changing business environment.

Time has surpassed when compensation was a driving factor to attract and retain right talent. So organizations must strive to develop personalized agile and holistic reward systems to retain and engage talent. Today workforce wants to be part of positive work place where focus is on holistic development. Therefore, organizations must focus on developing well-being programs to improve mental, physical, spiritual and financial health of employees. Workforce today does not want to work with companies which are only fixated on profits. Companies need to promote positive culture and encourage holistic growth of employees to improve productivity levels.

Increasing worker expectations and digital transformation has shifted organizations from workplace to workspace. Automation, AI, Robotics and cloud computing are the characteristics of modern organizations. Today organizations are innovating and experimenting. Organizations are altering their workplaces and leadership approaches. New communication tools are being developed to enhance greater connectivity to promote greater productivity. Deloitte's study reveals communication behaviours, habits and tools that people use in their personal lives have migrated into their work lives. Face-to face meetings have been replaced by work-based social media and social networking applications.

In the process of digitization, companies have become networks and workforce has become both older and younger. The question is whether the older talent an advantage or disadvantage. With the rapidly changing business environment not only new approaches are needed but also new generation is needed. But the underlying fact is what the role of older talent is? Organizations need to understand that the mature talent has the capacity to stabilize the ambitious and impulsive younger workforce. As markets grow competitive and turbulent only older talent can serve as mentors and pacifiers. The workforce ecosystem emphasises to develop new career models and invent roles to accommodate older talent. Older talent are a valuable source of training and gives organizations a competitive advantage.

Last but not the least, the volumes of employee data which is collected and gathered has constructed the concept of data analytics, people analytics to convert large volumes of data into meaningful insights to give strategic approach to HR. Deloitte's study reveals people analytics as second most emerging trend.



Source: www.delotte.com/insights

ISSN 2394 - 7780

CONCLUSION

It is evident external factors like demographic changes, globalization, digital technology, worker expectations, workforce characteristics and changing social values are disrupting business models and radically changing the workplace. It is a wakeup call for the organizations. To stay competitive they need to develop a clear workforce strategy, make necessary workforce changes, adopt technological changes and rewrite the rules of digital age. The new set of rules emphasises to lead by orchestration (the ability of a leader to bring different people together). Collaboration, innovation, integration and job creation are the characteristics of workplace of digital age. Organizations must strive to create conducive environment that empowers employees of digital age. Workplaces must focus to improve people's life through engaged team-work models, integrated programs for employee well-being, striking balance between financial and non-financial benefits and job creation. Further to support employees and meet worker's expectations organizations must leverage technology for sustainable growth. The influx of AI, robotics, automation and people analytics is remarkable. Organizations need to accelerate innovation, experimentation and implementation and develop innovative tools to support ongoing changes. Today both workforce and business models must be adaptive and risk taking for sustainable business growth

- **BIBLIOGRAPHY**

- Beer, M. and Nohria, N. (2000), "Cracking the code of change", Harvard Business Review, May-June, pp. 133-141.
- Belcourt, M. and McBey, K. (2010), Strategic Human Resources Planning, Cengage Learning, New York, NY.
- Bhushan Kapoor, Joseph Sherif, (2012) "Global human resources (HR) information systems", Kybernetes, Vol. 41 Issue: 1/2, pp.229-238, https://doi.org/10.1108/03684921211213052
- Fitz-Enz, J., & Mattox, J., II. (2014). Predictive analytics for human resources. Hoboken, NJ: John Wiley.
- Huber,G.P.(2004),TheNecessaryNatureofFutureFirms:AttributesofSurvivorsinaChangingWorld, Sage Publications, Thousand Oaks, CA.
- Prerna Lal, (2015) "Transforming HR in the digital era: Workforce analytics can move people specialists to the center of decision-making", Human Resource Management International Digest, Vol. 23 Issue: 3, pp.1-4, https://doi.org/10.1108/ HRMID-03-2015-0051
- Ulrich, D. (1996), Human Resource Champions – The Next Agenda for Adding Value and Delivering Results, Harvard Business School Press, Boston, MA
- World Economic Forum (2010-2011), Stimulating Economies through Fostering Talent Mobility, World Economic Forum, Geneva.
- Human Capital Trends 2017. Retrieved 24 November, 2018, from https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/digital-transformation-in-hr.html
- Human Capital Trends 2018. Retrieved 24 November, 2018, from https://www2.deloitte.com/content/dam/insights/us/articles/HCTrends2018/2018-HCtrends_Rise-of-the-social-enterprise.pdf

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ORGANIZATION CULTURE: A SIGNIFICANT PREDICTOR OF ORGANIZATION COMMITMENT, A REVIEW PAPER

Tanushree Sanwal[1] and Dr. Puja Sareen[2]
Research Scholar[1] and Associate Professor[2], ABS, Amity University, Noida

ABSTRACT

Organizational culture is cognitive framework consisting of attitudes, values, behavioural norms and expectations shared by organizations' members. It strongly influences the human resource in any organization. Human Resource is the most vital resource for any organization. They are creative and social beings in a productive enterprise. Their commitment is a framework for high organizational productivity. Organizational commitment is the relative strength of an employee's attachment or involvement with the organization where he or she is employed. Organizational commitment is important because committed employees are less likely to leave for another job and are more likely to perform at higher levels. By understanding, the predictors of committed employees' organizations can be benefited, because these employees take initiative to solve the problem, whenever it occurs. Securing commitment and retaining good employees are big challenges organizations are facing today.

Hence, this paper with the help of literature survey aims to find out what are the significant factors that affect organizational commitment. The employees having higher organizational commitment are highly required by the organizations. This is because higher organizational commitment leads to higher productivity, higher motivation, higher organizational citizenship behaviour and organizational support. Many factors influence employee commitment. These include commitment to the manager, occupation, profession, or career. Organization culture is also a significant predictor of organization commitment. Its dimensions and characteristics affect such outcomes as productivity, performance, commitment, self-confidence and ethical behaviour of an employee.

Keywords: Organizational culture, Human Resources, Organizational Commitment, performance.

Culture

"Culture encompasses the set of beliefs, moral values, traditions, language, and laws (or rules of behavior) held in common by a nation, a community, or other defined group of people". The word culture generally includes the language spoken at home; religious observances; marriage customs, the gender roles and occupations; food habits; style of dressing, festivals celebrated and other aspects of behavior. In India, and in other countries where there are large number of immigrants, there is a wide range of cultural diversity, customs, diversified religious beliefs, and values, reflecting the wide spread origins of the people. "The melting-pot concept of nationality reduces this diversity with successive generations, but considerable variation remains—distinguishing rural from urban, African American from European, East Asian from South Asian, religious believers from secularists".

"Culture is the collective programming of the human mind that distinguishes the members of one human group from those of another. Culture in this sense is a system of collectively held values." *Geert Hofstede,* Emeritus Professor, Maastricht University.

"Culture is what happens when people get together. It tells us how to behave and agree. Understanding the culture of a team, organization or country can make a lot of difference when you want to change minds".

(http://changingminds.org/explanations/culture/culture.htm).

A simple way we can define culture as:

"Culture is a system for differentiating between in-group and out-group people."

When individual form group they should also have a set of rules which help them to act in various circumstances, they should know how to deal with outsiders.

"Culture is very much about groups, and a basic need of groups is to be able to communicate, both at a superficial level and also at a deeper level of meaning". (Brown, 1995)

Edward T. Hall was an anthropologist and is known for his high and low context cultural factors. He also made early discoveries of key cultural factors. "In a high-context culture, there are many contextual elements that help people to understand the rules. As a result, much is taken for granted. This can be very confusing for person

 ISSN 2394 - 7780

who does not understand the 'unwritten rules' of the culture. In a low-context culture, very little is taken for granted. Whilst this means that more explanation is needed, it also means there is less chance of misunderstanding particularly when visitors are present". (Hall, 1990)

Goffee (1997) has defined "culture as historically created guides for living and collective mental programming, which are derived from deep assumptions that are not directly accessible but are reflected in the values, attitudes, and behaviour of individuals and groups". These assumptions are not inherited but are learned. These assumptions are generally passed to younger generations.

Each culture contains "sub-cultures" – groups of people with share values. Sub-cultures can include nationalities, religions, racial groups, or groups of people sharing the same geographical location.

A look into "Indian culture"

The word culture refers to a state of rational development along with growth of intellectual and maturity. It also helps in the improvement and augmentation of our manners. The social and political forces that persuade the development of a human being are also defined as culture.

"Indian culture is rich, diverse, and as a result unique in its very own way. The manners, way of communicating with one another, etc are one of the important components of Indian culture". The beliefs and values do not change due to enhanced lifestyle and improved living. They are deeply rooted within the hearts, brain, body and soul.

"Indian culture looks into guests as god and takes care of them as if they are a part of their own family system". Indian guests are treated with respect even in a poor family. They will be served with food even if the family members strive. The respect for elders is also a major component in Indian culture. Elders are the driving force for any family and hence the love and respect for elders is not fake and it comes from within. A person seeks the wishes from elders by touching their feet. The elder in the family passes on their culture and traditions to the younger so that they become a good individual.

"Respect one another is another aspect of Indian culture. All people are alike and respecting one another is ones duty. Even in the official scenario, the employees, the employers and the union are respecting each other. Helpful nature is another striking feature in Indian culture. Right from early days of childhood, people in India are taught to help one another in need of help and distress, if not monetary, then at least in kind or non-monetary ways".

Indian culture teaches individuals to share and care. People multiply their joy and divide their sorrow. They can develop co-operation and better living amongst themselves and consequently make the world a better place to live in.

Organizational Culture:

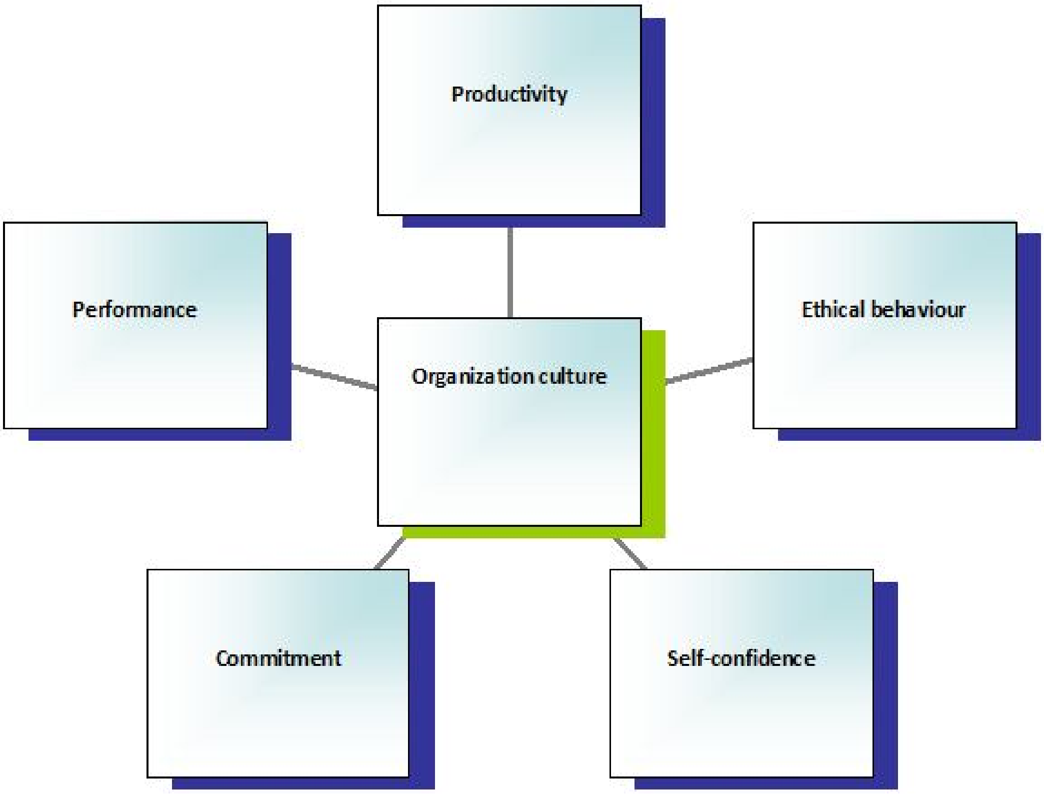
"Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment." *-- Edgar Schein (1990)*

Organizations in India also have its own culture. Organizational culture consists of organizational values and norms. Organizational or corporate culture is still an important issue. According to Pettigrew (1979), organizational culture consists of the behaviour, actions, and values that people in an enterprise are expected to follow. Moorhead and Griffin (1998) states that "organizational culture is a set of values, often taken for granted, that help people in an organization understand which actions are considered acceptable and which are considered unacceptable".

According to Schein (1990), "organizational culture is a pattern of basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and integration, that has worked well enough to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

Cultural factors affect the values, attitude and behavior of the employees in an organization. One of the major reasons why organizational culture is such a powerful influence on employees within an organization is because it is a hidden part of the employees' beliefs and values. (Mc Kenna, 2002). Once these beliefs, expectation and values are established, they tend to be relatively stable and exert strong influences on organizations and people working in them. ((Greenberg and Baron, 1999).

Organization's culture consists of characteristics valued by its members. These are innovative and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. (Robbins, 2002). Further Ritchie (2000) suggested from earlier researches (Deal and Kenedy, 1982; Ouchi, 1982) that organization culture affects such outcomes as productivity, performance, commitment, self-confidence and ethical behvaiour.



ORGANIZATIONAL COMMITMENT

Organizational commitment is the relative strength of an employee's attachment or involvement with the organization where he or she is employed. Organizational commitment is important because committed employees are less likely to leave for another job and are more likely to perform at higher levels. (Muchinsky, 2000). There are many factors which influence the commitment of an employee in an organization. The commitment of an employee to their employer, career, job or profession plays an important role. (Meyer & Allen, 1997). *Organizational commitment* focuses on employees' commitment to the organization. In explaining the significance of o*rganizational commitment*, Meyer & Allen (1997) refer to Morrow & McElroy's (1993) statement that "*organizational commitment* is the most maturely developed of all the work commitment constructs".

According to Meyer and Allen's (1991), there are three dimensions of organizational commitment which can characterize an employee's commitment to the organization. They are Affective Commitment, Continuance Commitment and Normative Commitment. In affective commitment the employee strongly attaches himself with the organization because he or she wants to. They have a positive feeling for the organization. In Continuance Commitment the employee remains in the organization because he has to other wise he will perceive high costs in losing the job. Further few people have a feeling of obligation towards their organization because of the cost incurred by the company on them. These people show normative commitment. "These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to repay the debt." It may also reflect an internal norm, developed in an individual before he joined the organization through family or some other socialization processes, that one should be honest and loyal to one's organization.

In developing the above concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).

According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying

ISSN 2394 - 7780

levels of intensity. In arguing for their framework, Meyer & Allen (1991) said that affective, continuance, and normative commitment were components rather than types because employees could have varying degrees of all three. “For example, one employee might feel both a strong attachment to an organization and a sense of obligation to remain in the organization. A second employee might enjoy working for the organization but also recognize that leaving the job would be very difficult from an economic view point. Finally, a third person might want to remain with the current employer because he has a desire, need, and obligation.” (Meyer & Allen, 1997). Studies have linked *organizational commitment* to measures of effectiveness that are similar to those found when investigating the outcomes of *relations-oriented* and *task-oriented* leadership behaviors. Loui (1995), for instance, found that commitment was considerably related to trust, job involvement, and job satisfaction. Angle & Perry (1981) uncovered a relationship between commitment and turnover. Wiener & Vardi (1980) reported “positive correlations between commitment and job performance”. Anitha, and Begum, (2016) focused on service sector and automobile manufacturing, and highlights elements like “employee commitment and organisational culture that measure how to preserve an employee in an organization”. The results revealed that Organisational Culture has high influence on Employee Retention than Continuance Commitment and Normative Commitment.

Yousef, (2017) investigated “the direct and indirect interactions among organizational commitment, job satisfaction and attitudes toward organizational change. The findings showed that employees in the investigated departments are very contented with wonderful- vision and co-workers”.

The employees having higher organizational commitment are highly required by the organizations. This is because higher organizational commitment leads to higher performance, higher motivation, higher organizational citizenship behaviour and organizational support (Kwon and Banks, 2004). By understanding, the predictors of committed employees’ organizations can be benefited, because these employees take initiative to solve the problem, whenever it occurs. Securing commitment and retaining good employees are big challenges organizations are facing (Davenport, 1999). Findings suggest that those organizations are successful in retaining employees and increasing their commitment, which meet the individual’s need preferences better (Guest, 1998). Moreover, an organization with good culture also promotes organizational commitment as dimensions of organizational culture are significant predictors of organizational commitment. (Shannawaz and Hazarika, 2004). Further culture is also considered as a control factor which structure the employee’s views and behavior. These in turn effects organization growth and development. (Pouramen, 2001)

A strong organizational culture forms the employee’s behavior, creates shared beliefs, work commitment, organizational identity for the employee, specifies the way the individuals look, prevents disorder in an organization, develops self-control and reduces conflicts, overheads and job dissatisfaction**.** (Moshabaki & Rahmani, 2009)

Further the characteristics of culture like: Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation (Pareek and Rao,1997), are valued by its human resource. These characteristics are also known as OCTAPACE.

‘OCTAPACE is a meaningful term, indicating eight (octa) steps (pace) to create functional ETHOS”.

These values are discussed below

- Openness: Openness can be defined as a natural expression of feelings and thoughts, and the sharing of these without defensiveness.
- Confrontation: Confrontation can be defined as facing rather than shying away from problems.
- Trust: Trust is not used in the moral sense but it is an important value. It is reflected in maintaining the confidentiality of information shared by others, and in not misusing it.
- Authenticity: Authenticity is the correspondence between what one feels, says and does. It is reflected in owning up one's mistakes, and in unreserved sharing of feelings.
- Pro-action: Pro-action means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action. It means quick planning before taking action.
- Autonomy: Autonomy is using and giving freedom to plan and act in one's own sphere.
- Collaboration: Collaboration is giving help to, and asking for help from, others. It means working together.
- Experimenting: Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, and encouraging creativity.

ISSN 2394 - 7780

Therefore, an organization for its maximum utilization of human resource must have an optimum culture which means maximum amount of openness, collaboration, trust, etc. This in turn might result in job involvement, organizational commitment and performance. (Deal and Kenedy, 1982; Ouchi, 1982; Garr, 1998; Ritchie 2000)

CONCLUSION

Thus from the above literature we can conclude that there is a positive relation between organizational culture and organizational commitment. The relation between the two variables is an upward relation. The findings are in line with the studies conducted by (Raynor, 2007; Vipul, Benyoucef & Deshmukh, 2007; Furst, 2005; Baqerzadeh, Ezatollah, & Moafi Madani, 2009 and (Javanmardi, Seyed Mahmoud, Mehdi, & Khoobshani, 2011). A positive culture must be created in an organization for higher organizational commitment and job performance by developing inter-group cooperation and collaboration. Following steps can be taken to create a positive culture (Gibson, et al. 2006):

Develop a sense of History

History is a very important topic for people. When we give the employees a sense of identity and belonging and tell legends about the history of the organization, a positive culture is created in the organization.

Create a sense of one-ness

Leaders who bring people together and talk about 'us' more than ‘I ’ can create a sense of unity in an organization. It is very necessary to develop objectives for the organization and structure the employee so that they work together.

When the company shows or highlights the dangers from outside, the employees come together. They know that they cannot deal with the threats from competitors and pressures from customer and governments policies all alone.

Promote a sense of membership

Belonging also comes from the benefits that people gain, by working on the reward and recognition system By helping people manage their careers, achieving promotions can bring positive culture in an organization.

Increase contact and stay in touch

By helping people stay in touch and exchange feelings with one another also brings positive culture. This is particularly important in a global or otherwise distributed organization. Having conferences, meetings and bringing people together deliberately for social events, make people stay in touch and promotes positive culture.

Cultural factors have a significant impact on customer behaviour. Culture is the most basic cause of a person’s wants and behaviour. Growing up, children learn basic values, perception and wants from the family and other important groups.

REFERENCES

- Anitha, J., & Begum, F. N. (2016).Role of organisational culture and employee commitment in employee retention, ASBM Journal of Management, 9(1), 17.
- Angle, H. & Perry, J. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly, 26*, 1-14
- Baqerzadeh M. B, Ezatollah J, Moafi Madani S. R (2009) Study of the situation of agility in governmental organizations, Case study, Post office of Mazandaran province. Management. Vol: 7(18)
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 40-53.
- Brown, A., *Organizational Culture*, Pitman, London, 1995
- Davenport T (1999), Human Capital, Jossey-Bass, San Francisco, CA.
- Deal, T.E., and Kenedy, A. (1982). Corporate cultures. Reading. MA: Addison
- Furst M. R. An exploration of corporate entrepreneurship: Venturing signatures and their underlying dynamics. Massachusetts Institute of Technology. 2005
- Garr, M.C. (1998). Organizational culture as a predictor of organizational commitment. Dissertation-Abstracts International Section B: The science and Engineering, 58, 4500.
- Gibson, J., Ivanchevich, J., Donnelly, J. & Konopaske, R. (2006), Organizations: Behaviour, Structure and Processes. 12^{th} Ed. Mc

- Goffee, R. (1997). Cultural Diversity. In mastering management: Module 6: Organizational behaviour (pp. 240-246). FT/ Pitman Publishing
- Greenberg,J., Baron, R.A. (1999). Behaviour in Organizations. Understanding and Manageing the Human side of work. New Delhi: Prentice Hall.
- Guest D E (1998), “Is the Psychological Contract Worth Taking Seriously?” Journal of Organizational Behaviour, Vol. 19, pp 649-664.
- Hall, E.T. (1990). *Understanding Cultural Differences, Germans, French and Americans*, Yarmouth: Intercultural Press
- Javanmardi M. Z, Seyed Mahmoud, Mehdi K, Khoobshani A. (2011) The Recognition and Scrutiny Relationship between Organizational Agility Capabilities. ADST Journal, Vol: 2(2):71–82.
- Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33, 499–517.
- Kwon I G and Banks D W (2004), “Factors related to the Organizational and Professional Commitment of Internal Auditors”, Management Auditing Journal, Vol 19, pp. 606-22.
- Loui, K. (1995). Understanding employee commitment in the public organization: A study of the juvenile detention center. *International Journal of Public Administration. 18*(8), 1269-1295.
- McKenna (2002), Business Psychology and Organizational Behviour , Psychology Press Ltd, East Sussex.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace*: Theory, Research and Application, Thousand Oaks, CA: SAGE Publications
- Meyer, J. P.; Allen, N. J. and Smith C A (1993), “Commitment to Organizations and Occupations: Extension and Tests of a Three-Component Conceptualization”, Journal of Applied Psychology, Vol. 78, pp. 538-551.
- Moorhead, G., and Griffin, R.W. (1992). Organizational behaviour: Managing people and organizations (5th ed.). Boston: Houghton Mifflin.
- Morrow, P. & McElroy, J. (1993). Introduction: Understanding and managing loyalty in a multicommitment world. *Journal of Business Research, 26*, 1-2.
- Moshabaki, & Rahmani, J. A. B. N. (2009) Organizational culture and behavior: Moalef publication.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover. San Diego, CA: Academic Press.
- Muchinsky, P.M. (2000). Psychology applied to work: An introduction to Industrial and Organizational Psychology. Belmont: USA: Wadsworth.
- Ouchi, W.G. (1981). Theory Z Reading, M.A.: Addison –Wesley.
- Pettigrew, A.M. (1979). On studying organizational culture, Administrative science Quarerly, December, 570-581.
- Pouramen B. (2001) Study of the existing situation of organizational culture of information centers and scientific documents of Iran.
- Raynor M. E.(2007) Strategic options: A new tool for managing in turbulent environments. Business Strategy Series. Vol: 9(1):21–29. http://dx.doi.org/10.1108/17515630810850082.
- Ritchie, M. (2000). Organization culture: An examination of its effect on the international process and member performance. Southern Business Review.
- Robbins, S.P. (2002). Organizational Behaviour. New Delhi: Prentice Hall.
- Schein, E.H. (1990). Organizational Culture. American Psychologist, 45, 109-119.
- Shannawaz, M.G. and Hazarika, N. (2004), Organizational commitment and Organizational Culture: A study of two hospitals in Assam, Journal of the Indian Academy of Applied Psychology, Vol. 30, Pg 124-130.
- Vipul J, Benyoucef L, Deshmukh S. A new approach for evaluating agility in supply chain using Fuzzy Associated Rules Mininig. Artificial Intelligence. 2007

ISSN 2394 - 7780

- Wiener, Y. & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes: An integrative approach. O*rganizational Behavior and Human Performance, 26*, 81-96.
- Yousef, D. A. (2017). Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. International Journal of Public Administration, 40(1), 77-88.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

IMPACT OF GUNA AND EMOTIONAL INTELLIGENCE ON WORK-LIFE BALANCE AMONG FEMALE PROFESSIONALS OF DEEMED UNIVERSITIES

Dr. Richa Chauhan and Dr. Neelni Giri Goswami
Assistant Professor, FMS-WISDOM, Banasthali Vidyapith, Rajasthan

ABSTRACT

Purpose: The purpose of the study is to identify the role and relationship of Guna and Emotional Intelligence with the Work-life balance and Job Satisfaction of Female Professionals. The study will also identify the impact of Work-life balance on Job Satisfaction. The present study is still in process and in paper only few identified relationships will be explained.

Research Methodology: The sample size of the studywas 339. The data was collected using both primary and secondary sources. The primary data was collected through self-structured questionnaire. The collected data was analysed using Descriptive Statistics, Smart- PLS and SPSS software.

Findings: The finding of the study indicates that the significant relationship exists among Guna, Emotional Intelligence and Work-life balance. The relationship between the Emotional Intelligence, Work-life balance and Job Satisfaction is still need to verify.

Limitations: The study was gender and location specific. The conclusion drawn could be changed in future due to work-in progress status of the study.

Implications: In both research and professional aspect the study is important. The study provides theory based empirical proofs of how Work-life balance gets affected by the Guna and Emotional Intelligence. Hence, the findings of the study provide an accurate and comprehensive lens through which the future researches can be viewed.

Originality/Value: Though there were many studies conducted on Emotional Intelligence and Work-life balance but considering Gunas, Emotional Intelligence, Work-life balance and Job Satisfaction together no literature were found.

Keywords: Emotional Intelligence, Guna, Work-life balance, Job Satisfaction

INTRODUCTION

Work-Life Balance (WLB) has become a target for many women in organizations when it comes to employee engagement and job. Salovey & Mayer (1990) defined Emotional Intelligence (EI) is the division of societal intelligence that incorporates the capability to examine feelings and emotions and to exercise this information to direct individual’s thoughts and actions. Going up the pyramid at workplace require compromises from women with their own personal time. Without jeopardizing the wellbeing, satisfaction and overall quality of life it is a challenge for women employees to achieve balance in their life. Meeting competing demands of work and family to reach the top ladder is not only tiring but can be stressful which can lead to medical problems like heart attacks, blood pressure, PCODs, Cancer, and the list goes on. Women are facing challenges related with work life with affect her career advancements. Work-Life Balance (WLB) defines the balance among personal as well as professional lives. Therefore, Emotional Intelligence (EI) plays a chief role in determining better work life for individual which benefit organization as well as Individual (Shylaja& Prasad, 2017). EI and WLB are two key concepts in organizational environment. Emotions construct the foundation for the emotional balance to empower decision making where Gunas (Sattva, Rajas and Tamas) are very essential for EI because self-control of mind is embedded in emotional psychological processes (Rastogi & Kewalramani, 2010). Sattva Guna is related with oneness which related with self-awareness, self-regulation and self-direction means which share the core components of EI.

NEED OF THE STUDY

Industrialization and Globalization had played vital role in changing status and exploring career options for women in India. Indian women are now using their knowledge, skills and education not only to upgrade their societal and professional status but proving them across the world. Study reveals that Emotional Intelligence contributes 80% to an individuals' success (Ravi Kumar, 2014). Finding a balance between the work and life is a very important point of discussion of every working woman’s life, no matter at what phase of career she is in. The more the line between the work and home is blurred, higher work-life conflict arises which leads to several health issues like mental stress, depression, anxiety disorder, and early ageing (Bakshi& Vyas 2015). The issues related with the work and life imbalance is constantly increasing which results in drop of women workforce

ISSN 2394 - 7780

participation rate. It is essential to test empirically that whether traits of personality (Gunas) have relationship with the EI and EI has positive role on WLB of Female Professionals or not. Therefore, the study has made attempt in that direction.

LITERATURE REVIEW

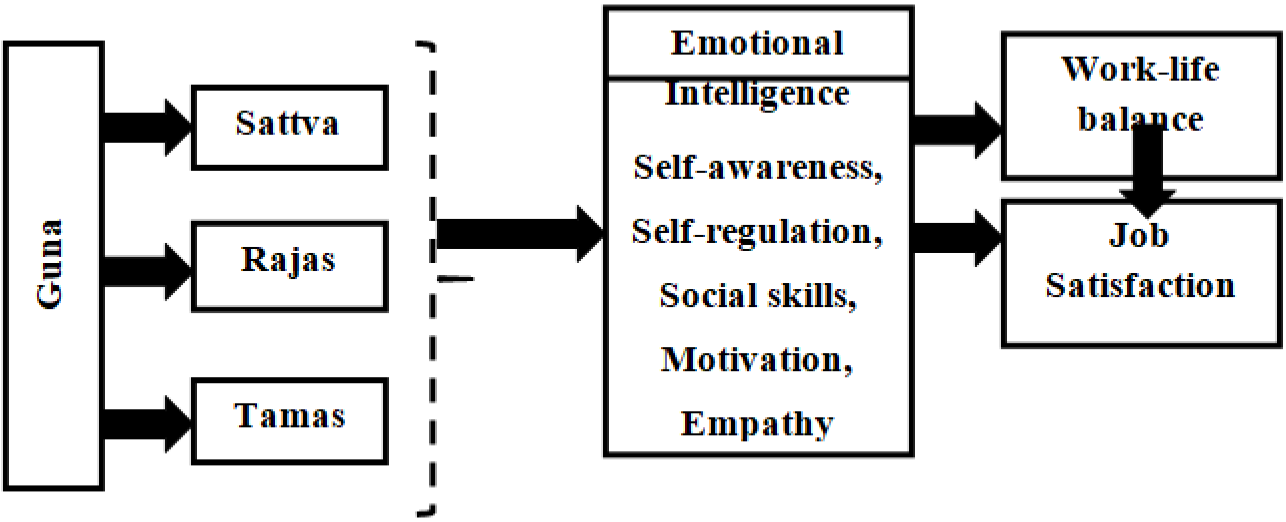
Emotional Intelligence and Work life Balance: Shelar (2016) conducted a study to identify the relationship between EI and WLB. In her study she found that higher level of EI indicated better WLB compared to low level of EI. Gupta (2016) explained that people with high EI will get better position in organizations and tend to develop good interpersonal relationship at workplace which also enhances the quality of work life among them. Peter & Bina (2014) concluded in his research paper that EI will increase individual and organizational performance. It also impacts the bonds a person shares inside and outside the organization, employee productivity and WLB. Bakir (2018) conducted a field study to investigate the impact of manager's EI on employees WLB in Jordanian private hospital and he found that females are much more interested in WLB activities rather than males. He also concluded that managers in the targeted hospital possess emotional intelligence skills and hospitals also provide WLB initiatives to their employees.

Gunas and Emotional Intelligence: The Gunas are mainly accountable for our prime traits, actions and kinds of behaviour. There are three Gunas described in Bhagwat Gita. The Sattva, Rajas and Tamas (Chakraborty,1987). In the Bhagwat Geeta Lord Krishna explained that when we do any action without expectations of result that is called Sattvik, when we do any action for the expectation of result that is Rajas and when we do any action which will create injury or harm for someday that is called Tamas (Chapter 14, Shloka 16). Sastry (1981) said that person who isSattvikin nature will grow in their career rather than person who possess Rajasik and Tamasik characteristics. Every human being is composed of all three Gunas. Organizations interested in enhancing enlightened leadership should cultivate Sattvik traits in their employees and encourage them understand the sense of duty (Agarwalla, Agarwalla & Krishnan, 2015).

OBJECTIVES OF THE STUDY

1. To examine the relationship of Guna, Emotional Intelligence and Work-life Balance of Female Professionals.
2. To make necessary recommendations to have Work-life balance.

Fig-1: Conceptual Framework



HYPOTHESES

H_1: There is a significant relationship between the Guna and Emotional Intelligence.

H_2: There is a significant relationship between Emotional Intelligence and Work-life Balance.

RESEARCH DESIGN AND METHODOLOGY

Participants and Sampling Technique

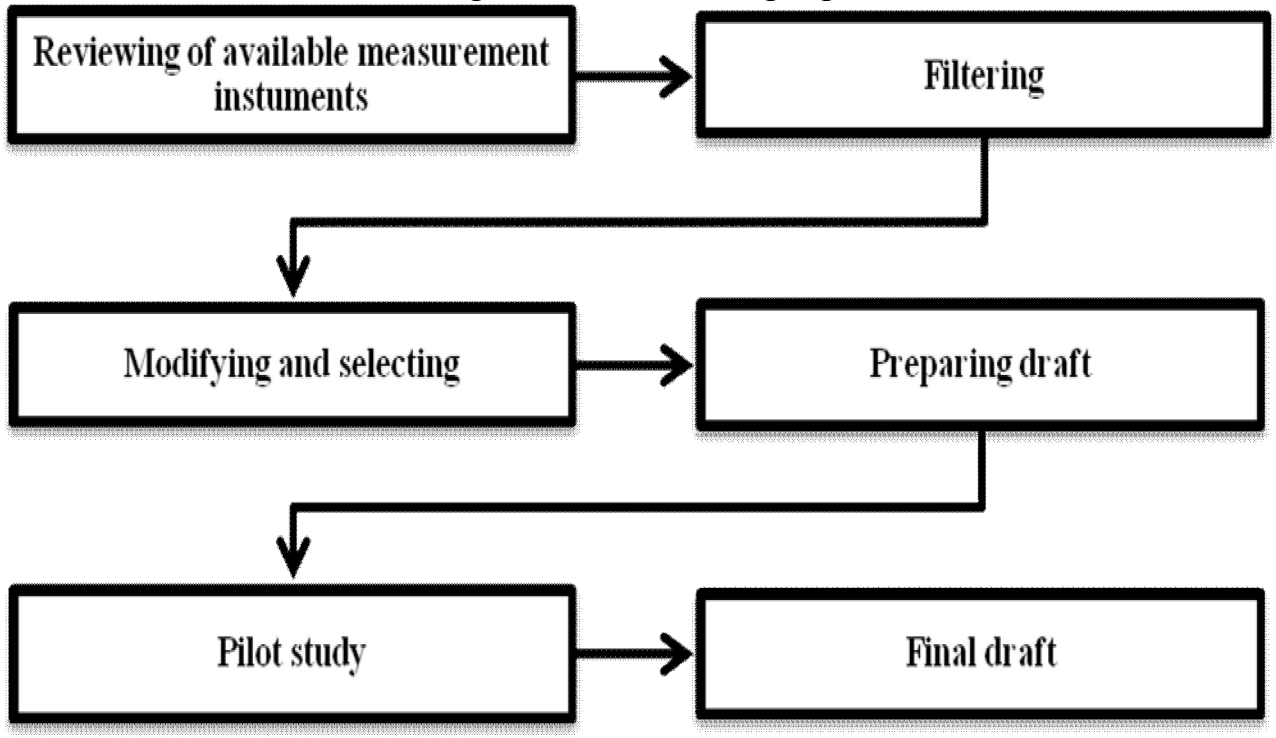
The sample composed Female Professionals in the Rajasthan region. The sampling techniques used to target the sample were snowball, judgmental and convenience sampling technique.

Sample Size

On the basis of Cochran's sample size formula, the sample computed as 339.

ISSN 2394 - 7780

Fig-2: Questionnaire Designing



RELIABILITY AND VALIDITY

To ensure construct validity: convergent validity, discriminant validity, nomological validity and face validity must be confirmed. Convergent validity ensures on the basis significance of factor loading and reliability analysis. To ensure the face validity researcher asked few questions to the panel of experts and respondents in a pilot survey like: Do you feel the questionnaire is adequately measure what it should measure? Are you satisfied with the questions framing? After analysing the results researcher found that all the experts and respondents agreed that the questionnaire is measuring what it has to measure. Hence, face validity of the questionnaire was ensured. Nomological validity ensure when a construct correlate with the other construct in a way as it should do. Observing the correlation matrix, the all possible linkages among the constructs found as per the law of nature.

MEASUREMENT MODEL

The model reliability and validity were tested on the basis significance of factor loadings, composite reliability, average variance extracted, discriminant validity and Cronbach alpha. Items which load high on their respective variables ensure the convergent validity. Items have loading above the cut-off value of 0.5 are acceptable (Hair et al., 2011). Hence, items with cut-off value of 0.5 were eliminated from the instrument. The Cronbach alpha coefficient values (α) of all the variables were exceeded the acceptable cut-off value of 0.70 (refer table 1 & 2).

Table-1: Results of Measurement Model Testing

	CR	**Cronbach Alpha**
Emotional Intelligence	0.80	0.72
Guna	0.80	0.72
WLB	0.80	0.72

Table-2: Fornell-Larcker Criterium

	Emotional Intelligence	**Guna**	**WLB**
Emotional Intelligence	0.64		
Guna	0.48	0.65	
WLB	0.44	0.10	0.55

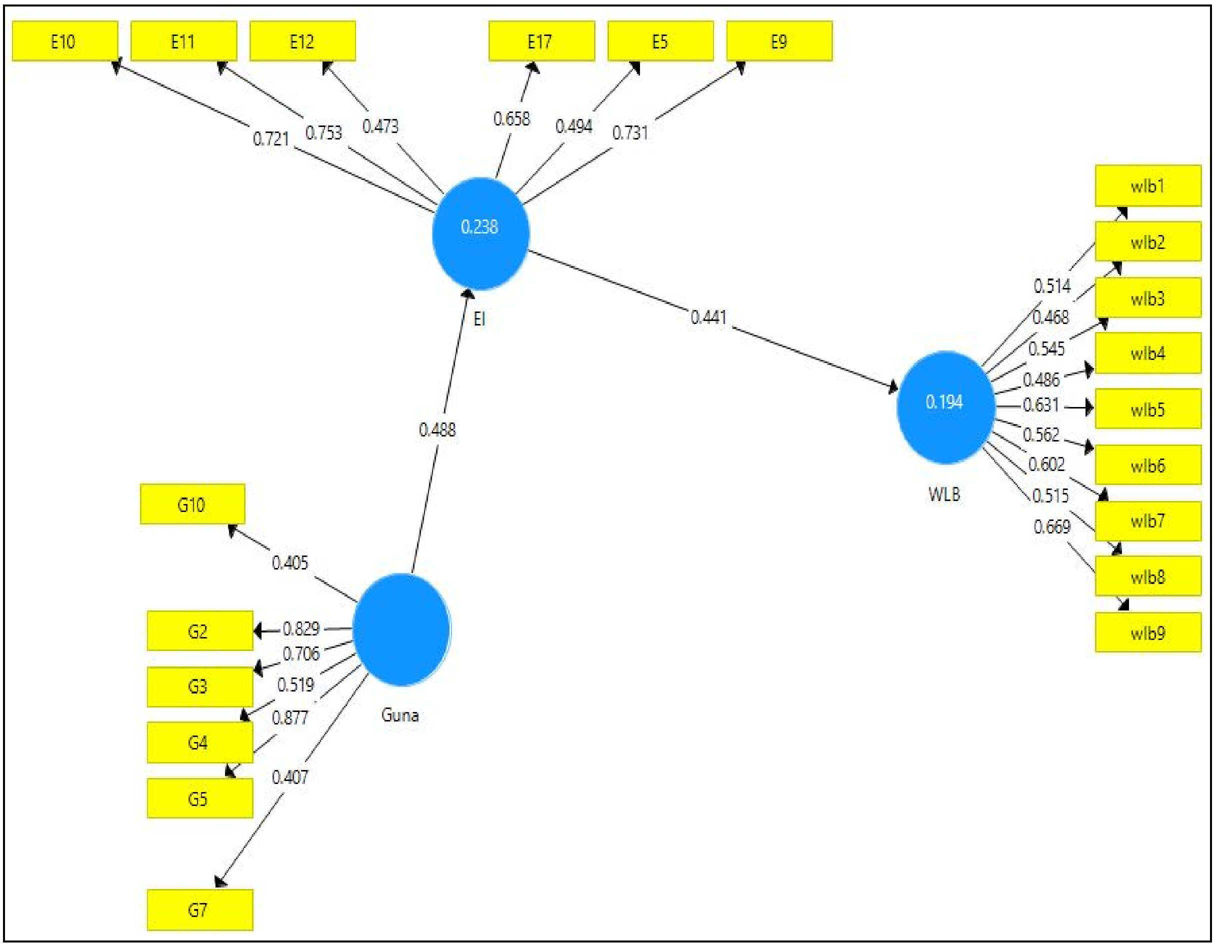


Fig-3: Measurement and Structural Model

PLS-SEM estimates the parameters of a set of equations in a structural equation model by combining principal components analysis with regression-based path analysis (Mateos-Aparicio 2011). In management research PLS is becoming popular as it is based on an iterative blend of principal components analysis and regression, and it explains the variance of the construct in the model (Chin, 1998).

Table-3: Evaluation of Structural Model

	β	R^2	F^2	T values	P values	Results
Guna → Emotional Intelligence	0.48	0.23	0.31	5.41	0.00	Hypothesis supported
Emotional Intelligence → Work-life balance	0.44	0.19	0.24	4.26	0.00	Hypothesis supported

In the structural model the Guna (β=0.48, p=0.00) has significant positive relationship with the EI and EI (β= 0.44, p=0.00) also has significant positive relationship the WLB of Female Professionals. The results are consistent with the hypotheses and therefore researcher reject the null hypotheses. The F^2value between 0.02-0.15 reflects small effect size, between 0.15-0.35 reflects medium effect size and between 0.35 and above it reflects large effect size. EI has medium size effect ((F^2=0.24) on WLB and Guna has (F^2=0.31) has medium size effect on EI (refer table 3).

The impact of EI on WLB dimensions was observed to be medium related but significant, while Guna&EI displayed medium size influence. The Guna have three dimensions that sattva, rajas and tamas, where women with Sattvikand positive Rajasikhaving high level of EI which help in women to balance their personal and professional arena. Women with negative Rajasikand TamasikGuna have low level of Emotional Intelligence. The results indicate that the female professional have more Rajasik Guna because the size effect among variables is medium which means they are not completely Sattvik.

CONCLUSION

Individual and organizations have to share common platform to have WLB. This research shows that positive Guna helps in attaining high level of EI and better EI integrate, enhance and provide better work and family life.

ISSN 2394 - 7780

EI appears as key factor for low attrition rate, high productivity and organization commitment in globalized world. It means employees who possess high EI also have good WLB in their concerned department and offices.

SUGGESTIONS

Organizations must ensure a concrete and effective work-life balance policy which meets the need of both organization as well as individual. If organizations don't have proper policies related with work life than it will increase attrition rate, dissatisfaction among employees and Less productivity. Creating work-life balance policies is not sufficient; organizations need to encourage employees to get benefited by these policies which will create the positive work culture.They should conduct some training programmes and workshops to make them learn about their emotions better which improves their decision making. Organizational commitment depends on the state of mind of the employees and their perfect balance of emotions and intelligence which affect their decision-making process.

SCOPE FOR FURTHER RESEARCH

The study is still in process and there is lot of scope related with the variables affecting the work-life balance in case of females. There is always a room for improvement and this research is not an exception. Hence, the results of the study can vary in a bigger or lesser sample size. The results will also vary if the types of respondents change.In future other areas will also be included. The study can also be done in different states, pan India or on international basis.

REFERENCES

- Agarwalla, S., Seshadri, B. and Krishnan, V.R., 2015. Impact of Guna s and Karma Yoga on Transformational Leadership. *Journal of Human Values*, *21*(1), pp.11-22.
- Bakshi, S. and Vyas, V., 2015. Emerging trends of green work life balance.
- Chakraborty, S.K., 1987. *Managerial effectiveness and quality of worklife: Indian insights*. Tata McGraw Hill.
- Chin, W.W., 1998. The partial least squares approach to structural equation modeling. *Modern methods for business research*, *295*(2), pp.295-336.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L. and G. Kuppelwieser, V., 2014. Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, *26*(2), pp.106-121.
- Gupta, S., 2016. Emotional intelligence and work life balance of employees in the information technology industry. *Arabian Journal of Business and Management Review*, *6*(3), p.201.
- Kewalramani, S. and Rastogi, M.R., 2009. Emotional Intelligence and TriGuna.
- Moh'd Abu Bakir, S., 2018. The Impact of Managers' Emotional Intelligence on Employees' Work Life Balance: A Field Study at Jordanian Private Hospitals. *European Scientific Journal, ESJ*, *14*(25), p.256.
- Peter, A.J., Impact of Emotional Intelligence on Work Life Balance–A Global Perspective* Janet Bina Money.
- Ravikumar, T., 2014. Emotional Intelligence and Work Life Balance of Women IT Professionals in Bangalore. *Adarsh Journal of Management Research*, *7*(2), pp.19-31.
- Shylaja, P. and Prasad, C.J., 2017. Emotional intelligence and work life balance. *Journal of Business and Management*, *19*(19), pp.18-21.
- Sastry, A.M., 1979. *The Bhagavad gita: With the commentary of Sri Sankaracharya*. Samata Books.
- Shelar, S., 201.6 Conceptual Study of Relationship between Emotional Intelligence & Work Life Balance in Corporate World.
- Salovey, P. and Mayer, J.D., 1990. Emotional intelligence. *Imagination, cognition and personality*, *9*(3), pp.185-211.
- Sarstedt, M., Ringle, C.M. and Hair, J.F., 2017. Partial least squares structural equation modeling. In *Handbook of market research* (pp. 1-40). Springer International Publishing.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ROLE OF DATA ANALYTICS IN TALENT ACQUISITION & TALENT RETENTION WITH SPECIAL REFERENCE TO HOSPITALITY INDUSTRY OF INDIA: A CONCEPTUAL STUDY

Farha Deeba[1] and Dr. Gyanesh Kumar Sinha[2]
Research Scholar[1] and Associate Professor[2], GD Goenka University, Gurugram

ABSTRACT

This study is aimed to make an attempt to provide an in-depth look at the processes of talent acquisition and talent retention with reference to Hospitality industry of India, the challenges associated with them, the role of data analytics in addressing these issues to ensure better organizational performances in India.

The human resources (HR) domain is witnessing a transformative period with the inclusion of data analytics in the management of manpower. It offers numerous advantages, particularly in acquisition and retention of key talent. However, it is not without its share of challenges which are restricting companies, particularly in India, from harnessing its full potential in manpower management.

Talent acquisition ought to become easier with the evolvement of technologies, digital media and increased use of social networking sites for the professional use. However, it has also given applicants various ways to forge their academic and work instances, making it hard for recruiters to understand which the right candidate is. Also, the vast number of applicants for a limited number of seats has led recruiters to just swiftly go through the resumes, interviews and test scores and has made choosing a difficult process. The process of evaluation is not being fully used as the parameters for evaluation have not been set properly. In this case, Data Analytics can play a major role as it is a statistical method of determining the processes of human resource department, and applying measures to recruit and retain the right talent..

The study will address the gap of literature on the importance of data analytics in the hospitality sector of India and in understanding the advantage of talent acquisition over traditional hiring.. The study will help in capturing the effectiveness of Data Analytics in improving organizational performance in other industrial sectors as well.

Keywords: Talent acquisition, Talent retention, Data Analytics, Challenges, Human Resource Management

1. INTRODUCTION

Talent acquisition and retention are the two major challenges faced by Indian hospitality industries. The hospitality industry has been chosen for study because 1) It is one of the industries with highest employee attrition rates in India 2) It is one of the industries making the least use of Data analytics for human resources planning 3) It is one of the fastest growing industries in India due to growing demand for hospitality services.

Talent acquisition in hospitality industry is very tough as the person to be hired needs to have combined skills of managing customers and also being able to help them in their queries and requirements (Chishamiso Nzonzo & Chipfuva, 2013). Moreover, it is also very important that the candidates must have the basic knowledge of management studies and fluency in international languages. This crucial talent acquisition process can be done by identifying, recognizing, managing and developing the candidates through a “talent pipeline” (CGI, 2016).

Challenges and changes in the hospitality sectors occur very rapidly so the management needs to successfully deal and maintain its services to retain the talent within the organization. Thus identifying the skillful employees to achieve the hospitality objective and retaining them effectively is very important.

Talent retention is a problem in India’s hospitality industry due to the high work pressure, stress, lack of conveyance and housing, lack of growth opportunities, monotonous work, work attitudes etc.

1.1 Role of Data Analytics in HR

Data analytics in HR is more of talent analytics and business analytics than the generalized functions of human resource management (HRM) (Momin & Mishra, 2015). Data analytics is used to meet the business objective by strategic workforce plan, turnover trends, projected turnover rate, current headcount level and also scenario-based workforce plans, varying the workforce cost structure to determine the best future scenario.

In case of employee payments, data analytics helps to show the correlation of pay with performance, pay with retention, and pay with new hire attraction, the manager can predict the effect of compensation on retention and performance. Pulling in company pay levels, a

Compensation specialist might compare these results to market benchmarks and then model compensation to see the effect on budget.

Data analytics has been mostly helpful in recruiting and promoting operations, where with the help of analytics, the employees are analyzed and assessed on their performance and their bonuses accordingly and thus form an appropriate hiring plan (Madsen & Slatten, 2017).

Some of the summarized functions of Data analytics ((http://www.hru-tech.com) in Talent acquisition and retention practices of HR are given under:

Talent acquisition

- Understanding the job requirement in terms of number of manpower and skillset.
- Identification of effective sources of talent.
- Stronger chance of finding qualified/suitable candidates.
- Determining the future leaders & creating Talent framework.
- Determining the effective methods and modes of evaluation for evaluating candidates for the required job.

Talent Retention

- Keeps tract of employee's performance at different stages.
- Keeps track of employee's performance in different scenarios.
- Understanding attitude of employees towards the job.
- Tracking and enhancing the satisfaction level of the employees to improve their retention rate
- Predicting employee's propensity to quit the job.
- Helps in Identifying right employee for suitable performance appraisal.
- Helps in analyzing factors leading to attrition.
- Improving employee engagement and contributing to the overall success of organization.
- Identifies right employee for suitable performance appraisal.
- Identifies high/low performing indicators in HR leading organization loss
- Potentially reduced attrition.
- Improves Turnover rate.

1.3 Reasons to get started with Talent Analytics

Talent Acquisition and retention are no stranger to data analytics and metrics and the most progressive leaders in this space are now leveraging robust and holistic analytics for powerful results–for their organizations and for themselves (People Insight workforce Analytics EBook).

Some of the important reasons for getting started with talent analytics are given here:

- **Executives are demanding ROI-**There is a real need to reliably track spend and demonstrate the value Talent Acquisition brings to the organization.
- **The Success of company depends on Talent Acquisition–**Talent powers the business. Organizations that successfully place the right people in the right position at the right time will be rewarded with better performance and outcomes .If Talent Acquisition is critical to business's success, leveraging analytics to achieve business outcomes should be a priority.
- **Data Rich but Insight Poor-** we may be data rich but it's likely we're insight poor. And that's not good enough. There is more data being collected than ever before. It's time to start generating rich insight, taking targeted action and driving improved business outcomes.
- **Talent Acquisition Leaders–**Analytics integrates detail, analysis, creativity, business acumen and communication all in one activity .Rather than focusing on numbers and transactions, we can start telling the compelling people story rich in context and evidence-based

2. PROBLEM STATEMENT

There is very less evidence of the research available devoted to the use of data analytics for talent acquisition and retention especially related to Hospitality industry of India, When there are number of researches explaining the role of data analytics in HR practices although there are institutional reports but there is a massive gap in the empirical literature that shows perspective of the employees and the HRM towards role of data analytics in talent acquisition and retention. Another gap that was found is the application of data analytics in talent acquisition & retention particularly in hospitality sector is internationally also very juvenile. Therefore a study examining the role of data analytics in Indian hospitality sector is warranted that will help to mitigate some of the problems related to recruitment, retention and forecasting.

3. OBJECTIVES OF THE STUDY

Following are the main objectives of this study:

- To review the role of data analytics in talent acquisition and retention practices especially in the hospitality industry.
- To study the various challenges in terms of talent acquisition and retention practices in the Hospitality industry.
- To develop a conceptual framework for analyzing the role of data analytics in addressing challenges related to acquisition and retention practices.

4. RESEARCH METHODOLOGY

The study reviews various research papers related to talent acquisition and retention practices from peer reviewed journals. The review has been designed to conduct studies into 3 sections:

- Defining Talent Acquisition.
- Major challenges faced by Indian Hospitality industry in terms of talent acquisition & retention.
- Empirical review
- HR Practices in Hospitality Industry.
- Role of data analytics in HR Practices.

Based on the review a conceptual framework is developed.

5. LITERATURE REVIEW

Studies reviewed explain how with the help of new technologies, developed strategies and emerging tools the present Talent acquisition & retention practices have evolved from the traditional practices over time. The reviewed studies help in explaining what can be the possible challenges related to acquisition and retention practices faced by the organizations especially hospitality industries. Data Analytics has proved to be helpful in improving the various HR practices, many studies explain how helpful it can be in improving the Talent acquisition and retention processes, however we can conclude from the number of studies that most of the organizations especially in hospitality industry are not prepared yet or are partially prepared to use data analytics in HR practices especially in the Talent acquisition and retention processes. Literature has been reviewed under the four different sections as described under:

5.1 Defining Talent acquisition.

Talent acquisition in human resource management is involved in recognizing and hiring skilled candidates for the corporate needs (James, 2011). There might also be a team of talent acquisition within an organization to help find, acquire, assessing and hire the candidates for effectively and efficiently meeting the company objectives.

In the traditional hiring process, the HR puts out advertisements or forms mass hiring campaigns which is equivalent to loss of money and time (Cepin, 2013).

In traditional HR systems the employees were hired on the basis of the knowledge or educational background, whereas the data analytics helps to assess the right candidate for the right job and thereby improving the performance of the organization (Eisel, 2014). Moreover in traditional HR systems the HRM lose out many highly talented candidates which is not missed in data analytics. In addition, it is easier and simpler to manage employee data and collect huge amount of information of the potential future candidates of the organization (Cepin, 2013). Hiring process becomes easier and faster and more efficient.

Talent acquisition is also a strategic function of applying various techniques such as talent assessment, talent pipelining, talent prediction development & talent procurement. In many literatures it was found that talent

ISSN 2394 - 7780

procurement involves the various tasks, such as; developing recruitment strategies, tracking applicants, identifying talent needs, managing the procurement of independent contractor labor, gathering and analyzing data, posting jobs, recruiting through social media, handling job requests, tracking hiring trends and mapping future talent and resource needs (James, 2011; Karikari, Boateng, & Ocansey, 2015; Navaz et al., 2013). Thus, the most important motive of talent acquisition is effective recruiting along with talent retention.

Talent acquisition has taken a rapid development in application of the tasks mentioned and involved in acquiring talent within an organization. However, it has also been seen that the professionals to be hired are skilled in employment practices, candidate assessment, sourcing tactics, hiring methods and corporate hiring initiatives (Bugg, 2015). Thus, the most important motive of talent acquisition is effective recruitment along with talent retention. Talent acquisition professionals need to use techniques so that the organization's value is not deteriorated by human capital investments but to undertake the approach for corporate development and growth (Rudsada, 2016).

5.2 The Challenges Faced by the Organizations.

In the current era, challenges faced by the HRM is that individuals nowadays have a tendency to work independently and are contingent upon their specific conditions. Individuals make decisions with respect to who they work for, the sort of work they do and to what extent they are set up to work (Angrav et al., 2016). Balancing work and life is also one of the major challenges that is faced by HR thereby causing high attrition rate. Workplace motivation is another challenge that is faced by the HR after talent acquisition. Workplace motivation of skilled employee includes career development, skill enhancement and non-statutory work (Navaz et al., 2013). Employing the appropriate motivational tools in order to retain a skilled employee is very important. Outsourcing talents for strategic and operational motives has also been a big challenge towards employee retention by the HRM. The organizational operational advancement changes very frequently depending on the market trend, hence, searching and recruiting the right person is also difficult (iCIMS, 2014). Improper work objectives, compensation, motivating climate and management culture are some of the biggest challenges faced by the HRM in the modern age (Stankiewicz, 2015). The demands of talented employees are high as well as the expectations, which at certain times are difficult for the HRM to maintain thereby causing employee turnover.

Candidates nowadays have more access to the employer data and information with the existence of web-based social networking and digitalization (Stankiewicz, 2015). Organizations are expected to be open sources or in other words candidates look for transparent organizations, where competitors can without much of a stress get information and data .(Cappelli & Keller, 2014).

Employee retention is another major challenge (iCIMS, 2014). However, the issues that are faced in talent retention are modulated by various reasons. Monetary disappointment is one of the foremost reason behind a worker to search for a change. Retention turns into an issue when an employee demands an incredibly high figure past the financial plan of the organization and is not willing to bargain (Nilsson & Ellström, 2012). Employees become demanding and greedy for cash and position leading to changing the present employment and join the contenders. Businesses in the current situation need real-time metrics to collect information and data to have forecasting capability and hire the right person for the right job. Predictive analytics help to warn on problems and talent opportunities before they occur thereby increase the efficiency of talent acquisition (Jantan, Hamdan, & Othman, 2009). However, if these activities are not performed appropriately acts as a challenge in talent acquisition.

Based on the review, conceptual framework has been developed to explain

- Challenges faced by the organizations in talent acquisition (from Job requirement to hiring).
- Challenges faced by the organizations in talent retention(reasons and types of attrition)

ISSN 2394 - 7780

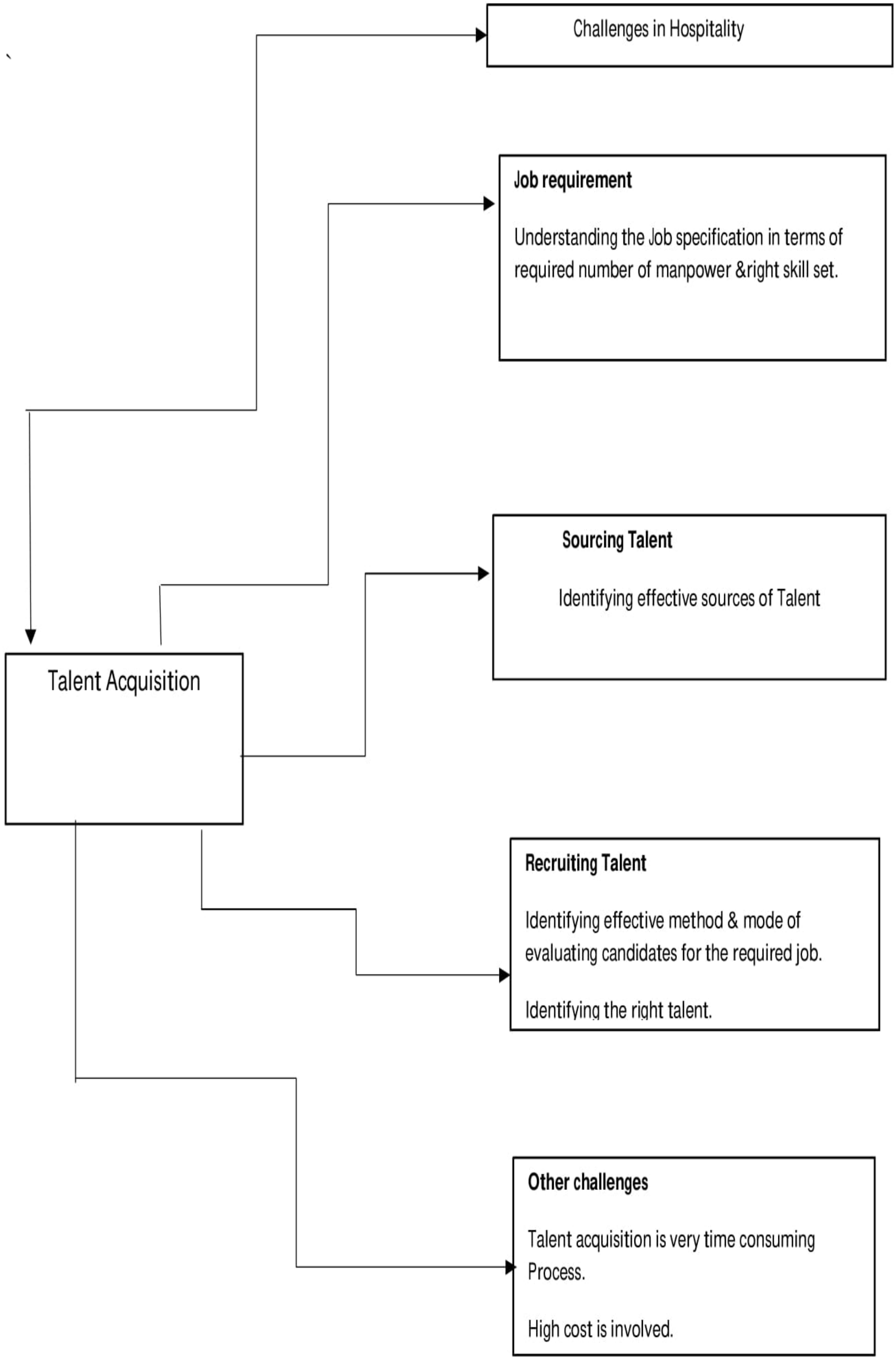


Fig-I: Conceptual Framework for the challenges faced organizations in Talent Acquisition.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

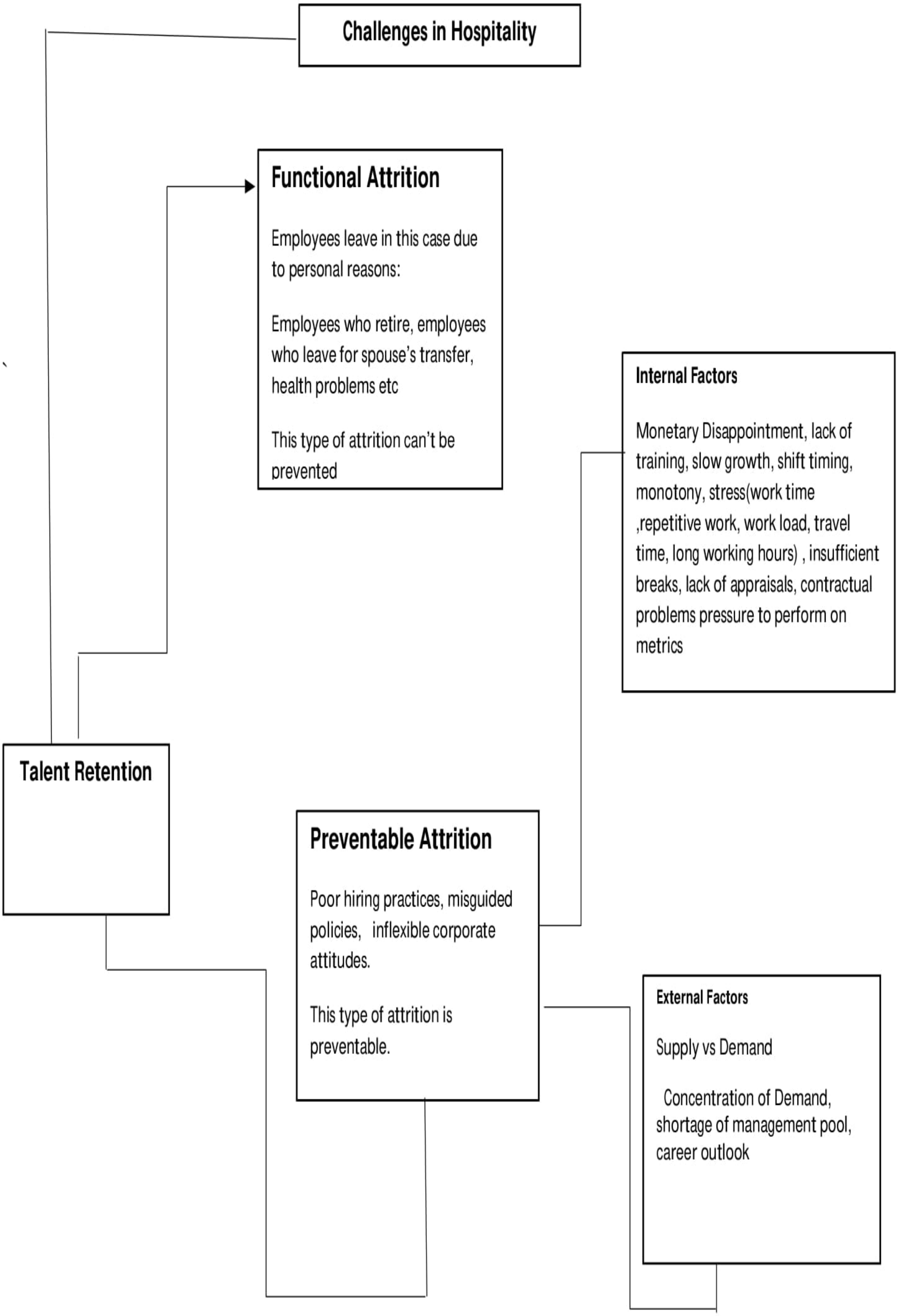


Fig-II: Conceptual Framework for the challenges faced by organizations in Talent Retention.

ISSN 2394 - 7780

5.3 EMPIRICAL REVIEW

5.3.1 HR practices in the Hospitality Industry

Ro & Chen, (2011), studied 203 employees in the hospitality sector to determine the strategy used by HRM for hiring in the USA. Findings from the survey implicated that appropriate recruitment and training using data analytics is one of the most important factors in empowering employees and helps in reducing the cost of selection and training.

Yang et al., (2012) conducted interviews amongst 29 high level HRM managers in order to understand the factors that determined high employee turnover in the Taiwanese hotel industry. According to the interviews the most important is talent acquisition and hiring the right person for the right job. The HRM conducts career development and skill development programmes, high incentive programs, promotions and rewards, conducting social activities and keeping the employees engaged are some of the most important activities done by HRM. Thus the researcher concluded that these strategies of HR managers for talent acquisition are very important in employee turnover.

In another recent research by Nieves, (2016), who replicated studies from the literatures on finding link between human resource management practices and organizational performance. Data was collected from 109 hotels in the Spain, whereby talent acquisition in human resource management practices was mainly focused on, it was also found that effective and planned recruitment/selection practices may help in recruiting talents to work in specific positions but may not contribute to organizational performance unless capitals are invested during talent acquisition. Practices of employing IT and data analytics, training sessions and capitals are very and equally important to selective hiring

5.3.2 The Role of Data analytics in improving the HR Practices.

A study conducted by Ranjan et al. (2008) observed problems in the management of human resource due to a large amount of data, and a low amount of analysis. The authors hypothesized that if data mining is introduced in the human resource management systems of companies, it would help these companies gain competitive position and would help them increase effectiveness in terms of decision making. The authors conducted a study that extracted the vast amount of HR data and used data analytics to find the patterns and relationship between the data. The data results led to uncovering of useful patterns, and led to improvement in the quality of decision making. Thus, the authors concluded that HRMS can use the various tools of data analytics to increase the performance of the company through effective HR management.

A study conducted by Momin & Mishra (2015) provided insight related to how data analytics is an indispensable process of workplace planning. The study provides an understanding of how data analytics is a part of not only acquisition and retention, but also for succession planning, training and development, and performance management. In terms of acquisition and selection, the authors are of the view that data analytics helps to understand the skillset needed by identifying the skills in their employees, which integrates it to the process of selection of potential candidates. This analytical tools helps HR managers design recruitment plans that can help select the right person for the position by matching the skills needed to the skillset of candidates, and reducing the list of potential employee so that the company can increase the rate of recruitment and decrease the cost of enhanced and elaborate recruitment drive. Also, in terms of recruiting the wrong person, the company loses money, which the authors concluded would not happen when data analytics would be act as a strategic component for recruitment and selection purpose.

A thesis work by Ruohonen (2015) studied the aspects of human resource management, and how data analytics could help the department in increasing its working efficiency. The study concluded that through predictive analytics, the company could help in effective employee selection, decrease turnover ratio and manage the recruited employees in an engaging way. The study also concluded that data analytics might be the tool needed to screen the best candidates and increase the right sort of workforce in the company**.**

From the various available research studies it's found that In Indian hospitality industry, data analytics is used mainly for maintaining data on employee information, contacting employee whenever required, information sharing and processing, checking growth of the employees and salary management. However, some organizations predict and forecast the objectives and growth of the employee as well as the company to create new framework of operations, which is very rare and needs expertise of the personnel.

Conceptual framework has been developed based on review of studies which is explained under 2 sections:

- Role of Data Analytics in Talent acquisition (at various stages from job identification till the hiring).
- Role of Data Analytics in Talent retention (analyzing major reasons for attrition).

ISSN 2394 - 7780

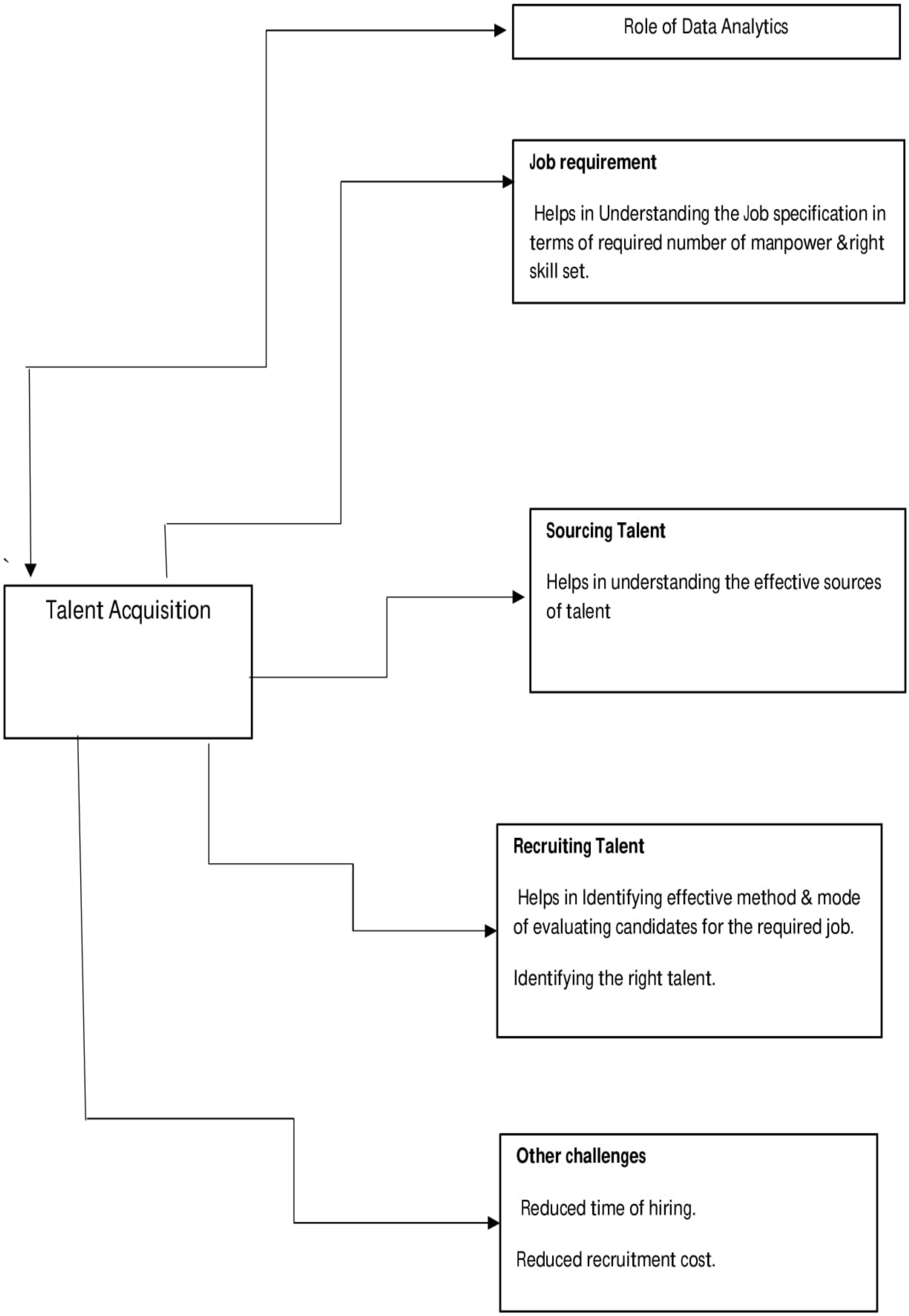


Fig-III: Conceptual Framework for the Role of Data Analytics in Talent Acquisition

ISSN 2394 - 7780

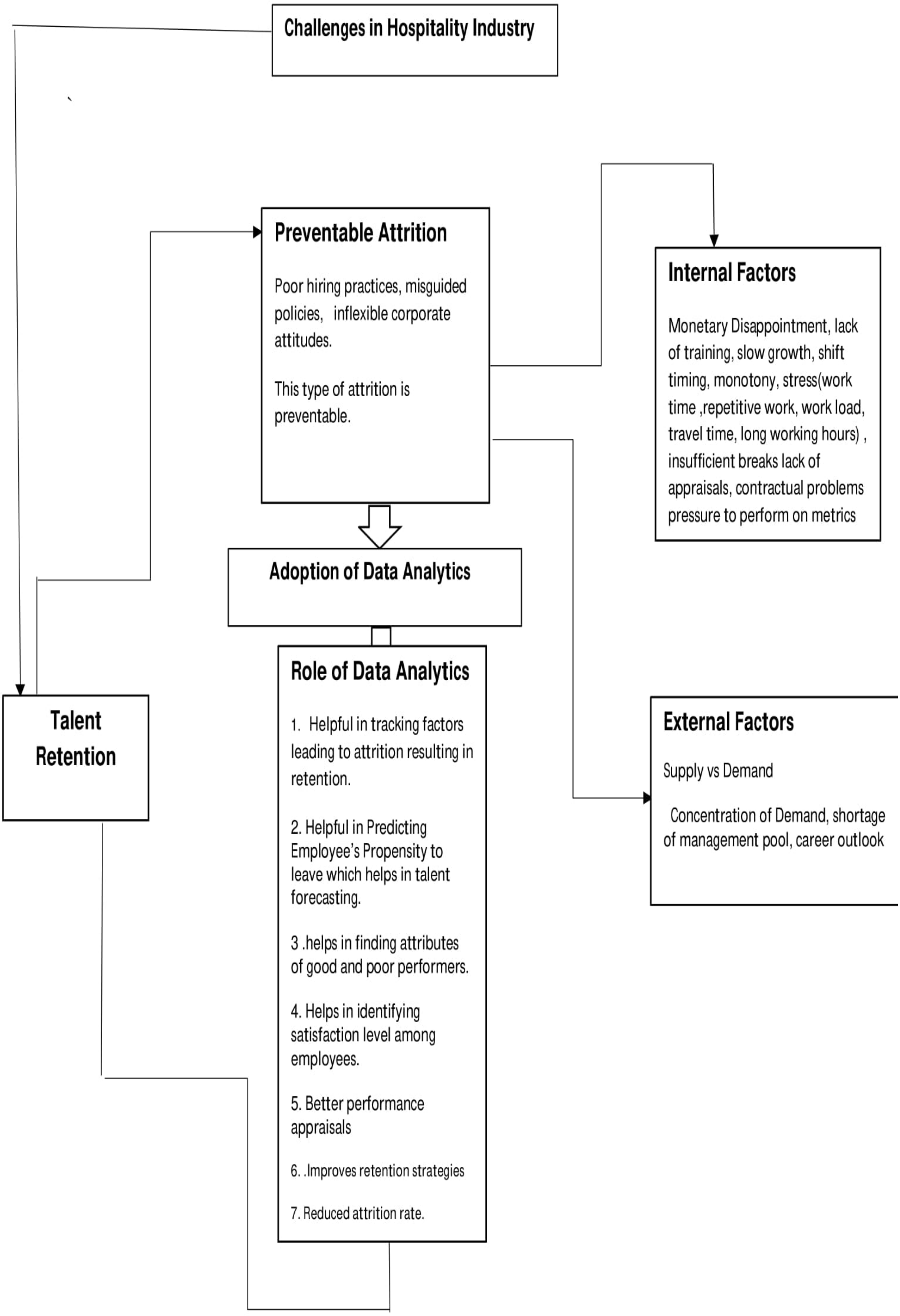


Fig-IV: Conceptual Framework for the Role of Data Analytics in Talent Retention.

6. CONCLUSION AND FUTURE SCOPE

Talent acquisition is a very challenging job for the HR especially in hospitality industries as they need to maintain a threshold to recognize and recruit the right person for the right job. Talent

In the recent years it has been seen that many sources of extracting employment information, such as, social media, digital media, recruitment webpages and others, have helped human resource departments of companies to easily extract information on prospective candidates for critical jobs and it has rapidly increased and managing them with efficient tools has been a real challenge for the HR system. The biggest challenge faced by any organization is the lack of knowledge and complexity of using Data analytics. Since, information technology is everyday changing and upgrading it again is very important for the HRM to cope up with the HR information system and Data analytics. Higher the engagement with data analytics higher is the possibility of an organization in acquiring and retaining the talented employees on the basis of the business requirements.

Another challenge faced by the HR is talent retention which is very poor in the Indian hospitality industry. High attrition rate is modulated by improper hiring and recruitment process as most of them still use traditional techniques, lack of growth opportunities as the organizations do not hire specialized employees, stressful working conditions and work hours, and low job satisfaction.

Data analytics as from the literature findings has proved to be very important tool and technique in the talent acquisition and talent retention processes. The next significance of the paper is that it will help the HRM in the hospitality industry in India to understand the importance of adopting data analytics in the talent acquisition & talent retention processes, and to predict the talent needs of their organization, particularly pertaining to training and development needs and future talent requirement. The most important of all is that the advantage of talent acquisition over traditional hiring will help in efficient and effective hiring process with the changing trend.

This study will help in capturing the effectiveness of Data Analytics in improving organizational performance in Hospitality industry and in other industrial sectors as well.

REFERENCES

- Abdullah, H. (2009). Major challenges to the effective management of human resource training and development activities. *The Journal of International Social Research*, *2*, 11–21.
- Al-Refaie, A. (2015). Effects of human resource management on hotel performance using structural equation modeling. *Computers in Human Behavior*, *43*, 293–303. https://doi.org/10.1016/j.chb.2014.11.016
- Analytics India Mag. (2017). Analytics India Employee Attrition Study – 2017.
- Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. *Human Resource Management Journal*, *26*(1), 1–11. https://doi.org/10.1111/1748-8583.12090
- Cappelli, P., & Keller, J. (2014). Talent Management: Conceptual Approaches and Practical Challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 305–331. https://doi.org/10.1146/annurev-orgpsych-031413-091314
- Cepin, G. (2013). Talent Acquisition. *CPA Practice Management Forum*, *9*(12), 13–15.
- CGI. (2016). *Human Resource Management*. *CGI*.
- Chishamiso Nzonzo, J., & Chipfuva, T. (2013). Managing Talent in the Tourism and Hospitality Sector: A Conceptual View Point. *International Journal of Academic Research in Accounting Finance and Management Sciences*, *3*(2), 92–97.
- Cielo Inc. (2017). The Difference Between Recruitment and Talent Acquisition.
- Collings, D. G., Scullion, H., & Vaiman, V. (2015). Talent management: Progress and prospects. *Human Resource Management Review*, *25*(3), 233–235. https://doi.org/10.1016/j.hrmr.2015.04.005
- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: An empirical research from hospitality industry. *Tourism*, *60*(3), 273–291.
- Deloitte. (2016). *2016 Travel and Hospitality Industry Outlook Interview with Guy Langford*. New Delhi.
- DeTuncq, T. H., & Schmidt, L. (2013). *Integrated Talent Management Scorecards: Insights From World-Class organisations on demonstrating value*. Alexandria: ASTD Press.

- Dorel, D., & Bradic-martinovic, A. (2011). The role of information systems in human resource management. *Munich Personal RePEc Archive*, (October), 1–20.
- Eisel, N. (2014). Hiring and retaining engineering talent. *Control Engineering*, *61*(1).
- Farooque, A., & Habibuddin, M. (2015). Employee Attrition Analysis of Hotel Industry. *International Journal of Advancement in Engineering Technology, Management & Applied Science*, *2*(12), 14.
- Festing, M., & Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, *49*(2), 262–271. https://doi.org/10.1016/j.jwb.2013.11.010
- Gibbs, C., MacDonald, F., & MacKay, K. (2015). Social media usage in hotel human resources: recruitment, hiring and communication. *International Journal of Contemporary Hospitality Management*, *27*(2), 170–184. https://doi.org/10.1108/IJCHM-05-2013-0194
- Guthridge, M., Komm, A. B., & Lawson, E. (2008). Making talent a strategic priority. *McKinsey Quarterly*, *1*(November 2007), 3–6.
- IBM. (2013). Analytics : The real-world use of big data in financial services. *IBM Institute for Business Value*, 16.
- iCIMS. (2014). *5 Key Talent Acquisition Strategies for a New Decade Best Practices for Effective Talent Acquisition during a New Era in Talent Management. CIMS.*
- Isukapally Jr., M. (2006). Employee retention-Talent management. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.948142
- James, B. (2011). Talent Acquisition : A Guide to Understanding and Managing the Recruitment Process. *SHRM Foundation*, 1–46.
- Jantan, H., Hamdan, A. R., & Othman, Z. A. (2009). Classification techniques for talent forecasting in human resource management. In *Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)* (Vol. 5678 LNAI, pp. 496–503). https://doi.org/10.1007/978-3-642-03348-3_49
- Karikari, A. F., Boateng, P. A., & Ocansey, E. O. N. D. (2015). The Role of Human Resource Information System in the Process of Manpower Activities. *American Journal of Industrial and Business Management*, *5*(June), 424–431. https://doi.org/10.4236/ajibm.2015.56042
- Khatri, B. (2014). Talent Analytics: Toolkit for Managing HR Issues. *A Peer Reviewed International Journal*, *1*(5), 5–7.
- Kumar, S and Chahal, P. (2013). Turnover in Indian Hotel Industry: A Study Of Employees Opinions. *Indian Journal of Applied Hospitality and Tourism Research*, *5*(January 2013), 48–54.
- Li, X., Sanders, K., & Frenkel, S. (2012). How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employees' job performance. *International Journal of Hospitality Management*, *31*(4), 1059–1066. https://doi.org/10.1016/j.ijhm.2012.01.002
- Lim, E.-P., Chen, H., & Chen, G. (2013). Business Intelligence and Analytics. *ACM Transactions on Management Information Systems*, *3*(4), 1–10. https://doi.org/10.1145/2407740.2407741
- Luo, Y. (Jim), & Milne, S. (2014). Current Human Resource Management Practices in the New Zealand Hotel Sector. *Journal of Human Resources in Hospitality & Tourism*, *13*(1), 81–100. https://doi.org/10.1080/15332845.2013.807395
- Madsen, D. O., & Slatten, K. (2017). The rise of HR analytics: A preliminary exploration. *Global Conference on Business and Finance Proceedings*, *12*(1), 148–159.
- Momin, W. Y. M., & Mishra, K. (2015). HR Analytics as a Strategic Workforce Planning. *International Journal of Advanced Research*, *1*(4), 258–260.
- Navaz, A. S. S., Fiaz, A. S. S., Prabhadevi, C., Sangeetha, V., & Gopalakrishnan, S. (2013). Human resources management systems. *IOSR Journal of Computer Engineering*, *8*(4), 62–71.

ISSN 2394 - 7780

- Nieves, J. (2016). Human resource practices and innovation in the hotel industry: The mediating role of human capital. *Tourism and Hospitality Research*, *0*(0), 1–12. https://doi.org/10.1177/1467358415624137
- Nilsson, S., & Ellström, P. (2012). Employability and talent management: challenges for HRD practices. *European Journal of Training and Development*, *36*(1), 26–45. https://doi.org/10.1108/03090591211192610
- Oladapo, V. (2014). The Impact of Talent Management on Retention. *Journal of Business Studies Quarterly*, *5*(3), 20–36.
- Oracle. (2011). Oracle Human Resources Management System. *Oracle Human Resources Management System*, 1–19.
- Ro, H., & Chen, P. J. (2011). Empowerment in hospitality organizations: Customer orientation and organizational support. *International Journal of Hospitality Management*, *30*(2), 422–428. https://doi.org/10.1016/j.ijhm.2010.09.003
- Roy, D. (2010). Attrition hits Indian hospitality industry.
- Schiemann, W. A. (2014). From talent management to talent optimization. *Journal of World Business*, *49*(2), 281–288. https://doi.org/10.1016/j.jwb.2013.11.012
- Soumya, S. B., & Deepika, N. (2016). Data Mining With Predictive Analytics for Financial Applications. *International Journal of Scientific Engineering and Applied Science*, (1), 310–317.
- Souza, G. C. (2014). Supply chain analytics. *Business Horizons*, *57*(5), 595–605. https://doi.org/10.1016/j.bushor.2014.06.004
- Stankiewicz, K. (2015). *Contemporary Issues and Challenges in Human Resource Management-Introduction*. *GUT FME Conference Publications*.
- Tripathi, K. P. (2011). Role of Management Information System (MIS) in Human Resource. *International Journal of Computer Science and Technology*, *2*(1), 58–62.
- Wang, G., Gunasekaran, A., Ngai, E. W. T., & Papadopoulos, T. (2016). Big data analytics in logistics and supply chain management: Certain investigations for research and applications. *International Journal of Production Economics*. https://doi.org/10.1016/j.ijpe.2016.03.014
- Yang, J. Te, Wan, C. S., & Fu, Y. J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management*, *31*(3), 837–848. https://doi.org/10.1016/j.ijhm.2011.10.001
- Zhong, L., Wayne, S. J., & Liden, R. C. (2015). Job engagement, perceived organizational support, high-performance human resource practices, and cultural value orientations: A cross-level investigation. *Journal of Organizational Behavior*, *17*(2), 1–20. https://doi.org/10.1002/job

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

EXPLORING ORGANISATIONAL COMMITMENT AND WORK MOTIVATION AMONG PRIVATE SECTOR EMPLOYEES

Ananya Agrawal[1], Dr. Anshu Yadav[2] and Dr. Shweta Awasthi[3]
MBA HR Student[1] and Assistant Professor[2, 3], Amity Business School, Amity University, Noida

ABSTRACT

Objective: In this study, we explored the relationship between work motivation and organisational commitment (OC). Based on the review, it was hypothesized that there would be a positive relationship between the two constructs. Further, we studied the differences between older more experienced employees and younger less experienced employees on OC and Work Motivation . Method: Participants consisted of a sample of 30 employees, having at least 5 years of experience in the same organization. They were selected using purposive sampling . TCM Employee commitment Survey given by Allen and Myers(2004) Motivation at Work Questionnaire given by Marylene Gagne et al.(2008) were used to assess OC and Work Motivation respectively. The data was compiled and statistically analysed on descriptives, correlations and test for differences between means. The participants were split into two groups in order to study differences in OC and Work Motivation. Results: The participant's results showed a significant positive correlation between Work motivation and OC, a positive correlation was found between Work Motivation and Affective Commitment. A significant difference was observed in the levels of OC experienced by the two age groups. Further, demographic factors such as age and organisational tenure were significantly related to OC and partially related to Work Motivation. A significant positive relationship between OC and work motivation in older employees was observed. Conclusion: The hypotheses were mostly verified. A positive correlation between OC and Work Motivation to the organization might have practical implications.

Keywords: Work Motivation, Organisational commitment, normative commitment, affective commitment, continuance commitment.

Organizational scientists and practitioners have long been interested in employee motivation and commitment (Meyer, Becker& Vandenberghe, 2004).This interest derives from the belief and evidence that there are benefits to having a motivated and committed workforce (Locke & Latham, 1990; Meyer & Allen, 1997; Pinder, 1998).The present research too studies the relationship between work motivation and Organisational Commitment (OC) amongst Indian employees. OC is a crucial element to increase job performance. An important predictor of commitment is motivation, which persuades employees to spend time and energy in the organization. Due to this fact, interest in understanding the relationship between motivation and commitment has increased (Vandenberg, 2011).

The present research focuses on two important variables in Organizational Behaviour and the following section reviews the literature pertaining to these two.

ORGANIZATIONAL COMMITMENT (OC)

There is now a substantial body of evidence demonstrating the benefits to organizations of having a strongly committed workforce. Indeed, meta-analytic reviews of this research demonstrate that employees who are committed to an organization are less likely to leave (Mathieu &Zajac, 1990; Tett& Meyer, 1993) and more likely to attend regularly (Meyer, Stanley, Herscovitch, &Topolnytsky, 2002), perform effectively (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2002), and be good organizational citizens (Meyer, Stanley

Herscovitch & Topolnytsky., 2002; Riketta, 2002).In the existing literature about commitment, there are several definitions of this construct. Becker (1960) was one of the first authors who discussed about the concept of commitment. He stated that commitment emerges when someone makes a side bet and then links particular interests with activities. His statement is inferred of his side bets theory in which someone stays within the organization because of value (e.g. money or time) that would be lost when he or she leaves this organization. Besides the side bets, an employee also takes into account the alternatives. When an employee has a lack of alternatives, he or she is more likely to stay committed to the organization.

According Porter, Steers, Mowday & Boulian (1974)an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization. Porter, Steers, Mowday & Boulian (1974) further describes OC as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Individuals consider the extent to which their own values and goals relate to that of the organization as part of OC

 ISSN 2394 - 7780

,therefore it is considered to be the linkage between the individual employee and the organization

Allen & Meyer (1990) considered it to be “a psychological state that binds an individual to the organization.’ The strength of this psychological state depends on the involvement, loyalty and belief in organizational values of employees. The concept of OC has grown in popularity in the literature on industrial and organizational psychology (Cohen, 2003).

OC is the employees’ state of being committed to assist in the achievement of the organization’s goals, and involves the OC is defined by Meyer & Herscovitch (2001) as ‘a force that binds an individual to a course of action that is of relevance to a particular target’. Miller (2003, p 73) states OC is “a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization”. OC is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization’s goals and values. Shiverick & Janelle (2009) define commitment as ‘a measure of the alignment of the employee’s motivations with the mission of the organization; in other words, to what degree does the employee feel that he or she is making a positive contribution to the ultimate outcome’

Pareek (2004) defines OC as a person’s feeling with regard to continuing his or her association with the organization, acceptance of the values and goals of the organization, and willingness to help the organization in achieving such goals and values. In other words, this commitment is an attitude about employee’s loyalty to their organization and an ongoing process through which organizational participants express their concern for the organization, its continued success and well-being.

OC refers to individual feelings of employees with regard to the organization (Joo & Park, 2010, p 485). It is a perceived psychological state that binds people towards an activity which is related to the purposes and propensity for using only one method (Lee, Tan & Javalgi, 2010, p 131). Indeed, OC focuses on satisfaction of employees' needs through mutual action with the organization (Fisser & Browaeys, 2010, p.282).

Early studies on OC viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday &Boulian, 1974). Moving from a single dimension concept to a concept with many dimensions, Meyer and Allen (1984) initially viewed OC as two-dimensional namely, affective and continuance. After further research, third dimension, namely normative commitment was added (Allen and Meyer, 1990).

Allen and Meyer (1990, p 6) define normative commitment as “the employee’s feelings of obligation to remain with the organization”. Consequently, the concept OC is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions (Meyer &Allen, 1991) which is widely accepted in the literature of organizational psychology.

1. AFFECTIVE COMMITMENT DIMENSION

The first dimension of OC in the model is affective commitment, which represents the individual’s emotional attachment to the organization. Affective commitment is a work related attitude with positive feelings towardsthe organization (Morrow, 1993). According to Meyer and Allen (1997, p 11) affective commitment is “the employee’s emotional attachment to, identification with, and involvement in the organization”. Individuals, who are committed to the organization on an affective basis, would continue working for the organization because they want to (Meyer & Allen, 1991). Members who are committed on an affective level, would stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck &Wilson, 2000).

A research done by Kumari & Afroz (2013) studied the effects of Affective Commitment on employees’ life satisfaction. In this study, the sample included 200 managerial employees of NTPC of India from Sonbhadra District. The data was analysed by descriptive analysis, correlation, linear regression, and ANOVA. The results found that affective commitment is highly significantly related with life satisfaction among managerial employees.

Chordiya, Sabharwal & Goodman’s study (2017) mainly focussed on the effects of job satisfaction, on affective organizational commitment. The findings indicated that, in both US–India contexts, job satisfaction had a significant positive impact on affective organizational commitment. Findings also indicated the US–India differences in the levels of affective organizational commitment. Compared to the four US states of Oregon, Florida, Washington, and Utah, affective organizational commitment was found significantly higher among Indian public managers.

ISSN 2394 - 7780

2. CONTINUANCE COMMITMENT DIMENSION

The second dimension of the tri-dimensional model of organizational commitment is continuance commitment. Continuance commitment can be regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained (Beck &Wilson, 2000). Meyer and Allen (1997, p 11) define continuance commitment as “awareness of the costs associated with leaving the organization”. It is calculative inanature because of the individual’s perception or weighing the costs and risks associated with leaving the organization (Meyer & Allen, 1997). Meyer and Allen (1991, p 67) further stated that “employees whose primary link to the organization is based on continuance commitment remain because they need to do so”. This indicated the difference between continuance commitment and affective commitment. The latter entails that individuals stay in the organization because they want to. (Meyer & Allen, 1991 p 67)

A research done by Lin and Wang (2012) measured the relationship between affective and continuance organizationalacommitment. Organizational commitment was measured using Organizational Commitment Questionnaire (OCQ) which consisted of two scales: an affective commitment scale and a continuance commitment scale. The study used quantitative methodology in order to examine the relationship between affective and continuance organizational commitment. The Subjects of this study were the employees in Taiwanese hotels. In order to collect primary data, subjects completed a questionnaire containing the measure of their feelings of their employing hotel. Data collected from the respondents wasaanalyzed using statistical methods. This study suggested that affective commitment is not an important factor that influences an employee’s level of continuance commitment.

Awasthy & Gupta (2010) examined the nature of OC from the point of view of Indian executives working in multinational companies operating in the country. The grounded and the interpretive approach were adopted to understand the study objective. The data was collected from three multinational companies representing three different nations: Sweden, UK, and Korea. The main study findings were that employee's display continuance commitment; normative commitment was absent and affective commitment varied.

3. NORMATIVE COMMITMENT DIMENSION

The last dimension of the organizational commitment model is normative commitment. Wiener and Vardi (1980, p 86) describe normative commitment as “the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organization”. Organizational members are committed to an organization based on moral reasons (Iverson & Buttigieg, 1999). Meyer and Allen define normative commitment as “a feeling of obligation to continue employment”. (Meyer and Allen 1997, p 11) Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). According to Meyer and Allen “employees with normative commitment feel that they ought to remain with the organization”. In terms of the normative commitment dimension, the employees continue because they should do so or it is the proper thing to do (Meyer and Allen 1991, p 67).

A study done by Jha, (2011) examines the linkages between psychological empowerment and factors of organizational commitment. The results of this study confirmed that psychological empowerment influenced affective and normative commitment positively. The sample size for the study comprised of 332 Indian IT executives. The data were collected during the time when organizations were trying to overcome recession. Descriptive and inferential statistics like correlation, regression and canonical correlation were used to analyze the data. However, no association was found between psychological empowerment and continuance commitment.

OC influences and is influenced by various factors prevalent in the workplace. In a research done by Lamastro (1999) which focused on finding the relation between organizational support and perceived support, the results indicated that positive organizational support (POS) evidenced a strong positive correlation with affective organisational commitment. Employees who felt appreciated and supported by their organizations were more emotionally attached to the organization and to the profession as well. A negative correlation was noted between POS and continuance commitment, such that individuals with strong levels of POS were less likely to feel that they “had to” remain with the organization or with the teaching profession because of the lack of attractive alternatives or due to the disruption in their life that leaving would involve. Finally, a positive correlation between POS and normative commitment was found, suggesting that individuals who felt supported by their organization also feel morally obligated to remain with that organization and with the teaching profession.

Another example of implication of OC comes from a study done by Dixit and Bhatti (2012), which

 ISSN 2394 - 7780

focused on identifying the impact of employees' commitment on sustained productivity in auto-component industry in India (Denso). The results of the study indicated that the Employees Commitment (Affective, Normative, continuous) were significantly related to sustained productivity in Auto component industry. The research findings revealed that there existed a positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization. It was also been proved from the results that there existed high degree of correlation between the three independent variables and sustained productivity the dependent variable. These outcomes in turn were associated with guiding the top management for working towards increasing commitment level.

Namasivayam and Zhao (2006) examined the relationships among work–family conflict (WFC), organizational commitment (OC) and job satisfaction (JS) in a hotel setting. Both direct and moderating associations of three sub dimensions of OC were investigated and it was found that the affective component of OC had a stronger and direct effect on Job satisfaction than normative OC; continuance commitment had no effect. The article was concluded with implications for hospitality managers and future research directions.

A study in India by Paul & Anantharam (2004) revealed that HRM practices such as employee-friendly work environment, career development, development oriented appraisal, and comprehensive training showed a significant positive relationship with organizational commitment.

A research by Kwantes (2009) was done to compare and contrast the roles of culture and job satisfaction as precedent to organizational commitment in both a Western context (the US) and in India. Responses were collected from a questionnaire distributed to engineers in India. Hierarchical regression analysis was used to assess the extent to which each hypothesized antecedent was related to affective, continuance, and normative commitment. Responses from each national context were compared and contrasted. Job satisfaction was found to relate to affective commitment in both the Indian and American samples. Moderate support wasa found for the hypothesized effect of collectivism on normative commitment in both the samples, while the hypothesized precedents to continuance commitment were not found in any sample. Different patterns of relationships emerged in the US and India.

According to Brimeyer, Perrucci & Wadsworth (2010), increased education reduces the commitment of workers, significantly the youngest workers in the plant. The youngest workers with more education may have and/or perceive future opportunities outside the company, which reduces their attachment. Further, a research by Pettit, Donohue, and Cieri (2004), found that people with more age and tenure will show high commitment.

Extant literature observed that advantages of 'employees with high commitment' like work devotion with great energy, better work performance, better adaption with change, high work satisfaction, high productivity, employee exhibit stability, employee accomplish organizational goals, accepts organizational demands, task completion, best quality production, addresses service recovery, participate in professional development, reduction in employee turnover, reduction in employee absenteeism (Porter *et al.*, 1974; Reiches, 1985; Rod & Nicholas 2010 Steers, 1977).A number of studies conducted in India have revealed that organizational commitment has a direct relationship with trust (Nambudiri, 2012), cultural values, participation satisfaction (Kanwar, Singh, &Kodwani, 2009) and a mediating relationship between HR practices and turnover intentions (Guchait& Cho, 2010).

Thus from the brief review on OC one can conclude that Commitment is a vital element in an organization. It depends on the activities and role, produced by employees in an organization. Committed employees who are more productive and efficient, are less likely to leave from their organization. It is because such employees are willing to sacrifice for the sake of the organization's goal with a strong desire to stay.

WORK MOTIVATION

The concept of Work Motivation has been defined by various researches. According to Antomioni (1999, p29), "the amount of effort an individual is willing to put in his work depends on the degree to which he feels his motivational needs will be satisfied. On the other hand, an individual becomes de-motivated if he feels something in the organisation prevents him from attaining good outcomes. Young (2000,) suggested that "motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work." Spector, (2003) stated that work motivation can be defined as 'an internal state that induces a person to engage in particular behaviours.' Halepota (2005, p16) defines work motivation as "a person's active participation and commitment to achieve the prescribed results.

Bassett-Jones &Lloyd (2005) presents that two views of human nature underlay early research into employee motivation. The first view emphasizes on Taylorism, which views individuals as basically lazy and work –shy",

ISSN 2394 - 7780

and thus believes that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which believed the view that employees are motivated to work well for "its own sake" as well as for the social and financial benefits this type of motivation, according to this school was internally motivated. (Bassett-Jones &Lloyd, 2005, p931)

The field of motivation arose in an attempt to answer the question why people behave as they do. It also addresses what energizes and directs the behaviour of people. To organize the findings of the field of motivation, several motivational theories are developed. These theories take into account the nature of people and the factors that are the driving force of action.

The present study is based on Self-Determination Theory (SDT) developed by Deci & Ryan (1985). SDT proposes three overarching types of motivation, *intrinsic* and *extrinsic* motivation, and *amotivation*. Amotivation is defined as the absence of motivation toward an activity. For example, an employee would be considered amotivated if he finds no meaning or incentive to do his work. Intrinsic motivation is defined as doing something for its own sake, because it is appealing and enjoyable. For example, an employee would be intrinsically motivated if one works hard because one enjoys doing her or his work tasks. Extrinsic motivation is defined as performing an activity for instrumental reasons, which may vary depending on how internalized the motivation is. Internalization refers to taking in a value-driven or goal-driven activity that was earlier regulated by external factors, such as rewards or punishments which were administered by others, so that it became internally regulated (Ryan, 1995).

Internalization can differ in terms of how well it is assimilated with a person's existing self-regulations, such as values and interests that this person already holds. The degree to which a regulation is internalized is helpful in determining which type of motivation or regulation is adopted, so that extrinsic motivation can be completely externally regulated, or can be partially or fully internally regulated. (Deci & Ryan, 1985)

A totally non-internalized form of extrinsic motivation is external regulation, it refers to performing an activity in order to gain rewards or avoid punishments. For example, an employee would be externally regulated if he or she works hard to get a sale in order to get his or her commission. Introjected regulation refers to the regulation of behaviour out of self-worth contingencies like ego-involvement and guilt. It involves taking in a regulation so that it becomes internally pressuring, and thus implies incomplete or imperfect internalization that remains controlling. Introjected people engage in a behaviour or commit to an activity out of guilt or compulsion, or to preserve their self-worth (Koestner & Losier, 2002). For example, an employee would be introjected if he tries to be highly successful at work in order to increase or maintain his self-worth. Identified regulation refers to doing an activity because one identifies with its value or meaning, and accepts it as one's own, which means that it is autonomously regulated and well internalized. Identified people engage in a behaviour or commit to an activity based on its perceived meaning or its relation to personal goals (Kelman; Koestner & Losier, 2002). For example, a physician would be identified if she puts effort into her job because she wants to make a difference in the lives of her patients. Integrated regulation refers to identifying with the value of an activity to the point where it becomes part of a person's habitual functioning and part of the person's sense of self. This is the form of an extrinsic motivation that is most internalized. For example, a nurse would be integrated if he considers his work not only to be important but to be a life goal or a vocation. Integration and identification differ from intrinsic motivation in that the activity is done not for its own sake (because it is interesting and fun), but for the instrumental value it represents. Identification and integration are driven by values and goals, whereas intrinsic motivation is driven by the positive emotions that emerge while engaging in the activity.(Ryan, 1995)

A brief review of research into SDT is now being discussed. A study done by Ovidiu-Iliuta Dobre (2013) which aimed to analyze the drivers of employee motivation to high levels of organizational performance, suggested that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of an employee is increased, her motivation to work will also improve, as well as her accomplishments and the organizational performance. Nevertheless, employee discontents caused by monotonous jobs and pressure from clients might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to join competitors that offer better work conditions and higher incentives. Not all individuals are the same, each one should be motivated using different strategies. For example, one employee might get motivated by higher commission, while another might get motivated by job satisfaction or a better work environment.

Srivastava and Bhatia (2013) focused on motivation as one of the most important factors that contributed to employee performance. They examined this in relation to the nationalized banking sector in India. It was found

ISSN 2394 - 7780

that, the most important factors that motivated employees were, respectively, "salary equitable and promotion", "health benefit extended facilities and other social" and "work environment".

Linkages between motivation and commitment appear to evolve independently in the organizational psychology literature (Meyer, Becker &Vandenberghe, 2004). Thus, where commitment researchers ignore the motivational aspect which has an influence on employee commitment, motivation researchers seldom address commitment in their research. The reason for this independency can be found in theories behind motivation and commitment (Steers, Porter & Bigley, 1996). Where work motivation theories arise from more general motivation theories, commitment theories in contrast evolve out of research regarding to sociology (Kanter, 1968) and social psychology (Kiesler, 1971). To motivate researchers in the research areas “employee commitment” and “motivation” to make use of each other’s work. Meyer, Becker &Vandenberghe (2004) developed a theoretical framework.

Integrating motivation and commitment theory has two important benefits. First, it broadens our understanding of commitment as an important element in the process of motivation, as it functions as an energizing force in this process (Meyer, Becker &Vandenberghe, 2004). Secondly, it gives further insight in how motivation indirectly influences behaviour by commitment. Ultimately it can make a contribution to existing theories about job performance, which in turn can make production and efficiency better. Matthieu & Zajac (1990) developed an integrative model regarding the antecedents, correlates and consequences of organizational commitment. They state that motivation correlates with organizational commitment, where high levels of motivation are correlated with high levels of commitment. (Meyer, Becker &Vandenberghe, 2004)

Andolsek and Stebe (2004) studied a global sample of 500 respondents as a part of an International Social Survey Program project. They studied the moderating effects of an individual’s values on the relation between intrinsic motivation and three types of OC. Using the competing values framework (Quinn &Rohrbaugh, 1981) as the theoretical lens, they posit that actors who have high individualistic values and low materialistic values tend to be affectively committed to their organisations. High levels of individualistic values alone would also lead to increased continuance commitment.

Chang, Choi and Kim (2008) studied 132 research and development professionals in a Korean electronics firm. They concluded that individuals had intrinsic work values such as opportunity to learn, autonomy at work, challenging nature of work, and professional networking. These work values were a determinant of the employees’ OC. This relationship between intrinsic work values and OC is moderated by the work context. If theacontext is controlling, individuals with high intrinsic values will find the environment less satisfying, and therefore they would be more likely to leave the organisation. Similar results were reported by Kochanski and Ledford (2001), who examined 210 high-tech scientists and engineers to suggest that work content is an important determinant of OC, as it satisfies intrinsic needs rather than extrinsic needs.

Tella, Ayeni & Popoola (2007) studied the relationship between Work Motivation, Job Satisfaction and OC. The target population of the study was of library personnel in all research and academic libraries in Oyo state, Nigeria. The results revealed a positive correlation between work motivation and job satisfaction with coefficient value of $r = .41$ Motivation was also found to correlate with organizational commitment, but the correlation was negative with the coefficient value $r = -.18$

A study by Eby, Freeman, Rush, & Lance (1999) suggests that intrinsic motivation is a partial mediator of the relationship between several exogenous variables (job characteristics and work context variables) and work attitudes (affective organizational commitment and general job satisfaction). In addition, affective commitment and general job satisfaction were related to turnover behaviour, whereas only affective commitment was related to absenteeism.

Altindis (2011) conducted a study to investigate the level of organizational commitment and motivation as well as the relationship between health staff’s organizational commitment and motivation within state hospitals. Data for this study were obtained through a questionnaire measuring “Organizational Commitment Questionnaire” and the “Motivation Questionnaire”. The results suggested that intrinsic motivation of health professionals was explained mostly by affective and normative commitment. Also affective and normative commitment had an impact on intrinsic motivation which was more than continuance commitment. One of the most effective factors on extrinsic motivation was normative commitment. Continuance commitment had an impact on extrinsic motivation less than normative commitment. Also it was found that the affective commitment had the lowest effect on external motivation.

Kumar (2013) investigated the various Motivating and De-motivating factors influencing job satisfaction and to

ISSN 2394 - 7780

identify the relationship between Motivation, job satisfaction and organizational commitment. The study concluded that motivating variables namely Good salary, Monetary benefits, Non-monetary benefits, prospect of promotion, job training and development and Challenging task were the variables that were specifically responsible for overall satisfaction motivation of employees in their current job. It has been further indicated that variables responsible for organizational commitment are Good salary, Non-Monetary benefits, Poor relationship withacolleagues, career growth, Job training and development, Challenging tasks, recognition from peers and top management, poor relationship with colleagues and long working hours, Lack of recognition from top management, Disrespect from top management, Poor working Conditions, Inadequate managerial competence of top management. So, motivation is a psychological trait which leads to organizational commitment. This research supported the stated view and proved the hypothesis that there exist a strong relationship between motivation, job-satisfaction and organizational commitment.

A research by Salleh, Zahari & Ali (2016) measured the relationship between work motivation and organizational commitment among employees in an engineering company in Dungun, Terengganu. The findings conclude that, there is a positive relationship between work motivation and organizational commitment.

Varmazyar & Zamani (2016) investigated the effect of Job Motivation on organizational commitment among employees of the all branches in Keshavarzi Bank in Ghazvin County. Statistical population in this study consisted of personnel and directors of branches of the Keshavarzi Bank in Ghazvin County which included 311 individuals 172 of which were selected as sample using the Cochrane formula of sample size estimation. The results showed that there was significant effect of Job Motivation on organizational commitment.

The field of work motivation has inspired psychologists around the world to produce a large amount of research. A review of some of the more renowned scientists (e.g. Deci (1985), Latham & Locke (2002))provides an exhaustive amount of theories in the area of work motivation.

Latham (2002) implied that age and tenure were factors that had an effect on work motivation. Empirical research regarding motivational theories has mostly been based on young employees and the factor age has often played a minor role in these studies (Latham & Steele, 1983; Locke & Latham, 2002).

In a meta-analysis, Kooij, Jansen, Lange & Dikkers (2008) found that most age related factors had a negative impact on the motivation to work. However, Eskildsen, Kristensen & Westlund (2003) found a positive linear relationship between age and work motivation and between age and work satisfaction inathe Nordic countries. A study conducted in the UK on a random sample of more than 5,000 employees (Clark, Oswald & Warr, 1996) found the relationship between age and work satisfaction to be u-shaped with higher levels of motivation among young and old employees. However, relatively little attention has been given to understanding the effects of aging and adult development on work motivation (for exceptions Warr, 2001). In light of growing interest in how best to manage and motivate an older workforce in organisations, the paucity of research in this area represents a serious gap in our knowledge.

Unfortunately very few studies have examined the relationship of work motivation and organizational commitment in the Indian context, especially amongst employees of the employment service sector. The objective of this paper is to try and meet this discrepancy. Hence the aim of the study was to explore the relationship between OC and work motivation. Based on the literature review, the following hypotheses were formulated:

1. It was hypothesized that a rating of how committed people are with their present organisation would be positively correlated with a measure of their overall work motivation. (Salleh, Zahari& Ali, 2016).

1. a) It was further hypothesized that the sub dimensions OC would be positively correlated with a measure of the employees’ overall work motivation.

2. It was hypothesised that demographic factors such as age would be significantly related to organizational commitment, where older employees would be more committed than younger employees (Azeem, 2010; Iqbal, 2010; Kahtani, 2012; Kanchanaaand Panchanatham, 2012; Luchman and Kaplan, 2012; Padala, 2011).

3. It was hypothesised that demographic factors such as age would be significantly related to Work Motivation, where older employees would be more motivated (Boumans, Jong , Janssen, 2011; Zurich, 2016)

4. There would be a significant positive relationship between OC and work motivation in older employees.

 ISSN 2394 - 7780

METHOD

Participants

The sample for the present study consisted of thirty employees working in a multinational company in Delhi which is an employment website based in the United States. It is headquartered in Hyderabad, and has a presence in 11 other cities of India viz., Mumbai, Delhi, Bangalore, Chennai, Pune, Kolkata, Ahmadabad, Baroda, Chandigarh and Cochin. All the employees had a minimum working experience of five years in that organisation (Average work experience= 10.83). The demographic information of the employees is given in the pie-charts below.

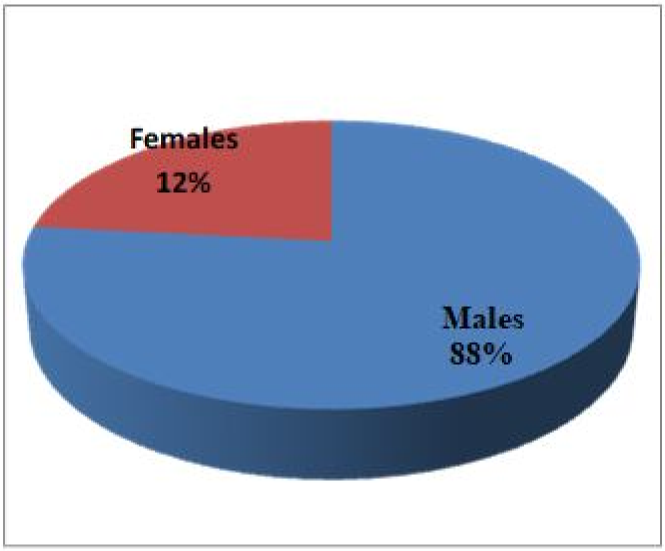


Figure-1: Gender distribution

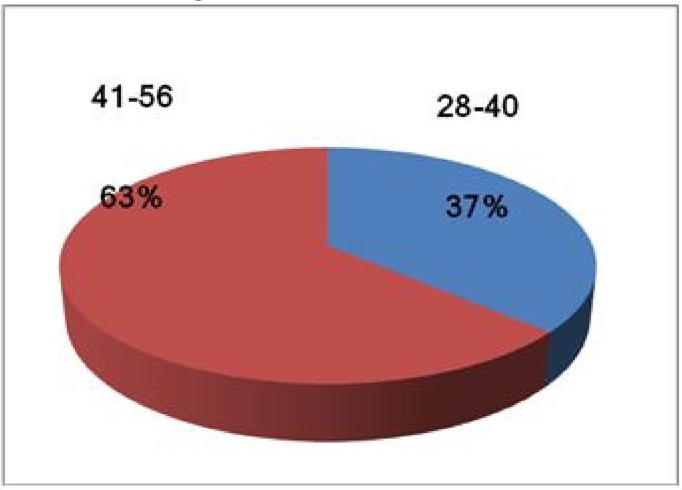


Figure-2: Age distribution

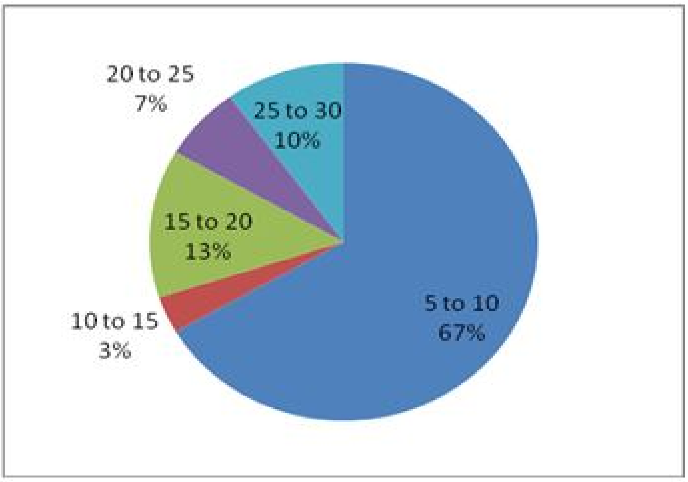


Figure-3: Work experience distribution

 ISSN 2394 - 7780

SAMPLING

Non-probability sampling technique was used specifically convenience sampling for the present study. Non-probability sampling results in a sample in which the probability of selection of any case or element is unknown (Nestor & Schutt, 2014) .Among the various non-probability techniques, the one that was chosen for the present study was purposive sampling which is also known as judgmental sampling. This is a kind of non-probability sampling which is based on the typicality of the cases to be included in the sample (Singh, 2006). This method was chosen as it was convenient of the all the non-probability sampling techniques available and also was accessible. Another reason for choosing this technique was that it ensured that the people relevant to the study were a part of the sample. Using this technique30 respondents were targeted and given questionnaires to be a part of the data.

DESIGN

This was an ex post facto research as the variables under study were not manipulated but were studied as they existed in the target population. This kind of research is a substitute for true experimental research and is used to test hypotheses about cause-and-effect or correlational relationships, where it is not practical or ethical to apply a trueaexperimental, or even a quasi-experimental design. Ex post facto research can be viewed as an experimentalaresearch in reverse. Cohen, Manion, and Morison (2000) noted that instead of taking groups that are equivalent and subjecting them to different treatments to determine differences in the dependent variables, an ex post facto experiment begins with a group that is already different in some respect and searches in retrospect for factors that brought about those differences. In this manner, ex post facto research canatransform a non-experimental research design into a pseudo-experimental study. Ex post facto research, then, is a method of teasing out possible antecedents of events that have happened but cannot, be manipulated by the researcher.

In the present research though the causes of the presence of the variables under study, i.e., OC and Work Motivation were not studied but correlation between them was found out with the help of data collected from the employees using the scales which are discussed below.

MATERIAL

Two questionnaires were used for measuring the level of the variables under study viz. organizational commitment and work motivation. For measuring OC, TCM Employee Commitment Survey developed by Myer and Allen (2004) was used. It consisted of eighteen items (4 reverse items & 14 forward items) which reflected employees' level of commitment towards their organization. The *TCM Employee Commitment Survey* measures three forms of employee commitment to an organization: desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment). The survey includes three well-validated scales, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS).Each sub-scale is comprised of 6 items. Every item has seven point rating scale from "strongly disagree" to "strongly agree". OCQ was originally developed by Meyer and Allen in 1990 with 24 items, and each scale carry 8 items. The original version was revised into 18 items by Myer, Allen and Smith in 1993 and each sub-scale carry 6 items. Previous researches reported Cronbach's alpha range from 0.74 to 0.83 and inter correlation for ACS is 0.49($p<.05$), for CCS is .22($p<.05$) and .12($p<.05$) is for NCS (see Allen and Meyer, 1996).

Meyer and Allen's 3-component model of organizational commitment was investigated with samples from 2 different organizations in South Korea. Data were collected by self-administered questionnaires and analyzed using covariance structure analysis. The results were mixed. Reliabilities of the Affective Commitment Scale (ACS) and the Normative Commitment Scale (NCS) were acceptable, whereas the reliability of the Continuance Commitment Scale (CCS) was low. The 3 scales had acceptable convergent validity, but the ACS and the NCS lacked discriminant validity. The construct validity of the ACS was supported, whereas the construct validities of the CCS and the NCS were questionable. Psychometric and conceptual problems were discussed, and suggestions for future research were advanced. (Allen &Meyer, 1990; Meyer &Allen, 1991)

A study was done by Abbas &Khanam (2013 to establish the psychometric properties of Organizational Commitment Questionnaire (OCQ, Revised Version of Meyer, Allen & Smith, 1993) according to Pakistani culture. Translation and adaptation procedure accomplished with forward and backward translation of OCQ. After that pilot study was administered over the sample of 45 teachers in order to check out cross language validation of English and newly adapted version (Urdu) of OCQ and it indicated a significant correlation ($r=.766$, $p<.000$) between original and adapted version of OCQ. In next step, the adapted version of OCQ was administered on the sample of 261 teachers of schools, colleges and universities of Karachi, Pakistan with an age range of 25-40 years ($M=33.34$ &$SD=4.66$). The reliability of OCQ was established through Cronbach's

ISSN 2394 - 7780

Alpha=.84, Split-half reliability coefficient is .72, and test-retest validity r=.905 was established on the sample of 42teacher. The findings reported that the adapted version of OCQ is reliable for the Pakistani culture to assess employees' organizational commitment.

Following the advice of the survey authors, the questions were presented in random order. It consisted of 4 reverse items & 14 forward items. The response format used a 7-point Likert scale with the following anchors: strongly agree, moderately agree, slightly agree, neither agree nor disagree, slightly disagree, moderately disagree, strongly disagree. Scoring was done by adding the individual scores for each item. The highest and the lowest score on OCQ would be 126 and 18 respectively. A high score would indicate an individual being committed to the organisation would assist in the achievement of the organization's goals (Meyer & Herscovitch, 2001)

For measuring work motivation, Motivation at Work Scale was used which is a 19-item questionnaire. Overall Cronbach alphas are available for each subscale and values are 0.75 (External), .77(Introjected) .84(Identified) and 0.91(Intrinsic) respectively. Standardized correlations between the latent factors in English were 0.14 between external and introjected regulation, 0.62 between introjected and identified regulation, 0.55 between identification and intrinsic motivation, 0.21 between external and identified regulation, and 0.37 between introjections and intrinsic motivation. Correlations in French were 0.12 between external and introjected regulation, 0.37 between introjected and identified regulation, 0.83 between identification and intrinsic motivation, 0.15 between external and identified regulation, and 0.21between introjections and intrinsic motivation. (Forest, Gilbert, Aubé, Morin, & Malorni, 2008). (See Appendix)

The response format used a 7-point Likert scale with the following anchors: strongly agree, moderately agree, slightly agree, neither agree nor disagree, slightly disagree, moderately disagree, strongly disagree. Results were then summed to arrive at an indicator of Work Motivation. The highest and the lowest score on Revised-Motivation at Work Scale would be 133 and 19 respectively. A high score on this scale indicates an individual who is able tochannelize their energy, and sustain work behaviour over time (Steers et al., 2004)

PROCEDURE

The research started with choosing the variables under the study after detailed reviews of different domains. The researcher was given a permission letter from the Supervisor, validating that they are a part of the department and seeking permission from the HR manager of the company to collect data from the employees of the company. With the letter the researcher approached the HR heads of the organization under study. After explaining the purpose and requirements of the research to the HR head, the researcher was permitted to collect data from the employees' of this company. The HR Head was assured that the information collected through the survey would be kept confidential and will be used purely for research purposes only. Informed consent of the employees was also taken before administering the questionnaires.

Data for the research was collected from the marketing department of the organisation. The criteria used for choosing the participant was that they should have a minimum five years of working experience in the same organization.

The participants were given the questionnaires and they were asked to fill in their demographical details, after which they read the instructions carefully before filling their responses. Then they were instructed to mark the response that was most appropriate for them as both the scales were of Likert type (7- point scale). The completed questionnaires were collected back from the participants. The same procedure was followed for all the thirty participants.

After collecting the required data, the questionnaires were coded and scored. The data was split into two subgroups of age groups 28- 40 years and 41-56 years respectively. The data was entered into the MS Excel. VassarStats, a website for statistical analysis, was used to carry out various statistical analysis based on the objectives of the study. (http://vassarstats.net/)

RESULT

The objective of the present study was to explore the relationship between Organisational Commitment and work motivation. In order to study these two measures namely TCM Employee Commitment Survey and Revised Motivation at work scale were used. The data generated by these measures were being statistically analysed using descriptives, correlation and t-test.

Table-1: ***Means and S.D for OC and Work Motivation and their sub-dimensions***

	Organisational Commitment	*Affective Commitment*	*Continuance Commitment*	*Normative Commitment*	*Work Motivation*	*Intrinsic Motivation*	*Extrinsic Motivation*
Mean	87.33	30.9	27.67	38.1	89	15.6	*19.33*
SD	12.93	6.42	5.55	5.19	12.95	*3.64*	*7.84*

Note. N=30

As is evident from Table 1 for Organizational Commitment M= 87.33 (SD=12.93); for Work Motivation M= 89 (SD= 12.95). The mean of OC falls under a high range whereas the mean for work motivation falls under a moderately high range which indicates thattthe majority of employees were high on commitment and work motivation. For Affective Commitment M= 30.9 (SD= 6.42); for Continuance Commitment M=27.67 (SD=5.55); for Normative Commitment M=38.1(SD= 5.19). Here, both the means of affective commitment and Normative commitment fall under a high range and the mean of Continuance Commitment falls under a moderately high range, indicating a majority of employees high on affective and normative commitment and slightly less on continuance commitment. For Intrinsic Motivation M= 15.6(SD= 3.64) and for Extrinsic Motivation M=19.33(SD=7.84) which suggested that a majority of employees are high on Intrinsic Motivation and moderately low on Extrinsic Motivation.

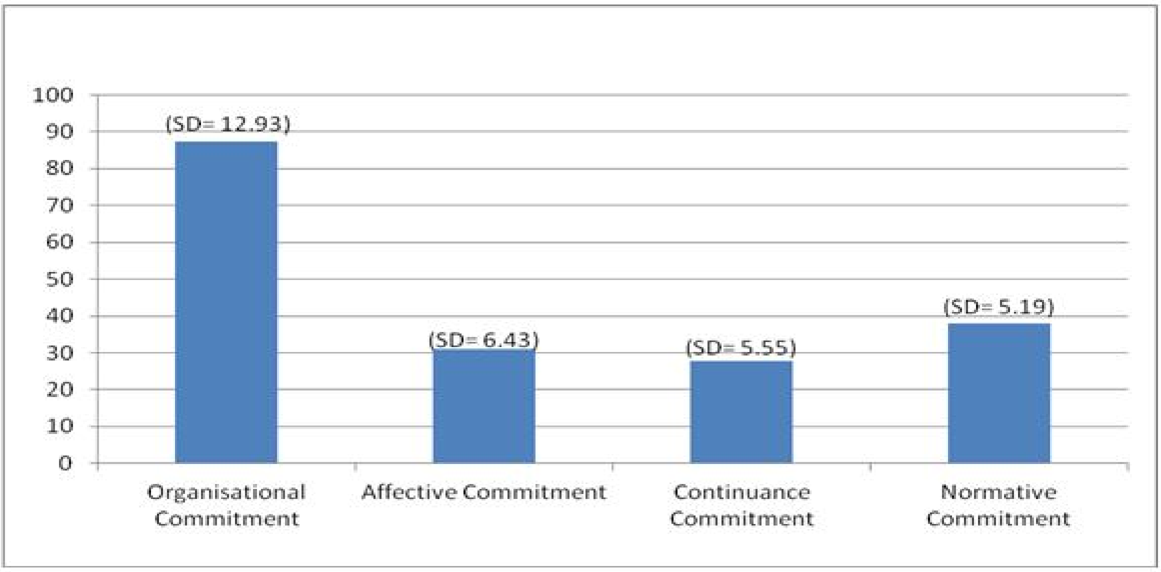


Figure-5: Means of OC and with it's sub-dimensions

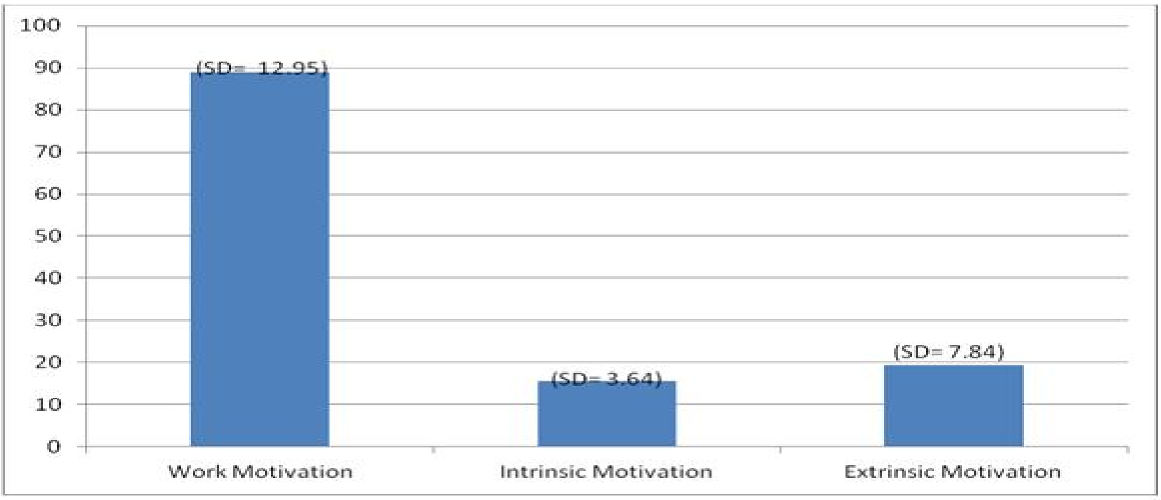


Figure-6: Means of Work Motivation and it's sub-dimensions

Table-2: ***Means and S.D for OC and Work Motivation for younger (28-40 years; N=11) and older (41-56 years; N=19) employees***

	Organisational Commitment	*Affective Commitment*	*Continuance Commitment*	*Normative Commitment*	*Work Motivation*	*Intrinsic Motivation*	*Extrinsic Motivation*
Younger Employees	**80.55 (12.22)**	**28.55 (7.03)**	**25.55 *(3.75)***	**26.45 *(6.55)***	**86.91 *(17.14)***	**14.91 *(5.03)***	**18.27 *(5.5)***

(28-40 years)* *Older Employees* *(41-56 years)	**91.26 (11.91)**	**32.26 *(5.79)***	**28.89 *(6.13)***	**30.11 *(5.05)***	**90.21 *(10.14)***	**16 *(2.62)***	**19 *(9.02)***

Note. Standard Deviations appear in parentheses below means

As is evident from Table 2 for younger employees (N=11) the means of OC (M= 80.55, SD=12.22); Affective Commitment (M= 28.55, SD= 7.03); Continuance Commitment (M=25.55, SD=3.75); Normative Commitment (M=26.45SD= 6.55); Work Motivation (M= 86.91, SD= 17.14) falls under a moderately range which suggests that a majority of employees in the organisation were moderately high on commitment and motivation. The mean of Intrinsic Motivation (M= 14.91, SD=5.03) falls under a moderately high range whereas the mean of Extrinsic Motivation (M=18.27, SD= 5.5) suggesting that a majority of employees have a moderately high on intrinsic motivation and a moderately low extrinsic motivation.

For Older Employees (N=19) the means of OC (M= 91.26, SD=11.91); Affective Commitment (M= 32.26, SD= *5.79*); Continuance Commitment (M=28.89, SD=*6.13*); Work Motivation (M= 90.21, SD= *10.14*) fall under a moderately high range. The Mean of and Extrinsic Motivation (M=19, SD= *9.02*) falls under a moderately low range. The mean of Intrinsic Motivation (M= 16, SD=5.03) ; Normative Commitment (M=30.11, SD= *5.05*) fall under a high range.

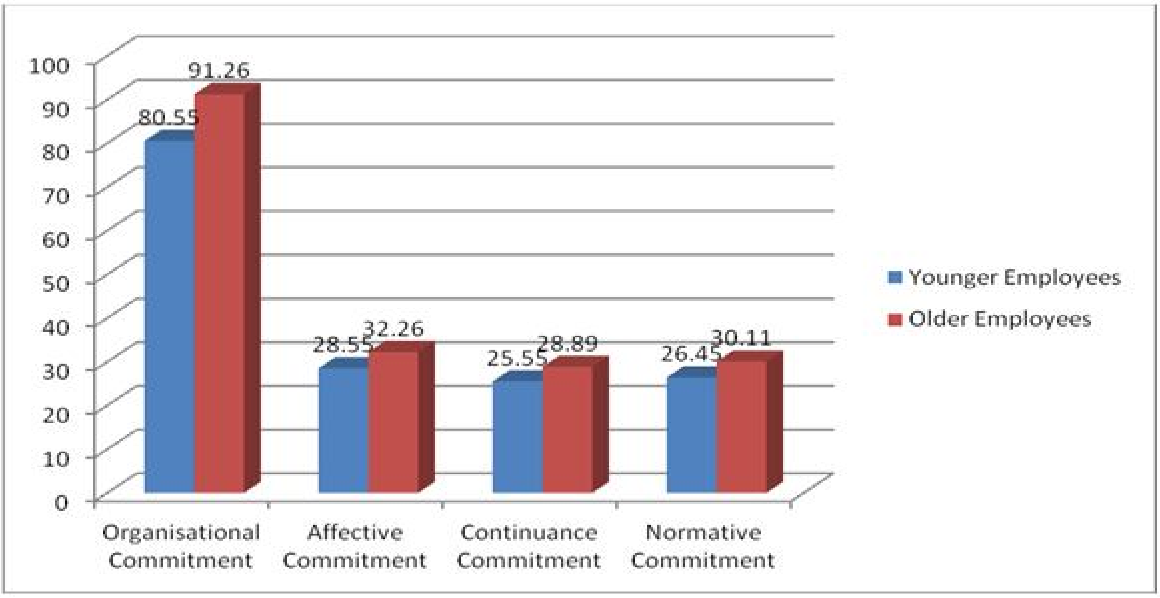


Figure-7: Means of OC and its sub-dimensions for younger and older employees

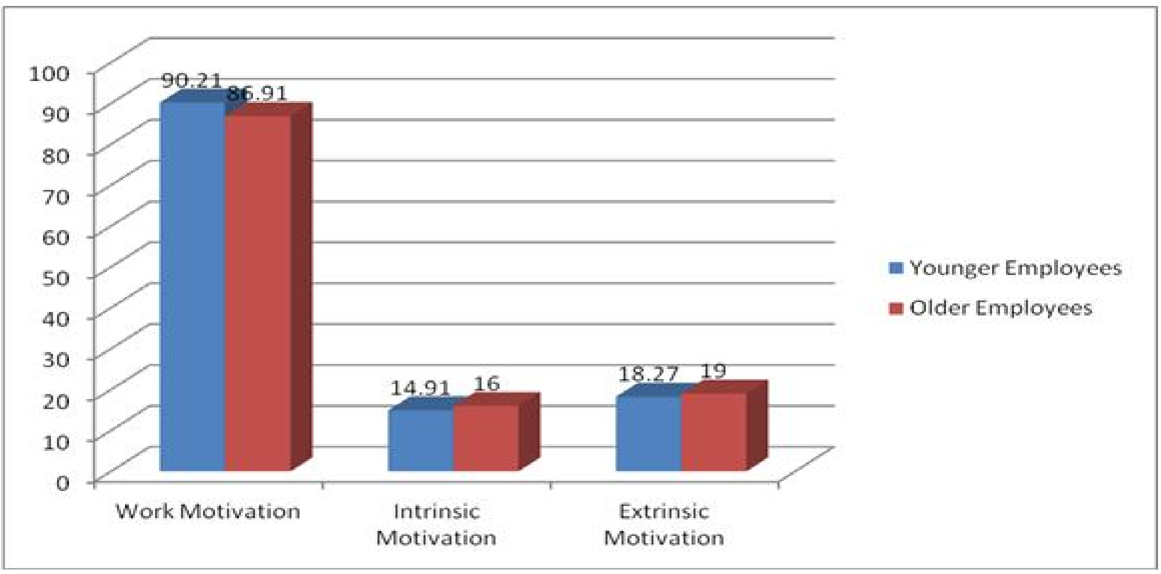


Figure-8: Means of Work Motivation and its sub-dimensions for younger and older employees

Table-3: ***Difference between OC for two Age groups.***

	Age groups			
	Older Employees (41-56 Years)	Younger Employees (28-40 Years)	t	*df*
Organisational Commitment	91.26 (11.91)	80.55 (112.22)	+2.35*	28
Work Motivation	86.91 (*17.14*)	90.21 (*10.14*)	+0.67	28

Note. * = p< .05. Standard Deviations appear in parentheses below means

As evident from table 5,a significant difference was found in the amount of OC experienced by the older employees (N= 19) and younger employees (N=11)with t (95) = +2.35, p<.05. Here, t-test was used because the sample was small (i.e. N< 30) and the distribution was not normal.

Table-4: ***Relationship between Work Motivation and the dimensions of OC.***

	Organisational Commitment	*Affective Commitment*	*Continuance Commitment*	*Normative Commitment*	*Work Motivation*	*Intrinsic Motivation*	*Extrinsic Motivation*
Organisational Commitment	*1*						
Affective Commitment	*0.87**	*1*					
Continuance Commitment	*.52**	*.19*	*1*				
Normative Commitment	*.15*	*.16*	*-.02*	*1*			
Work Motivation	*.38**	*.45**	*.02*	*-.06*	*1*		
Intrinsic Motivation	*-.15*	*-.11*	*-.08*	*.06*	*.57**	*1*	
Extrinsic Motivation	*-.16*	*.19*	*.21*	*-.13*	*.48**	*.19*	*1*

Note. *= p < .05; N = 30

As evident in the Table 4, for employees, correlation coefficient between OC &Work Motivation was r *=.38(p<.05)*, correlation coefficient between Work Motivation and Affective Commitment was r= *.45(p<.05)*and correlation coefficient between Work Motivation and Continuance Commitment was r = *.02,*correlation coefficient between Work Motivation and Normative Commitment was r= -.06.

DISCUSSION

The aim of the present research was to explore the two job attitudes of work motivation and organisational commitment amongst Indian employees of a Multinational organization dealing with the Employment sector. Thirty participants were selected on the basis of purposive sampling . OC, was assessed by an 18 item scale given by Allen and Myers(2004) .A 19 item Motivation at Work Questionnaire given by Marylene Gagne et al.(2008) was also administered to the employees.The data obtained by both the questionnaires was divided into two subgroups based on age namely 28- 40 years (N=11) and 41-56 years (N= 19) with their average working years in the same organisation being 5.27years and 14.05 years respectively.

Results suggested that OC has a Mean of 87.33(S.D=12.93) and Work Motivation has a Mean of 89(SD= 12.95). The Mean for OC falls under a high range which indicated that the employees are committed to the organisation and they would assist in the achievement of the organization’s goals (Meyer & Herscovitch, 2001).The mean for work motivation falls under a moderately high range which indicates that employees would be enthusiastic in achieving their goals. These results gain support by Lo (2009) who suggested that employees with a sense of commitment are less likely to engage in withdrawal behaviour and would be more willing to accept change. Further, employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life. Further, Adams and Jacobson (1964) suggested that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behaviour. They believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency.

 ISSN 2394 - 7780

In addition, affective commitment (M= 30.9 SD=6.42) and Normative Commitment (M= 38.1 , SD=5.19) falls under a high range which stipulates that the employees have a high level of faith in the values and beliefs of the organization and are not reluctant to represent the organization in transacting business.(Meyer &Allen, 1991) Continuance Commitment (M=27.67 SD=5.55) falls under moderately high range which shows that the employees are certain about continuing to work for the organization(Meyer &Allen, 1991). (See Table 1)

There are a number of reasons for the present results. Organizational members who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 1991).Support for the results come from Beck &Wilson, (2000) who suggested that members who have high levels of affective commitment stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization. Further, support comes from are search by Kumari & Afroz (2013) who studied the effects of Affective Commitment on Indian employees' life satisfaction. The results found that affective commitment is highly significantly related with life satisfaction among managerial employees.

Employees high on the normative dimension, stay because they should do so or it is the proper thing to do. (Meyer and Allen 1991, p 67) Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees was also found to be high where an employee regularly sees visible examples of the employer being committed to employee well-being. (Slack, Orife & Anderson, 2010)

Continuance commitment is positively related with performances and quality of work. (Park & Rainey, 2007). Continuance commitment is also driven to a great extents by organizational culture, when employees find an organization to be positive and supportive, they will have a higher degree of continuance commitment. Organizational factors like employee loyalty and employee retention are major components of continuance commitment. (Slack, Orife & Anderson,2010)

For younger employees the means of OC (M= 80.55, SD=12.22); Affective Commitment (M= 28.55, SD= 7.03); Continuance Commitment (M=25.55, SD=3.75); Normative Commitment (M=26.45, SD= 6.55); Work Motivation (M=86.91, SD= 17.14); Intrinsic Motivation(M= 14.91, SD=5.03) falls under a moderately high range which suggests that a majority of employees in the organisation were moderately committed and motivated whereas the mean of Extrinsic Motivation (M=18.27, SD= 5.5) falls under a moderately low range suggesting that a majority of employees have a moderately low extrinsic motivation.

For Older Employees the means of OC (M= 91.26, SD=11.91); Affective Commitment (M= 32.26, SD= *5.79*); Continuance Commitment (M=28.89, SD=*6.13*); Work Motivation (M= 90.21, SD= *10.14*) and Extrinsic Motivation (M=19, SD= *9.02*) fall under a moderately high range. The mean of Intrinsic Motivation (M= 16, SD=5.03); Normative Commitment (M=30.11, SD= *5.05*) fall under a high range. (See Table 2)

These findings gain support from Pettit, Donohue, and Cieri (2004), who found that people with more age and tenure would show high commitment. Further Dogar (2014) found that affective and continuance commitment increases with age and job experience thus giving support to these results.

It was hypothesized that a rating of how committed people are with their present organisation will be positively correlated with a measure of their overall work motivation. (Salleh, Zahari & Ali, 2016).

Motivation functions as an important predictor of commitment by motivating employees to spend time and energy in the organization (Mowday, Steers & Porter, 1979). Because of this fact, there is a growing interest in understanding this relationship between commitment and motivation. The result (See Table 4) clearly supported the hypothesis by the positive correlation between work motivation and organisational commitment with r = +.38, p<.05. There are many researches that support these findings. For example, a research by Salleh, Zahari & Ali (2016)measured the relationship between work motivation and OC among employees in an engineering company in Dungun, Terengganu. The findings showed a positive association between work motivation and organizational commitment. Further, Kumar (2014) concluded that there existed a strong relationship between motivation, job-satisfaction and OC.

Porter, Steers, Mowday & Boulian (1974)described OC as "an attachment to the organization, which was characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Further, Shiverick & Janelle (2009) defined OC as 'a measure of the alignment of the employee's motivations with the mission of the organization. When an employee identifies with the goals of the organisation, he or she accepts the influence of others in order to maintain a satisfying and a self-defining relationship with the organisation (O'Reilly, 1989). They feel

ISSN 2394 - 7780

proud to be a part of the organisation; they regard the roles they have in the organisation as a part their self-identity (Best, 1994). According to the stages of development of OC given by O'Reilly (1989), employees move a step ahead by internalising those values. They find the values of the organisation to be intrinsically rewarding and congruent with his or her personal values (O'Reilly, 1989) The employee at this stage not only develop a sense of belonging but a passion to belong to the organisation Therefore, commitment acts as an important and a powerful source which leads to work motivation and increases productivity.

It was further hypothesized that the sub dimensions of OC will be positively correlated with a measure of the employees' overall work motivation. (Suliman & Lles, 2002).The result (See Table 4) partially supported the hypothesis by suggesting a significant positive correlation between work motivation (M= 89, SD= 12.95) and affective commitment (M= 30.9 , SD= 6.42) with r = .45, $p < 0.05$. A positive though non-significant correlation was observed between normative commitment(M=38.1, SD= 5.19) and work motivation(M= 89, SD= 12.95) with r = 0.06 and a negative correlation was observed between) continuance commitment (M=27.67, SD=5.55)and work motivation(M= 89, SD= 12.95) with r= -.08 which was statistically not significant.

These findings gain support by studies conducted by Johnson, Chang and Yang (2010) which had demonstrated a strong relationship of affective commitment with job performance and organizational citizenship behaviours. Mathieu and Zajac (1990) and Meyer Stanley, Herscovitch and Topolnytsky (2002) had also found a positive correlation between affective commitment and job performance and organizational citizenship behaviour. Further, Rosmariani (2011) indicated that there was a significant relationship between work motivation and job performance with the involvement of OC (affective commitment, continuance commitment, normative commitment) as a mediator.

A possible reason for this trend might be the fact that the older employees with average tenure of 14.05 years in the same organisation dominated the obtained sample. As suggested by a study conducted by Morrison & Chalon (2010) affective commitment was stronger for employees with longer tenure. There might be a possibility for these employees to have a high affective commitment which lead to work motivation. Affective commitment is defined as an employees' feeling closer to the organization emotionally and to have involvement with the organization and its' goals. The people who are high on affective commitment continue to work in the organization because they want to. When individuals feel that the organization is responsible towards them such as offering salaries more than industry average, they tend to reciprocatee with positive attitudes toward the organization, including affective bonds and feelings of loyalty. This is evident with the employees of this organization.

The second hypothesis stated that demographic factors such as age and organisational tenure are significantly related to OC (Pettit, Donohue &Cieri, 2004; Azeem, 2010; Iqbal, 2010; Padala, 2011;Kahtani, 2012; Kanchana and Panchanatham, 2012; Luchman and Kaplan, 2012).

The results (see Table 3) clearly support the hypotheses that the age of the employee will influence OC. The mean of OC of Younger Employees (average working years of in the present organisation= 5.27 years, N= 11) was less than that of Older Employees (average working years of in the present organisation= 14.05, N= 19) years. A significant difference was found between the means of OC under the two age groups using t-test $t(95) = +2.35$, $p<.05$. Previous researches have reported that organizational tenure and employees' age favourably affects the executive's job attitudes (job satisfaction and organizational commitment/job involvement).The present results gain support by a study done by Pettit, Donohue, and Cieri (2004), where it was found that people with more age and tenure will show high commitment.

One of the reasons for this trend might be the fact that the older employees may be high on continuance commitment as compared to their younger counterparts, they would stick to the organisation due to a lack of better job opportunities for them. Further, since the older employees have invested more time and energy on the organisation and the organization may also have invested resources in training the employees, their behaviour is guided by a sense of duty, obligation and loyalty towards the organization, they feel a moral obligation to put forth effort on the job and stay with the organization to repay the debt. Another reason which contributes to the result may be the fact simply that, the older employees have worked in the organisation for a long time due to which they have started identifying with the organization's goals and values and they feel more emotionally attached to the organisation as compared to the younger, less experienced employees. The result of the present study suggested a non-significant difference between the means of Work Motivation under the two age groups which is supported by the researches done in the field.

 ISSN 2394 - 7780

Although, the result have been supported by previous researches, one can still not generalise this result due to a small sample size used for older (N= 19) and younger employees.

It was also hypothesized that demographic factors such as age would be significantly related to Work Motivation (Boumans, Jong & Janssen , 2011)

The result (see Table 2) partially supported the hypothesis. The mean of Work Motivation of Younger Employees (M= 86.91; SD= 17.14*)* was less than that of Older Employees (M= 90.21; 10.14) years. But, a significant difference was not found between the means of Work Motivation under the two age groups (see Table 3).

Previous researches have partially supported the results, Eskildsen, Kristensen & Westlund. (2003) found a positive linear relationship between age and work motivation as well as age and work satisfaction in the Nordic countries. Kooij, Jansen, Lange & Dikkers (2008) found that most age related factors have a negative impact on the motivation to work. Further, a study conducted in the UK on a random sample of more than 5,000 employees (Clark, Oswald & Warr, 1996) found the relationship between age and work satisfaction to be u-shaped with higher levels of motivation among young and old employees.

One of the reasons for this trend might be the fact that the older employees may have better job resources (such as flexible work timings etc.) because of their seniority. Studies have shown that more Job resources are associated with a reduction in emotional exhaustion and an increase in job satisfaction (Demerouti et al. 2001; Van Ruysseveldt, 2006). Since older more experienced employees have served the organisation for longer, they establish good and valuable relationships with their colleagues, which work as a motivating factor for them. Another reason which contributes to the result might be the fact that older employees may have a high affective commitment , they would identify with the goals of the organisation in order to maintain a satisfying and a self-defining relationship with the organisation (O’Reilly, 1989) A number of studies have found that preference for activities that support positive affect, self-concept and identity rises with age, thus resulting in increased work motivation in jobs that offer opportunities for positive affective events or strengthened sense of identity (Leonard, Beauvais and Scholl, 1999; Maurer, 2001).

This result of the present study suggested a non-significant difference between the means of Work Motivation under the two age groups which is supported by the researches done in the field. Since the sample of older (N= 19) and younger employees (N=11) was too small, the result may not be generalised.

The fourth hypothesis stated that there would be a significant positive relationship between OC and work motivation in older employees. The result (See Table5) supports the hypothesis by suggesting a significant positive correlation between OC and Work Motivation ($r= .44, p<.05$) in older employees. According to Ramay (2012) Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure. Hence older employees experience work motivation more than younger employees.

Attitude and behaviour of individuals are influenced by their experiences of the environment and by changes in these experiences as they grow older (Beck and Wilson, 2001). Tenure (i.e. the length of time an individual has lived in an organization or ‘organizational age’) is viewed as an index of experience with the organization, as ‘age’ is an index of experiences associated with living in general. (Mowday, 1982; Reichers, 1986) The present trends could be explained by the fact that an employee's investment of time and effort, makes it more difficult to leave the organization; the more time with the organization, the more investments which lead to more commitment of the employees. Cohen (1993) suggested that the relation between OC and tenure was strongest for the oldest tenure subgroup. Further, Varmazyar & Zamani (2016) showed that there was significant effect of Job Motivation on organizational commitment. Therefore, age and tenure are suggested as the best indicators of actions that build up one's stake in the organization. (Alutto, Hrebiniak, & Alonso, 1973; Meyer & Allen, 1984)

The findings from this study are: A significant positive correlation between Work motivation and OC, a weak significant positive correlation exists between Work Motivation and Affective Commitment, a positive though non-significant correlation was observed between normative commitment and work motivation and a negative correlation was observed between continuance commitment and work motivation which was again statistically not significant. A significant difference was observed in the levels of OC experienced by the two age groups. Further, it was found that the demographic factors such as age and organisational tenure were significantly related to OC and partially related to Work Motivation. A significant positive relationship between OC and work motivation in older employees was observed.

There were certain limitations of the study which can be taken into account for further studies in the future. These were one, the small sample size for comparison purposes. Second, the data was gathered from only private sector organization and only from one of the departments. Third, non probability sampling technique was used. Since the sample was not random, responses may have been elicited from more cooperative people, and their responses may have been influenced by social desirability. Finally gender differences were not studied .The limitations of this study can be avoided in the future if researches study the impact of extrinsic and intrinsic motivation. Future studies would gain external validity by using probability samples for wider populations. Because this study was a correlational study, causality cannot be inferred. If we conduct this research in public and private sectors then the results will be effective to make decision. Future researchers may focus on the limitations and work with larger and a more representative sample and extend the study by focusing on the impact of extrinsic and intrinsic motivation on Organisational Commitment.

REFERENCES

- Abbas, Q., &Khanam, S. J. (2013). Psychometric properties of urdu translation and adaptation of organisational commitment questionnaire (OCQ) in Pakistan. *Asian Journal of Management Sciences and Education*, *1*(2), 240-248. Retrieved from:http://www.ajmse.leena-luna.co.jp/AJMSEPDFs/Vol.2(4) / AJMSE2013(2.4-22).pdf
- Adams, J. S. (1964). Inequity in Social Exchange. In Berkowitz, L. (Ed.). *Advances in experimental social psychology*, 67-299.
- Ahmad, N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction. *International Journal of Learning, Teaching and Educational Research ,1*(1). Retrieved from https://www.ijlter.org/index.php/ijlter/article/view/8.
- Allen, N.J & Meyer J.P (1990), "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*, 63(1): 1-18. Retrieved from: http://onlinelibrary.wiley.com/doi/10.1111/j.2044-8325.1990.tb00506.x/abstract
- Alluto, J. A., Hrebiniak, L. G., & Alonso, R. C. (1973). On operationalizing the concept of commitment. *Social Forces*, 51. 448-454.
- Altindis, S. (2011). Job motivation and organizational commitment among the health professionals: A questionnaire survey. African Journal of Business Management, 5 (21)
- Anantharaman, R. N., & Paul, A. K. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly,15*(1), 77-88. doi:10.1002/hrdq.1088
- Andolsek, D.M., Stebe, J. 2004. Multinational Perspectives on Work Values and Commitment. *International Journal of Cross Cultural Management*, 4(2).
- Angel Martinez-Sanchez, Manuela Perez-Perez, Maria Jose Vela-Jimenez, & Pilar de-Luis-Carnicer (2008), "Telework Adoption, Change Management, and Firm Performance", *Journal of Organizational Change Management*, 21(1): 7-31. Retrieved from: https://www.researchgate.net/publication/242022764_ Telework_Adoption_Change_Management_and_Firm_Performance
- Antomioni, D. (1999). “What motivates middle managers”?. *Industrial Management*, *41*(6)
- Appelbaum E, Bailey T, Berg P &Kalleberg A.L (2000), Manufacturing Advantage: Why High-Performance Work Systems Pay Off. *Cornell University Press, Ithaca NY*. Retrieved from: http://www.cornellpress.cornell.edu/book/?GCOI=80140100493650
- Awasthy, R., & Gupta, R. K. (2010). *Indian Journal of Industrial Relations ,45*(3). Retrieved from http://www.freepatentsonline.com/article/Indian-Journal-Industrial-Relations/219519447.html
- Azeem, S.M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Psychology*, *1*, 295-299.
- Babakus, E., Yavas, U., Karatepe, O. M., &Avci, T. (2003). The Effect of Management Commitment to Service Quality on Employees' Affective and Performance Outcomes. *Journal of the Academy of Marketing Science Academy of Marketing Science* . Retrieved from:http://journals.sagepub.com/doi/abs/ 10.1177/0092070303031003005
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84, 191 – 215.

- Beck, K., & Wilson, C. (2000). Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure. *Journal of Vocational Behavior,56*(1), 114-136. doi:https://doi.org/10.1006/jvbe.1999.1712
- Beck, K., & Wilson, C. (2001). Have we studied, should we study, and can we study the development of commitment? Methodological issues and the development study of work-related commitment. *Human Resource Management Review*, 11, 257-278.
- Becker H (1960), "Notes on the Concept of Commitment", American Journal of Sociology, Vol. 66, pp. 32-42.
- Brimeyer, T. M., Perrucci, R., & Wadsworth, S. M. (2010). Age, tenure, resources for control, and organizational commitment. *Social Science Quarterly*, *91*(2),
- Chordiya, R., Sabharwal, M., & Goodman, D. (2017). Affective organisational commitment and job satisfaction: A cross-national comparative study. *Public Administration*, *95*(1), 178-195.Retrieved from: http://onlinelibrary.wiley.com/doi/10.1111/padm.12306/abstract?systemMessage=Pay+Per+View+on+Wiley+Online+Library+will+be+unavailable+on+Saturday+15th+April+from+12:00-09:00+EDT+for+essential +maintenance.++Apol ogies+for+the+inconvenience
- Clark, A., Oswald, A. & Warr, P. (1996). Is job satisfaction U-shaped in age? Journal of Occupational and Organizational Psychology, 69.
- Cohen, A. (1993). Age and Tenure in Relation to Organizational Commitment: A Meta-Analysis. *Basic and Applied Social Psychology, 14*(2), 143-159. doi:10.1207/s15324834basp1402_2
- Cohen, A. (1993). Age and tenure in relation to organizational commitment: A meta-analysis. *Basic and Applied Social Psychology*, *14*(2), 143-159. Retrieved by:http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.459.9407&rep=rep1&type=pdf
- Cohen, A. (2003). Multiple commitments in the workplace: An integrative approach. *Mahwah, NJ: Lawrence Erlbaum.*
- Coninck, J. B., & Bachmann, D. P. (2011). Organisational Commitment and Turnover Intentions of Marketting Managers. *Journal of Applied Business Research,10*(3).
- Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. Psychological Bulletin, 131.
- Darolia, C. R., Kumari, P., &Darolia, S. (2010). Perceived organizational support, work motivation, and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, *36*(1), 69-78. Retrieved from: http://medind.nic.in/jak/t10/i1/jakt10i1p69.pdf
- Deci, E. L., & Ryan, R. M. (1985).Intrinsic motivation and self-determination in human and developmental feedback. *Leadership & Organization Development Journal*, *31* (6).
- Dixit, V., & Bhati, M. (2012). A study about employee commitment and its impact on sustained productivity in Indian auto-component industry. *European Journal of Business and Social Sciences*, *1*(6), 34-51. Retrieved from: http://www.ejbss.com/recent.aspx
- Dobre, O. (2013). Employee motivation and or ganizationalperformanc. *Review of Applied Socio- Economic Research,5*(1). Retrieved from: ftp://ftp.repec.org/opt/ReDIF/RePE c/rse/wpaper/R5_5_DobreOvidiuIliuta_p53_60.pdf.
- Dobre, O. I. (2013). Employee motivation and organizational performance. *Journal of Management and Socio-Economic*, (1).
- Dogar, N. (2014). Relations between organizational commitment and demographic factors: a research in banking sector. *Academicus International Scientific Journal*, (10), 103-115. Retrieved from: http://www.academicus.edu.al/nr10/Academicus-MMXIV-10-103-115.pdf
- Eby, L. T., Freeman, D. M., Rush, M. C., & Lance, C. E. (1999). Motivational bases of affective organizational commitment: a partial test of an integrative theoretical model.
- Eskildsen, J, K., Kristensen, K. & Westlund, A. H. (2004). Work motivation and job satisfaction in the Nordic countries. *Employee Relations*, *26*, 122-136.

- Fisher, R. Boyle, M. V. and Fulop, L. (2010), How gendered is organizational commitment? The case of academic faculty. *International Journal of Organizational Analysis*, 18 (3), pp. 280-294.
- Frederick J. Slack, John N. Orife, and Fred P. Anderson, "Effects of Commitment to Corporate Vision on Employee Satisfaction with Their Organization: An Empirical Study in the United States," *International Journal of Management* 27(3)
- Ghosh, S., & Swam, D. R. (2014). A Literature Review on Organizational Commitment – A Comprehensive Summary .*Journal of Engineering Research and Applications,4*(12), 04-14. Retrieved from www.ijera.com/papers/Vol4_issue12/Part - 1/B0412010414.pdf.
- Greenberg, J., & Baron, R. A. (2000). *Behavior in organizations: Understanding and managing the human side of work.* Upper Saddle River, NJ: Prentice Hall.
- Greenberg,E., Sikora, P., Grunberg, L., & Moore, S. (2013). Work Teams and Organizational Commitment: Exploring the Influence of the Team Experience on Employee Attitudes. Retrieved from :http://www.colorado.edu/ibs/intdev/workplacechange/papers/WP_012.pdf
- Guchait, P. Cho, S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment. *The International Journal of Human Resource Management, 21* (8)
- Hulten , P. E. (2008). 1 Umeå School of Business and Economics Course: C-Level Thesis Supervisor: Peter Hultén "Assessing the role of work Mo tivation on Employ ee Performance" . Retrieved from http://umu.diva-portal.org/smash/get/diva2:140549/FULLTEXT01.pdf
- Iqbal A. (2010). An Empirical Assessment of Demographic Factors, Organizational Ranks and Organizational Commitment. International Journal of Business and Management, 5, (3), 16-27
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior, 6*(4), 7-25. Retrieved from:http://stevejaros.com/wp-content/uploads/2009/08/Jaros-ICFAI-2007-Meyer-and-Allen1.pdf
- Jasmi, S. (2012). A Study on E mployees W ork M otivation and its E ffect on their P erformance and B usiness Productivity. Retrieved from https://bspace.buid.ac.ae/bitstream/1234/275/1/90040.pdf.
- Jha, S. (2011). Influence of psychological empowerment on affective, normative and continuance commitment: A study in the Indian IT industry. *Ournal of Indian Business Research,3*(4), 263-282. http://dx.doi.org/10.1108/17554191111180582
- Johnson, R.E., C.H. Chang and L.Q. Yang (2010). Commitment and motivation at work: the relevance of employee identity and regulatory focus. *Academy of Management Review.* Vol. 35, No. 2, pp. 226-245
- Kahtani, N.S.(2012). A study of relationship between demographical variables, organizational structure and social interaction with organizational commitment among employees of Saudi Arabia. International Journal of Trade and Commerce, Vol.1 (1),11-22
- Kanchana, P.N &Panchanatham,N.(2012). The Influence of Demographic Factors on Organisational Commitment. International Journal of Exclusive Management Research, Vol.2 (5), 1-13
- Kanter, R.M. (1968)"Commitment and social organization: A study of commitment mechanisms in utopian communities" *American Sociological Review*, (33)4
- Kaur, K., & Sandhu, H. S. (2010). Career stage effect on organizational commitment: Empirical evidence from Indian banking industry. *International Journal of Business and Management, 5*(12), 141. Retrieved from: http://www.ccsenet.org/journal/index.php/ijbm/article/viewFile/8499/6340
- Ketchand, A.A., and Strawser, J.R. (2001), "Multiple dimensions of organizational commitment: Implications for future accounting research", Behavioral Research in Accounting 13 (1):pp. 221-251.
- Kielerstajn, R. (2008). Age and work motivation: The view of older employees'. Retrieved from: http://www.diva-portal.org/smash/get/diva2:120140/FULLTEXT01.pdf
- Kiesler, Charles A. (1971) The Psychology of Commitment: Experiments Linking Behavior to Belief, *New York: Academic Press.*
- Ko, J. W., Price, J. L., & Mueller, C. W. (1997). Assessment of Meyer and Allen's three-component model

ISSN 2394 - 7780

of organizational commitment in South Korea. *Journal of applied psychology*, *82*(6), 961-972. Retrieved from: http://psycnet.apa.org/index.cfm?fa=buy.optionToBuy&id=1997-42250-013

- Koestner, R., Losier, G. F., Vallerand, R. J., & Carducci, D. (2000). Identified and introjected forms of political internalization: Extending self-determination theory. *Journal of Personality and Social Psychology, 70*, 1025-1036. doi: 10.1037//0022-3514.70.5.1025
- Kooij, D., Jansen, P., de Lange, A. & Dikkers, J. (2008). Age-related factors in the motivation to work: What we know and where we need to go. Retrieved from: http://www.buseco.monash.edu.au/mgt/research/working-papers/2004/wp58 04.pdf
- Kumari, N., &Afroz, N. (2013). The Impact of Affective Commitment in Employees Life Satisfaction. *Global Journal of Management and Business Research Interdisciplinary,13*(7), 01st ser. Retrieved from https://globaljournals.org/GJMBR_Volume13/4-The-Impact-of-Affective-Commitment.pdf.
- Kwantes, C. T. (2009). Culture, job satisfaction and organizational commitment in India and the United States. *Journal of Indian Business Research*, *1*(4), 196-212. Retrieved from: http://search.proquest.com/openview/ab48971923d2207594866980dc729030/1?pq-origsite=gscholar&cbl=106001
- LaMastro, V., 1999. Commitment and perceived organizational support. National Forum of applied educational research journal, 12(3).
- Lau, W. K. (2011). The Effect of Employee Engagement on Continuance and Normative Commitment to the Organization. Retrieved from http://mds.marshall.edu/cgi/viewcontent.cgi?article=1101&context=mgmt_faculty
- Lean, C. P. (2005). The relationship between internal marketing, job satisfaction, organisational commitment, and marketing orientation: A study of manufacturing companies in northern region of Malaysia. Retrieved from: http://eprints.usm.my/25933/1/THE_RELATIONSHIP_BETWEEN_INTERNAL_MARKETING,_JOB_SATISFACTION,_ORGANIZATIONAL_COMMITMENT,_AND_MARKET_ORIENTATION.pdf
- Lee, C. C., & Chen, C. J. (2013). The relationship between employee commitment and job attitude and its effect on service quality in the tourism industry. Retrievedfrom:http://file.scirp.org/pdf/AJIBM 2013042316225012.pdf
- Lin, C. H., & Wang, W. C. (2012). The relationship between affective and continuance organizational commitment. *Journal of Asian Business Strategy*, *2*(5), 89-94. Retrieved from: http://www.aessweb.com/pdf-files/2(1)29-89-94.pdf
- Locke, E. A., & Latham, G. P. (1990). A theory of goal setting and task performance. Englewood Cliffs, NJ: Prentice Hall.
- Locke, E. A., & Latham, G. P. (1990). A theory of goal setting and task performance. Englewood Cliffs, NJ: *Prentice Hall*.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57.
- Locke, E.A. & Latham, G.P. (2002). Building a practically useful theory of goal setting and task motivation. A 35-year odyssey. *American Psychologist*, 57, 705 – 717.
- Locke, E.A. (1999). The Motivation Sequence, the Motivation Hub and the Motivation Core. *Organizational behaviour and human decision processes*, 50, 288 – 299.
- Luchman, J. N., Kaplan, S. A., and Dalal, R. S. (2012). Getting older and getting happier with work: An information-processing explanation. Social Indicators Research, 108(3), 535–552.
- Mangaleshwaran, T., & Srinivasan, P.T. (2012) Organisational Commitment in public sector banks: *Comparitive study of India and Srilanka. International Journal of Marketting, Financial services & management*. Retrieved from:http://indianresearchjournals.com/pdf/IJMFSMR/2012/April/13.pdf
- Mathieu, J.E. and D.M. Zajac (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment, *Psychological Bulletin*. Vol. 108, No. 2, pp. 171-194.

- Mathieu, J.E., & Zajac, D.M.(1990). A review and meta-analysis of the antecedents, correlates, and consequences of commitment. *Psychological Bulletin*, 108.
- McCain, B. E., O'Reilly III, C. A., & Pfeffer, J. (1983). The effects of departmental demography on turnover: The case of a university. *Academy of Management Journal*
- McMahon, B. (2007). Organizational commitment, relationship commitment and their association with attachment style and locus of control. Retrieved from: https://smartech.gatech.edu/bitstream/handle/1853/14502/mcmahon_brian_200705_mast.pdf
- Memari, N., Mahdieh, O., &Marnani, A. B. (2013). The impact of Organizational Commitment on Employees Job Performance." A study of Meli bank. *Interdisciplinary journal of contemporary research in business*, *5*(5), 164-171.
- Memari, N., Mahdieh, O., &Marnani, A. B. (2013). The impact of Organizational Commitment on Employees Job Performance. "A study of Meli bank ". *Interdisciplinary Journal of Contemporary Research in Business 5*(5). Retrieved from http://journal-archieves35.webs.com/164-171.pdf
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research,5*(2), 76-100. doi: 10.1108/17554191311320764
- Meyer J P, Stanley D J, Herscovitch L and Topolnytsky L (2002), "Affective, Continuance and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences", Journal of Vocational Behavior, Vol. 61, pp. 20-52.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review,*1.
- Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research, and application. Newbury Park, CA: Sage
- Meyer, J. P., & Allen, N. J. (1997).Commitment in the workplace: Theory, research, and application. *Newbury Park, CA: Sage*
- Meyer, J. P., &Allen, J. N. (1984). Testing the side ba theory of orgmimtianalcommitment: Some methodological considerations. *Journal of Applied Psychology*, 69, 372-378.
- Meyer, J. P., Becker, T. E., &Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. Journal of Applied Psychology, 89, 991−1007.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 61, 20−52.
- Meyer, J.P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*.
- Meyer, J.P., D.J. Stanley., L. Herscovitch and L. Topolnytsky (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences, *Journal of Vocational Behavior*. Vol. 61, No. 1, pp. 20-52.
- Morrow, P. C. (1993). The Theory and Measurement of Work Commitment. Retrieved from: http://www.buseco.monash.edu.au/mgt/research/working-papers/2004/wp58 04.pdf
- Mowday, R., Porter, L.W., & Steer, R.M. (1982). *Employee- organization linkages: The psychology of commitment, absenteeism, and turnover*. San Diego, CA: Academic Press.
- Myer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Douglas, J. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *.Journal of Applied Psychology,74*(1), 152-156. doi: http://dx.doi.org/10.1037/0021-9010.74.1.152
- Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work–family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, *28*(5), 1212-1223.Retrieved from: https://www.researchgate.net/publication/223036084_An_investigation_of_the_moderating_effects_of_orga

nizational_commitment_on_the_relationships_between_work-family_conflict_and_job_satisfaction_among_hospitality_employees_in_India

- Namasivayam, K., & Zhao, X. (2008). An investigation of the moderating effects of organizational commitment on the relationships between work–family conflict and job satisfaction among hospitality employees in India. *Tourism Management,28*(5), 1212-1223 .doi:http://doi.org/10.1016/j.tourman. 2006.09.021
- Nambudri, R. (2012). Propensity to trust and organisational commitment: A study in the Indian pharmaceutical sector. *International Journal of Human Resource Management, 23*(5)
- Naveed, M., Anuar, M. A., & Bilal, A. R. (2011). Impact of Mergers & Acquisitions on Job Security and Motivation. *Interdisciplinary Journal of Contemporary Research in Business, 3*(7), 667-673. Retrieved from: http://connection.ebscohost.com/c/articles/77243480/impact-mergers-acquisitions-job-security-motivation
- Naveed, M., Anuar, M. A., & Bilal, A. R. (2011). Impact of Mergers & Acquisitions on Job Security and Motivation. *Interdisciplinary Journal of Contemporary Research in Business, 3*(7), 667-673.Retrieved from: http://www.ipedr.com/vol12/64-C146.pdf
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. .*Journal of Applied Psychology,71*(3), 492-499. doi: http://dx.doi.org/10.1037/0021-9010.71.3.492
- Padala, S.R. (2011). Employees' job satisfactions and organizational commitment in Nagarjuna fertilizers and chemicals limited, India. International Research .Journal of Management and Business Studies, Vol.1(1), 17-27.
- Pareek, U.(2004). Understanding Organizational Behaviour. *London: Oxford University Press.*
- Park, S. M., and Rainey, H. G. (2007) "Antecedents, Mediators and Consequences of Affective, Normative and Continuance Commitment: Empirical tests of commitment effects in federal agencies," Review of Public Personnel Administration, 27(3), 197-223.
- Paul, A. K., & Anantharaman, R. N. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly, 15*(1), 77-88. Retrieved from: http://onlinelibrary.wiley.com/doi/10.1002/hrdq.1088/abstract
- Pettit, T., Donohue, R., & Cieri, D.H. (2004), Career stage, organizational commitment and organizational citizenship behavior. Retrieved from: http://www.buseco.monash.edu.au/mgt/research/working-papers/2004/wp58 04.pdf
- Pinder, C. C. (1998). Motivation in work organizations. Upper Saddle River, NJ: Prentice Hall
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. Journal of Applied Psychology, 59.
- Predictors of Job Satisfaction in the IT- ITES Industry. *The Journal of Business Perspective*, 13(2).
- Rafique, A., Tayyab, M. S. B., Kamran, M., & Ahmed, N. M. (2014). A Study of the Factors Determining Motivational Level of Employees Working in Public Sector of Bahawalpur (Punjab, Pakistan). *International Journal of Human Resource Studies, 4*(3), 19. Retrieved from : https://www.google.co.in/url?sa = t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwjC3drXy63TAhUHf7wKHcwBBW0QFggiMAA &url=http%3A%2F%2Fwww.macrothink.org%2Fjournal%2Findex.php%2Fijhrs%2Farticle%2Fdownload%2F5872%2F4761&usg=AFQjCNFvTkZ6EQqMb5P72e82RbYPJqN43Q&sig2=GyPJQop4M5T5uEOe59e50w&cad=rja
- Rahmawati, Y., Abiddin, N. Z., &Ro'is, I. (2015). Relationship Between Motivation and Organizational Commitment among Scout Volunteers in East Kalimantan. *Journal of Social Science Studies,2*(1). doi:10.5296/jsss.v2i1.6151
- Ramay, I. M. (2012). Antecedents of organizational commitment of banking sector employees in Pakistan. *Serbian Journal of Management, 7*(1), 89-102. Retrieved from: http://www.sjm06.com/SJM%20ISSN1452-4864/7_1_2012_May_1_170/7_1_89-102.pdf

ISSN 2394 - 7780

- Ramprasad, K. (2013). Motivation and Workforce Performance in Indian industries. *Research Journal of Management Sciences ,2*(4), 25-29. Retrieved from http://www.isca.in/IJMS/Archive/v2/i4/5.ISCA-RJMS-2013-013.pdf
- Reichers, A. E. (1985). A review and re-conceptualization of organizational commitment.
- Reichers, A. E. (1986). Conflict and organizational commitment. Journal of Applied Psychology, 71,508-514.
- Rhodes, S.R. (1983). Age-related differences in work attitudes and behavior: A review and conceptual analysis. *Psychological Bulletin,* 93, 328 – 367.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. Journal of Organizational Behavior, 23, 257−266
- Rod, M. & Nicholas, J. A. (2010). Management commitment to service quality and service
- Rosmariani, A. B. (2011). *The relationship between work motivation and job performance: organizational commitment as a mediator* (Doctoral dissertation, Universiti Malaysia Sarawak,(UNIMAS)). Retrieved from: http://ir.unimas.my/290/1/Rosmariani_Binti_Ab_Ghani.pdf
- Salleh, S. M., Zahari, A. S. M., Said, N. S. M., & Ali, S. R. O. (2016). The Influence of Work Motivation on Organizational Commitment in the Workplace. *J. Appl. Environ. Biol. Sci*, *6*(5S), 139-143. Retrievedfrom:https://www.textroad.com/pdf/JAEBS/J.%20Appl.%20Environ.%20Biol.%20Sci.,%206(5S)139-143,%202016.pdf
- Salleh, S. M., Zahari, A. S., Mohd, N. H., & Omar Ali, S. R. (2016). The Influence of Work Motivation on Organizational Commitment in the Workplace .*Journal of Applied Environmental and Biological Sciences* ,*6*(5s), 139-143. Retrieved from https://www.textroad.com/pdf/JAEBS/J.%20Appl.%20Environ.%20Biol.%20Sci.,%206(5S)139-143,%202016.pdf.
- Self determination perspective. *Parenting and children's internalization of values: A handbook of contemporary theory.*
- Sheldon, M. E. (1971). lnvestment and involvement as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 143-150.
- Shiverick, B., & Janelle, P. (2009, May). Achieving Excellence through Employee Commitment. *My Inner View.*
- Singh, A.K. (2006). Tests, measurements and research methods in behavioral sciences. (5th Ed.). India: Bharati Bhawan.
- Singh, J. K., & Jain, M. (2013). A study of employees' Job Satisfaction and its impact on their performance. *Journal of Indian Researh,1*(4), 105-111. Retrieved from http://mujournal.mewaruniversity.in/JIR%201-4/13.pdf
- Sohail, A., Safdar, R., Saleem, S., Ansar, S., &Azeem, M. (2014). Ef f ect of Work Motivation and Organizational Commitment on Job Satisfaction: (A Case of Education Industry in Pakistan). *Global Journal of Management and Business Research : A Ad ministration and Management,14*(6). Retrieved from https://globaljournals.org/GJMBR_Volume14/7-Effect-of-Work-Motivation.pdf.
- Somers, M. K. & Birnbaum, D. (1998), Work-Related Commitment and Job Performance: It's also the Nature of the Performance That Counts. *Journal of Organizational Behavior,* 19 (6),621-634
- Srivastava, A., & Bhatia, P. (2013). A Qualitative Study of Employee Motivation Factors In Nationalized Banking Sector Of India. *Nternational Journal of Business and Management Invention,2*(7), 18-22. Retrieved from http://www.ijbmi.org/papers/Vol(2)7/Version-2/C0272018022.pdf
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. Administra
- Steers, R. M., Porter, L. W., & Bigley, G. A. (1996). *Motivation and leadership at work.* New York: McGraw-Hill.
- Tella, A., &Ayeni, C. O. (2007). Work M otivation , Job Satisfaction , and Organisational Commitment of Library P ersonnel in Academic and Research Libraries in Oyo State, Nigeria. Retrieved

 ISSN 2394 - 7780

from:http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1118&context=libphilprac

- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46.
- Tomar, A., and Sanjeev S. Motivation as a tool for effective staff productivity in the public and private organisation. *Journal of Indian research.* Retrieved from: http://mujournal.mewaruniversity.in/JIR3/12.pdf
- Tsai, Y. (2014). Learning organizations, internal marketing, and organizational commitment in hospitals. *BMC Health Services Research*. doi:10.1186/1472-6963-14-152
- URDZIKOVÁ, J., & KISS, J. (2009). MOTIVATION – A WAY TO RETAIN KEY EMPLOYEES . Retrieved from https://www.mtf.stuba.sk/docs//doc/casopis_Vedecke_prace/urdzikova.pdf.
- Vandenberg (2011). Exploring possible relationships between motivation and commitment. Retrieved from: http://essay.utwente.nl/61008/1/Berg,_I.F.W._van_den__s0209317_(verslag) .pdf
- Varmazyar, D., &Zamani, F. (2016). Relationship between Work Motivation and Organizational Commitment (Case Study: Keshavarzi Banks in Ghazvin County). *International Academic Journal of Organizational Behavior and Human Re s ourceManagement*,*3*(6), 10-21. Retrieved from http://iaiest.com/dl/journals/6-%20IAJ%20of%20Organizational%20Behavior%20and%20Human%20 Resource%20Management/v3-i6-jun2016/paper2.pdf
- Warr, P. (1992). Age and Occupational well-being. Psychology and Aging, 7.
- Warsi, S. Fatima,N., &Sahibzada, S. A. (2009). Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. *International Review of Business Research Papers*, 5(3), 399-410.
- Whittle, D. D. (2002). Mergers and acquisitions: The employee perspective. Retrieved from:http://lib.dr.iastate.edu/cgi/viewcontent.cgi?article=1408&context=rtd
- Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments, and work outcomes: An integrative approach. Organizational Behavior and Human Performance, 26.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

ONLINE INFORMATION AFFECTING PRE-HIRE BEHAVIOR OF JOB APPLICANTS

Seema Wadhawan[1] and Dr. Smrita Sinha[2]
Research Scholar[1] and Associate Professor[2], ABS, Amity University, Noida

ABSTRACT

In an attempt to know the job seeking behavior of job applicant in current environment of omnipresent electronic access, factor analysis framework is applied to the survey. Technology driven era posses vital challenge to recruitment to have strong pre-hire outcome. Pre-Hire outcome indicates; large pool of application both in terms of quality and quantity from the prospective job applicant. The purpose of the study is understand and analyze various characteristics of online information which influence the reaction of applicant in their job pursuit intention. A Questionnaire was designed to know the information features which influence the job seeking behavior of applicants. Data were collected from 300 job applicants of BPM industry. Results of the study showed seven factors of Job Information Specificity, Job Information Appropriateness, Organization Information Realism, Organizational Information specificity, Information Credibility, Attitude to Organization and Intention to Apply.

Keywords: Online Information, Online Recruitment, Job Applicant, Pre-hire Outcome

INTRODUCTION

HRM is multidisciplinary function, where a competitive HRM exerts to capture unusual outcome from its employees. 21st century has changed its role from facilitator to talent manager. Talented human capital is the antecedent to organization success, making recruitment a vital practice of HRM among various roles it perform (Barber, 1998;Breaugh 1992). To meet this role, adoption of modern recruitment platform is essential in creating a large application pool. The current research intents to study different information characteristics available at varied recruitment platform that organization is hiring, this is posted on internet. Organization today make initial association with the applicant not only with the traditional channels but also with modern recruitment platforms such as company website, job portals, linkedIn, Facebook, Twitter, glassdoor etc) which has great deal of influence (Zottoli & Wanous, 2000). Research have reflected the characteristics of traditional sources and its affect on pre hire outcome of potential job applicant (Allen, Van Scotter, & Otondo 2004). Research has also been conducted on aesthetic appeal of website (size, color, style , ease of navigation, perceived usefulness, design feature etc) which affect the job pursuit intention of applicant or the interaction with the employer (cober et .al 2004, coyle and thorson 2001; Thompson et.al 2008). The main purpose of this study is to examine the characteristics of information (job and organization) available at different online recruitment platforms. To understand the information feature (specificity, realism, appropriateness and credibility) which influence the pre-hire reaction of applicant in their job application intention collectively and individually.

The current study is designed with Introduction & background of the study as first part, Literature review as second part. Objectives & hypothesis of the study third part. Model and

Research Methodology fourth, followed by data analysis as fifth, Discussion and conclusion as sixth and managerial implication seventh

2. REVIEW OF LITERATURE

2.1 Online Recruitment Effectiveness

Past more than 2 decades online recruitment has emerged to be an effective recruitment platform for the benefits of cost, time, global reach, a larger talent pool and quick access building perception towards online recruitmen. (Williams & Klau, 1997; CIPD,1999; Workforce, 2000a, Lievens and Harris, 2003; Parry and Tayson, 2008, Parry and Wilson, 2009). The benefits of online recruitment are enjoyed by both the employer's and the job seeker's. Comparative studies between traditional and online recruitment have been conducted, and study revealed that by hiring from online recruitment platform the organizations were able to reduce one twentieth of its recruiting cost. (Cappelli, P.2001)

Internet has the potential to attract quality job applicant with KSA by deploying right quality information. (Williamson I.O., Lepak, D.P. and King, J. 2003) alludes that website's information orientation plays an important role in building the attractiveness perception with the intention to apply for job among prospective job applicant. Information quality, its amount performs a crucial part in decision making of the job applicant and studying the right fitment (P-O) (Dineen, B.R., Ash, S.R. and Noe, R.A. 2002). Information provided via internet to the potential job applicant can be large in quantity and thus being advantageous over traditional

 ISSN 2394 - 7780

channels of recruitment. In tandem with the previous study conducted by (Barber 1998), researcher explained that recruitment is a three step program: Applicant generation step, Short listing by creating interest step and third step is application and job choice step. First two are information seeking stage,

broad search of prospective employer and second is short listing the potential employer. Thus, information is the key in this pre- hire reaction of the job applicant. (Barber, A.E., Daly, C.L., Giannantonio, C.M. and Philips, J.M. 1994).

2.1 Online Information Characteristics

Whatever decision the job applicant take in the early applicant stage is based on the availability of amount of information. Higher the propensity of job information more will be the attraction to it. (Willimson et.al., 2003; Allen 2004). Previous research have focused on job information and organization attributes which influence the attraction in terms of acceptance intention, job pursuit intention and job choice decision (Chapman, D., Uggerslev, K., Carroll, S., Piasentin, K., and Jones, D. A. 2005).

Along with job information and organization attributes, the characteristics of the information play a vital role in capturing the attraction of potential applicants. People search for job which meet up with their KSA, needs and interest. (Holland 1985; Ostroff, Shin, and Feinberg 2002; Schneider, Smith, and Goldstein 2000). Job Choice decision or intention to apply can be met effectively with the availability of specific information. General information about the job opening may not be considered appropriate. Thus, capturing concrete, timely, adequate and specific information would have more influence than general information. Thus, Information characteristics such as specificity, uniqueness, appropriateness, timeliness do effect the attraction of job applicant towards organization leading to intention to apply (Barber 1994, Feldman, D.,William O. Bearden & David M. Hardesty 2006; Allen, Biggane, Pitts, Ottondo and Scotter 2013).

The aforesaid features of information communication such as information specificity, appropriateness and timeliness is key to capture job applicant attraction towards organization. However, this is not enough, the job seekers wish to gather realism of information. RJP (Realistic Job Perview) provides negative, positive, favorable and unfavorable information about the job and organization (Breaugh, Strake 2000). Organizations mostly attempts to showcase themselves as a great place to work. When the job seeker makes the decisions based on overly positive information, satisfaction would be low and detachment would be more. Thus RJP enables the application to have clarity of fitment with the job and organization(Breaugh, Strake 2000). Information realism can improve the attraction and intention to apply (Thorsteinson et al. (2004).

The job applicant of today tries to extract the information (job and organization) which meet its characteristics from more comfortable channels, though informal such as facebook, Glassdoor, Instagram etc. This has increased the use of social media, chat rooms and independent websites (Dellarocas 2003) by job applicant. (Breaugh, Strake 2000) depicted that information and source credibility plays an important role in recruitment and its outcome. Higher the credibility of information available at a source, higher is the capacity to create positive action (Allen et.al., 2013). Since the social recruitment platforms are beyond the control and influence of corporate they influence the job applicants perception of credibility (Van Hoye & Lievens 2007). Social media sites have opened up a new platform to the job applicant to study and analyze the ideas, information, suggestion and experience of existing and past employees as there is free flow of thoughts both positive and negative. Thus resulting in more positive perception towards information credibility leading to building strong positive attitude towards organization. These social networking recruitment platforms are in the position to showcase realism in the information shared and considered reliable, thereby enhancing the credibility. Recruitment information shared on different recruitment platform effect the recruitment outcome mediated by the credibility feature of the information building the attitude towards it. Research has been initiated abroad with respect to information realism and credibility, leading to higher positive perception of job applicant, this need to be analyzed in Indian context.

2.2 Attitude and Intention to Apply

Theory of reasoned action (Ajzen & Fishbein 1980) applied by various organizational and marketing research explains how information stimuli and advertising stimuli plays an important role in consumer behavior through the effect of attitude. (Allen et al. 2004) explains job applicant behavior of attraction towards the organization based on the theory of reasoned action, thereby considering attitude and intention to apply as the best predictor of behavior of job applicant. Thus, availability of real, factual and specific job and organizational information on the social networking sites results in higher credibility and building strong favorable attitude toward the organization (Pornpitakpan, 2004; Hovland, Janis, &Kelley 1953; Badger & Kaminsky 2014). Chapman et al. (2005) meta-analytically tested several process models of applicant attraction, job choice were mediated by

ISSN 2394 - 7780

attitudes and intentions, fitted better in every case than a direct effects model, in which antecedents directly influenced job choice. Thus attitude towards the organization is useful indicator of attraction, intention to apply by job applicant.

3 RESEARCH OBJECTIVE AND HYPOTHESIS

The motivation for the study is to examine the factors of information characteristics which influence the pre - hire reaction of job applicant. To examine how the information characteristics

of specificity, appropriateness, credibility and realism influence the attitude and intention to apply for the job individually and collectively.

3.1 Objectives

i. To examine the factors of information influencing the pre hire reaction of job applicant.

ii. To study the relationship between Job Information and Intention to Apply.

iii. To study the relationship between organization Information and Intention to Apply.

iv. To study the relationship between Information credibility and Intention to Apply.

3.2 Hypothesis

Hypothesis framed for the purpose of the study were as below:

H1: Job Information specificity, Appropriateness is positively related to intention to apply. H2: Organization Information specificity, Realism is positively related to intention to apply. H 3: Information credibility is positively related to intention to apply.

H4 : Job Information specificity, Appropriateness, Organization Information specificity, Appropriateness and Information credibility have an impact on Job Applicant Pre-hire Intention to apply.

4. RESEARCH METHODOLOGY

In line with the previous research an empirical study has been conducted which is descriptive in nature. A survey questionnaire was designed based on the previous research which was distributed to respondents. Data was collected from job aspirants and employees who were working in Fortune 500 companies. Questionnaire was distributed to 300 respondents from BPM sector, and 274 valid survey complete in all respect were considered for the study.

4.1 Sampling

As per the objectives of the study, non probability sampling was used. Where data was collected from two categories. First according to gender (male and female) and second according to length of work experience as fresher's and upto 3 years. Respondents of the questionnaire who participated in the survey were, fresher's of undergraduate, graduate and post graduate looking for job in BPM sector (including IT and BPM). Respondents who were having experience of less than 3 years was collected through top 10 BPM of Delhi region.

4.2 Data Analysis

IBM SPSS (Statistical Package for the Social Sciences) was used for data analysis. Factor analysis techniques was applied to extract the factors of information characteristics which influence pre-hire reaction of job applicant.

Table-1: Case Summary

	Case Processing summary		
		N	**%**
CASES	valid	274	91.3
	Excluded	26	8.7
	Total	300	100

Reliability and validity measure for the construct was done by using techniques of the Cronbach‟s Alpha and KMO Bartlett's test.

Table-2: Cronbach's Alpha

Reliability Statistics		
	Cronbach's Alpha Based on Standardized Items	
0.813	0.831	7

 ISSN 2394 - 7780

As per the Table 1 Cronbach's Alpha value for the whole construct of questionnaire was 0.813 which is lying within the accepted value of 0.6 to 0.9, to carry the research with this construct.

KMO and Bartlett‟s Test was used to check the adequacy of the questionnaire. Table 3 KMO & Bartlett’s Test of Sphericity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	9114.938
	df	1653
	Sig.	0.000

As per Table 3 KMO measure the sampling adequacy, the value of Kaiser-Meyer-Olkin Measure is 0.898. KMO compares the sizes of observed correlation coefficient with the partial correlation coefficient. The value of 0.898 which reflects the figure is lying in the acceptable range of min

0.6 and max. 0.910. Bartlett’s test of sphericity test whether it population correlation matrix is the identity matrix, existence of identity matrix gives the correctness of factor analysis. As per the table 2 the value of ch-square is 9114.938 with 1653 Degree of freedom at significance of

0.000 which is less that $p<0.01$. Thus it indicates that the data can proceed for factor analysis which is used for judging the appropriateness of factor model. significant i.e. 0.000 which is less than 0.05

Table-4: Rotated Component Matrix

	Rotated Component Matrix						
	1	**2**	**3**	**4**	**5**	**6**	**7**
VAR00001		.717					
VAR00002		.702					
VAR00003		.696					
VAR00004		.681					
VAR00005		.674					
VAR00006		.649					
VAR00008		.637					
VAR00010						.718	
VAR00011						.487	
VAR00012						.450	
VAR00009						.404	
VAR00014						.403	
VAR00030				.784			
VAR00032				.748			
VAR00025				.703			
VAR00034				.676			
VAR00024				.538			
VAR00033				.511			.631
VAR00026							.523
VAR00028							.798
VAR00029							.446
VAR00023					.556		
VAR00016					.555		
VAR00015					.542		
VAR00021					.422		
VAR00019					.499		
VAR00018					.466		
VAR00039			.719				
VAR00040			.684				
VAR00042			.681				
VAR00043			.629				
VAR00037			.607				

VAR00041			.593				
VAR00035			.565				
VAR00044			.529				
VAR00038			.524				
VAR00045			.518				
VAR00036			.490				
VAR00053	.782						
VAR00056	.776						
VAR00052	.774						
VAR00054	.772						
VAR00055	.753						
VAR00057	.748						
VAR00050	.737						
VAR00049	.718						
VAR00051	.713						
VAR00046	.559						
VAR00047	.443						
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 24 iterations.							

Table 4 shows the rotated component matrix, details of factor analysis result. Which helped in identification of 7 factors as the potential factors which help in study pre - hire reaction of job applicant. The study is based on previous research and the results were in congruence.

Table-5: Cronbach's Alpha and Factor Loadings Calculations

Factor	Variables	Factor Loading	Cronbach's alpha
Job Information Specificity	VAR00001	.717	0.77
	VAR00002	.702	
	VAR00003	.696	
	VAR00004	.681	
	VAR00005	.674	
	VAR00006	.649	
	VAR00008	.637	
Job Information Appropriateness	*VAR00010*	.718	0.78
	VAR00011	.487	
	VAR00012	.450	
	VAR00009	.404	
	VAR00014	.403	
Organization Information Appropriateness	*VAR00030*	.784	0.831
	VAR00032	.748	
	VAR00025	.703	
	VAR00034	.676	
	VAR00024	.538	
Organization Information Specificity	*VAR00033*	.631	0.813
	VAR00026	.523	
	VAR00028	.798	
	VAR00029	.446	
Information Credibility	*VAR00023*	.556	0.768
	VAR00016	.555	
	VAR00015	.542	
	VAR00021	.422	
	VAR00019	.499	

ISSN 2394 - 7780

	VAR00018	.466	
	VAR00039	.719	
	VAR00040	.684	
	VAR00042	.681	
	VAR00043	.629	
	VAR00037	.607	
Attitude toward organization	*VAR00041*	.593	0.746
	VAR00035	.565	
	VAR00044	.529	
	VAR00038	.524	
	VAR00045	.518	
	VAR00036	.490	
	VAR00053	.782	
	VAR00056	.776	
	VAR00052	.774	0.789
	VAR00054	.772	
Intention to Apply	*VAR00055*	.753	
	VAR00057	.748	
	VAR00050	.737	
	VAR00049	.718	
	VAR00051	.713	
	VAR00046	.559	
	VAR00047	.443	

Table 5 shows that the Cronbach's alpha value for all the dimensions of Information characteristics and pre- hire reaction of job applicant ranges between 0.746 and 0.831, which is under the acceptable range of reliability. Also, the KMO's index of sample adequacy shows the value of 0.898 which is lying under the acceptable range.

Principal component analysis with varimax rotation was conducted, and minimum factor loading of 0.40 was proposed for the construct. All those items which had the factor loading for each dimension above 0.40, meeting the requirement were taken into consideration under that factor. 50 variable items were reduced under 7 factors.

4. 3 Hypothesis Testing - Multiple Regression analysis

Multiple regression analysis was conducted to check the impact of all the independent variables of Information characteristics on Pre-Hire Reaction of Job Applicant in terms of Intention to Apply.

Table 6: **Model Summary**

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.616[a]	.379	.368	7.01721
a. Predictors: (Constant), ORSP, JBSPE, ORGAPR, JBAPPR, INFOCRED				

Table 7 : **ANOVA Table**

Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	8097.674	5	1619.535	32.890	.000[b]
	Residual	13245.911	269	49.241		
	Total	21343.585	274			

a. Dependent Variable: INTENTIONTOAPPLY

b. Predictors: (Constant), ORSP, JBSPE, ORGAPR, JBAPPR, INFOCRED

Table 8: Coefficients, Coefficients[a]

		Unstandardized		**Standardized**		
	Media	**B**	**Std. Error**	**Beta**	t	Sig.
1	(Constant)	16.993	2.439		6.967	.000
	Info Credibility	.322	.153	.161	2.095	.037

ISSN 2394 - 7780

	Job Info Specificity	.435	.114	.263	3.804	.000
	Job Info Appropriateness	.566	.163	.239	3.473	.001
	Org Info Appropriateness	-.520	.122	-.237	-4.243	.000
	Org Info Specificity	.357	.117	.169	3.044	.003

a. Dependent Variable :Intention To Apply

Table 6 shows the correlation among the variables such as Job information specificity, Job info appropriateness, Organization Information specificity and Organization Info Appropriateness & Organization Information specificity, Information Credibility and Intention to Apply. Thus are hypothesis H1 , H2, H3 are accepted.

Table 7 & 8 shows the regression model, the influence of information characteristics on pre-hire intention to apply with an organization. Value of R square = 0.379. Which tell us that how much independent variables i.e. (Job information specificity, Job info appropriateness, Organization Information specificity and Organization Info Appropriateness & Organization Information

specificity, Information Credibility) explains the dependent variable i.e. (Intention to Apply). Which indicates that 37.9% of variation in pre- hire Intention to apply with an organization is explained by independent variables, while remaining 61.1% depends upon other factors. p value is .000 which denotes that the relationship is significant. Thus Hypothesis H4 is accepted.

Y = a + b1x1 + b2x2 + b3X3 + b4X4 + b5X5

Intention to Apply = 16.993 + 0.322 +0.435 + 0.566 +(-0.520) + 0.357

5. CONCLUSION

On the basis of this research and comprehensive literature review, it was identified that pre-hire intention to apply for the job by job applicants is influenced by the identified factors of the study such as job information specificity, appropriateness, organization information specificity, appropriateness, Information credibility. With the use of technology being dominant today in day to day life and event at profession front. The job applicant is depended on various online platform to gather and validate the information for their job search activity. Thus, organization need to focus on the type of information which is made available on online and social media platform. The growing evidence suggest that younger generation is are newly recruited in the organizations or are fresher's wish to extract more and more information before they intent to apply for the job. Thus the success of recruitment practices taken up by the organizations of BPM sector influenced by the information and its characteristics available on online formal and informal platforms.

6. LIMITATION

The study was limited to BPM sector where employer branding as a variable was not considered. Since fortune 500 companies were taken up. It was assumed that the employer of brand is where the job applicant always wish to work with. The geographic area was limited to Delhi region.

REFERENCES

1. Allen, D.G., Van Scotter, J.R., Otondo, R.F. (2004). Recruitment Communication Media: Impact On Prehire Outcomes. Personnel Psychology, Vol. 57, 143-171.
2. Allen, D.G., Otondo, R.F. & Mahto, R.V. (2007). Web-Based Recruitment: Effects of Information, Organizational Brand, and Attitudes Toward a Web Site on Applicant Attraction. Journal of Applied Psychology, Vol. 92, No. 6, pp. 1696-1708.
3. Ajzen, I. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50, 179–211.
4. Ajzen, I., & Fishbein, M. (1980). Understanding attitudes and predicting social behavior. Englewood Cliffs, NJ: Prentice-Hall.
5. Barber, A.E., Daly, C.L., Giannantonio, C.M. and Philips, J.M. (1994), “Job search activities: an examination of changes over time”, Personnel Psychology, Vol. 47, pp. 739-65.
6. Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. Journal of management, 26(3), 405-434.
7. Breaugh, J. (2008), “Employee Recruitment: Current Knowledge and Important Areas for Future Research”, Human Resource Management Review, Vol. 18, pp. 103–118.

8. Cappelli, P. (2001). Making the most of on-line recruiting. Harvard Business Review, Vol. 79, pp 139–146.
9. Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. Journal of Applied Psychology, 90, 928–944.
10. Cober, R. T., Brown, D. J., Blumental, A. J., Doverspike, D., & Levy, P. (2000). The quest for the qualified job surfer: It's time the public sector catches the wave. Public Personnel Management, 29, 479–496.
11. Cober, R. T., Brown, D. J., Keeping, L. M., & Levy, P. E. (2004). Recruitment on the Net: How do organizational Web site characteristics influence applicant attraction? Journal of Management, 30, 623–646
12. Dineen, B.R., Ash, S.R. and Noe, R.A. (2002), "A web of applicant attraction: person- organization fit in the context of web-based recruitment", Journal of Applied Psychology, Vol. 87 No. 4, pp. 723-34.
13. Feldman, D.C., Bearden, W.O., and Hardesty, D.M. (2006). Varying the Content of the JobAdvertisements: The Effects of Message Specificity. Journal of Advertising, 35, 123–141.
14. Lievens, F., Harris, M. (2003), "Research on Internet Recruiting and Testing: Current Status and Future Directions", International Review of Industrial and Organizational Psychology, Vol. 16, pp. 131-165.
15. Lievens, F., Van Hoye, G., & Anseel, F. (2007). Organizational identity and employer image: towards a unifying framework*. British Journal of Management,18(s1), S45-S59
16. Ostroff, Cheri, Yunhyung Shin, and Barbara Feinberg (2002),"Skill Acquisition and Person– Environment Fit," in Work Careers: A Developmental Perspective, Daniel C. Feldman, ed.,San Francisco: Jossey-Bass.
17. Parry, E., Tyson, S. (2008), "An analysis of the use and success of online recruitment methods in the UK", Human Resource Management Journal, Vol. 18, pp. 257–274.
18. Parry, E., Wilson, H. (2009), "Factors influencing the adoption of online recruitment", Personnel Review, Vol. 38, pp. 655–673.
19. Schneider, Benjamin, D. Brent Smith, and Harold W. Goldstein (2000), "Attraction-Selection- Attrition: Toward a Person–Environment Psychology of Organizations," in Person– Environment Psychology, W. Bruce Walsh, Kenneth H. Craik, and Richard H. Price, eds., Mahwah, NJ: Lawrence Erlbaum.
20. Thompsons, L., Braddy, P., and Wuensch, K. (2008). Erecruitmentand the Benefits of Organizational Web Appeal.Computers in human behaviour, 24 (5): 2384–2398.
21. Williamson, I.O., Lepak, D.P. and King, J. (2003), "The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness", Journal of Vocational Behavior, Vol. 63, pp. 242-63.
22. Zusman, R.R., & Landis, R.S. (2002). Applicant preferences for web-based versus traditional job postings.Computers in Human Behaviour, 18(3), 285–296.
23. Zottoli MA, Wanous JP. (2000). Recruitment source research: current status and future directions. Human Resource Management Review10:353–83

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

PARADIGM SHIFT FOR HAPPINESS: A STUDY ON COLLEGE STUDENTS IN NCR

Anjali Devvrat Singh[1] and Prof. (Dr). Harminder Kaur Gujral[2]
Research Scholar[1] and Professor[2], Amity Business School, Amity University, Noida

ABSTRACT
With increased globalization and challenging work environment an employee puts more than 1/3 of his time in the organization. Management of every organization faces uncertain challenges. In such scenario if the employees continually feel contented and happy, they can support and stand with management to face the challenges. If the organization does not share a strong bond and is not able to take care of the wellbeing of the employees it results into unhappiness, leading to incompatible bond between employees and management resulting into distorted in-out ratio, lack of stability and much more. Present research talks about paradigm shift for happiness. The objective of the research is to assess the happiness level of college students. The data was collected through questionnaire from Higher Educational Institute, on 150 students, out of which 5 were not found in good state of mind, so their data was not included. The results show that the mean level of happiness amongst students is below average score of happiness. This shows that students are less happy. The obtained results will be further used for future research which will be an extension of present research, dealing with questions like "do gender and academic years have impact on happiness level". This will definitely contribute to the well-being of future employees and lead to organizational effectiveness.

Keywords: Happiness, Paradigm shift, Well-being, organizational effectiveness

INTRODUCTION
Happiness is found to be ultimate goal of one's life and can be explained as a feeling of pleasure and positivity. It can be defined as "*what I experience here and now*" by Daniel Kahneman (Mandel, 2018). Happy feeling may help people to relax and smile and be more productive. Happiness is usually thought of as the opposite of sadness. But this is arguable as we can't say that in absence of happiness one is sad. Happiness can also be said as well being. When people are successful, or safe, or lucky, they feel happiness, or vice versa we can say happier people are more successful, feel lucky and safe. Reasons for happiness differ from person to person. Happiness is also used in the context of mental or emotional states, including positive or pleasant emotions that can range from contentment to intense joy. It is also used in the context of life satisfaction, subjective well-being, eudemonia, flourishing and well-being.

Happiness at work has traditionally been seen as a potential by-product of positive outcomes at work, rather than a pathway to business success. During the past two decades, maintaining a level of happiness at work has become more significant and relevant due to the intensification of work caused by economic uncertainty and increase in competition. In fact, companies with higher than average employee happiness exhibit better financial performance and customer satisfaction. It is thus beneficial for companies to create and maintain positive work environments and leadership that will contribute to the happiness of their employees.

Happiness does not talk about obtaining sensual pleasures and money, but those factors can influence the well-being of an individual at the workplace. However, freedom and autonomy at a workplace may have the effect on the employee's level of happiness, and other important factors are gaining knowledge and the ability to influence the self's working hours.

LITRATURE REVIEW
Researchers, (Sheldon & Lucas, 2014) have found that a person's happiness has a set point governed by genes and nurture. Individual facing high and low level of happiness tend to come back to this set point after certain period of time. This theory says that individual's actual happiness level remains same throughout the life. In contrast to this it is also found that high heritability does not limit chances for raising happiness (Nes, 2010).

Past researches (Cheng & Furnham, 2002) with college students got various factors influencing their happiness as follows- happiness was found to be related to personality traits (EPQ), self-confidence (PEI), friendship and school grades, enjoyment of and success in work, good health in childhood, popularity, success in dealing with people, marriage, love of nature, and serious hard-working living (Watson, 1930). It is also found (mozafarinia, Shokravi, & hydarnia, 2014) influenced by compatibility to individuals' teamwork, self-confidence, friendship, and cognitive, emotional. (Piqueras, Kuhne, Vera-Villarroel, van Straten, & Cuijpers, 2011) found self-reporting daily physical activity, having lunch and fruits and vegetables each day had a higher relation with happiness. Some more factors like exercise, eating, and sleep habits, mood states, perceived stress, time management, social support, spiritual or religious habits, number of hours worked per week, gender, may also be related. Happiness is having its deep roots to Maslow's levels of need and is perceived to be most important for happiness (Pettijohn & Pettijohn, 1996). More over autonomy, emerging adulthood (O'Donnell, Susan L.; Chang, Kelly B.; Miller, 2013) are also effecting happiness.

While, Booth (1992) found inverse relationships between happiness and shyness and between happiness and loneliness, and a positive relationship was found between loneliness and shyness. Finances and daily transport may also have effect on happiness. Present study will serve as the platform to find out the various techniques to assess the happiness level. There are various questionnaires suggested for measuring college student's happiness level according to the researches till now. Oxford Happiness Inventory (OHI): The OHI was created for research at Oxford University with college students (Hills & Argyle, 2002) as an overall measure of general happiness. The Oxford Happiness Questionnaire (OHQ): The Oxford Happiness Questionnaire (Hills & Argyle, 2002), was developed for use in larger research. Oxford Happiness Questionnaire Short Form (OHQ-Short Form): The Oxford Happiness Questionnaire Short Form (Hills & Argyle, 2002) consists of eight items derived from the original 29-item OHQ Subjective Happiness Scale (SHS).

OBJECTIVE
To assess the level of happiness of college students

RESEARCH METHODOLOGY
The total sample of 150 UG students of private university were taken for study on Happiness. Sample design is convenience sampling. Oxford Happiness Questionnaire is used as research instrument to measure happiness comprising of 29 questions based on uniform six-point Likert scale that is strongly disagree to strongly agree.

Ethical Consent
Verbal consent was taken from students before taking the survey and such 5 student's survey were not included who were distracted from external factors like hunger, cold weather, and not in good state of mind to participate the survey.

INTERPRETATION

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
happiness	145	3.11	2.44	5.55	4.1264	.04891	.58900	.347
Valid N (listwise)	145							

The table obtained through SPSS reflects minimum mean score (2.44) and maximum mean score (5.55) and mean score (4.13) depicting that overall happiness level of students' is slightly below average.

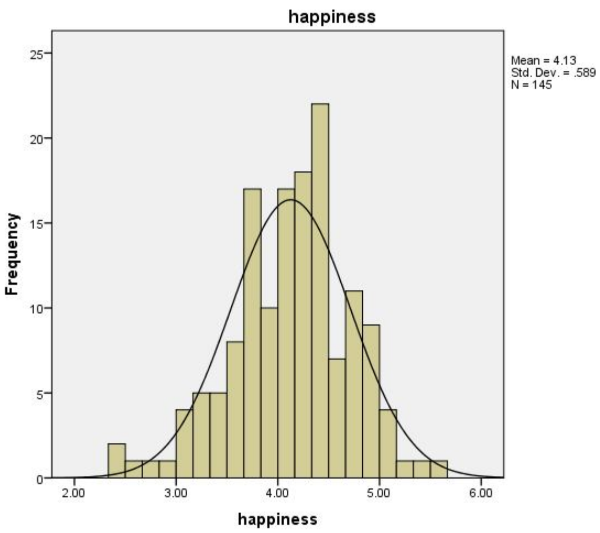


Figure: Mean for happiness of 145 students

DISCUSSION AND CONCLUSION
The objective of present research was to study the happiness level of the students of Higher Educational Institute in NCR. It is observed that mean score of happiness is below average reflecting that the students are overall not very happy, though they were found to be sincere, dedicated, disciplined, easy going, fun loving and easily expressive. It was observed that few students appear to be responsible and others were not that

ISSN 2394 - 7780

responsible towards their workload and were highly energetic, active, determined and hardworking. Almost all were found to be highly influenced by their friends, new relationships and opportunities available to them. Various factors that may have affected their happiness level include their travel time, daily exercises, fruits and vegetable intake, peer pressure etc. In college, shyness and loneliness may also have affected their happiness level. In present research, by analyzing the data statistically through SPSS, it was found that mean score of happiness is less than the average reflecting that today's youth is not very happy. Happiness level in adolescents (college students) has effect on their future performances. It was seen that students get happy easily when exposed to new opportunities but get bored easily too if college becomes routine. When asked verbally, students gave more negative answers for their happiness level. They were found stating various external factors causing decrease in happiness level. They mentioned external factors like attending college daily, canteen food, work pressure, peer pressure, relationships, distance to commute from home to college, their looks etc contributing to their low level of happiness.

Results show that the happiness level of students is below average score, thus alarming. This compels us to think about various factors leading to unhappiness of present students and work on to create an environment leading to happiness and their future organizational effectiveness.

REFERENCES

- Cheng, H., & Furnham, A. (2002). Personality, peer relations, and self-confidence as predictors of happiness and loneliness. *Journal of Adolescence*, *25*(3), 327–339. https://doi.org/10.1006/JADO.2002.0475
- Hills, P., & Argyle, M. (n.d.). *The Oxford Happiness Questionnaire: a compact scale for the measurement of psychological well-being*. Retrieved from www.elsevier.com/locate/paid
- Mandel, A. (2018). Why Nobel Prize winner Daniel Kahneman gave up on happiness - Israel News - Haaretz.com. Retrieved February 19, 2019, from https://www.haaretz.com/israel-news/.premium.MAGAZINE-why-nobel-prize-winner-daniel-kahneman-gave-up-on-happiness-1.6528513
- mozafarinia, faezeh, Shokravi, F. A., & hydarnia, A. (2014). Relationship between spiritual health and happiness among students. *Iranian Journal of Health Education and Health Promotion*, *2*(2), 97–108. Retrieved from http://journal.ihepsa.ir/browse.php?a_code=A-10-187-1&sid=1&slc_lang=en
- Nes, R. B. (2010). Happiness in Behaviour Genetics: Findings and Implications. *Journal of Happiness Studies*, *11*(3), 369–381. https://doi.org/10.1007/s10902-009-9145-6
- O'Donnell, Susan L.; Chang, Kelly B.; Miller, K. S. (2013). ERIC - Relations among Autonomy, Attribution Style, and Happiness in College Students, College Student Journal, 2013-Mar. Retrieved February 19, 2019, from https://eric.ed.gov/?id=EJ1022205
- Pettijohn, T. F., & Pettijohn, T. F. (1996). Perceived Happiness of College Students Measured by Maslow's Hierarchy of Needs. *Psychological Reports*, *79*(3), 759–762. https://doi.org/10.2466/pr0.1996.79.3.759
- Piqueras, J. A., Kuhne, W., Vera-Villarroel, P., van Straten, A., & Cuijpers, P. (2011). Happiness and health behaviours in Chilean college students: A cross-sectional survey. *BMC Public Health*, *11*(1), 443. https://doi.org/10.1186/1471-2458-11-443
- Sheldon, K. M. (Kennon M., & Lucas, R. E. (Richard E. (n.d.). *Stability of happiness : theories and evidence on whether happiness can change*. Retrieved from https://books.google.co.in/books?id=t19zAwAAQBAJ&dq=happiness+and+genes+of+person&lr=&source=gbs_navlinks_s
- Watson, G. (1930). Happiness among adult students of education. *Journal of Educational Psychology*, *21*(2), 79–109. https://doi.org/10.1037/h0070539

ISSN 2394 - 7780

INNOVATORS DEVELOPMENT FOR BUSINESS RELEVANT INNOVATION

K S Sudeendra Thirtha Koushik
Department of Management Studies and Research Centre, Reva Institute of Technology and Management, Yelahanka, Bangalore

ABSTRACT

Every business, small or big, needs Innovation to survive and grow. Since organizations have people as the core of their existence, these people need to be aligned with the goals and needs of the organization. Any organization with Innovation based strategy or focusing on Innovation, has to have Innovators as a part of the organization. The need of such organizations is to have trained, effective Innovators who can deliver business relevant Innovation. But since the current education system in place does not develop innovators in a structured way, we need a tailored, effective and efficient method to develop innovators who are part of the organization or who are hired to be a part of the organization. Such an Innovators development program should be able to deliver results in a very short time frame. We look at the application of such a program in a real-world technology company.

Keywords: Innovation, training, process, learning, business, patents, Intellectual property

Innovation is at the heart of business success in today's economy where every organization needs to be innovative in its offerings. This means that the people who make up organizations are to be skilled innovators. Unfortunately, innovation abilities are not taught as part of the formal education of these competent professionals. The on-the-job learning of innovation is more of a trial and error method and hence can be unpredictable, take long time and even ineffective as far as innovation abilities development is concerned. The general presumption of individuals is that Innovation is an expensive and beyond-my-reach skill. This is a misplaced idea and a myth, as most abilities needed for innovation can be learnt by an almost all of us. Innovation involves an employee whose role is that of an Innovator, the organization that offers products and services, and the environment that consumes the offerings, which result in business as shown in Figure 1 The Triad of Innovation.

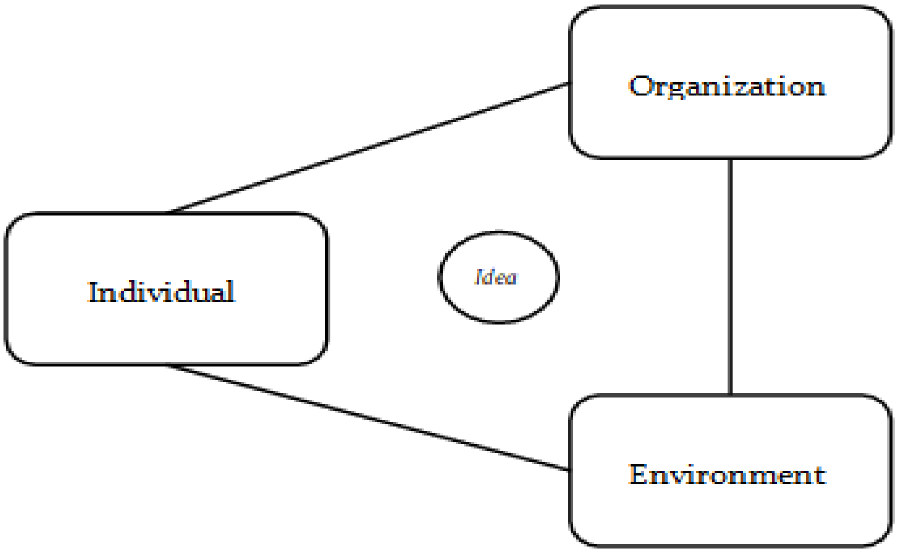


Figure-1: The Triad of Innovation

The individual contributes to the organization by developing new ideas which are expected to evolve into Innovation and create growth in business, for the organization. Since there is no formal or structured training this often becomes a trial-and-error method. This trap can occur even if the organization has a good innovation process but employees with poor innovation skills. This is because the organization Innovation process is about how to manage innovation and the missing piece here is about innovation abilities of the individuals which are the source or fountain head of innovation. Individuals develop ideas and innovation, but processes do not generate ideas, instead help structure and manage the Innovation and ideas. So, for the entire innovation cycle to be effective and successful in addition to the processes, individuals must be trained in innovation abilities. Innovation is not an exact science but is an art also. The important factor about Innovator being effective is that it depends a lot on the inspiration and confidence of the Innovator involved. So, this model used as a basis for training aims to leave the participants skilled and inspired to innovate.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

A fortune 500 Multinational Company with a Technical R&D Centre in India has the objective of supporting local markets as well as global customers. This R&D centre is a renowned centre, globally respected and recognized for its technical expertise and excellence which serves major auto makers across the world. The R&D centre comprises mainly of graduates, masters and doctoral level engineers. This unit is a subsidiary of a European MNC and considered one of its biggest R&D centers in the world. This R&D centre has close to a couple of thousand engineers working on cutting edge technologies and projects and continues to grow in the headcount of engineers working on such projects. The R&D centre delivers projects worth millions of dollars, but of course amidst great competition. So, to remain competitive, one of the key goals of this R&D centre is to be very innovative in its offerings. The value of innovation is critical for the center to sustain their leadership and demonstrate technology leadership. Along with innovations that their customers appreciate, the centre is also measured on the number of patents and other intellectual property it creates. To achieve this the centre depends on its people to be effective innovators. Added to this the centre was adding people to its payroll very fast and it needed to make sure the innovation journey is made a part of the jobs of people. To achieve this, they needed to develop their Innovators in a structured way. This is when the centre business heads and the HR heads discussed with us to design a suitable program to effectively develop Innovators who deliver business relevant Innovation. The goal was to design and implement a program that would help their people become effective Innovators.

PROGRAM DESIGN

A typical Innovation cycle consists of three phases – Ideation, Implementation and Value Realization phases. Each of these phases have four skills necessary for an Innovator to deliver effective Innovation. The Innovation phases and skills of Innovator are listed below in Figure 2 Innovation phases and skills.

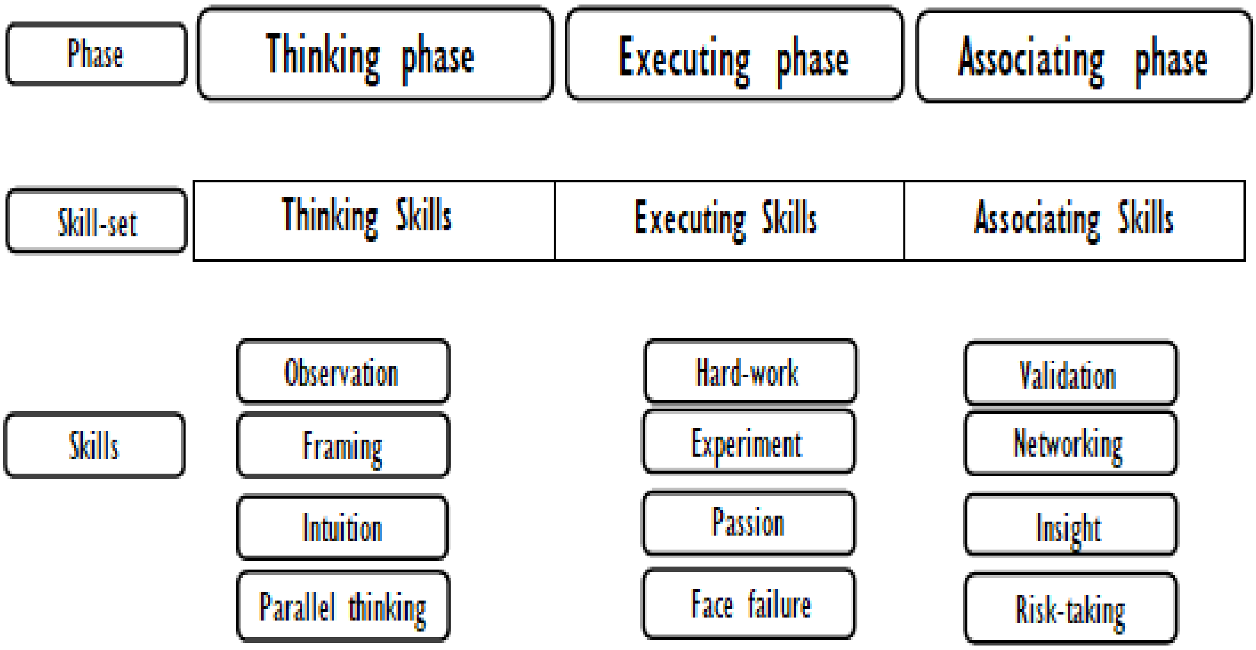


Figure-2: Innovation phases and skills

After multiple discussions a program was drafted to develop the skills of Innovation for these engineers. The plan was to train a batch of engineers using the above Innovation skills model. The program design mainly consisted of not only learning about the Innovators skills but also applying the same in a real-world opportunity. This opportunity should be relevant to the company's business and hence impact the business positively.

The training program consisted of two parts.

- Innovator skills building workshop – to discuss the concepts and framework of the innovation process and innovator skills
- Mentoring sessions – a series of mentoring sessions to help apply the skills learnt in the workshop on real world examples

The first part was an 'Innovator skills building workshop', designed to discuss the concepts and framework of the innovation process and innovator skills. The second part was a series of 'Mentoring sessions' to help apply the skills learnt in the workshop. In the mentoring phase, the engineers were organized into teams of two to implement the innovation process and innovator skills in real world examples.

ISSN 2394 - 7780

The overview of the process, the program design is shown below in Figure 3 Program Design.

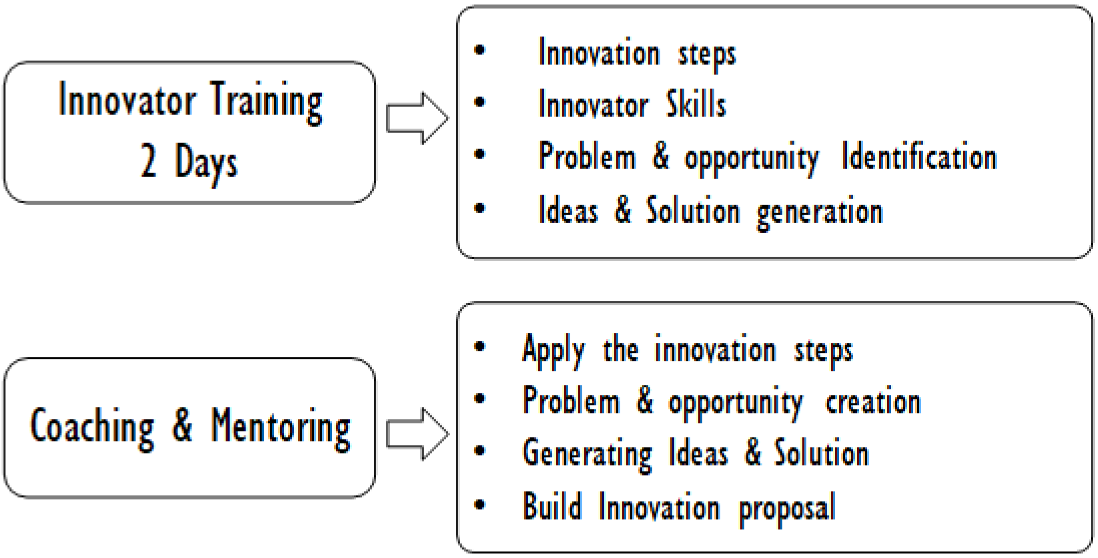


Figure-3: Program Design

The Innovator skills workshop focused on the concepts of the model, the innovation phases, the roles of the innovator and the skills of the innovator necessary to succeed in the role of an Innovator. In the workshop, the entire program design and the processes were explained, several real-world examples were used to articulate the concept of innovators and innovation for business. The workshop had exercises as opportunities to try the skills learnt to develop innovations.

Subsequent to the workshop, the mentoring process was initiated which focused on the application of the workshop learnings. The mentoring sessions were one on one sessions with the teams of engineers. The innovation phases and Innovator skills were discussed in depth in the context of applying these skills to the come up with innovation relevant to their business. The opportunities to apply the skills learnt were based on the focus areas, chosen by the business owners. Hence, by design the opportunities picked up by the engineers were relevant to the business. This would ensure that the innovation that they come up with will be creating a positive impact on the business.

Program deployment steps
The program deployment consisted of deploying the two steps, Workshop and Mentoring as shown in Figure 4 Program deployment steps.

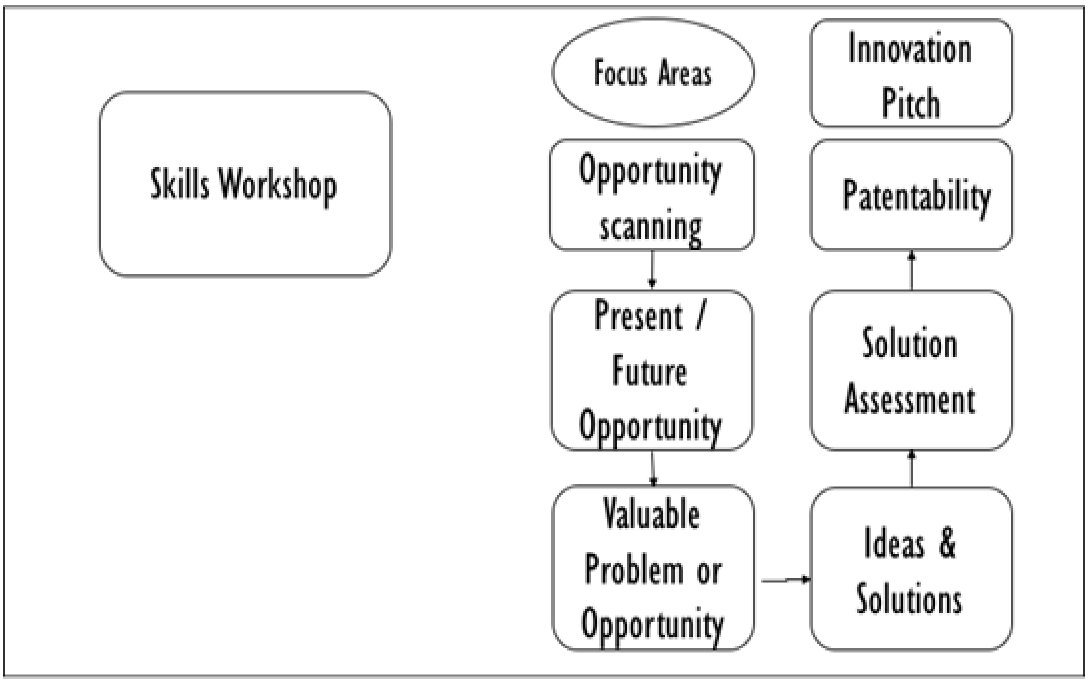


Figure-4: Program deployment steps

 ISSN 2394 - 7780

The focus areas identified by company's business owners served as the boundary for the entire program. The focus areas were used as inputs to the innovator development program to develop Innovation. The various steps are explained below.

The first step, opportunity scanning, was to explore the opportunities and identify several opportunities to innovate. Further the selected opportunities were qualified with data to classify it as a valuable opportunity. Once a particular opportunity was selected, for that selected valuable opportunity various ideas were generated. At this stage the quantity of ideas were given priority over the quality of ideas. From this list of ideas, solutions were developed and assessed, compared with existing solutions. Subsequently the best solution was selected and evaluated for patentability. The final part of the program was when the business factors were considered to underline the business impact it can have. Also, during the same time prototypes were developed to solicit feedback on the selected solution. The final results were presented to the management and business owners.

Program Deployment

The program was run on multiple, diverse and temporally different batches. The findings of the program deployment and the outcomes for two batches are discussed below.

The first batch consisted of 80 engineers and the entire program lasted about twelve weeks in calendar time. This batch of 80 engineers going through this pilot program, could generate 190 business relevant ideas in the focus areas given by the management. These areas were selected based on business relevance, and of the 190 ideas generated, 35 ideas were assessed to be patent worthy. This was a very encouraging result, especially getting 35 ideas worthy of a patent in such a short time.

The second batch had 127 engineers and were made into teams of 3 each. This batch also went through the same steps as the previous batch. For this batch the focus areas were different than the first batch. The key metrics of the output of this program for the first and the second batch is shown below in Table 1 Key metrics.

Table 1 Key metrics

Batch	Batch size	Program hours	Patentable Ideas
1	80	26	35
2	127	26	36

Apart from the business metrics several parameters were measured to evaluate the effectiveness as an Innovator. The measurement focused on the improvement in the individual's skills and the overall Innovator's confidence to be an Innovator and to deliver business relevant innovation. This assessment was conducted using a survey questionnaire electronically administered directly to the participants of the program. The results for each of the items on the questionnaire is shown below.

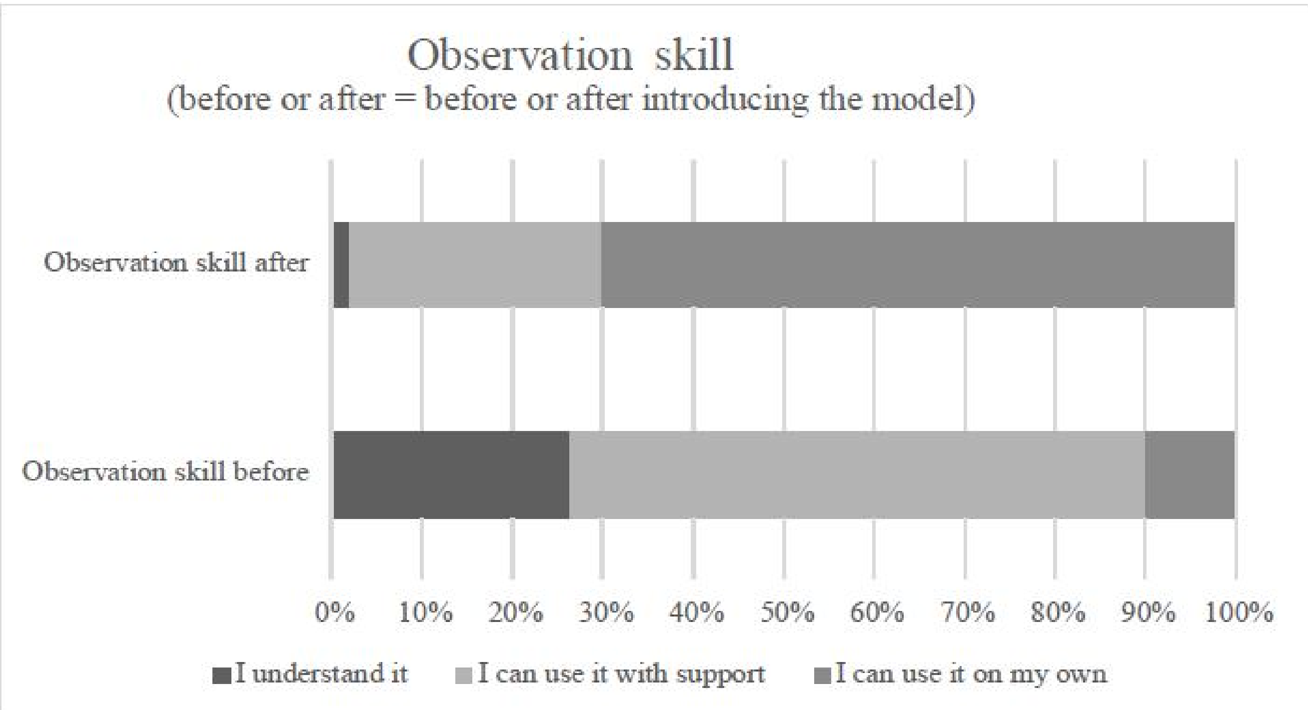


Figure-5: Program steps

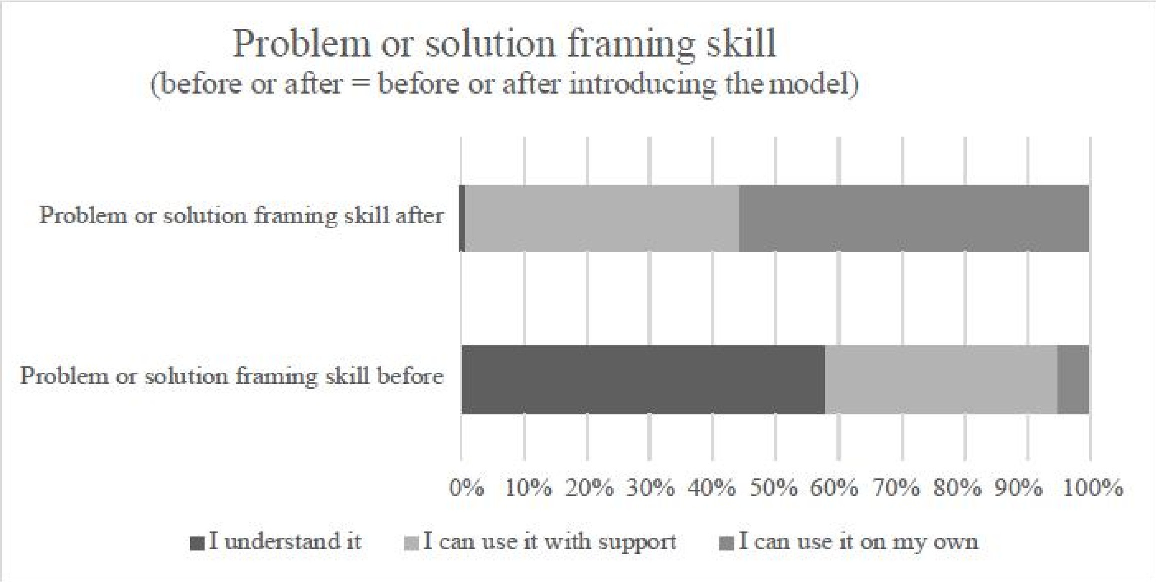


Figure-6: Problem or solution framing skill

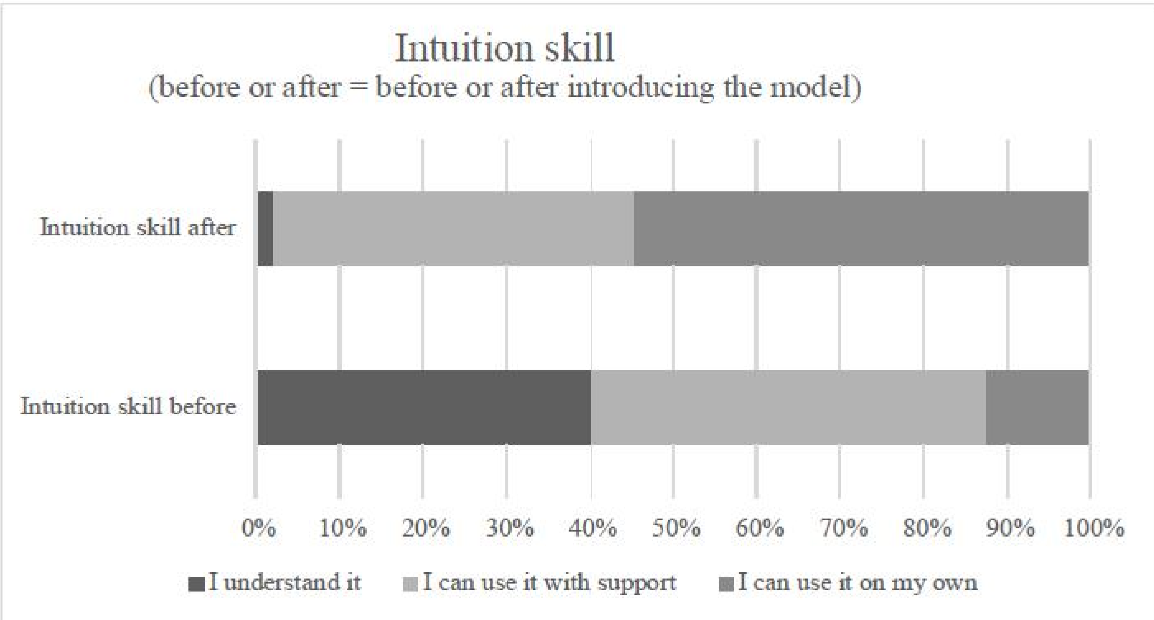


Figure-7: Intuition as a skill

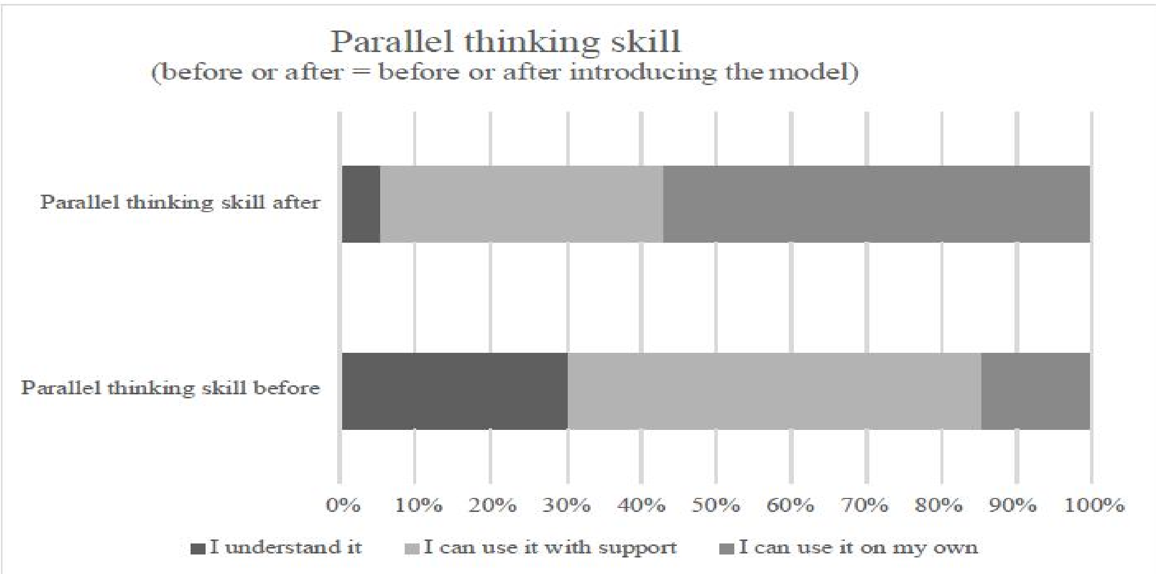


Figure 8 Parallel Thinking skill

ISSN 2394 - 7780

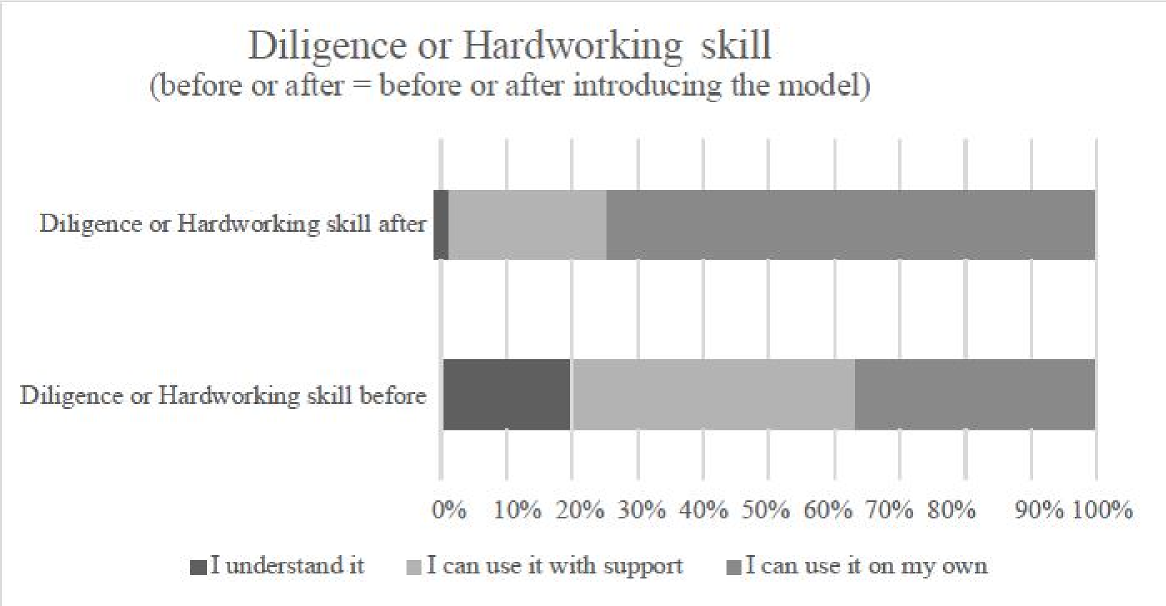


Figure-9: Diligence or hardworking skill

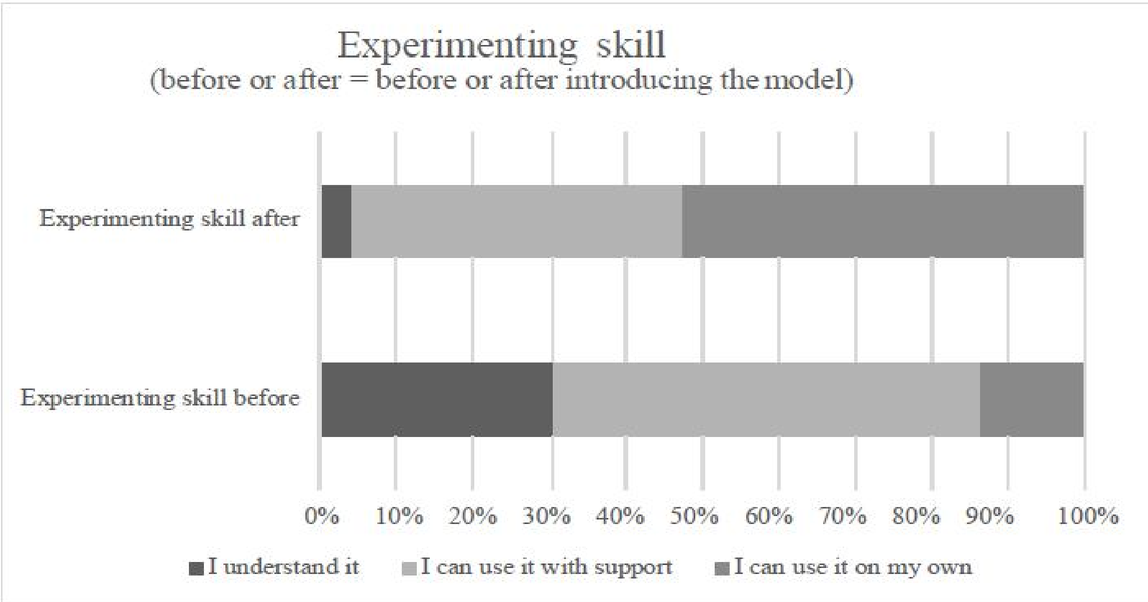


Figure-10: Experimenting skill

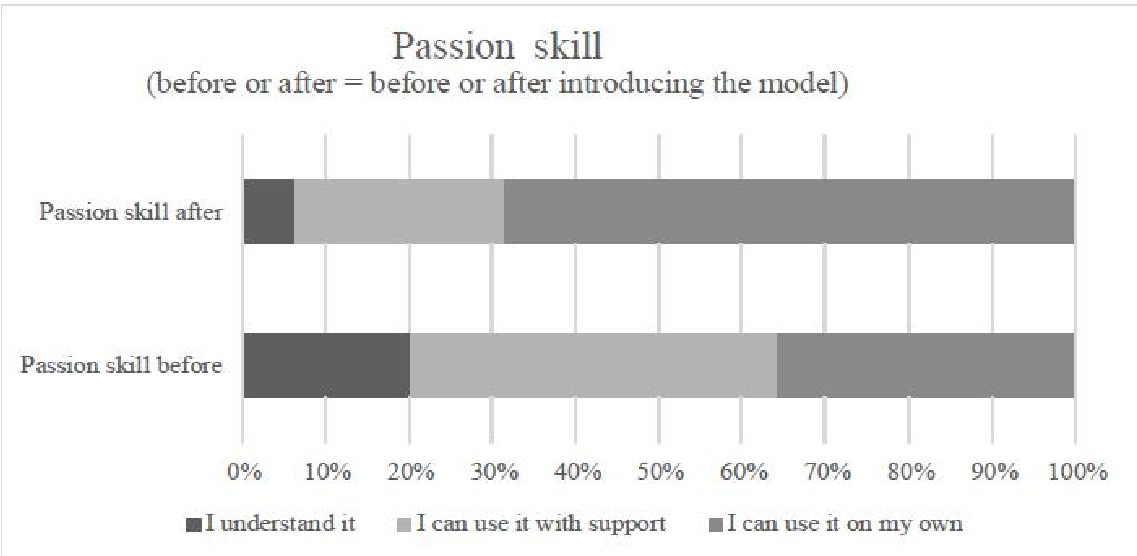


Figure-11: Passion as a skill

ISSN 2394 - 7780

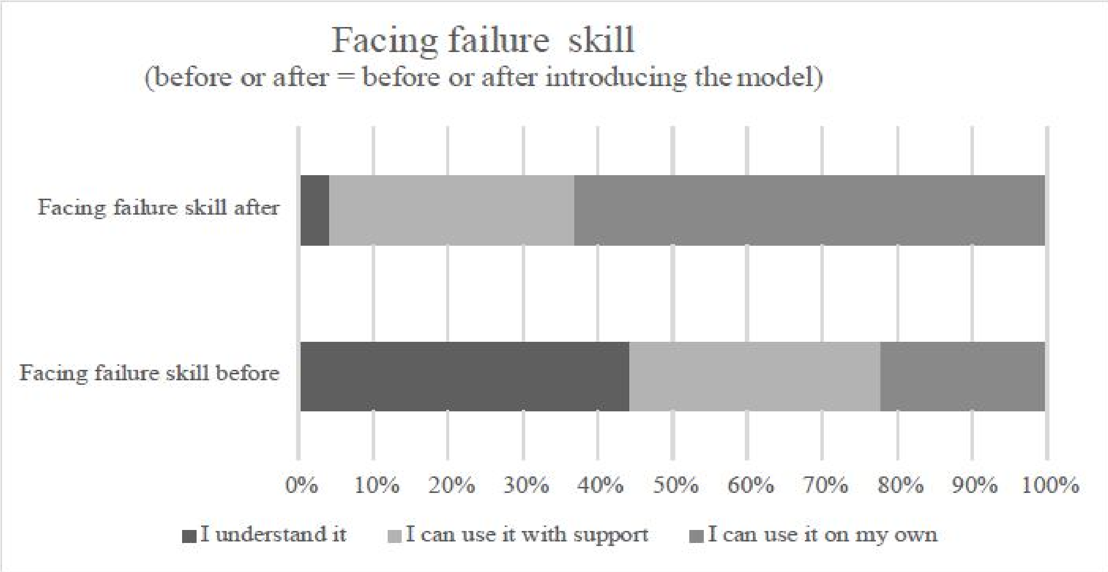


Figure-12: Facing failure skill

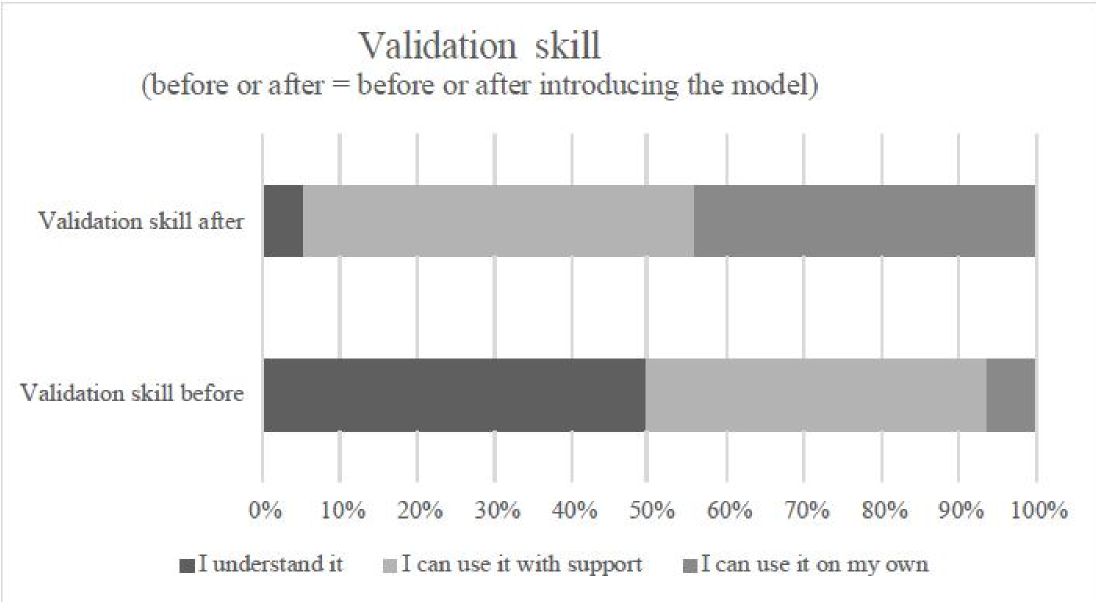


Figure-13: Validation skill

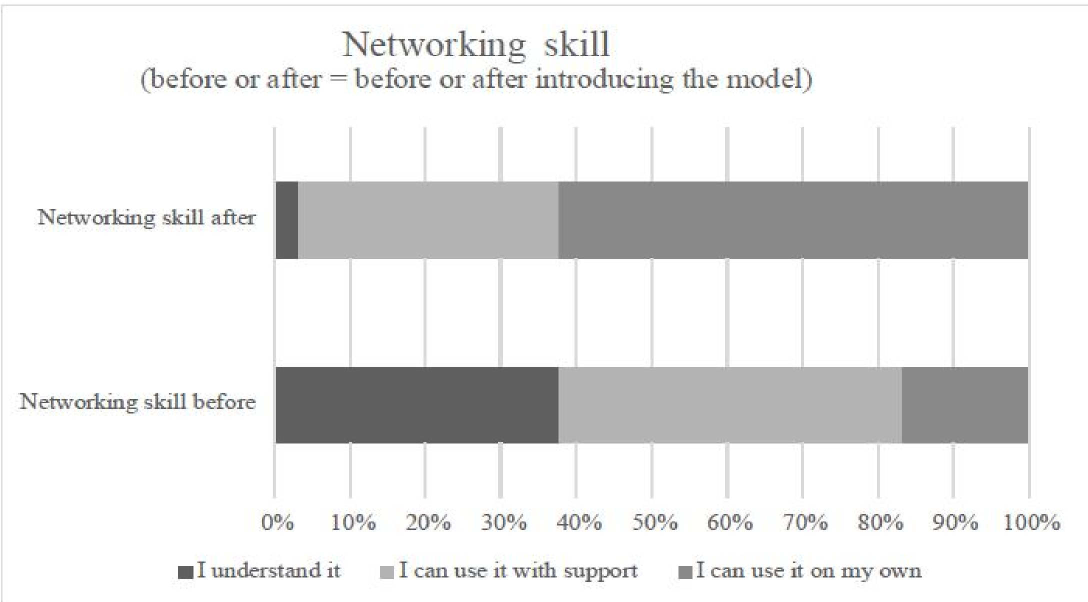


Figure-14: Networking skill

 ISSN 2394 - 7780

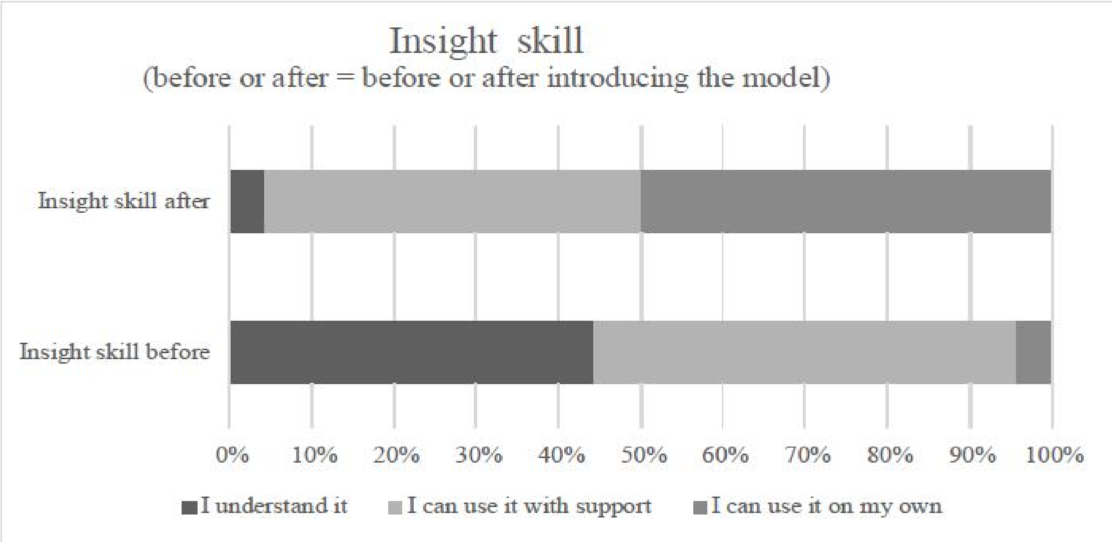


Figure-15: Insight skill

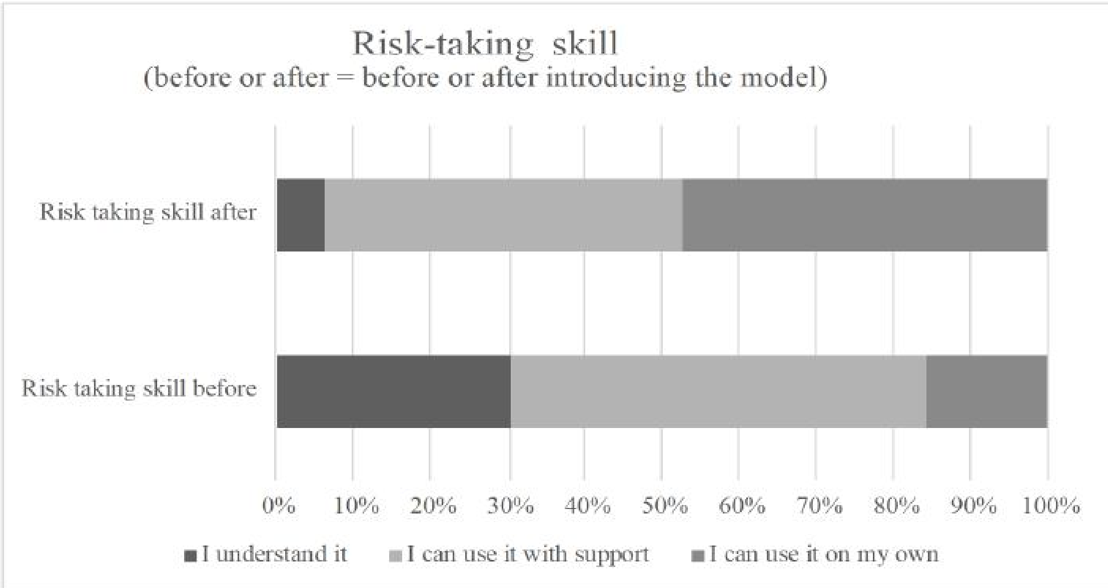


Figure-16: Risk-taking skill

The other key, summative question asked to the participants of the program was their confidence in using all the skills to be a confident innovator. The responses are captured below.

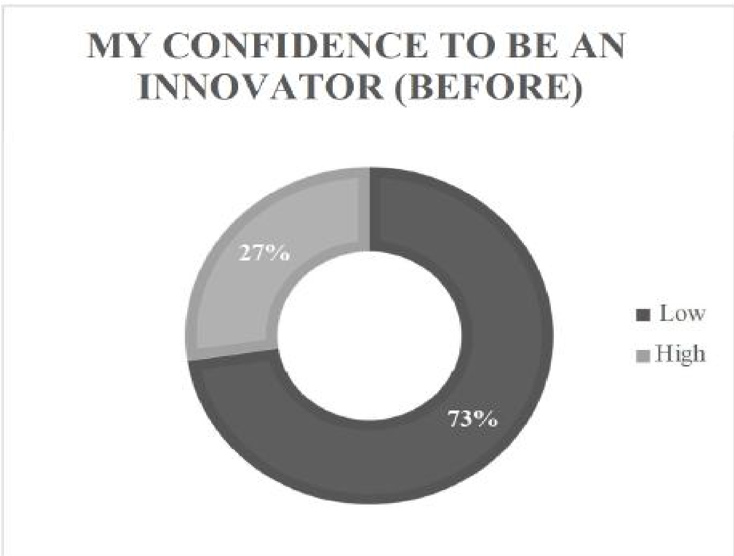


Figure-17: Confidence to be an Innovator (before the program)

 ISSN 2394 - 7780

Figure-18: Confidence to be an Innovator (after the program)

CONCLUSION

An effective program designed to link the Innovation cycle phases – Ideation, Implementation and Value Realization phases to the twelve skills necessary for an Innovator to deliver business relevant innovation has been designed and deployed successfully. The results from the two diverse batches show the business outcomes are significant as the results show and can be achieved in a very short time frame. Also, the other important conclusion is that the individual Innovators skills are effectively enhanced. Most importantly the confidence of individual Innovators is emphatically enhanced after the program compared to the level before the program. This program can thus be deployed across organizations who have a need for Innovators in their organization.

REFERENCES

1. Chandler, A.D. (1990) Scale and Scope: The Dynamics of Industrial Capitalism, Harvard University Press
2. Cohen, W. (1995) Empirical Studies of Innovative Activity, in P. Stoneman (ed), Handbook of the Economics of Innovation and Technological Change, Oxford: Blackwell, pp. 182- 264
3. Cohen, W. and Levintha l, D. (1990) Absorptive Capacity: A New Perspective on Learning and Innovation, Administrative Science Quarterly, 35:123-13
4. Cowan, R., P. A. David and D. Foray (2000) The Explicit Economics of Knowledge Codification and Tacitness, Industrial Dynamics and Corporate Change 9: 211-253
5. Diamond, J. (1998) Guns, Germs and Steel: A Short History of Everybody for the Last 13000 Years, London: Vintage
6. Dosi, G. (1988) Sources, Procedures and Microeconomic Effects of Innovation, Journal of Economic Literature 26: 1120-71
7. Edquist, C., L. Hommen, and M. McKelvey (2001) Innovation and Employment, Process versus Product Innovation, Cheltenham: Elgar
8. Fagerberg, J. (1987) A Technology Gap Approach to Why Growth Rates Differ, Research Policy 16:87-99
9. Fagerberg, J. (1988)"Why Growth Rates Differ," in Dosi, Giovanni et al. (eds.), Technical Change and Economic Theory, London: Pinter, pp. 432-457
10. Fagerberg, J. (1996) Technology and Competitiveness, Oxford Review of Economic Policy 12: 39-51
11. Fagerberg, J. (2000) "Vision and Fact: A Critical Essay on the Growth Literature", in Madrick, J.(ed.), Unconventional Wisdom, Alternative Perspectives on the New Economy, The Century Foundation, New York pp. 299-320
12. Fagerberg, J. (2002) Technology, Growth and Competitiveness: Selected Essays, Cheltenham: Edward Elgar

ISSN 2394 - 7780

13. Fagerberg, J. (2003) Schumpeter and the revival of evolutionary economics: An appraisal of the literature, Journal of Evolutionary Economics, forthcoming

14. Fagerberg, J., and B. Verspagen (2002), Technology-Gaps, Innovation-Diffusion and Transformation: An Evolutionary Interpretation, Research Policy, 31: 1291-1304

15. Vandenberg, R. J. (2006), “Statistical and Methodological Myths and Urban Legends”, Organizational Research Methods, Vol. 9, No. 2, pp. 194

16. Bollen, 1990, Overall fit in covariance structure models: Two types of sample size effects. Psychological Bulletin, 107, 256-259.

17. Gerbing, D.W., & Anderson, J.C. (1993). Monte Carlo evaluations of goodness-of-fit indices for structural equation models. In K.A. Bollen, & J.S. Long (eds.), Testing structural equation models. Newbury Park, CA: Sage.

18. Hu, L.-T., & Bentler, P. (1995). Evaluating model fit. In R. H. Hoyle (Ed.), Structural Equation Modeling. Concepts, Issues, and Applications (pp. 76-99). London: Sage.

19. Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural Equation Modeling, 6, 1-55.

20. Marsh, H. W., Balla, J. R., & McDonald, R. P. (1988). Goodness of fit indexes in confirmatory factor analysis: The effect of sample size. Psychological Bulletin, 103, 391- 410.

21. Raykov, T. (2000). On the large-sample bias, variance, and mean squared error of the conventional noncentrality parameter estimator of covariance structure models. Structural Equation Modeling, 7, 431-441.

22. Raykov, T. (2005). Bias-corrected estimation of noncentrality parameters of covariance structure models. Structural Equation Modeling, 12, 120-129.

23. Steiger, J.H. (1989). EZPATH: A supplementary module for SYSTAT and SYGRAPH. Evanston, IL: SYSTAT.

24. Tanaka, J.S. (1993). Multifaceted conceptions of fit in structural equation models. In K.A. Bollen, & J.S. Long (eds.), Testing structural equation models. Newbury Park, CA: Sage.

25. Anahita Baregheh, Jennifer Rowley, Sally Sambrook, (2009) "Towards a multidisciplinary definition of innovation", Management Decision, Vol. 47 Issue: 8, pp.1323-1339, https://doi.org/10.1108/00251740910984578

26. Rodney McAdam, John McClelland, (2002) "Individual and team-based idea generation within innovation management: organisational and research agendas", European Journal of Innovation Management, Vol. 5 Issue: 2, pp.86-97, https://doi.org/10.1108/14601060210428186

27. E.C. Martins, F. Terblanche, (2003) "Building organisational culture that stimulates creativity and innovation", European Journal of Innovation Management, Vol. 6 Issue: 1, pp.64-74, https://doi.org/10.1108/14601060310456337

28. Harry Scarbrough, (2003) "Knowledge management, HRM and the innovation process", International Journal of Manpower,Vol.24Issue:5,pp.501-516, https://doi.org/10.1108/01437720310491053

29. Jon-Arild Johannessen, Bjørn Olsen, G.T. Lumpkin, (2001) "Innovation as newness: what is new, how new, and new to whom?", European Journal of Innovation Management, Vol. 4 Issue: 1, pp.20-31, https://doi.org/10.1108/14601060110365547

30. Amabile, T. M., (1988) ‘From Individual Creativity to Organisational Innovation’, chapter 5 in Innovation: A Cross-disciplinary Perspective, Norwegian University Press, Oslo.

31. Bill Buckler, (1998) "Practical steps towards a learning organisation: applying academic knowledge to improvement and innovation in business processes", The Learning Organization, Vol. 5 Issue: 1, pp.15-23, https://doi.org/10.1108/09696479810200810

32. Jean-Paul D. Addie, Roger Keil, Kris Olds. (2015) Beyond Town and Gown: Universities, Territoriality and the Mobilization of New Urban Structures in Canada. Territory, Politics, Governance 3:1, pages 27-50

33. Epstein, F. (1973), ``The self-concept revisited, or a theory of a theory'', American Psychologist, Vol. 28, pp. 404-16.

34. Festinger, L. (1957), A Theory of Cognitive Dissonance, Stanford University Press, Stanford, CA.

35. Fiet, J.O. (2001), ``The pedagogical side of entrepreneurship theory'', Journal of Business Venturing, Vol. 16 No. 2, pp. 101-17.

36. Gecas,V. (1982), ``The self concept'', Annual Review of Sociology, Vol. 8, pp. 1-33

37. Florida, R.((2004) The Creative Class War, The Washington Monthly, Washington: Jan/Fev 2004. V ol.36,(1-2)p.30-37

38. Hargadon, Andrew and Robert I. Sutton; 2000, "Building an Innovation Factory", Harvard Business Review, May-June; availableon http://www.leadershipadvantage.com/creatingClimate ForInnovation.shtml

39. Johansson, Frans; 2004, The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts, and Cultures; Harvard Business School Press

40. Leonard, Dorothy and Jeffery F. Rayport; 1999, "Spark Innovation through Empathic Design" in Harvard Business Review on Breakthrough Thinking; Harvard Business School Press; USA

41. Leonard, Dorothy and Susaan Straus; 1999, "Putting Your Company's Whole Brain to Work"; in Harvard Business Review on Breakthrough Thinking; Harvard Business School Press; USA

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

EMOTIONAL INTELLIGENCE, PSYCHOLOGICAL CAPITAL AND ITS CONTRIBUTION TO WORKPLACE SPIRITUALITY

Mitali Awasthi[1] and Dr. Taranjeet Duggal[2]
Research Scholar[1] and Professor[2], Amity Business School, AUUP, Noida

ABSTRACT

To effectively demonstrate Emotional Intelligence and Psychological Capital in the workplace, employees are required to acquire a greater capacity of the various factors mentioned above supporting the human potential. Workplace Spirituality is materialized in the organization by effectively demonstrating Emotional Intelligence and Psychological Capital, especially focusing on empathy, compassion and respecting individual differences in order to create meaning and direction.

Hence, the aim of the study is to find whether emotional intelligence effects psychological capital of employees and further contributes to workplace spirituality. The study fulfills this aim by finding out the correlation between the variables.

1. INTRODUCTION

In today's dynamic work environment, when dealing with issues of change and work performance, concepts of Emotional Intelligence, Psychological Capital and Workplace Spirituality hold great importance. These concepts not only focus on work performance but also employee happiness and well-being. The competitive environment of the workplace puts employees under pressure and increases feelings of isolation, dehumanization and exploitation. Hence, there is an increasing need to attain complete state of harmony between mind, body and soul. This need encourages workplaces to focus on these concepts of positive psychology.

2. RESEARCH METHODOLOGY

RESEARCH OBJECTIVES

The study has the following objectives

To find whether Emotional Intelligence impacts Psychological Capital of employees in an organization.

To find whether Emotional Intelligence contributes to Workplace Spirituality in the organization.

Based on the above objectives, the following hypothesis can be framed:

H0: emotional intelligence has no impact on psychological capital of employees

H1: emotional intelligence has an impact on psychological capital of employees.

H0: emotional intelligence does not contribute to workplace spirituality in the organization.

H1: emotional intelligence contributes to workplace spirituality in the organization.

RESEARCH DESIGN

In this study, a quantitative approach to research was used. The data was collected from primary sources for further analysis. The sample comprised of 100 employees from the IT industry. Purposive sampling method was used to select the sample. Purposive sampling method involves selecting a sample that fulfills the purpose of the research and is particularly representative of the population.

	18-22	23-27	28-32	33-37	Total
Male	4	253	9	11	49
Female	6	29	15	1	51
Total	10	54	24	12	100

Table-3.1: shows that sample distribution of the study.

The study employed the survey method of research which involves collecting primary data from a sample of the population through the use of well-constructed standardized questionnaires for each of the variables. The study involved using three standardized scales for individual measurement of workplace spirituality, psychological capital and emotional intelligence (refer to appendix).

 ISSN 2394 - 7780

Emotional Intelligence Scale: Emotional Intelligence was measured using standardized scale developed Schutte et al (1998). The scale consists of 26 statements developed on the work of Mayer & Salovey (1990). The responses are to be provided on 5 pointer scale where, 1 refers to Strongly Disagree and 5 indicates Strongly Agree. It is a multidimensional scale that measure the following dimensions: appraisal of emotions, regulation of emotions, social skills and utilization of emotions. The Cronbach Alpha coefficient was well above 0.70.

Psychological Capital Scale: Psychological Capital was measured using standardized scale developed on the work of Luthans and his colleagues (2004). The scale consists of 24 items whose responses were indicated on a 5 pointer scale where, 1 refers to Strongly Disagree and 5 refers to Strongly Agree. The scale measures the four dimensions of Psychological Capital namely, Self-efficacy, Optimism, Hope, and Resilience. The Cronbach Alpha coefficient was 0.95.

Workplace Spirituality Scale: Workplace Spirituality was measured using standardized scale developed on the work of Ashmos & Duchon (1995). The scale consists of 17 items whose responses were indicated on a 5 pointer scale where, 1 refers to Strongly Disagree and 5 refers to Strongly Agree. The scale measures three dimensions of Workplace Spirituality, namely, Conditions of Community, Meaning at work, and Inner Life. The Cronbach Alpha coefficient was well above 0.70.

The responses were analyzed by applying various statistical measures utilizing the SPSS software. Correlation and regression was calculated between the various variables and their dimensions to find out the relationship between them.

3. DATA ANALYSIS

The research was aimed at finding the effect of Emotional Intelligence on Psychological Capital and its contribution to Workplace Spirituality. The objectives of the study were as follows:

To find whether Emotional Intelligence effects Psychological Capital of employees in an organization.

To find whether Emotional Intelligence contribute to Workplace Spirituality in the organization.

To fulfill the above objectives, data was calculated using standardized tools for all the three variables: Emotional Intelligence, Psychological Capital, and Workplace spirituality. Emotional intelligence was the independent variable while, Psychological Capital and Workplace Spirituality were the dependent variables upon which the impact of Emotional Intelligence was measured. The tools were administered to 100 employees of IT companies. Correlation and regression methods of statistical analysis were utilized to find out the relationship between the variables. The statistics were calculated using SPSS software.

RELIABILITY

Chronbach's Alpha is a test of reliability that measures the internal consistency of a test which show the extent to which the items in the test are closely related.

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

Table no-4.1: Shows the number of cases included for reliability testing

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.890	67

ISSN 2394 - 7780

The table shows that all the cases of the sample have been included in the testing the reliability of the test

Table no 4.2 Shows the Cronbach's Alpha Reliability value

The test used in my study shows a high reliability value of .890 which indicates that the items are closely related.

Descriptive statistics

	Mean	Std. Deviation	N
EI	3.8741	.30533	100
Utilization	4.1016	.56997	100
Regulation	3.8103	.41409	100
Social skills	3.9355	.36146	100
Appraisal	3.7843	.40045	100
Psycap	4.0622	.36495	100
SelfEfficacy	4.1449	.38589	100
Optimism	3.8354	.41700	100
Hope	4.0978	.58350	100
Resilience	4.1475	.45916	100
WS	4.1325	.38877	100
Community	4.1617	.46207	100
MOW	4.2009	.44898	100
Innerlife	3.9819	.55459	100

Table no-3.3: Shows the Descriptive Statistics of the study

The value of mean should be between1-5. From the above table it can be interpreted that all the responses varied from 'neutral' to 'agree' for most of the questions in the given questionnaire.

The mean value for Emotional Intelligence is 3.8741 which shows a neutral response for the items related to the variable. Similarly, the mean values for Psychological Capital is 4.0622 which shows that average respondents agree to the items related to this variable. Further, the mean value for Workplace Spirituality is 4.1325 which shows that average number of respondents agree to the items related to this variable.

It can also be interpreted from the value of standard deviation that deviation from mean is low as the values are not close to 1 in most of the cases. The deviation is lowest from the mean in terms of Emotional Intelligence as the value of standard deviation is 0.30533. Similarly, standard deviation for Psychological Capital and Workplace Spirituality is .364 and .388 respectively indicating that majority of the responses are close to the mean.

	Male	Female
Mean	3.764	3.985
Standard deviation	0.305	0.328

Table-3.4: Shows that mean and standard deviation values of male and female respondents for emotional intelligence scale

 ISSN 2394 - 7780

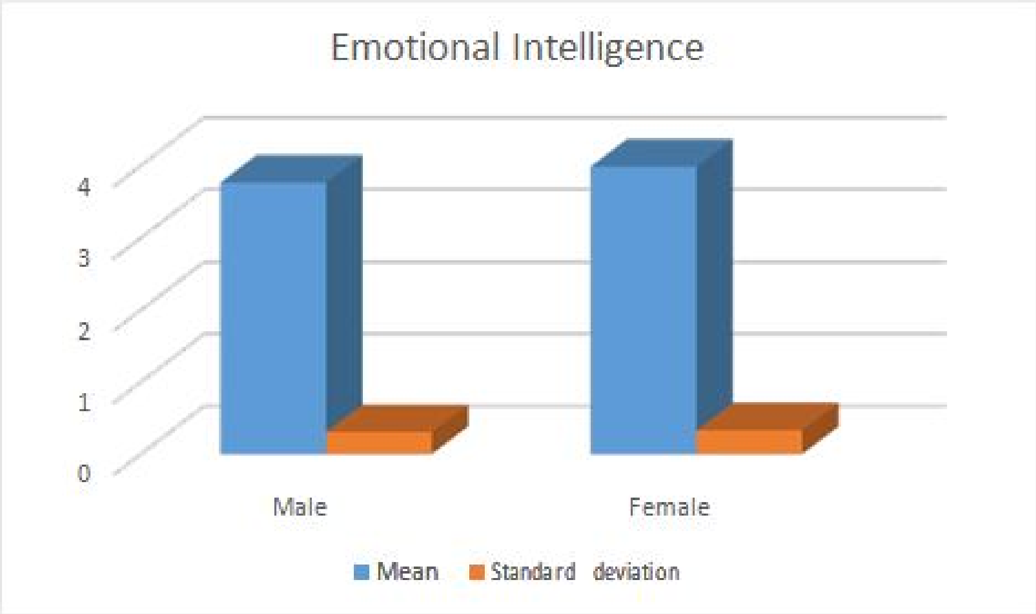


Figure-3.1: Shows that mean and standard deviation values of male and female respondents for emotional intelligence scale

	Male	Female
Mean	4.01	4.73
Standard deviation	.347	.398

Table-4.5: Shows that mean and standard deviation values of male and female respondents for psychological capital scale

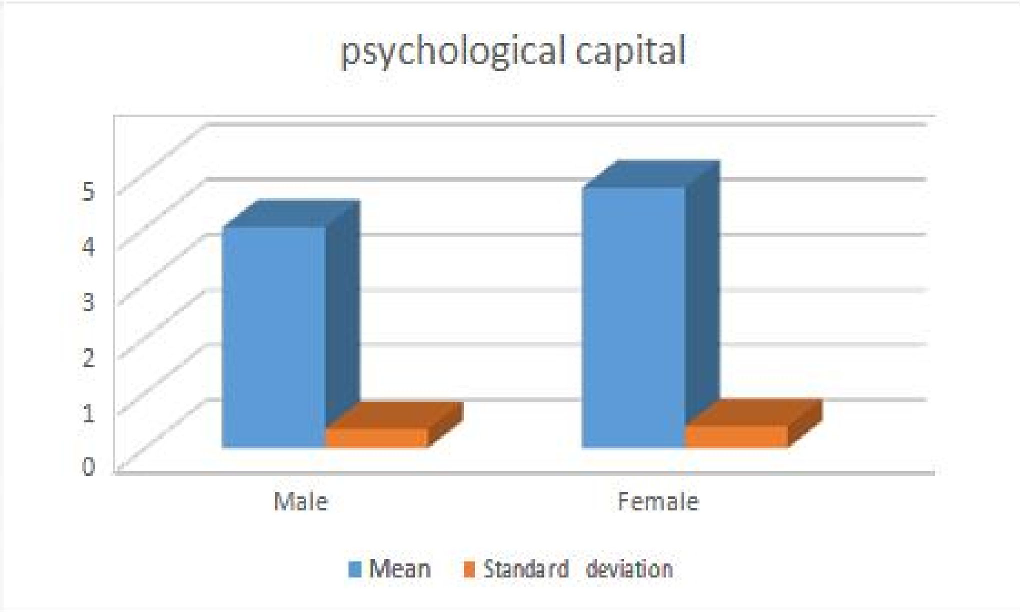


Figure-4.2: Shows that mean and standard deviation values of male and female respondents for psychological capital scale

	Male	**Female**
Mean	4.02	4.19
Standard deviation	.324	.312

Table-4.6: Shows that mean and standard deviation values of male and female respondents for workplace spirituality scale

ISSN 2394 - 7780

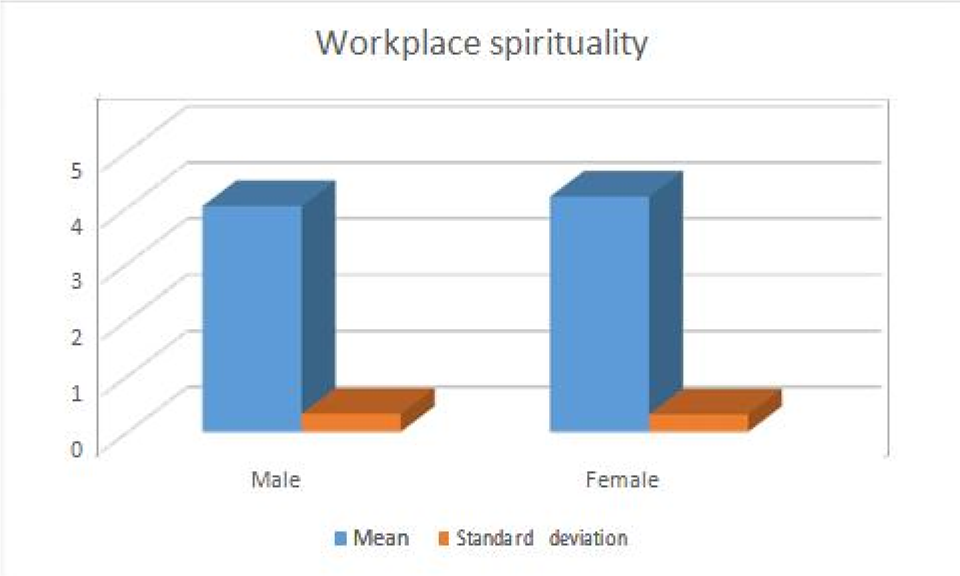


Figure-4.3: shows that mean and standard deviation values of male and female respondents for workplace spirituality scale

CORRELATION

Correlation is the relationship between two things based on the co-occurrence. It also says that the tendency for two or more variables to change together, in either the same or the opposite way, the correlation is considered to be positive when two variables move in the same direction, and if they move in opposite direction it is considered to be negative correlation.

0 means there is no correlation between the variables.

0.5 means there is moderate correlation between the variables.

0.8 means there is strong positive correlation between the variables.

-0.8 means there is strong negative correlation between the variables.

From the tables given below it can be interpreted that:

Correlation between Emotional Intelligence and Psychological Capital

Correlations

		EI	Psycap
EI	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	100	100
Psycap	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	100	100

Table no-4.7: Shows the Correlation value between Emotional Intelligence & Psychological Capital.

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

Emotional Intelligence and Psychological Capital are highly correlated since their correlation value is .722.

Correlation between Emotional Intelligence and Workplace Spirituality

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

Correlations

		EI	WSS
EI	Pearson Correlation	1	.607**
	Sig. (2-tailed)		.000
	N	100	100
WSS	Pearson Correlation	.607**	1
	Sig. (2-tailed)	.000	
	N	100	100

Table no-4.8: Shows the Correlation value between Emotional Intelligence & Workplace Spirituality

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

Emotional Intelligence and Workplace Spirituality are highly correlated since their correlation value is .607.

Correlation of Utilization of Emotions with sub-variables of Psychological Capital

Correlations

		Utilization	**SelfEfficacy**	**Optimism**	**Hope**	**Resilience**
	Pearson Correlation	1	.554**	.455**	.622**	.370**
Utilization	Sig. (2-tailed)		.000	.000	.000	.002
	N	100	100	100	100	100
	Pearson Correlation	.554**	1	.500**	.574**	.651**
SelfEfficacy	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.455**	.500**	1	.455**	.626**
Optimism	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.622**	.574**	.455**	1	.488**
Hope	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
	Pearson Correlation	.370**	.651**	.626**	.488**	1
Resilience	Sig. (2-tailed)	.002	.000	.000	.000	
	N	100	100	100	100	100

Table no-4.9: Shows the Correlation value between Utilization of emotions & sub-variables of Psychological Capital

Utilization of emotions and Self efficacy are moderately correlated with each other as their correlation level is .554.

Utilization of emotions and optimism are slightly less correlated with each other as their correlation level is .455.

Utilization of emotions and Hope are moderately correlated with each other as their correlation level is .622.

Utilization of emotions and resilience are less correlated with each other as their correlation level is .370.

Correlation of Emotional Regulation with sub variables of Psychological Capital

Correlations

		Emotional	SelfEfficacy	Optimism	Hope	Resilience
	Pearson Correlation	1	.603**	.510**	.607**	.651**
Emotional	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.603**	1	.500**	.574**	.651**
SelfEfficacy	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.510**	.500**	1	.455**	.626**
Optimism	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.607**	.574**	.455**	1	.488**
Hope	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
	Pearson Correlation	.651**	.651**	.626**	.488**	1
Resilience	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

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

Table no 4.10 Shows the Correlation value between emotional regulation & sub variables of Psychological Capital

Emotional Regulation and Self-efficacy are moderately correlated with each other as their correlation level is. 603.

Emotional Regulation and Optimism are moderately correlated with each other as their correlation level is .510.

Emotional Regulation and Hope are moderately correlated with each other as their correlation level is .607.

Emotional Regulation and Resilience are moderately correlated with each other as their correlation level is .651.

Correlation between Social skills and sub-variables of Psychological Capital

		Social	SelfEfficacy	Optimism	Hope	Resilience
	Pearson Correlation	1	.451**	.251*	.187	.341**
Social	Sig. (2-tailed)		.000	.037	.125	.004
	N	100	100	100	100	100
	Pearson Correlation	.451**	1	.500**	.574**	.651**
SelfEfficacy	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.251*	.500**	1	.455**	.626**
Optimism	Sig. (2-tailed)	.037	.000		.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.187	.574**	.455**	1	.488**
Hope	Sig. (2-tailed)	.125	.000	.000		.000
	N	100	100	100	100	100
	Pearson Correlation	.341**	.651**	.626**	.488**	1
Resilience	Sig. (2-tailed)	.004	.000	.000	.000	
		100	100	100	100	100

Table no-4.11: Shows the Correlation value between social skills & sub variables of Psychological Capital

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

*. Correlation is significant at the 0.05 level (2-tailed).

Social skills and Self-efficacy are moderately correlated with each other as their correlation level is .451.

Social skills and Optimism are less correlated with each other as their correlation level is .251.

Social skills and Hope are less correlated with each other as their correlation level is .187.

ISSN 2394 - 7780

Social skills and Resilience are less correlated with each other as their correlation level is .341.

Correlation between Appraisal of emotions and sub-variables of Psychological Capital

Correlations

		Appraisal	SelfEfficacy	Optimism	Hope	Resilience
	Pearson Correlation	1	.384**	.273*	.400**	.380**
Appraisal	Sig. (2-tailed)		.001	.023	.001	.001
	N	100	100	100	100	100
	Pearson Correlation	.384**	1	.500**	.574**	.651**
SelfEfficacy	Sig. (2-tailed)	.001		.000	.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.273*	.500**	1	.455**	.626**
Optimism	Sig. (2-tailed)	.023	.000		.000	.000
	N	100	100	100	100	100
	Pearson Correlation	.400**	.574**	.455**	1	.488**
Hope	Sig. (2-tailed)	.001	.000	.000		.000
	N	100	100	100	100	100
	Pearson Correlation	.380**	.651**	.626**	.488**	1
Resilience	Sig. (2-tailed)	.001	.000	.000	.000	
	N	100	100	100	100	100

Table no-4.12: Shows the Correlation value between appraisal of emotions & sub variables of Psychological Capital

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

*. Correlation is significant at the 0.05 level (2-tailed).

Appraisal of emotions and Self-efficacy are less correlated with each other as their correlation level is .384.

Appraisal of emotions and Optimism are less correlated with each other as their correlation level is .273.

Appraisal of emotions and Hope are less correlated with each other as their correlation level is .400.

Appraisal of emotions and Resilience are less correlated with each other as their correlation level is .380.

Correlation of Utilization of emotions with sub-variables of Workplace Spirituality

Correlations

		Utilization	Community	MOW	Innerlife
	Pearson Correlation	1	.386**	.435**	.360**
Utilization	Sig. (2-tailed)		.001	.000	.002
	N	100	100	100	100
	Pearson Correlation	.386**	1	.705**	.382**
Community	Sig. (2-tailed)	.001		.000	.001
	N	100	100	100	100
	Pearson Correlation	.435**	.705**	1	.279*
MOW	Sig. (2-tailed)	.000	.000		.020
	N	100	100	100	100
	Pearson Correlation	.360**	.382**	.279*	1
Innerlife	Sig. (2-tailed)	.002	.001	.020	
		100	100	100	100

Table no-4.13: Shows the Correlation value between utilization of emotions & sub variables of Workplace Spirituality

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

*. Correlation is significant at the 0.05 level (2-tailed).

Utilization of emotions and Conditions for Community are less correlated with each other as their correlation level is .386.

Utilization of emotions and Meaning of Work are less correlated with each other as their correlation level is . 435.

Utilization of emotions and Inner Life are less correlated with each other as their correlation level is .360.

Correlation of Emotional Regulation and sub variables of Workplace Spirituality

Correlations

		Emotional	Community	MOW	Innerlife
	Pearson Correlation	1	.620**	.528**	.456**
Emotional	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
	Pearson Correlation	.620**	1	.705**	.382**
Community	Sig. (2-tailed)	.000		.000	.001
	N	100	100	100	100
	Pearson Correlation	.528**	.705**	1	.279*
MOW	Sig. (2-tailed)	.000	.000		.020
	N	100	100	100	100
	Pearson Correlation	.456**	.382**	.279*	1
Innerlife	Sig. (2-tailed)	.000	.001	.020	
	N	100	100	100	100

Table no-4.14: Shows the Correlation value between emotional regulation & sub variables of Workplace Spirituality

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

*. Correlation is significant at the 0.05 level (2-tailed).

Emotional Regulation and conditions for community are moderately correlated with each other as their correlation level is .620.

Emotional Regulation and Meaning of Work are moderately correlated with each other as their correlation level is .528.

Emotional Regulation and Inner Life are moderately correlated with each other as their correlation level is .456.

Correlation between Social skills and sub variables of Workplace Spirituality

Correlations

		Social	Community	MOW	Innerlife
	Pearson Correlation	1	.232	.223	.189
Social	Sig. (2-tailed)		.056	.065	.120
	N	100	100	100	100
	Pearson Correlation	.232	1	.705**	.382**
Community	Sig. (2-tailed)	.056		.000	.001
	N	100	100	100	100
	Pearson Correlation	.223	.705**	1	.279*
MOW	Sig. (2-tailed)	.065	.000		.020
	N	100	100	100	100
	Pearson Correlation	.189	.382**	.279*	1
Innerlife	Sig. (2-tailed)	.120	.001	.020	
	N	100	100	100	100

Table no-4.15: Shows the Correlation value between social skills & sub variables of Workplace Spirituality

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

*. Correlation is significant at the 0.05 level (2-tailed).

Social skills and conditions for community are less correlated with each other as their correlation level is .232.

Social skills and Meaning of work are less correlated with each other as their correlation level is .223.

 ISSN 2394 - 7780

Social skills and Inner Life are less correlated with each other as their correlation level is .189.

Correlation between Appraisal of emotions and sub variables of Workplace Spirituality

Correlations

		Appraisal	Community	MOW	Innerlife
	Pearson Correlation	1	.271*	.224	.394**
Appraisal	Sig. (2-tailed)		.024	.065	.001
	N	100	100	100	100
	Pearson Correlation	.271*	1	.705**	.382**
Community	Sig. (2-tailed)	.024		.000	.001
	N	100	100	100	100
	Pearson Correlation	.224	.705**	1	.279*
MOW	Sig. (2-tailed)	.065	.000		.020
	N	100	100	100	100
	Pearson Correlation	.394**	.382**	.279*	1
Innerlife	Sig. (2-tailed)	.001	.001	.020	
	N	100	100	100	100

Table no-4.16: Shows the Correlation value between appraisal of emotions & sub variables of Workplace Spirituality

*. Correlation is significant at the 0.05 level (2-tailed).

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

Appraisal of emotions and conditions for community are less correlated with each other as their correlation level is .271.

Appraisal of emotions and Meaning of work are less correlated with each other as their correlation level is .224.

Appraisal of emotions and Inner Life are less correlated with each other as their correlation level is .394.

Multiple Regression

Multiple regression is used when the value of one variable is to be predicted based on the value of two or more variables. The variable we want to predict is called the dependent variable and the variable we use to predict the value of the dependent variables is called the independent variable.

Multiple Regression analysis of Emotional Intelligence and Psychological Capital

Variables Entered/Removeda

Model	Variables	Variables	Method
	Entered	Removed	
1	EI[b]	.	Enter

Table no-4.17: Shows the variables for Multiple Regression Analysis

a. Dependent Variable: Psycap

b. All requested variables entered.

The first table of regression shows which variables are being used to predict which variable. In my study I have used Emotional Intelligence as an independent variable to predict the dependent variable i.e. Psychological Capital.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.722[a]	.522	.515	.25424	.522	73.121	1

Table no-4.18: Shows the R and R square value

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	99[a]	.000

Table no-4.19: Shows the Significant F change value

a. Predictors: (Constant), EI

This table provides the R and R2 values.

The R value represents the simple correlation which is .722 (the "R" Column), which indicates a high degree of positive correlation.

The R2 value (the "R Square" column) indicates the percentage of variance in the dependent variable or outcome variable explained by the independent variable or predictor variable how much of the total variation is in the dependent variable.

In this case, it is .522

Adjusted R square in the table is 51.5% (after multiplying R square with 100) which explains that the 51.5% Emotional Intelligence can affect the Psychological Capital.

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.726	1	4.726	73.121	.000[b]
	Residual	4.331	99	.065		
	Total	9.057	100			

Table no-4.20: Shows the Anova value for Multiple Regression Analysis

a. Dependent Variable: Psycap

b. Predictors: (Constant), EI

This table indicates that the regression model predicts the dependent variable significantly well or not.

The "Sig." column indicates the statistical significance of the regression model that was run.

If significance value (p-value) is less than 0.05, we say the model is significant.

Here, p =0.000, which is less than 0.05, and indicates that, overall, the regression model is statistically significant in predicting the Psychological Capital.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.717	.392		1.828	.072
	EI	.863	.101	.722	8.551	.000

Table no-4.21: Shows the coefficients values for multiple regression analysis

ISSN 2394 - 7780

a. Dependent Variable: Psycap

Finally, the last table will help us determine whether Emotional Intelligence and Psychological Capital are significantly related, and the direction and strength of their relationship.

It has equation of line to predict independent variable (Emotional Intelligence) that uses independent variable to predict dependent variable.

y= mx+b

y=.863x+.717

Now, with the help of significance given in the table we could say that Emotional Intelligence have a positive impact on Psychological Capital and are good predictors.

Multiple regression analysis of Emotional Intelligence and Workplace Spirituality

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	EI[b]	.	Enter

Table no-4.22: Shows the variables for Multiple Regression Analysis

a. Dependent Variable: WS

b. All requested variables entered.

The first table of regression shows which variables are being used to predict which variable. In my study I have used Emotional Intelligence as an independent variable to predict the dependent variable i.e. Workplace Spirituality.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.607[a]	.369	.360	.31112	.369	39.178	1

Table no-4.23: Shows the R and R Square values

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	99[a]	.000

Table no-4.24: Shows the significant F change values

a. Predictors: (Constant), EI

This table provides the R and R2 values.

The R value represents the simple correlation which is .607 (the "R" Column), which indicates a high degree of positive correlation.

The R2 value (the "R Square" column) indicates the percentage of variance in the dependent variable or outcome variable explained by the independent variable or predictor variable how much of the total variation is in the dependent variable.

In this case, it is .369

Adjusted R square in the table is 36% (after multiplying R square with 100) which explains that the 36% Emotional Intelligence can affect the Workplace Spirituality.

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.792	1	3.792	39.178	.000[b]
	Residual	6.485	99	.097		
	Total	10.278	100			

Table no-4.25: Shows the Anova value for Multiple Regression Value

a. Dependent Variable: WSS

b. Predictors: (Constant), EI

This table indicates that the regression model predicts the dependent variable significantly well or not.

The "Sig." column indicates the statistical significance of the regression model that was run.

If significance value (p-value) is less than 0.05, we say the model is significant.

Here, p =0.000, which is less than 0.05, and indicates that, overall, the regression model is statistically significant in predicting the Workplace Spirituality.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.136	.480		2.366	.021
	EI	.773	.124	.607	6.259	.000

Table no-4.26: Shows the Coefficients value for Linear Regression Analysis

a. Dependent Variable: WSS

Finally, the last table will help us determine whether Emotional Intelligence and Workplace Spirituality are significantly related, and the direction and strength of their relationship.

It has equation of line to predict independent variable (Emotional Intelligence) that uses independent variable to predict dependent variable.

$y= mx+b$

$y=.773x+1.136$

Now, with the help of significance given in the table we could say that Emotional Intelligence have a positive impact on Workplace Spirituality and are good predictors.

4. FINDINGS

The research was aimed at finding the impact of Emotional Intelligence on Psychological Capital and its contribution to Workplace Spirituality. The data had been collected using questionnaire from employees working in different organizations in Delhi/NCR region.

The objectives of the study were as follows:

To find whether Emotional Intelligence effects Psychological Capital of employees in an organization.

To find whether Emotional Intelligence contribute to Workplace Spirituality in the organization.

Data was gathered from 100 respondents and after applying descriptive and inferential statistics following are the findings.

The correlation values indicated a high positive correlation between Emotional Intelligence and Psychological Capital.

There was also a high positive correlation between Emotional Intelligence and Workplace Spirituality.

Further by increasing Emotional Intelligence in organization, employee psychological Capital is more likely to be enhanced and this can be verified from the significance level of their correlation which is.000. Thus, accepting the alternative hypothesis which states that Emotional Intelligence impacts Psychological Capital.

Further by enhancing Emotional Intelligence in organization, Workplace Spirituality is more likely to be enhanced and this can be verified from the significance level of their correlation which is.000. Thus, accepting the alternative hypothesis which states that Emotional Intelligence contributes to Workplace Spirituality.

While doing multiple regressions analysis for the summated scale it is found that by changing independent variables by one unit there is an increase in dependent variables by certain units.

5. CONCLUSION AND LIMITATIONS

5.1 CONCLUSION

It was inferred from the study that positive psychological orientation develops better EQ competencies to maintain a healthy interpersonal relation that is instrumental in achieving optimal organizational performance.

The employees in Delhi/NCR showed high levels of Emotional Intelligence which made them more professionally competent.

In order to maintain and develop their competences, the employees should have an open-mind for spirituality and emotions Intelligence. This proactive approach can be generated by providing adequate knowledge about spirituality and emotional intelligence as well as motivation for the employees by fostering a supportive and favorable climate for employee engagement in the organizations.

Through the correlation made, it can be deduced that the capacity of self-motivate using the own feelings (self-encouragement) and to control your feelings in emotional situations (emotional self -control) are factors that contribute very much to promote the Psychological Capital of employees.

From the study it’s concluded that both the hypothesis are accepted i.e.H1: Emotional Intelligence impacts Psychological Capital of employees and H2: Emotional Intelligence contributes to Workplace Spirituality in the organization.

5.2 LIMITATIONS

The study is restricted to the organizations in Delhi/NCR only.

Time is the major constraint; thus the findings of the study are used for this project only.

The study is done on the assumption that all the responses gathered from respondents are true and relevant.

Respondent provides data from their own organizations and perceptions which may be rough estimates.

The study cannot be generalized since the studied sample was very less.

REFERENCES

- Abraham, R. (2004). Emotional competence as antecedent to performance: A contingency framework. Genetic, Social, and General Psychology Monographs 130, no. 2: 117-143.
- Ashmos, D. P. & Duchon, D. (2000). Spirituality at work: a conceptualization and measure.
- Avey JB, Hughes LW, Norman SM, Luthans KW. (2008). Using positivity, transformational leadership and empowerment to combat employee negativity. Leadership & Organization Development Journal.; 29: 110–126.
- Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. Journal of Occupational Health Psychology, 15, 17–28.

- Avey, J.B., Reichart, R., Luthans, F., Mhatre, K.H., (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors and performance. Hum. Resour. Develop. Quart. 22, 127–152.
- Avey, J., Wernsing, T., & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. The Journal of Applied Behavioral Science, 44 (1), 48–70.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. Work & Stress, 22(3), 187-200.
- Baumeister RF. (1991).Meanings of life. 1st ed. Guilford Press; New York
- Becker, T.E., Billings, R.S., Eveleth, D.M. and Gilbert, N.L. (1996) Foci and Bases of Employee Commitment: Implications for Job Performance. Academy of Management Journal, 39, 464-482.
- Bhalla, S. and Nauriyal, D. K. (2004) Emotional intelligence: The emergency paradigm in personnel dynamics. Psychological Studies 49, 2, 97-106.
- Brooks, K., and F.M. Nafukho, (2006). Human resource development, social capital, emotional intelligence: Any link to productivity? Journal of European Industrial Training 30, no. 2: 117-128.
- Burack, E. H. (1999). Spirituality in the workplace. Journal of Organizational Change
- Burbach, M. E., Barbuto, J. E. Jr & Wheller, D.W. (2003). 'Linking Am Ability Model of Emotional Intelligence to Transformational Leadership Behaviours,'
- Caruso, D. R., & Salovey, P. (2004). The emotionally intelligent manager: How to develop and use the four key emotional skills of leadership. Jossey-Bass: San Francisco Cavanagh, G. (1999). Spirituality for managers: context and critique. Journal of Organizational Change Management. 12(3), 186.
- Cherniss, C. (2010). Emotional intelligence: Toward clarification of a concept. Industrial and Organizational Psychology, 3, 110–126
- Coutu DL.(2002) How resilience works. Harvard Bus Rev.; 80: 46–56.
- Davies, M., Stankov, L., & Roberts, R. D. (1998) Emotional intelligence: In search of an elusive construct. Journal of Personality and Social Psychology, 75, 989-101
- Duchon, D., and D. A. Plowman. (2005).Nurturing the spirit at work: Impact on work unit performance. The Leadership Quarterly 16: 807-33.
- Dulewicz, V., and M. Higgs, (2003). Leadership at the top: The need for emotional intelligence in organizations. International Journal of Organizational Analysis 11, no. 3: 193-210.
- Emmons RA, McCullough ME. (2003).Counting blessings versus burdens: An experimental investigation of gratitude and subjective well-being in daily life. J Pers Soc Psychol.; 84: 377–389. PMID:12585811
- Feyerherm, A.E., and C.L. Rice, (2002). Emotional intelligence and team performance: The good, the bad and the ugly. International Journal of Organizational Analysis 10, no. 4: 343-362.
- Freiberg, K. and Freiberg, J. (1996), Nuts! Southwest Airlines’ Crazy Recipe for Business and Personal Success, Bard Books, Austin, TX.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. Human Relations, 53, 1027-1055.
- Giacalone, R. & Jurkiewicz, C. (2008) 'Workplace Values and Outcomes: Exploring Personal, Organizational & Interactive Workplace Spirituality." Journal of Business Ethics, ,81(2), 465-480
- Goleman, D. (1995) Emotional intelligence., New York: Bantam
- Green, K. W., Medlin, B. & Whitten, D. (2004). Developing optimism to improve performance: an approach for the manufacturing sector. Industrial Management Data Systems, 104(1/2), 106-113. doi: 10.1108/02635570410522071

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

DISRUPTIVE CHANGES – MANEUVERING ROLE OF HR IN THE AGE OF DISRUPTION

Mandeep Kaur[1] and Dr. S. Ramachandran[2]
Research Scholar[1] and Executive Director[2], MM institute of Management, MM Deemed University

ABSTRACT

Disruptive changes in a business is for sure with the changing in the era of technology and innovations it is not easier for the big companies to accept the changes .In this article this article highlight on the maneuvering role of HR in the age of disruptive. HR plays an important role in companies. HR gives strengthen to the companies to meet the challenges of disruptive change companies will not scared of disruptive change if they have proper resources to deal with it like technological knowhow , specialists , strong product portfolio and the money. Companies must see the changes as opportunities not as threat.

Maneuvering plays important role in HR in the age of disruption it survey conducted for the study focus on challenges posed by technology and how HR deal with disruption the main purpose of this paper is to introduce the disruptive changes and role of HR in the age of disruption.

Keywords: Disruptive, Disruption, maneuvering

INTRODUCTION

Disruptive changes is in the nature of every business organization literature shows changes takes places time to time with the rapid change in technologies, increase international trade and investment growth organizations will survive in the market when they are ready to accept the new innovations and technologies . Disruptive changes are more acceptable when organization has effective human resource management to work with maneuver. Many trends and new innovations are introduced in the markets but it is hard to predict which one will become successful. New technologies are like artificial intelligence. Maneuvering role in HR is to understand the disruption and its potential impact for the business and how to outcome with disruptive changes.

DISRUPTIVE INNOVATION

The term disruptive innovation was introduce by Harvard Business School Professor Clayton Christenses in1995. Disruptive innovation is an innovation in the market which creates a competitive market by entering new products or services with innovation and disruptive change in the market which also work for creating demand of the product or services and gives an opportunity to an organization to achieve more profit with their effective product and services. An organization can meet a new challenge if they have effective HRM to an entirely of new level modernized HR is requires to be carried out to achieve maximum employee experience and improve sustainable performance. Disruptive HRM in an organization is to develop agility, to respond and to adopt changing market and to stay in competitive market successfully. Disruptive innovation leads to change in organization form, practices and processes in a way that is new to the firm and industry and result in leveraging the firm's technological knowledge base and its performance in term of innovation, productivity and competitiveness.

MANEUVERING ROLE IN HR

Maneuver word is drive from French word maneouver which means one's hands or handwork (trick, procedure, plot, plan are some synonyms or maneuver) Maneuvering is the trick in HRM used for meeting the disruptive change in an organization for the long survival of the businesses. In the survey of many organizations manager play an important role in maneuvering their participation reveal that how they workforce of an organization take disruptive changes as an opportunity not as threat they are well prepared for the uncertain future because in business there is nothing expected technologies goes on changes and workforce must work according to the need of their customer every new change in technology comes with new customers and an organization must full fill their need for the survival of their business. Maneuvering is that situation where manager agree to follow each and every step or break for holding their customer and position in the market. Disruption is in the nature of business new invention, technologies, takes place time to time organization must work with effective workforce and time to time train their employees so, and they should overcome with the difficult situations of the market. Proper planning is need at the every stage of success proper planning is not only going to help the organization to grow but also maintain the better relationship with their employees and customer maneuvering is helpful for making a strong bonding between the customer and the organization genuine organization also work according to the need of its customer by observing new trends and innovations in the market they are well prepared to accept the disruptive change in the environment and it is only possible when there is effective HRM for meeting the requirement of each and every person who are directly or indirectly a part of an organization.

 ISSN 2394 - 7780

REINVENTING LEADERSHIP DEVELOPMENT

Maneuvering in the age of disruption is possible when organization come by reinventing and democratizing leadership development because better leader can has prospective to work with changing environment of business in point of fact and professional. Leadership training and development is a foundation for the flair management. According to the survey 51% or organizations believe that leadership development is the effective tool in disruptive change and to work positively by facing difficult challenges of changing business environment.

EMPLOYEE ON BOARDING

Employees are most important part of every organization no business can endure or work without employee work. Employee on boarding means taking employees on new jobs within the organization this process gives strengthen to an organization by equip new hiring and also organization now work with experienced staff. According to the survey 40% believe that employee on boarding helps in engage employee and reduce the length of time they get in new hires proficient and productive in their roles. This process also helps to save the time and also to utilize the experience of an employee who knows the environment of an organization very well.

DIGITALIZATION OF HR

Digitalization of HR is important for upgrading and modernization of the organization. Digitalization in an organization is helpful for the both employees and for HRM. Digital HR has impressive impression on the knowledge, behavior, qualification, attitude and expectation of employees. Digitalization if used to enable the paperless workflow in the organization. Organization provide every facilities to their employees like social, mobile, analytics and cloud (SMAC) this process saves time and helpful in accomplishing the work more effectively organization at higher level use this technique for gaining more profitability and reputation in the market. It is also helpful in improving the experience of employee on which an organization work more fluently and achieve organizational goals.

REFERENCE

1. Disruptive technology and strategies for Human Management- Adv. Anju Thomas.
2. How to thrive in a disruptive word Increase momentum for continuous and fluid change
3. New technologies are like artificial intelligence.
4. Disruptive Innovation:- A catalyst for change in business and market modeling- Aeron Zentner.
5. Kossek, E (1987) Human Resource Management.
6. Management Innovation: Management as Fertile Ground for Innovation- Henk W Valberda, Frans A.J Van Den Bosh, Cornelis V.Heij
7. Change in Organisation form, practices and processes in a way that is new to the firm and industry.

 ISSN 2394 - 7780

8. Creating and implementing organizational innovation- Bertrand Pauget (Karlstad Business School, Karlstad University, Kalstad Sweden)
9. Disruptive Change relies more on informal processes and relationship among members of an organization than on formal processes.
10. The top 10 Disruption In HR Technology: Ignore them at your Peril.
11. Reinventing and Democratizing Leadership Development
12. Two Decades of Research and Development in Transformation Leadership- Bernard M Bass.
13. Transformation Leadership and the Performance of research and development project group – RT Keller
14. Talent Pluse-2016 Talent Acquisition Research.
15. HRM in the digital age- digital changes and challenges of HR profession
16. From manual to digital: HR’s transformation.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

A STUDY OF PARAMETERS OF BUILT ENVIRONMENT

Charu Nangia, Dr. Devendra Pratap Singh and Dr. Sabir Ali
Amity School of Architecture and Planning, Amity University, Noida

ABSTRACT
Urbanization is the process of transformation of the predominantly rural economy to urban one (Industrialization may being the prime reason) leads to a multi-dimensional change in the social structure. People move to cities or towns in search of jobs, better living conditions and better employment opportunities. The objective of this article is to identify and summaries the variables of the built environment and provide a base for creating a relationship between crime prevention through environmental design and crime against women. The authors try to cover all the previous studies in the field of the built environment and its attributes. The author also summaries the previous findings through the grouping of all the attributes into a single table in which the attributes and their references have been explained.

Keywords: Built Environment, Parameters of Built environment, Crime against women.

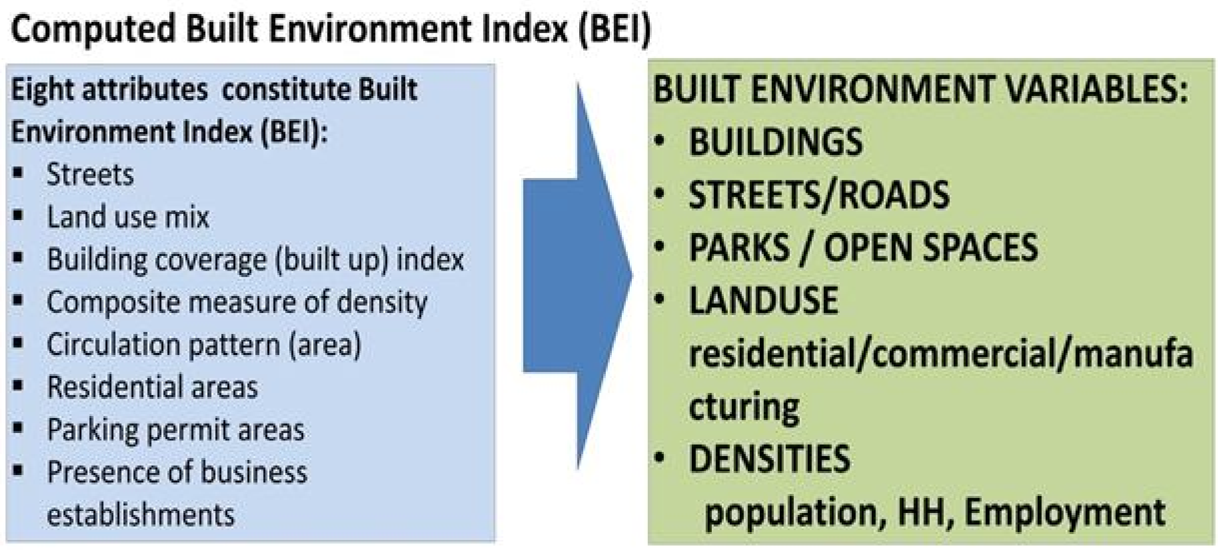
BUILT ENVIRONMENT
The built environment is defined as the human-made things to facilitate and enhance the quality of life by adopting them. For example parks, roads, buildings, infrastructure, houses, reactors, ships, cars, and so on. Urbanization is the process of transformation of the predominantly rural economy to urban one (Industrialization may being the prime reason) leads to a multi-dimensional change in the social structure. People move to cities or towns in search of jobs, better living conditions and better employment opportunities. Urbanization thus associated with other important factors like - modernization, industrialization and globalization in a social network resulted in social changes over the time period. Urbanization introduces a new culture and values in the existing society which further affects the interpersonal relationships and behavioural pattern of human beings. Since crime is directly related to human behaviour, initiate criminal activities in the cities

PARAMETERS OF THE BUILT ENVIRONMENT

Built environment factors	Attributes	References
Density	Built form(height to the perimeter of building ratio), Total built-up area to site area, Population density, Outdoor thermal control	(Abdel-Galil, 2012; Anciaes, Nascimento, & Silva, 2017; Ercan, 2011; Greed, 2005; Ley & Murphy, 2001; Schaefer, 2012; Trumbull, 2013)
Road	Road width and building height, Road width (area of particular width) to total road area, Road area to total site area	(Abrego & Schmalzbauer, 2018; Cozens & Van Der Linde, 2015; Hekmat, Morgan, Soltani, & Gough, 2015; McGregor, 2016; G. Tiwari, 2002; P. Tiwari & Gulati, 2013; Week, Process, & Urban, 2013)
Green space	Open green area, the density of vegetation, walking area, others	(Abaya Gomez, 2008; Douglas, Lennon, & Scott, 2017; Foster, Wood, Christian, Knuiman, & Giles-Corti, 2013; Sundaresan, 2017; Temelová & Dvořáková, 2012; Wang, Chau, Ng, & Leung, 2016)
Clean environment	General sanitation condition, Number of skips (for the collection of garbage) to a number of households, Average distance to skip from households, Municipality garbage collection vehicle trips per week, Proximity to nallah or any other obnoxious factory, Housing quality.	(Foster & Giles-Corti, 2008; Prevatt, 1998; Stummvoll, 2009)
Visual character	Glass façade to solid building surface ratio, Building materials used in façade, Color and texture	(Anciaes et al., 2017; Cozens & Van Der Linde, 2015; Erkip, 2005; P. Tiwari & Pandey, 2010)

Convenience	Distance to an internet cafe, Distance to play school, Distance to the bus stop/ taxi stand, Distance to provision store and day to day items shop	(Duke, 2003; Ellis, 2002; P. Tiwari & Gulati, 2013; Zhan et al., 2018)
Noise and Safety	Feeling of walking safely at night, Proximity to noise generating activities in the vicinity, Average distance of households from the highway and the main road	(Ercan, 2011; Hedayati Marzbali, Abdullah, Ignatius, & Maghsoodi Tilaki, 2016; Timperio, Veitch, & Carver, 2015; Yuen, 2004)
Infrastructure	Basic services such as parks, buildings, recreational facilities, subways, highways, dedicated corridors, transportations.	(Anciaes et al., 2017; Dodman, 2007; Erkip, 2005; Greed, 2005)
Social environment and Physical environment	Police, emergency services, disaster management, skill enhancement centres, employment centres	(Andersen, Gustat, & Becker, 2015; Ho & Cheung, 2011; Mason, 2007; McCarthy, 2002; R. Pain, 2000; R. H. Pain, 1997) (Koskela & Pain, 2000; McCarthy, 2002; Md Sakip & Abdullah, 2018; Paydar, Kamani-Fard, & Etminani-Ghasrodashti, 2017; Sevilla-Buitrago, 2013; Stummvoll, 2009; Wang et al., 2016)
Land use form	Greenfield, brownfield, marshy land, FSI, urban hubs.	(Greed, 2005; Niwa, 2007)
Aesthetics	-	(Erkip, 2005; Foster & Giles-Corti, 2008; Foster et al., 2013; Freestone, 2014; Milan & Creutzig, 2017; Sundaresan, 2017)
Accessibility	-	(Ercan, 2011; Erkip, 2005; Greed, 2005; Mason, 2007)

BUILT ENVIRONMENT INDEX



(Rodriguez, Young, & Schneider, 2006)

DISCUSSION

The authors in this paper identified the attributes of the built environment and their terraces in the literature. These attributes could be further utilized in the development of crime prevention theories (CPTED) and crime prevention against women and the role of the built environment. This study works as the baseline for the further development of the proposed study. The built environment attributes were clubbed into few factors such as density, road, green space, clean environment, visual character, infrastructure, social environment, physical environment, noise and safety, convenience, land use form, accessibility, and many other factors. This study also enables the researcher to undertake the next step of the study which is to drive the relationship between CPTED and CAW.

REFERENCE

- Abaya Gomez, J. E. (2008). Waterfront design without policy? The actual uses of Manila's Baywalk. *Cities*, *25*(2), 86–106. https://doi.org/10.1016/j.cities.2008.03.001
- Abdel-Galil, R. E. S. (2012). Desert reclamation, a management system for sustainable urban expansion. *Progress in Planning*, *78*(4), 151–206. https://doi.org/10.1016/j.progress.2012.04.003
- Abrego, L. J., & Schmalzbauer, L. (2018). Illegality, motherhood, and place: Undocumented Latinas making meaning and negotiating daily life. *Women's Studies International Forum*, *67*(March 2017), 10–17. https://doi.org/10.1016/j.wsif.2017.12.004
- Anciaes, P. R., Nascimento, J., & Silva, S. (2017). The distribution of walkability in an African city: Praia, Cabo Verde. *Cities*, *67*(April), 9–20. https://doi.org/10.1016/j.cities.2017.04.008
- Andersen, L., Gustat, J., & Becker, A. B. (2015). The Relationship Between the Social Environment and Lifestyle-Related Physical Activity in a Low-Income African American Inner-City Southern Neighborhood. *Journal of Community Health*, *40*(5), 967–974. https://doi.org/10.1007/s10900-015-0019-z
- Cozens, P., & Van Der Linde, T. (2015). Perceptions of Crime Prevention Through Environmental Design (CPTED) at Australian Railway Stations. *Journal of Public Transportation*, *18*(4), 73–92. https://doi.org/10.5038/2375-0901.18.4.5
- Dodman, D. (2007). Post-independence optimism and the legacy of waterfront redevelopment in Kingston, Jamaica. *Cities*, *24*(4), 273–284. https://doi.org/10.1016/j.cities.2006.09.001
- Douglas, O., Lennon, M., & Scott, M. (2017). Green space benefits for health and well-being: A life-course approach for urban planning, design and management. *Cities*, *66*, 53–62. https://doi.org/10.1016/j.cities.2017.03.011
- Duke, D. (2003). Alzira Rufino's a casa de cultara de Mulher Negra as a form of female empowerment: A look at the dynamics of a black women's organizations in Brazil today. *Women's Studies International Forum*, *26*(4), 357–368. https://doi.org/10.1016/S0277-5395(03)00080-3
- Ellis, C. (2002). The {New} {Urbanism}: {Critiques} and {Rebuttals}. *Journal of Urban Design*, *7*(3), 261–291. https://doi.org/10.1080/135748002200003933
- Ercan, M. A. (2011). Developing sustainable communities in historic neighbourhoods of istanbul. *Tijdschrift Voor Economische En Sociale Geografie*, *102*(2), 205–219. https://doi.org/10.1111/j.1467-9663.2010.00625.x
- Erkip, F. (2005). The rise of the shopping mall in Turkey: The use and appeal of a mall in Ankara. *Cities*, *22*(2), 89–108. https://doi.org/10.1016/j.cities.2004.10.001
- Foster, S., & Giles-Corti, B. (2008). The built environment, neighborhood crime and constrained physical activity: An exploration of inconsistent findings. *Preventive Medicine*, *47*(3), 241–251. https://doi.org/10.1016/j.ypmed.2008.03.017
- Foster, S., Wood, L., Christian, H., Knuiman, M., & Giles-Corti, B. (2013). Planning safer suburbs: Do changes in the built environment influence residents' perceptions of crime risk? *Social Science and Medicine*, *97*, 87–94. https://doi.org/10.1016/j.socscimed.2013.08.010
- Freestone, R. (2014). Progress in Australian planning history: Traditions, themes and transformations. *Progress in Planning*, *91*, 1–29. https://doi.org/10.1016/j.progress.2013.03.005
- Greed, C. (2005). An investigation of the effectiveness of gender mainstreaming as a means of integrating the needs of women and men into spatial planning in the United Kingdom. *Progress in Planning*, *64*(4), 241–321. https://doi.org/10.1016/j.progress.2005.08.003
- Hedayati Marzbali, M., Abdullah, A., Ignatius, J., & Maghsoodi Tilaki, M. J. (2016). Examining the effects of crime prevention through environmental design (CPTED) on Residential Burglary. *International Journal of Law, Crime and Justice*, *46*, 86–102. https://doi.org/10.1016/j.ijlcj.2016.04.001
- Hekmat, S., Morgan, K., Soltani, M., & Gough, R. (2015). Sensory evaluation of locally-grown fruit purees and inulin fibre on probiotic yogurt in Mwanza, Tanzania and the microbial analysis of probiotic yogurt fortified with Moringa oleifera. *Journal of Health, Population and Nutrition*, *33*(1), 60–67.

https://doi.org/10.1016/j.jenvp.2011.09.004

- Ho, W. C., & Cheung, C. K. (2011). Social sustainability for mothers in Hong Kong's low-income communities. *Habitat International*, *35*(4), 529–536. https://doi.org/10.1016/j.habitatint.2011.03.001
- Koskela, H., & Pain, R. (2000). Revisiting fear and place: Women's fear of attack and the built environment. *Geoforum*, *31*(2), 269–280. https://doi.org/10.1016/S0016-7185(99)00033-0
- Ley, D., & Murphy, P. (2001). Immigration in gateway cities: Sydney and Vancouver in comparative perspective. *Progress in Planning*, *55*(3), 119–194. https://doi.org/10.1016/S0305-9006(00)00025-8
- Mason, R. (2007). Building women's social citizenship: A five-point framework to conceptualise the work of women-specific services in rural Australia. *Women's Studies International Forum*, *30*(4), 299–312. https://doi.org/10.1016/j.wsif.2007.05.007
- McCarthy, J. (2002). Entertainment-led regeneration: The case of Detroit. *Cities*, *19*(2), 105–111. https://doi.org/10.1016/S0264-2751(02)00005-7
- McGregor, K. (2016). Emotions and activism for former so-called "comfort women" of the Japanese Occupation of the Netherlands East Indies. *Women's Studies International Forum*, *54*, 67–78. https://doi.org/10.1016/j.wsif.2015.11.002
- Md Sakip, S. R., & Abdullah, A. (2018). An Evaluation of Crime Prevention through Environmental Design (CPTED) Measures in a Gated Residential Area: A Pilot Survey. *Asian Journal of Environment-Behaviour Studies*, *3*(6), 21. https://doi.org/10.21834/aje-bs.v3i6.232
- Milan, B. F., & Creutzig, F. (2017). Lifting peripheral fortunes: Upgrading transit improves spatial, income and gender equity in Medellin. *Cities*, *70*(February), 122–134. https://doi.org/10.1016/j.cities.2017.07.019
- Niwa, H. (2007). [No Title]. *Development*, *134*(4), 635–646.
- Pain, R. (2000). Place, social relations and the fear of crime: A review. *Progress in Human Geography*, *24*(3), 365–387. https://doi.org/10.1191/030913200701540474
- Pain, R. H. (1997). Social geographies of women's fear of crime. *Trans Inst Br Geogr NS*, *22*(2), 231–244. https://doi.org/10.1109/PRIME.2014.6872711
- Paydar, M., Kamani-Fard, A., & Etminani-Ghasrodashti, R. (2017). Perceived security of women in relation to their path choice toward sustainable neighborhood in Santiago, Chile. *Cities*, *60*, 289–300. https://doi.org/10.1016/j.cities.2016.10.002
- Prevatt, J. (1998). Crime Prevention Through Environmental Design (CPTED) and the role of facilities planning in force protection, 134.
- Rodriguez, D. A., Young, H., & Schneider, R. (2006). An easy to compute index for identifying built environments that support walking. In *Transportation Research Board Annual Meeting, Washington, DC*.
- Schaefer, D. R. (2012). Youth co-offending networks: An investigation of social and spatial effects. *Social Networks*, *34*(1), 141–149. https://doi.org/10.1016/j.socnet.2011.02.001
- Sevilla-Buitrago, A. (2013). Debating contemporary urban conflicts: A survey of selected scholars. *Cities*, *31*, 454–468. https://doi.org/10.1016/j.cities.2012.08.006
- Stummvoll, G. (2009). Environmental criminology and crime analysis. *Crime Prevention and Community Safety*, *11*(2), 144–146. https://doi.org/10.1057/cpcs.2008.22
- Sundaresan, J. (2017). Urban planning in vernacular governance: Land use planning and violations in Bangalore, India. *Progress in Planning*, (October), 0–1. https://doi.org/10.1016/j.progress.2017.10.001
- Temelová, J., & Dvořáková, N. (2012). Residential satisfaction of elderly in the city centre: The case of revitalizing neighbourhoods in Prague. *Cities*, *29*(5), 310–317. https://doi.org/10.1016/j.cities.2011.11.015
- Timperio, A., Veitch, J., & Carver, A. (2015). Safety in numbers: Does perceived safety mediate associations between the neighborhood social environment and physical activity among women living in disadvantaged neighborhoods? *Preventive Medicine*, *74*, 49–54. https://doi.org/10.1016/j.ypmed.2015.02.012

- Tiwari, G. (2002). Urban Transport Priorities. *Cities*, *19*(2), 95–103. https://doi.org/10.1016/S0264-2751(02)00004-5
- Tiwari, P., & Gulati, M. (2013). An analysis of trends in passenger and freight transport energy consumption in India. *Research in Transportation Economics*, *38*(1), 84–90. https://doi.org/10.1016/j.retrec.2012.05.003
- Tiwari, P., & Pandey, A. (2010). Overview, (Chapter 1).
- Trumbull, N. S. (2013). St. Petersburg, Russian Federation. *Cities*, *31*(2013), 469–490. https://doi.org/10.1016/j.cities.2011.05.003
- Wang, Y., Chau, C. K., Ng, W. Y., & Leung, T. M. (2016). A review on the effects of physical built environment attributes on enhancing walking and cycling activity levels within residential neighborhoods. *Cities, 50*, 1–15. https://doi.org/10.1016/j.cities.2015.08.004
- Week, M., Process, D., & Urban, N. (2013). Module 2 Built Environment Studies Theme / Content • Study of Master Plans and Zonal Plans for Master Planning Inner City Decline v / s Vibrant City Why ? Who ? • What are most crucial resources require for doing a Master Plan ?? Land , People , infrastru, 1–20.
- Yuen, B. (2004). Safety and dwelling in Singapore. *Cities*, *21*(1), 19–28. https://doi.org/10.1016/j.cities.2003.10.005
- Zhan, D., Kwan, M. P., Zhang, W., Fan, J., Yu, J., & Dang, Y. (2018). Assessment and determinants of satisfaction with urban livability in China. *Cities*, *79*(March), 92–101. https://doi.org/ 10.1016/j.cities.2018.02.025

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ENTREPRENEURSHIP AND POLICY MAKING IN INDIA: PERSPECTIVE OF INCUBATORS

Divya Sethi[1], Natasha Tageja[2] and Dr. Vijit Chaturvedi[3]
Assistant Professor[1], VIPS, GGSIP University
Assistant Professor[2], CVS, Delhi University
Associate Professor[3], ABS, Amity University

ABSTRACT

The paper attempts to understand the policy framework of the government to stir a culture of entrepreneurship and role of incubation centers that have been set up with a view to foster entrepreneurship in this regard. This research represents a qualitative study based on in depth interviews with three incubators and the startups working with them. The study is designed to discover the alacrity of India's environment in terms of the opportunities it is offering to its entrepreneurs through policy making to start new ventures. Primarily, this paper seeks to throw light on the role of government policies in India that are trying to embed a culture of entrepreneurship and the way the policies are pushed down in the form of institutional support (particularly focusing on the role of incubation centers) in enabling growth of startups. Therefore, it emphasizes the fact that entrepreneurship cannot be nurtured in isolation and needs continuous support from the government and other institutions to prosper. The concept of incubators is still a nascent phenomenon in the economy; hence it is necessary to focus on the opportunities and challenges they face in shaping the entrepreneurial culture.

INTRODUCTION

There is no doubt that the entrepreneurial facet of any country is influenced by its policies coupled with its regulatory framework, the elements that make up the environment are constantly in interaction with each other and have undergone significant changes in the last two decades. The ecosystem in which entrepreneurs operate has attained significant importance as a result of the number of forces that interact and influence constantly to create value for the entrepreneur. Policy making and implementation are thus, two very important aspects of this ecosystem that encourage and stimulate entrepreneurial endeavours.

In a study by Wiklund et al. (2008), entrepreneurship firm growth has been said to be a complex phenomenon and requires support of numerous components in the economy to proceed pragmatically for its growth and development (Malecki, 1997).

This calls for the collective effort on the part of political and regulatory authority in a country and its private sector to work cohesively for the development of an ecosystem that sustains and promotes constant growth, addresses issues that may prove to be obstacles to growth, and frame policies that encourage initiatives. Thus, a number of researchers have focused on the components shaping the entrepreneurial ecosystem. A study by Professor Daniel Isenberg (2016) identified policy, markets, human capital, supports, culture and finance as the six major domains of this ecosystem along with the list of components for each of the domains (Isenberg, 2016).

Therefore, government by working at the strategic level (policy making) in collaboration with the private sector (institutional support providers) can ensure effective development of the entrepreneurs (Szabó, 2006). But very few researches have explored this facet of the interaction between the strategic side and the institutional side. Though entrepreneurship initiatives are not new to India but a sudden surge in the number of startups over the last 5 years definitely compels one to peep into the country's landscape to explore those facets that have proved to be a push for potential entrepreneurs.

This research represents a qualitative study based on in depth interviews with three incubators and the startups working with them. The study is designed to discover the alacrity of India's environment in terms of the opportunities it is offering to its entrepreneurs through policy making to start new ventures and reflect upon the interaction between the strategic level (policy making) and the institutional level (in terms of support) that could drive further growth.

The authors explores role of incubators as enablers of entrepreneurship that are assisting a number of startups in the country to establish themselves. The paper is divided into four sections; the first section focuses on understanding of environment and ecosystem as influencers of entrepreneurship. Section two provides insights about schemes and policies introduced by the government to encourage entrepreneurship and boost employment. The third section deals with the role of incubators as enablers of entrepreneurship. Finally, the paper highlights the challenges in the entrepreneurial ecosystem in India and also discusses the implications of the same.

BACKGROUND

As Zimmerman (2006) puts it, entrepreneurship is like a wave of renaissance that has the ability to transform the society at large and trigger economic development. But starting a new venture is a very complex process as entrepreneurs need to comply with a variety of external demands (Schick et al., 2002). The returns, if any on entrepreneur's investment are visible at a later stage. Therefore, the entrepreneur is sometimes enabled or constrained by the forces operating in the environment.

An entrepreneurial ecosystem is described as an interdependent set of actors that is governed in such a way that it enables entrepreneurial action (Feld, 2012). Seminal works on deriving a comprehensive framework of the environment conducive for entrepreneurial development include those by Gnyawali and Fogel (1994) in which they emphasize the governmental policies and procedures, socio-economic conditions, entrepreneurial and business skills, and financial and non-financial assistance. Isenberg's study on the elements that constitute the ecosystem also revolves around cultural changes, human capital, financial capital, etc. but fails to discuss as to how these elements are in constant interaction with each other (Isenberg, 2016). It neglects the fact that some of the elements can be directly modified through policies and reforms in order to aid growth which may otherwise be hindered.

To create an entrepreneurial ecosystem, there is a need to facilitate dialogue and form strategic partnerships to create value in the system. The government's main responsibility is to set the foundation or basic framework conditions right by putting the necessary policies in place with regard to education, research, employment rules, taxation, etc. (Neck et al. 2004). Hence, by leveraging public-private partnerships through the use of incubation centers, the governments of various countries are addressing issues particularly pertaining to lack of resources, connectivity to investors and the market place, development of soft skills, networking, etc..

The concept of incubators has undergone a complete transformation. Earlier they were used to describe organizations that employed the entrepreneur before he/she started the new business. Today they are engaged in diverse set of activities aimed at stimulating entrepreneurship development.

Therefore, this paper seeks to throw light on the role of government policies in India that are trying to embed a culture of entrepreneurship and the way the policies are pushed down in the form of institutional support (particularly focusing on incubation centers) in enabling growth of startups.

Policy Initiatives

The Government of India has initiated many policies and schemes to foster the culture of entrepreneurship in the economy, especially among the youth. This has been encouraged more in the recent past (last five years) to control the increasing unemployment in India. In 2012, the unemployed youth in India formed around 18% of the total population which indicates that the country's productive resources are unable to contribute to the economy. According to Centre for Monitoring Indian Economy (CMIE), at present, more than 31 million people in India are unemployed (Vyas, 2018). Keeping this in mind, the Government introduced many policies and schemes to generate employment and boost the economy. The government realized that increased employment and further growth can be achieved through strengthening entrepreneurial infrastructure (Isenberg & Onyemah, 2016). Many schemes and policies were introduced to make the ecosystem more entrepreneur-friendly. As a result of these initiatives, the unemployment rate today has declined to about 10% (ILO, 2017).

The policy makers are constantly trying to make the Indian environment more conducive to entrepreneurial ventures (Jahanshahi et al., 2011). They are trying to mould the Indian entrepreneurial ecosystem in such a way that it fosters and encourages a culture of innovation (Abhyankar, 2014). Policies are being introduced to target and engage the youth and women entrepreneurs. These schemes are not only targeting the urban educated citizen, but are meant as much for the rural uneducated people as well.

The Government, in the last 5 years, has launched more than 50 policies and schemes for this purpose.

The Government, realizing that technology is hitting hard on every aspect of working of an economy, started the 'Digital India' initiative in July 2015, vide which the Government focuses on digital literacy and aims to ensure that all the services offered by the Government are available electronically (Anooja, 2015). Government essentially aims to improve the electronic infrastructure of the country and increase the internet reach and availability. Many schemes such as Jan Dhan- Aadhaar- Mobile (JAM), Unified Mobile Application for New-age Governance (UMANG) and e-Sampark were implemented to complement the 'Digital India' initiative.

In August 2015, the Government announced the 'Startup India' initiative (Singh & Bhadoria, 2018). Under this, the government plans to simplify the process of establishing and running a business. It will also provide funding support and financial incentives, such as tax exemption to the startups. Many schemes were introduced to

ISSN 2394 - 7780

support this initiative. These include Atal Innovation Mission (AIM), Make in India, Support to Training and Employment Programme for Women (STEP), Biotechnology Industry Research Assistance Council (BIRAC), Trade related Entrepreneurship Assistance and Development (TREAD) and Science for Equity Empowerment and Development (SEED).

In consonance with the above initiatives, the Government also introduced many initiatives for skill development. These include Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and National Skill Development Mission. Whilst this, the government has also established certain industry-academia partnerships and built incubation centers for supporting entrepreneurial ventures.

Incubators as Carriers of Public Policy

Incubators form a very important part of the entrepreneurial ecosystem. They provide support services to new entrepreneurial ventures (Grimaldi & Grandi, 2005) and help startups to develop their business.

Majority of incubation centers are operative in India for at least about a decade now but their true potential was only realized after 2010 when the current regulatory authority had set up policies and reforms meant to develop a conducive ecosystem and stir up entrepreneurship culture in the country (Grimaldi & Grandi, 2005). Considering this, the government has also invested considerable amount of funds under its various schemes to finance these incubators so that they can in turn provide support services including financial assistance to some of the promising new ventures. The incubators are serving the entrepreneurs by helping these startups shape their business ideas into workable business models and also helping them launch this business model in the market profitably (Neck et al. 2004).

Thus, incubators are essentially acting as carriers of public policy to the public with respect to entrepreneurship. In 2017, there were more than 190 active incubation centers functioning in India (NASSCOM & Consulting, 2017).

A business incubator is defined as “an organization that accelerates and systematizes the process of creating successful enterprises by providing them with a comprehensive and integrated range of support, including: incubator space, business support services, and clustering and networking opportunities” (Dey, 2012).

The incubation centers can be set up in a number of ways:

Firstly, by way of collaborations with academia. This is the most common route through which the government encourages entrepreneurship. Thus, in India there were about 90 active incubators till 2017 (NASSCOM & Consulting, 2017). Centers that are operating this way are supporting and backing youth entrepreneurial ventures.

The second route is through government established centers. Many of these centers are aiming at skill development, skill enhancement and employment generation among the youth. They aim to nurture vocational skills and aid startups at the local level and support MSME development (Dey, 2012). Currently there are 15 incubation centers being directly under the array of the government.

Thirdly, these centers are privately owned either by individuals or organizations. Centers that are being run by a corporate body are focusing on innovation and inviting ideas from their employees. Some of these body corporates are supported by the government as well. For instance, the “10,000 Startups movement” initiated by National Association of Software and Services Companies (NASSCOM), a non-profit global trade association, has been launched with a view to support the government’s ‘startup India movement’ .

Incubators may be classified on the basis of a number of characteristics such as objective, location, sponsors, types of services, size, business model (profit/ not for profit), etc. (Lalkaka, 2003). The service parameter is of utmost importance to an entrepreneur as there is a diverse range of services that an incubator offers, sometimes it even molds itself on the basis of demands created by potential startups by entering arenas that are new to them and opening up opportunities in those regions.

RESEARCH METHODOLOGY

In order to identify the kind of services incubators are proving to potential startups, three established incubation centers were interviewed. These centers operate in the Delhi NCR region of the country.

Center 1 is an incubator run by an organization supported by the government. It is engaged in developing entrepreneurial skills by helping the startup companies to learn product manufacturing processes coupled with technology development by way of apprenticeship training and incubating them to become successful small business owners. They provide support to the entrepreneur in terms of equipment for sample productions, test marketing, funding for commercializing the startup, etc.

 ISSN 2394 - 7780

Center 2 is a private organization run by an educational institute supporting startups. It provides a range of services to complement their talent such as business planning, company formation, fulfilling their infrastructure requirements, soft skills (IT, R&D, etc.) support, assistance in funding, networking and collaboration, etc.

Center 3 is a not-for-profit multidisciplinary contract research institute that supports entrepreneurial ventures in the field of plastics, rubber, specialty chemicals, and waste management. The center helps the entrepreneur by translating their concepts into prototypes by providing the necessary technology support along with assistance in securing funds.

The executives engaged in managing the incubators and the entrepreneurs operating their startups within these centers were interviewed. Overall, 12 in depth interviews were conducted with a view to understand how these centers operate and are supported by the government and how they help the startups to establish themselves in the market. It was found that incubators are providing an array of diverse services to startups in India which can be broadly classified into two kinds- soft services and operational services. Soft services include assistance such as ideation, market research, mentoring, counseling, business model development, coaching, startup training, and networking & collaborating with potential investors (Khan, 2013).

The second type of service includes operational services such as: office space, prototype, sample production (in case of tangible products), market testing, recruitment, assistance for mustering funds from investors and financial institutions to fuel early stage startups, legal services (assistance in patent filing and copyrights registration), IT support, etc.

The authors have described the journey of a startup once they enter the incubation center into four phases. These phases are broadly categorized into: Ideation & conceptualization, development & analysis of business model, prototype development and funding & full scale commercialization. The kind and degree of services provided by the center also differ depending on the phase in which the startup is.

Table-1: describes the services that incubators are offering in each phase of startup growth.

Phases	*Services by Incubators*
Phase I: Ideation & Conceptualization	• Start-up need assessment that the incubator could map to meet • Develop concepts into tangible products & services with clear objectives and methodology • Identify gaps and measures to fill those gaps by providing information otherwise not freely available

Phase-II: Development & Analysis of Business Model

- Identifying the target market
- Undertaking revenue-cost analysis for testing the feasibility of the business plan
- Development of a roadmap for resource mobilization, team building, support services, and overcoming market constraints
- Work on building sustainability of the model (both long term and short term)

 ISSN 2394 - 7780

Phase III: Prototype Development	Provision of support services like research and development, IT support, workspace, etc. for sample development and promotion • Building marketing skills • Liaison and networking in markets for product testing and promotion and investors for pre-seed

Phase-IV: Funding & Full Scale Commercialization

- Help to commercialize self sustaining start-ups
- Procure funds from government and other agencies for further investment

Table-1: Phases of incubator led startup growth

CHALLENGES

In spite of policies meant to promote and sustain entrepreneurship, the mortality rate of startups is still high in India. During the last 5 years, out of every 100 startups that opened, 25 shut their operations within 1.5-2 years (NASSCOM & Consulting, 2017). This can be attributed to a number of reasons.

Majority of startups face challenges of scalability which include issues such as low market demand and sales, strong competition, etc. Another major reason is high cash burnout and the inability to raise funds.

Many of the startups come up with a model that is weak and not suitable for a market like India which again is a major challenge inhibiting entrepreneurial growth. Moreover, startups face lot of difficulties while exiting from an incubator. Therefore they must be given early warning signs and provided with post incubation services once they detach themselves from the incubator.

As observed earlier, the incubators play a major role in nurturing the startups. However, there are a number of challenges that these incubators are themselves facing. The incubators are unable to raise funds to sufficiently support the new ventures and the financial assistance provided by the government also proves to be inadequate. There is still a lot of gap between costs they bear and revenues (in the form of fees they charge from startups) they receive and it would take a lot of time till this model becomes profitable.

The incubators have infrastructural constraints and can only support a limited number of entrepreneurial ventures at a time. Since incubators working in close collaboration with universities provide ample opportunities for budding entrepreneurs in terms of infrastructure, research and development, development of raw business ideas into tangible profitable business models, etc., the scope of such collaboration is only limited to a few institutions in India (Colombo & Delmastro, 2002).

Also, the amount of investment that goes into setting of an incubation center is huge; it becomes imperative to assess their performance. A number of studies have attempted to develop a standard set of measures that can evaluate the effectiveness of business incubators. Some of these measures include business located in these facilities (Löfsten & Lindelöf, 2002), jobs created by them (McAdam & McAdam, 2006), intensification of knowledge and technology transfers, and turnover/profitability of startups (Westhead & Storey, 1994).

However, a generally accepted set of measures for analyzing their effectiveness is yet to be developed.

There are other external factors that prove to be obstacles to growth. For instance, regulatory changes may affect the working ability of startups. In India, demonetization in November 2016 affected the financial liquidity in the economy. The government banned the circulation of certain types of fiat money being widely used in the country to curb black money in the economy. There were a lot of further speculations surrounding the use of other currency notes leading to highly conservative use of liquid money in the economy. Decreasing liquidity in the economy has hard hit the business houses both big and small, equally impacting the scale of investments in startups. Also reforms such as Goods and Service Tax, FDI rules etc. have had grave consequences for the startups in India.

Implications for further studies

Previous researches (Abhyankar, 2014; Gnyawali & Fogel, 1994) hint at direct correlations between economic development and highly refined business environment. India's current policies and reforms are in line with this argument. India was ranked 100th in World Bank Group's latest "Doing Business 2018: Reforming to Create Jobs" compared to 130 in 2017 (World Bank, 2017). As per this report, the World Bank has attributed the leap in ranking to the proactive actions of the government in terms of business friendly policies that have been put in place to stimulate the entrepreneurial culture. Incubation centers seem to play a vital role in developing this entrepreneurial culture. With an average yearly growth rate of 7%, the Indian landscape definitely seems to become more conducive for emerging entrepreneurs.

A mature entrepreneurial economy leads to more employment opportunities for the youth (Dey, 2012) and incubation centers are playing a vital role in this context. Even though the success of incubators is palpable, they are still a nascent phenomenon in the economy. Therefore, it is necessary to focus on the opportunities and challenges they face in shaping the entrepreneurial culture.

BIBLIOGRAPHY

- Abhyankar, R. (2014). The Government of India's Role in Promoting Innovation through Policy Initiatives for Entrepreneurship Development. Technology Innovation Management Review, 11-17.
- Anooja, A. (2015). Digital India with E-Commerce Revolution in Rural India: Transform India Digitally and Economically. Engineering International, 3(2), 57-64.
- Colombo, M. G., & Delmastro, M. (2002). How effective are technology incubators? Evidence from Italy. Research Policy, 31, 1103-1122.
- Dey, P. (2012, May). Incubation of Micro and Small Enterprises- an approach to Local Economic Development. International Journal of Scientific & Engineering Research, 3(5), 1-5.
- Feld, B. (2012). Startup communities: Building an entrepreneurial ecosystem in your city. Hoboken:NJ: Wiley.
- Gnyawali, D. R., & Fogel, D. S. (1994). Environment for entrepreneurship Development, Key Dimensions and Research Implications. Entrepreneurship Theory and Practice, 43-62.
- Grimaldi, R., & Grandi, A. (2005). Business incubators and new venture creation: an assessment of incubating models. Technovation, 111-121.
- Isenberg, D. J. (2016). Applying the Ecosystem Metaphor to Entrepreneurship: Uses and Abuses. The Antitrust Bulletin, 61(4), 564-573.
- Isenberg, D.J, & Onyemah, V. (2016). Fostering Scaleup Ecosystems for Regional Economic Growth. Innovations, 60-79.
- Jahanshahi, A. A., Nawaser, K., Khaksar, S. M., & Kamalian, A. R. (2011). The Relationship Between Government Policy and the Growth of Entrepreneurship in the Micro, Small & Medium Enterprises of India. Journal of Technology Management and Innovation, 66-76.
- Khan, M. R. (2013). Mapping entrepreneurship ecosystem of Saudi Arabia. World Journal of Entrepreneurship, Management and Sustainable Development, 9(1), 28-54.
- Lalkaka, R. (2003). Business incubators in developing countries:characteristics and performance. International Journal of Entrepreneurship and Innivation Management, 3, 31-55.
- Löfsten, H., & Lindelöf, P. (2002). Science parks and the growth of new technology-based firms—Academic-industry links, innovation and markets. Research Policy, 31, 859- 876.
- Malecki, E. J. (1997). Enterpreneurs, Networks and economic Development. Advances in Enterpreneurship, Firm Emergence and Growth, 3, 57-118.

- McAdam, M., & McAdam, R. (2006). The networked incubator: The role and operation of entrepreneurial networking with the university science park incubator(USI). The International Journal of Entrepreneurship and Innovation, 7, 87-97.
- NASSCOM, & Consulting, Z. M. (2017). Indian Startup Ecosystem - Traversing the maturity cycle . Noida, UP: NASSCOM.
- Neck, H. M., Meyer, G. D., Cohen, B., & Corbett, A. C. (2004). An Entrepreneurial System View of New Venture Creation. Journal of Small Business Management, 42(2), 190- 208.
- Schick, H., Marxen, S., & Freimann, J. (2002). Sustainability Issues for Start-up Entrepreneurs. Greener Management International, 38, 59-70.
- Singh, N., & Bhadoria, B. (2018). Business Innovation and Entrepreneurship Development: Approach to Hammer Unemployment in India. International Journal of Advance Research, Ideas and Innovations in Technology, 200-202.
- Szabó, A. (2006). Business incubation as element of business service institution and sme development infrastructure for creation of new enterprises in cits.
- Vyas, M. (2018, February 27). Sharp increase in unemployment rate. Retrieved from CMIE database: https://www.cmie.com/kommon/bin/sr.php?kall=warticle&dt=2018-02- 27%2009:45:02&msec=506
- Westhead, P., & Storey, D. J. (1994). An assessment of firms located on and off science parks in the UK (Vol. 12). London:HMSO.
- Wiklund, J., Davidsson , P., & Delmar, F. (2008). Entrepreneurship and Growth of Firm.
- Edward Elgar Publishing.
- World Bank. (2017). Doing Business 2018: Reforming to Create Jobs. World Bank. Zimmerman, B. J. (2006). Development and adaptation of expertise: the role of self-
- regulatory processes and beliefs. In A. K. Ericsson, N. Charness , P. J. Feltovich, & R. Hoffman, The Cambridge Handbook of Expertise (pp. 705-722). New York: Cambridge University Press:New York.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

ROLE OF COMPETANCY ON PERFORMANCE

Rajni[1] and Dr. Anshu Singh[2]
MBA HR Student[1] and Assistant Professor[2], ABS, Amity University, Noida

ABSTRACT
Employee performance is directly associated with the success or failure of organization. To make the employee productive, organization invest huge amount of money on employee development. Employee development is the key factor for the organizational achievements and also overall growth and development of the organization. Competencies have a great contribution in enhancing just not the level of performance but also turn an average performance to the level of excellence. The aim of the paper is to describe different types of competencies and how it is related and affect performance.

Keywords: Competencies, Employee performance, Organisational performance, Competency, Management, Recuritment.

INTRODUCTION
The world market is increasingly becoming a difficult place to address the complex and different demands of customers, because every human being has different taste and choices. Current day entrepreneur are facing difficulties and struggling hard to achieve the customer satisfaction and to gain profit. This way of managing business is done by considering employees as an asset not a resource.

According to UNIDO (2002), competency is a set of skills, attributes and knowledge that allows a person to perform any task successfully in an organization. A competency is a characteristic which enables an individual to deliver superior performance in a given job or any other situation. An individual gain competency through education, training, experience, and natural abilities. Competency include bunch of knowledge, attribute, skills that affect a person ability to perform. Competencies are generic information, motive, skills of a person connected to higher level performance on the job. Competencies are set of behaviours that describes an individual performance in a particular work context. Competencies of an employee are based on- knowledge (information related to anything), skills (ability to carry out a task), motive (reason to do something), traits (characteristic), attitude (view point).

According to Boyatzis (1982), competency as an individual is the capacity that exists which in turn leads to behaviour that meets the job demands resulting to the desired results. In McClelland (1973), competencies are task in a given organization and task specific. A competency is an individual personal feature that describes their performance in a particular organisation. There are certain characteristics of competancy like, Skills (ability to perform any task in a situation), Self concept (person own self image, attitude), Knowledge (information related to any specific content areas), Traits (physical characteristics), Motives (any thing that an individual think or wants and that which causes action).

Performance tells us about the accomplishment of the work that make up individuals job. It tells that job of an individuals is fullfilling the job demand. According to Gilbert (1998), performance has two aspects- behaviour being the first and its consequences being the end. Managing performance has some motives like arrange the enviroment or surrounding so that employees perform best and through education, appreciation help the employees to grow. Its purpose is to achieve the result so that organization can achieve its goals. There are also certain performance barriers and these barrier should be removed so that employees can be educated, enlightened and appreciated.

Competency based performance focus on developing behaviours. It looks at employees action over certain situation or where employee stand at present and what other values should be develop in them for future sucess. Every organisation objective is to improve its performance every year. Employee match with right combination of competencies then there is good work enviroment, motivation and incentives that help them to give therir best performance. Organisation also uses different tools like goal setting, performance appraisal, career planning so that employees performance improve.

There are four type pf competencies

1. CORE COMPETENCIES
These are the strenghts which is helps an organisation to differentiate itself in a competitive market place. Core competencies help the entire work force to align its performance to reach to common goals. It is important for organizations to identify, develop and manage organizational core competencies.

2. LEADERSHIP COMPETENCIES
These competencies help effective leaders to translate it into measurable and observable behaviours. It enables you to observe and build a leadership blue print which is based on business, personal dimensions.

3. TECHNICAL COMPETENCIES
It explains the knowledge and skills which is needed to perform effectively in a specific role or group of jobs in organization. These knowledge and skills are needed for sucessful performance in specialized field like IT, accounting and many others.

4. GENERAL COMPETENCIES
It explains the combination of abilities, traits, motivation, which is required to perform effectively in a wide range of jobs within the organization. These are integral part of on the job sucess.

Competency ICE-BERG MODEL take the help of iceberg to explain the concept of competency. An iceberg has just one ninth of its volume above water and the rest remains beneath the surface in sea. Also some components of competency are visible like knowledge ans skills but other behaviour component like attitude, trait, self image, etc are beneath the surface, directly infulence the usage of knowledge and skills to complete a job. Components of iceberg model are- Knowledge (information in field of work,from education to experience), Skills (ability to do something well), Self image (how person see/view themselves), Traits (habitual or physical characteristics). This model help you to underdtand the relation between competencies which are above surface and lie beneath.

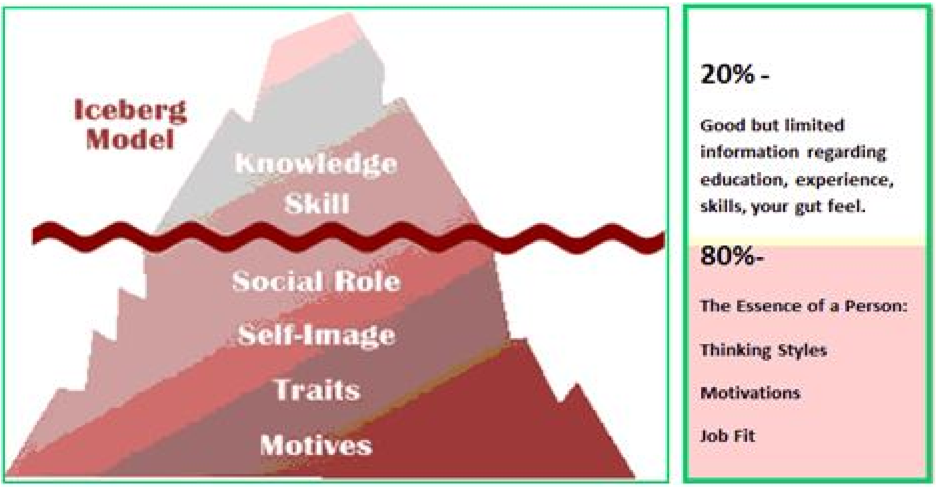


Fig: ICEBERG COMPETENCIES MODEL.

LITERATURE REVIEW
Richard Boyatzis (1982), defines competencies as characteristics of an individual that could be skill, motive, trait, social role as a body of knowledge which he or she uses. In other word competencies are defined as able to perform work role to a defined standard with reference to real working situations. It is mixture of knowledge and skills which is needed to perform effectively in an organisation. Boyatzis also analyzed mangerial competencies and these charactreristics are identifiable patterns of behaviour which is related to job performance and that include knowledge, skills and abilities.

Dubois (1993), explains competency as to provide the adhesion or glue that is necessary among the elements of an organisations human resource system. Competencies are social role, skills of pepole, motive, knowledge of a person linked to higher performance on the job. Right competencies are the key to superior performance. Competency based management emphasise on clearing career objectives that enhances the organization performance.

David McClelland (1973), talked about competency mapping into the human resource area. So for McClelland there is a unique and specific group of competencies identified in each give organisation. He used this term as a symbol for an alternative approch to traditional intelligence testing. Competence is a characteristics of an individual related to superior performance and knowledge which is required to perform job.

Dingle (1995), said that competence is combination of knowledge (information realted to anything), skills (ability to carry out a task), awareness (proper application of skills). An individual job is very much affected by knowledge, skills, and attitudes, that correlates with performance on the job and that can be improved via training and development. Competencies are not fixed and casually be developed with effort and support.

ISSN 2394 - 7780

According to Ronald Jccobs and christopher Washington (2003), development of employees make positive impact on organisational performance. It gave a description of employees competencies attributes, other departmental competencies and also provide suggestions to improve their competency level in an organisation. The competency focus on six behavioral sections like: Knowledge, Communication, Achivement orientation, Team orientation, Individual development and Client orientation.

Pate et.al (2003), said that competency is composed of individuals experiences and personality. Competency can be used for following applications: Candidate appraisal or recuritment, potential appraisal for promotion, Employee training need identification, employee performance diagonistics, Employee self development initiatives, Retention strategy. Also, highlight the utility and validity of competencies in predicting employees work performance.

Lucian Cernusca, Cristina Dima (2008), explains that competency is linked to performance. They observe some model of competency mapping. Competency mapping is an important development for human resource function. It is a process where we identify gap of an individual performance or job related skills and to fill those gap through effective training.

Their are variety of researcher that clarify relationship between competencies and employees performance like, Ahadzie et.al (2009) study shows the appropriateness and potential usefulness of their competency based model that reflects component of both performance behaviour and outcome in predicting the performance. Other researcher, Ryan et.al (2009), focus on validity and utility of competencies in predicting employees work performance.

COMPETENCY AND PERFORMANCE RELATIONSHIP

For the last few decades, competencies are used to identify behavioral factor which is relevant to job performance. Every organisation objective is to improve its performance every year and set new standards and norms. Organisation recurit pepole based on qualification and also conduct interview so that right employee get right job. A competency is the practical application of essential skills and knowledge through appropiate behaviour as measured against a pre determined standard of performance which is defined by the organisation and need of the business. Also organisation uses competency models and competency mapping for employee to appraise behavioural performance indicators together with objectives. There are many research that explains the relationship between competencies and employees task performance. Competencies of an employees based on knowledge, skills, motive, traits, attitude. It is used as a measurment tool to identify behavioral factor for job performance and also viewed as how the job is carried out. Employees competencies provide an effective method for predicting job performance.

Application of behavioural competencies is absolutely important for bringing superior performance across the organisation. It helps us to focuss on traits and motives which distinguishes best from rest. If you have a competency framework, you know what is the standard that is expected out of employees. So, performance also become consistent and it come to know what is the standards which is required. They help us lay foundation for good performance year after year. Employees with right match of competencies give their best performance. Organization can use performance appraisal, career planning, goal setting, sucession planning as ways to improve employees performance.

Organisation recurit pepole based on qualification and also conduct interview so that right employee get right job. By introducing competencies as a basis for performance appraisal requires matching in job description and trainning in interviews skills needed to drag evidence that others behaviours were consistent with competencies of each role and to support the culture and core values. Competency based appraisals measure behaviour and performance targets that help in individual development and management. Competencies include emotional intelligence, leadership, motivation, awarness, innovation, and personal organising andcontrolling. Individual performance and company performance and their sucess depend on individual competencies.

THE EFFECTS OF COMPETENCIES ON PERFORMANCE

In an organisation, employee development involves individual employee and over all growth of employee, performance of employees increases. For an organisation to be on top, it is necessary that every employee perform their best. There is a relationship between employee development and performance. Having competency framework where behavioral competencies are map effectively it can be used in different thing and recuritment is one of them. Recuritment also uses behavioral competency. Behavioral competency had motives, kind of ideologies, values that we have. Today almost all international fortune corporates have integrated the concept of competency, that effect performance :-

ISSN 2394 - 7780

1. Selection and placement
Selection and placement helps a lot because now we can hire pepole who shows the require behavioral competency. Selection is a process of choosing the suitable candidate for a job from among the available applicants. There are different type of selection method that are: Interviews, Physical ability test, Cognitive ability test and many others. Selection and placement provide right place to the right person.

2. Sucession planning
A systematic effort by an organisation to ensure leadership contiunity in key position, retain and develop intellectual knowledge capital for future and encourage individual advancement. There are several ways by which competencies are used in sucession planning like, define high potentials, link and align the organisations core competencies to job competencies, clarify present and future competencies.

3. Career planning and job rotation
Few pepole are good at something or they have a competancy for a particular role they can move to that particular role. Hence the performance of the individual and for the organisation improves. It involves an employee changing positions within the same organizations and eventually returning to the original position. Job rotation help trainee to apply their knowledge, abilities, and interest.

4. Learning and development
Competency is a determining factor for sucessful performance. It identifies whether a performance issue a attributable to an employee or to the other organisational factor. It provides measures for performance required to meet organisationals gaols.

5. Performance management
Competencies are really critical in performance management, help us to distinguish best from rest. Once, competencies have been identified for a role, they can be listed in performance management system. It ensures effective employee selection; "hire for attitude, train for skills".

MANAGERIAL COMPETENCY
It is mixture of knowledge and skills which is needed for an effective performance. Competencies are set of knowledge, skills, characteristics and attitudes. The knowledge, abilities, skills, values of a person is measured by the analysis of real behaviour and result which in turn reflect organization level in the market. MANAGERIAL COMPETENCIES MODEL

THERE ARE FOUR MODEL

1. TEAM LEADERSHIP COMPETENCY
It refers to the interaction behaviour that monitor the ability to managing tasks by infullencing others and also observe the task. This competency is risk taking. Some researcher said that leadership competency arise in a situation that need a hard decision, quick response and when accepting changes, move positively towards achievements.

2. PROBLEM SOLVING AND DECISION MAKING COMPETENCY
Decision making is a process where we take and decide something. Problem solving is a process where is a gap between present situation and a desired goal. Decision making is a process where one of two solutions is choosen to reach the goal. The steps in problem solving and decision making are quite similar, that depends on persons managerial level, whenever the managerial level become the higher the competency need to be enhanced deeper. There are two approaches for problem solving decision making, the first one depend on logical approach, this approach is laying on knowledge, information credibility and analysis method. The second is intution decision, that depends on persons experience and circumstances.

3. STRATEGIC SKILLS COMPETENCY
It is highly implemented in managerial level, it is the approach that determine the weakness and strongest aspects in both internal and external enviroment.

4. CUSTOMER FOCUS COMPETENCY
This competency help to understand customer need and satisfaction. Mnanagement do many thing to keep their customers happy like proactive service, here oragnisation provide its service and keep the customers aware to any new product and services. Understanding customer needs focus competency leading to customer satisfaction and loyality that have an effect on organisations performance.

Competency is a bunch of knowledge, skills, and behaviour that are linked with effective organizations performance. There is a positive relationship between competencies and oragnizations performance.

ISSN 2394 - 7780

CONCLUSION

Competency is a set of skills, knowledge and values required to perform a job effectively in an organisation. From the above study showed the aspects that infulencing the innovation and competituve advantages for good organization performance. For the sucess empployees who are capable and carrying their skills to contribute in improve performance. Organisation can also design programs to develop essential needed competencies that will help their performance level rise to higher level. The paper presented the importance of employee development activities and challanges in employee development.

REFERENCES

- Hashem, T. (2015) Managerial competencies and organizationals performance. Retrieved from : https://www.researchgate.net/publication/281827831_Managerial_Competencies_and_Organizations_Performance
- Kolibacova, G. (2015) The relationship between competency and performance. Retrived from :https://acta.mendelu.cz/media/pdf/actaun_2014062061315.pdf
- Aslan, M. (2017) Managerial competencies and impact on management levels. Retrived from : https://www.researchgate.net/publication/320537333_MANAGERIAL_COMPETENCIES_AND_IMPACT_ON_MANAGEMENT_LEVELS

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

VIOLENCE AGAINST WOMEN AND ITS IMPACTS ON SOCIETY

Charu Nangia, Dr. Devendra Pratap Singh and Dr. Sabir Ali
Amity School of Architecture and Planning, Amity University, Noida

ABSTRACT
Previous researchers have observed that the demographic profile of an area is correlated with the levels of crimes rate. The areas with higher densities witness more crimes (Patrick G. Donnelly, 1988). According to Donnelly, there is also a direct relation of social variables with the crimes, a community with low income and education level observe more crime rate. Crimes are more prevailing in the areas where people are young, belong to minority group and highly mobile, crime incidence are less in the areas where residents own their houses and are living for longer period . The objective of this study is to summerise the development in the field of built environment and highlight the issue of crime against women. The findings of the study concluded that the violence against women may occur in both public and private spheres of life and at any time period of life span. The gender-based violence can go beyond into the issue of age, class, culture, religion and geographical area of their origin.

Keywords: Crime, Crime against women, built environment, CPTED.

BUILT ENVIRONMENT
In social science, the term built environment, or built world, refers to the human-made surroundings that provide the setting for human activity, ranging in scale from buildings to parks. It has been defined as "the human-made space in which people live, work, and recreate on a day-to-day basis. The built environment is defined as the human-made things to facilitate and enhance the quality of life by adopting them. For example parks, roads, buildings, infrastructure, houses, reactors, ships, cars, and so on.

CRIMES AGAINST WOMEN IN NCT OF DELHI
There is a total of seven categories of different types of crimes which comprise Crime against Women (CAW) as shown in Table 1. According to the *Delhi Human Resource Development* report 2013, the rate of crime against women in NCT of Delhi is increasing constantly from 58.2 to 63.6 during the period 2005-06 to 2011-12. The highest crime rate recorded to be the Kidnapping and Abduction during the year 2011-12 of 22.9 followed by the category Cruelty by Husband and Relatives of 22.3. The details of crime category rates against women in NCT of Delhi is shown (Table -1)

Table-1: Crime rates against women in Delhi

Crime Rates against Women in Delhi*[12]

Crime Category	2005-06	2008-09	2011-12
Rape	8.3	5.6	6.9
Kidnapping and Abduction	14.0	16.3	22.9
Dowry Deaths	1.6	1.5	1.4
Cruelty by Husband and Relatives	22.2	17.5	22.3
Molestation	9.7	7.3	7.9
Eve-teasing	2.5	1.7	2.2
Importation of girls	0.0	0.0	0.0
Total	58.2	49.8	63.6

Note: * Based on an average of the years 2005-06, 2008-09 and 2011-12.
Source: Calculated as a proportion of the urban female population on the basis of Census of India, 2001, from the NCRB, various years.

Urbanization
Urbanization is the process of transformation of predominantly rural economy to urban one (Industrialization may being the prime reason) leads to a multi-dimensional changes in the social structure (Abdel-Galil, 2012; Anciaes, Nascimento, & Silva, 2017; Edge, Scarpaci, & Woofter, 2006; Jabeen & Guy, 2015; McKinsey and Company, 2010; Zhan et al., 2018; Zhao & Zou, 2017). People move to cities or towns in search of jobs, better

living conditions and better employment opportunities. Urbanization thus associated with other important factors like - modernization, industrialization and globalization in a social network resulted in social changes over the time period. Urbanization introduces a new culture and values in the existing society which further affects the interpersonal relationships and behavioural pattern of human beings. Since crime is directly related to human behaviour, initiate the criminal activities in the cities (Abdel-Galil, 2012; Anciaes et al., 2017; Coen, Ross, & Turner, 2008; Douglas, Lennon, & Scott, 2017; Edge et al., 2006; Foster & Giles-Corti, 2008; Hamdan-Saliba & Fenster, 2012; Hewitt, Beauregard, Andresen, & Brantingham, 2018; Jabeen & Guy, 2015; Lodhia, 2015; McKinsey and Company, 2010; Michael, Noor, & Figueroa, 2014; Milan & Creutzig, 2017; Owusu, Wrigley-Asante, Oteng-Ababio, & Yaa Owusu, 2015; Soltani, Zangiabadi, & Nastaran, 2013; Sundaresan, 2017; Timperio, Veitch, & Carver, 2015; Tiwari & Hingorani, 2014; Van Cauwenberg et al., 2018; Zhan et al., 2018; Zhao & Zou, 2017).

Researchers have observed that the demographic profile of an area is correlated with the levels of crimes rate. The areas with higher densities witness more crimes (Patrick G. Donnelly, 1988). According to Donnelly, there is also a direct relation of social variables with the crimes, a community with low income and education level observe more crime rate. Crimes are more prevailing in the areas where people are young, belong to minority group and highly mobile, crime incidence are less in the areas where residents own their houses and are living for longer period (Bracy et al., 2014; P. M. Cozens, Saville, & Hillier, 2005b; Hewitt et al., 2018; Md Sakip & Abdullah, 2018a; Porter, 2015; Prevatt, 1998; Quick, Li, & Brunton-Smith, 2018; Schnell, Grossman, & Braga, 2018; Stummvoll, 2009). The scholars have observed that the crime and fear of being victimized are more prevalent among people who are isolated and vulnerable (P. Cozens & Love, 2015; P. M. Cozens, Saville, & Hillier, 2005a; Foster & Giles-Corti, 2008; Lee, Park, & Jung, 2016; Loukaitou-sideris, 1999; Owusu et al., 2015; R. H. Pain, 1997; Pedneault, Beauregard, Harris, & Knight, 2017). It is concluded that elderly, women and people who live alone are more scared of crime than others. It is established through research that the factors like social cohesion, the emotional attachment that exists among the people, introduce an important element of territoriality and belongings to the place help in feeling safe in the neighbourhoods. Hence, it is observed that a stronger sense of community make people feel safer than those who are lacked social connection to neighbourhood (P. M. Cozens et al., 2005a; P. Cozens & Van Der Linde, 2015; Hedayati Marzbali, Abdullah, Ignatius, & Maghsoodi Tilaki, 2016; Hedayati Marzbali, Abdullah, Razak, & Maghsoodi Tilaki, 2012; Md Sakip & Abdullah, 2018b; R. Pain, 2000).

Violence against Women and its Impacts on Society

Gender violence is the result of inequality and discrimination between men and women in social, economic and political fields. Gender violence may be expressed in terms of- intimate partner violence, family violence, social violence, workplace discrimination, sexual harassment, community violence, women trafficking and rape (Das, 2007; Dominguez & Menjivar, 2014; Jennissen & Lundy, 2001; Paydar, Kamani-Fard, & Etminani-Ghasrodashti, 2017; Soltani et al., 2013). As per an article published in the journal 'Health and Human Rights' (2003) in spite of advocacy and involvement of feminist organizations the issue of violence against women still remains the most persistence forms of human rights violations worldwide.

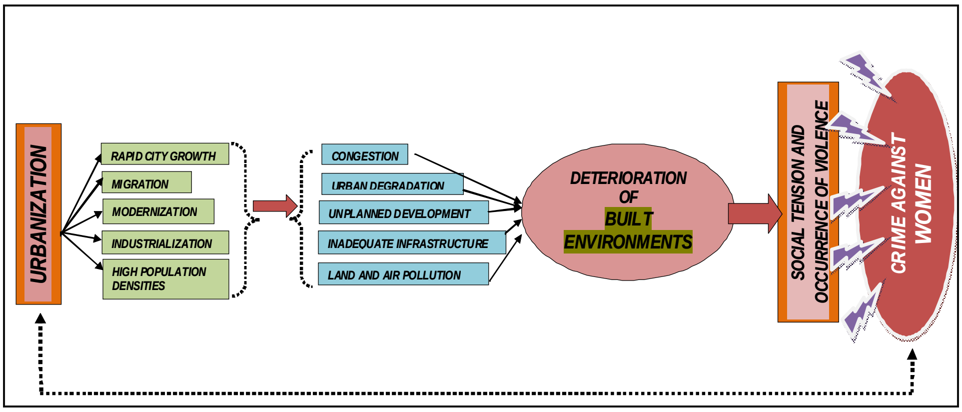


Figure-1: Flow diagram of Urbanization, Built Environment and crimes committed against Women

DISCUSSION

The violence against women may occur in both public and private spheres of life and at any time period of life span. The gender-based violence can go beyond into the issue of age, class, culture, religion and geographical area of their origin (Dahal, 2013; Hamdan-Saliba & Fenster, 2012; Klein, 2008; Marshall & Sabhlok, 2009; Mason, 2007; McGregor, 2016; Sansani, 2004; Zhang, 2009). It would have a direct concern with the public

ISSN 2394 - 7780

health sector, such as the spread of infections like HIV/AIDS, death and disability among women who face violence. The occurrence of crime and fear of crime is a well-established social problem which has been well documented it is now a well-known field of research within the scope of geography, psychology, physical planning, architecture, built environment and engineering. It has been observed that a little work is carried out to date towards the crime against women in India and abroad.

REFERENCES

1. Abdel-Galil, R. E. S. (2012). Desert reclamation, a management system for sustainable urban expansion. *Progress in Planning*, *78*(4), 151–206. https://doi.org/10.1016/j.progress.2012.04.003
2. Anciaes, P. R., Nascimento, J., & Silva, S. (2017). The distribution of walkability in an African city: Praia, Cabo Verde. *Cities*, *67*(April), 9–20. https://doi.org/10.1016/j.cities.2017.04.008
3. Bracy, N. L., Millstein, R. A., Carlson, J. A., Conway, T. L., Sallis, J. F., Saelens, B. E., … King, A. C. (2014). Is the relationship between the built environment and physical activity moderated by perceptions of crime and safety? *International Journal of Behavioral Nutrition and Physical Activity*, *11*(1), 1–13. https://doi.org/10.1186/1479-5868-11-24
4. Coen, S. E., Ross, N. A., & Turner, S. (2008). “Without tiendas it’s a dead neighbourhood”: The socio-economic importance of small trade stores in Cochabamba, Bolivia. *Cities*, *25*(6), 327–339. https://doi.org/10.1016/j.cities.2008.06.003
5. Cozens, P., & Love, T. (2015). A Review and Current Status of Crime Prevention through Environmental Design (CPTED). *Journal of Planning Literature*, *30*(4), 393–412. https://doi.org/10.1177/0885412215595440
6. Cozens, P. M., Saville, G., & Hillier, D. (2005a). Crime prevention through environmental design (CPTED): a review and modern bibliography. *Property Management*, *23*(5), 328–356.
7. Cozens, P. M., Saville, G., & Hillier, D. (2005b). Crime prevention through environmental design (CPTED): A review and modern bibliography. *Property Management*, *23*(5), 328–356. https://doi.org/10.1108/02637470510631483
8. Cozens, P., & Van Der Linde, T. (2015). Perceptions of Crime Prevention Through Environmental Design (CPTED) at Australian Railway Stations. *Journal of Public Transportation*, *18*(4), 73–92. https://doi.org/10.5038/2375-0901.18.4.5
9. Dahal, S. (2013). Power, empowerment and community radio: Media by and for women in Nepal. *Women’s Studies International Forum*, *40*, 44–55. https://doi.org/10.1016/j.wsif.2013.05.003
10. Das, R. (2007). Broadening the security paradigm: Indian women, anti-nuclear activism, and visions of a sustainable future. *Women’s Studies International Forum*, *30*(1), 1–15. https://doi.org/10.1016/j.wsif.2006.12.001
11. Dominguez, S., & Menjivar, C. (2014). Beyond individual and visible acts of violence: A framework to examine the lives of women in low-income neighborhoods. *Women’s Studies International Forum*, *44*(1), 184–195. https://doi.org/10.1016/j.wsif.2014.01.012
12. Douglas, O., Lennon, M., & Scott, M. (2017). Green space benefits for health and well-being: A life-course approach for urban planning, design and management. *Cities*, *66*, 53–62. https://doi.org/10.1016/j.cities.2017.03.011
13. Edge, K., Scarpaci, J., & Woofter, H. (2006). Mapping and designing Havana: Republican, socialist and global spaces. *Cities*, *23*(2), 85–98. https://doi.org/10.1016/j.cities.2005.12.008
14. Foster, S., & Giles-Corti, B. (2008). The built environment, neighborhood crime and constrained physical activity: An exploration of inconsistent findings. *Preventive Medicine*, *47*(3), 241–251. https://doi.org/10.1016/j.ypmed.2008.03.017
15. Hamdan-Saliba, H., & Fenster, T. (2012). Tactics and strategies of power: The construction of spaces of belonging for Palestinian women in Jaffa-Tel Aviv. *Women’s Studies International Forum*, *35*(4), 203–213. https://doi.org/10.1016/j.wsif.2012.03.022
16. Hedayati Marzbali, M., Abdullah, A., Ignatius, J., & Maghsoodi Tilaki, M. J. (2016). Examining the effects of crime prevention through environmental design (CPTED) on Residential Burglary. *International Journal of Law, Crime and Justice*, *46*, 86–102. https://doi.org/10.1016/j.ijlcj.2016.04.001

17. Hedayati Marzbali, M., Abdullah, A., Razak, N. A., & Maghsoodi Tilaki, M. J. (2012). The influence of crime prevention through environmental design on victimisation and fear of crime. *Journal of Environmental Psychology*, *32*(2), 79–88. https://doi.org/10.1016/j.jenvp.2011.12.005
18. Hewitt, A. N., Beauregard, E., Andresen, M. A., & Brantingham, P. L. (2018). Identifying the nature of risky places for sexual crime: The applicability of crime pattern and social disorganization theories in a Canadian context. *Journal of Criminal Justice*, *57*(October 2017), 35–46. https://doi.org/10.1016/j.jcrimjus.2018.03.003
19. Jabeen, H., & Guy, S. (2015). Fluid engagements: Responding to the co-evolution of poverty and climate change in Dhaka, Bangladesh. *Habitat International*, *47*, 307–314. https://doi.org/10.1016/j.habitatint.2015.02.005
20. Jennissen, T., & Lundy, C. (2001). Women in Cuba and the move to a private market economy. *Women's Studies International Forum*, *24*(2), 181–198. https://doi.org/10.1016/S0277-5395(01)00163-7
21. Klein, R. (2008). From test-tube women to bodies without women. *Women's Studies International Forum*, *31*(3), 157–175. https://doi.org/10.1016/j.wsif.2008.04.006
22. Lee, J. S., Park, S., & Jung, S. (2016). Effect of crime prevention through environmental design (CPTED) measures on active living and fear of crime. *Sustainability (Switzerland)*, *8*(9). https://doi.org/10.3390/su8090872
23. Lodhia, S. (2015). From "living corpse" to India's daughter: Exploring the social, political and legal landscape of the 2012 Delhi gang rape. *Women's Studies International Forum*, *50*, 89–101. https://doi.org/10.1016/j.wsif.2015.03.007
24. Loukaitou-sideris, A. (1999). Hot spots of bus stop crime: The importance of environmental attributes. *Journal of the American Planning Association*, *65*(4), 395–411. https://doi.org/10.1080/01944369908976070
25. Marshall, G. A., & Sabhlok, A. (2009). "Not for the sake of work": Politico-religious women's spatial negotiations in Turkey and India. *Women's Studies International Forum*, *32*(6), 406–413. https://doi.org/10.1016/j.wsif.2009.09.003
26. Mason, R. (2007). Building women's social citizenship: A five-point framework to conceptualise the work of women-specific services in rural Australia. *Women's Studies International Forum*, *30*(4), 299–312. https://doi.org/10.1016/j.wsif.2007.05.007
27. McGregor, K. (2016). Emotions and activism for former so-called "comfort women" of the Japanese Occupation of the Netherlands East Indies. *Women's Studies International Forum*, *54*, 67–78. https://doi.org/10.1016/j.wsif.2015.11.002
28. McKinsey and Company. (2010). India ' s urban awakening : Building inclusive cities , sustaining economic growth. *McKinsey Quarterly*, (April), 1–33.
29. Md Sakip, S. R., & Abdullah, A. (2018a). An Evaluation of Crime Prevention through Environmental Design (CPTED) Measures in a Gated Residential Area: A Pilot Survey. *Asian Journal of Environment-Behaviour Studies*, *3*(6), 21. https://doi.org/10.21834/aje-bs.v3i6.232
30. Md Sakip, S. R., & Abdullah, A. (2018b). An Evaluation of Crime Prevention through Environmental Design (CPTED) Measures in a Gated Residential Area: A Pilot Survey. *Asian Journal of Environment-Behaviour Studies*, *3*(6), 21. https://doi.org/10.21834/aje-bs.v3i6.232
31. Michael, F. L., Noor, Z. Z., & Figueroa, M. J. (2014). Review of urban sustainability indicators assessment - Case study between Asian countries. *Habitat International*, *44*, 491–500. https://doi.org/10.1016/j.habitatint.2014.09.006
32. Milan, B. F., & Creutzig, F. (2017). Lifting peripheral fortunes: Upgrading transit improves spatial, income and gender equity in Medellin. *Cities*, *70*(February), 122–134. https://doi.org/10.1016/j.cities.2017.07.019
33. Owusu, G., Wrigley-Asante, C., Oteng-Ababio, M., & Yaa Owusu, A. (2015). Crime prevention through environmental design (CPTED) and built-environmental manifestations in Accra and Kumasi, Ghana. *Crime Prevention and Community Safety*, *17*(4), 249–269. https://doi.org/10.1057/cpcs.2015.8
34. Pain, R. (2000). Place, social relations and the fear of crime: A review. *Progress in Human Geography*, *24*(3), 365–387. https://doi.org/10.1191/030913200701540474

35. Pain, R. H. (1997). Social geographies of women's fear of crime. *Trans Inst Br Geogr NS*, *22*(2), 231–244. https://doi.org/10.1109/PRIME.2014.6872711

36. Paydar, M., Kamani-Fard, A., & Etminani-Ghasrodashti, R. (2017). Perceived security of women in relation to their path choice toward sustainable neighborhood in Santiago, Chile. *Cities*, *60*, 289–300. https://doi.org/10.1016/j.cities.2016.10.002

37. Pedneault, A., Beauregard, E., Harris, D. A., & Knight, R. A. (2017). Myopic decision making: An examination of crime decisions and their outcomes in sexual crimes. *Journal of Criminal Justice*, *50*, 1–11. https://doi.org/10.1016/j.jcrimjus.2017.03.001

38. Porter, H. E. (2015). After rape: Comparing civilian and combatant perpetrated crime in northern Uganda. *Women's Studies International Forum*, *51*, 81–90. https://doi.org/10.1016/j.wsif.2014.11.005

39. Prevatt, J. (1998). Crime Prevention Through Environmental Design (CPTED) and the role of facilities planning in force protection, 134.

40. Quick, M., Li, G., & Brunton-Smith, I. (2018). Crime-general and crime-specific spatial patterns: A multivariate spatial analysis of four crime types at the small-area scale. *Journal of Criminal Justice*, *58*(May), 22–32. https://doi.org/10.1016/j.jcrimjus.2018.06.003

41. Sansani, I. (2004). Responses by health care providers in Ireland to the experiences of women refugees who have survived gender- and ethnic-based torture. *Women's Studies International Forum*, *27*(4), 351–367. https://doi.org/10.1016/j.wsif.2004.10.005

42. Schnell, C., Grossman, L., & Braga, A. A. (2018). The routine activities of violent crime places: A retrospective case-control study of crime opportunities on street segments. *Journal of Criminal Justice*, (September), 1–14. https://doi.org/10.1016/j.jcrimjus.2018.10.002

43. Soltani, L., Zangiabadi, A., & Nastaran, M. (2013). The quarter: An effective pattern for satisfying women's sense of place in the city of Isfahan. *Cities*, *30*(1), 161–174. https://doi.org/10.1016/j.cities.2012.03.003

44. Stummvoll, G. (2009). Environmental criminology and crime analysis. *Crime Prevention and Community Safety*, *11*(2), 144–146. https://doi.org/10.1057/cpcs.2008.22

45. Sundaresan, J. (2017). Urban planning in vernacular governance: Land use planning and violations in Bangalore, India. *Progress in Planning*, (October), 0–1. https://doi.org/10.1016/j.progress.2017.10.001

46. Timperio, A., Veitch, J., & Carver, A. (2015). Safety in numbers: Does perceived safety mediate associations between the neighborhood social environment and physical activity among women living in disadvantaged neighborhoods? *Preventive Medicine*, *74*, 49–54. https://doi.org/10.1016/j.ypmed.2015.02.012

47. Tiwari, P., & Hingorani, P. (2014). An institutional analysis of housing and basic infrastructure services for all: the case of urban India. *International Development Planning Review*, *36*(2), 227–256. https://doi.org/10.3828/idpr.2014.14

48. Van Cauwenberg, J., Loyen, A., Lakerveld, J., Cardon, G., De Craemer, M., Gheysen, F., & Chastin, S. F. M. (2018). Differential influences of population densification and economic growth on Europeans' physical activity and sitting time. *Cities*, *82*(October 2017), 141–149. https://doi.org/10.1016/j.cities.2018.07.006

49. Zhan, D., Kwan, M. P., Zhang, W., Fan, J., Yu, J., & Dang, Y. (2018). Assessment and determinants of satisfaction with urban livability in China. *Cities*, *79*(March), 92–101. https://doi.org/10.1016/j.cities.2018.02.025

50. Zhang, L. (2009). Domestic violence network in China: Translating the transnational concept of violence against women into local action. *Women's Studies International Forum*, *32*(3), 227–239. https://doi.org/10.1016/j.wsif.2009.05.017

51. Zhao, W., & Zou, Y. (2017). Un-gating the gated community: The spatial restructuring of a resettlement neighborhood in Nanjing. *Cities*, *62*, 78–87. https://doi.org/10.1016/j.cities.2016.12.015

ISSN 2394 - 7780

OBSERVATION AND REALITY PARADIGM FOR EFFECTIVE TALENT MANAGEMENT

Dr. Ruchi Sinha[1] and Indranil Mutsuddi[2]
Associate Dean & Associate Professor[1] AGBS and Research Scholar[2], ABS AUUP Noida

ABSTRACT
Utilization, retention and management of talent had been one of the most daunting challenges for business captains and HR heads in the rapidly transforming business scenario. Managers and leaders are often found to take decisions on the employees based on their observations in the organizational set-up. The question arises whether such observations or managerial decisions impede the realistic appraisal of the situations where people are in. From the organizational perspective it is essential for researchers and academicians to have an insight whether managerial observations on people are appropriate, realistic and justified. Based on this understanding this paper explores and opens up a theoretical discussion on the observation and reality paradigm. The explored theoretical considerations would be not only help academicians to conduct in-depth studies on the same but would also facilitate corporate leaders bring in policy related and managerial changes in their approaches towards effective talent management in their organizations.

Keywords: Observation, Reality, Talent management

INTRODUCTION
Managing talents had never been so challenging in the constantly evolving business scenario. While there is cut throat competition in one side, organizations are facing challenges in coping up with rapid technological changes demanding upgradation of people capabilities in corporations. Management of talents in this regard had always been a concern for strategic importance for HR captains. Although the behavioral, organizational and contextual implications on talent management had been studied by researchers – there is hardly any research evidence or prior understanding on the role of observation and reality paradigms in talent management perspectives in the organization. Taking this as a research gap, the present study discusses and explores from a theoretical perspective pertaining to the observation and reality paradigm and their practical implications on talent management practices in organizations.

Concept of Observation & its theoretical developments
Managers and industry captains constantly depend on their ability to observe for making decisions pertaining to day to day organizational matters and solving operational problems. The same even applies to ways they adopt for managing people behaviors in the organizational set-up. They often face the daunting challenge of linking their observations with the reality and this is where many face issues pertaining to interpersonal conflicts and ego clashes.

While talking about managerial observations, managers and business leaders use observation as a tool for collecting data and information on other people, the way they behave, judge their personalities, attitudes, analyze their working styles and approaches. The same might be applicable for noting or understanding an organizational process or problems at various operational stages in the organization. By using the observation method managers can get a direct visual evidence of the behavior they want to record and analyze. McLeod, S.A. (2015) in a recent article had discussed the importance of observation techniques for understanding the behavior of people. He further noted that people might use controlled, naturalistic and participant observations for analyzing behavioral intentions of others in a social set up like that in an organization. Controlled observation could be used in a laboratory set-up and such observations can only be applied or recorded under the guidance of trained psychologists. Naturalistic observation occurs in real-life work situations where the observing manager records the on-the-job behavioral inputs of the employees. In case of participant observation the manager becomes a participating member of the group or the team and records the behavior of his/her colleagues in a given work set up. Many authors have argued that observation could be visible as well as hidden in nature depending on the physical presence of the observer. In case of visible observation a supervisor or manager is physically visible to the participants whereas in case of hidden observation, the observer might observe the performance and activities without the cognizance of the participants. Whatever is the type or method of observation used by people they depend on the understanding of the observer as well as the situation or the context in which people interact with each other in the organization.

Managers might use observation for to understand, interpret and analyze a wide spectrum of behavioral perspective, cognitive issues, including those of the motivation, attitude, perception, expectations and intentions of people working in the organization. As behavior could not be easily predictable in people observation thereby

 ISSN 2394 - 7780

in such cases forms an important input for understanding behavioral tendencies among people in the organization.

Theoretically the concept of observation and their implications on learning was pioneered by the studies conducted by Bandura and his associates (Bandura, 1965; Bandura, Ross, & Ross, 1963). These authors had explained the phenomenon of observation and learning in the context of social cognitive theories (Bandura, 1986). These theoretical considerations justify that the behavior among people could be attributed towards how they respond to the environment in which they exist as well as the operant processes working in those environments. Observation in this regard acts as a source or a tool for collecting behavioral inputs which supports learning as well as facilitating communication and interpersonal association. In this regard it could be mentioned that considering the social cognitive theory observation facilitated cognition and behavior modeling which is regarded as the fundamental blocks for understanding and predicting the behavior of people. It is worth mentioning that behavioral scientists like Catania, 2007; Pear, 2001; Pierce & Cheney, 2008 had contended observation and learning could be facilitated through imitation of facts, figures, process and know-hows and reinforcement techniques facilitating retention and repetition of desired behavior. Considering the application of social learning theory in observational discussions one could justify that people needed to understand why many had intentions to repeat many actions observed around them. In this context observational theory further justifies why people had tendencies to repeat many behaviors through behavioral modeling (Swanson, 2015). Swanson (2015) claimed that behavioral modeling in people was an outcome of their attention & observation followed by retention of observed views or information leading to further processing, reproduction and self-regulation.

Observation and Reality – Concerns & Discussions

Although theoretically the science of observation is well accepted in studies conducted for behavioral science, it is important for people to understand the relevance of observation in the context of reality. Observation is contextual in nature depending essentially on individual differences and the situation and the implications as well as interrelationship of observation with reality could be of great importance theoretically as well as from the practical considerations. It is worth mentioning that reality in this regard can be described as the way all people or the entire world views any other object, situation, other people with the appeal of the totality of all physical things, items, events and phenomena whether observable or not. Reality could also be described as those facts or things which actually exist, rather than those which might appear to people or those which could be imagined. In this regard people might consider reality objectively as a way to depict or portray the reality which exists around them regardless of how they ascribe or conceptualize them to be. Although from the physical consideration reality could be described as the totality of the universe but behaviorally it would depend on the existing perceptions, beliefs and attitude of the people and society.

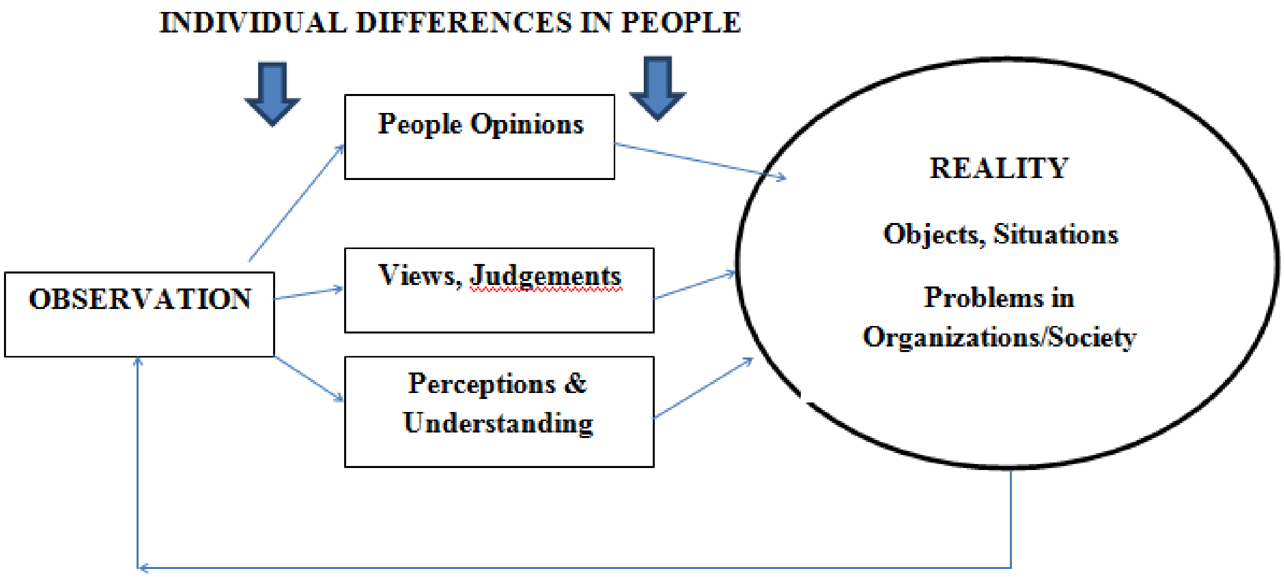


Fig-1: Observation – Reality Continuum (Proposed)

The observation made on people could be related with their opinions, perceptions, judgements and understanding on various issues. From the observers (managerial) point of view it could be important to know who the people are, where they have differences in views, perceptions etc and how their individual differences influence their observations and understanding on the situation.

The reality paradigm could be influenced by observations made by people. Observation could lead to interpretation of reality in different ways. They could have a handful role in shaping people opinions, judgements and perceptions or attributions regarding objects, situations and problems in the organization and the society at large (Fig. 1). The other side of the coin could equally be of great concern where observations made by people could be ascribed to be in tune with what is perceived to be the reality by the people and society. Careful, conscious and well-validated observations could contribute to the further development of the reality. Reality in this context is established by observations made by people - how people observe, what kind of cognitive issues they consider during observation and what kind of impact they have on them emotionally and psychologically. Observation might lead to collection of facts and figures which on the other hand might have important considerations for the further definition and establishment of the reality.

IMPLICATIONS ON TALENT MANAGEMENT

The observation-reality paradigm could have huge implications for further academic research and bringing out important policy implications for organizational think tanks.

Facilitating Capability Development: The essence of managing a pool of talents in an organization could depend on how effectively managers could mobilize and improve the capability of their talents in terms of having better understanding of the organizational reality in terms of their people, role, responsibility, authority, structure, decision making and innovation processes. Yvonne Downs and Stephen Swailes (2013) had discussed favorable outcomes of capability approaches in talent management with special considerations regarding organizational resources, and availability of social and ethical considerations. Applying the observation-reality continuum model could facilitate win-win propositions not only for the managers, but also for team members and employees.

Facilitating sensitivity to Contextual Issues: The application of observation-reality continuum could make people more sensitive to contextual issues and situations under which they make their observations and perceptions. Talents who were more versatile, responsive and sensitive to contextual issues in the organization were likely to be more effectively managed by their managers. The senior leadership and the HR could play instrumental role in terms of orienting their talents to situational challenges and developing policy changes so as to ensure such changes at the organizational level.

Facilitating Feedback and Support: The implications of the observation-reality continuum could well depend on the existence of a robust feedback system in the organization which could also be instrumental for effective talent management. Perceptions, beliefs, understanding, thoughts of people on various organizational issues, problems need to be shared and communicated to others so as to enhance cohesion, support and team spirit. Senior managers need to constantly clarify, validate observations on their talents through effective feedback mechanisms in order to keep people motivated.

Supportive Organizational Culture: Another important consideration for observation-reality paradigm and their implications for talent management could well depend on the availability of a conducive support system in the organization particularly in terms of a free or open organizational culture. Organizations where people are encouraged to freely express their ideas, views, thoughts and perceptions are likely to address business problems and people management issues practically.

CONCLUSIONS

The paper had raised the importance of observation and reality paradigm in the organizational context which could have vast scope for further academic research. Although not empirically indicated, the paper had theoretically discussed the issues pertaining to the interrelationship and association of observation and how it could affect the understanding of the reality. Policy makers and HR captains could apply the outcomes of the various issues raised in the paper to facilitate effective talent management practices in their organizations.

REFERENCES

- Bandura A. (1965), Influence of models' reinforcement contingencies on the acquisition of imitative responses. Journal of Personality and Social Psychology. 1965;1:589–595.
- Bandura A. (1986), Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura A, Ross D, Ross S.A. (1963), Vicarious reinforcement and imitative learning. Journal of Abnormal and Social Psychology. 1963;67:601–607.
- Catania A.C. (2007), Learning, interim 4th edition. Cornwall-on-Hudson, NY: Sloan Publishing.

- McLeod, S. A. (2015). *Cognitive Psychology*. Retrieved from https://www.simplypsychology.org/cognitive.html
- Pear J.J. (2001), The science of learning. Philadelphia, PA: Psychology Press
- Pierce D.W, Cheney C.D. (2008), Behavior analysis and learning (4th ed.) New York: Psychology Press.
- Swanson, A. S. A. (2015). *Why violence is so contagious*. *Washington Post*. Retrieved online from https://www.washingtonpost.com/news/wonk/wp/2015/12/15/why-violence-is-so-contagious/?utm_term=.fb549a29f126.
- Yvonne Downs and Stephen Swailes (2013), A capability approach to organizational talent management, Human Resource Development International, 2013 Vol. 16, No. 3, 267–281, http://dx.doi.org/10.1080/13678868.2013.782992.

.

ISSN 2394 - 7780

A STUDY OF INFLUENCE OF TENURE WITH AN ORGANISATION AND EMPLOYEE SATISFACTION: A CASE OF HEALTHCARE INDUSTRY

Minal Ghirnikar[1] and Amandeep Dhaliwal[2]
Student[1] and Assistant Professor[2], Manav Rachna International Institute of Research and Studies, Faridabad

ABSTRACT
Employee Satisfaction is one the major criteria to judge the overall efficiency of the organizations. It has been found in earlier researches that if the employees are happy with their work, it promotes healthier work environment and overall have higher job satisfaction. By estimating employee satisfaction in key zones, organizations can pick up the information expected to enhance worker fulfilment, retention, and efficiency. The aim of the research paper was to comprehend relationship between the level of employee satisfaction and the tenure with an organisation amongst the healthcare workers towards their organization and their level of fulfilment regarding their jobs. This research studied the level of employee satisfaction within the identified nine parameters of, Organization Future, Boss and Subordinate Relationship, Team Work and Morale, Job Security, Career Advancement/ Promotional Avenues, Compensation, Communication, Working Environment and Job Satisfaction particularly in healthcare industry. The results of the study found that with increasing the level of tenure of an employee increases the level of satisfaction of the employees with the organisation.

Keywords: Employee Satisfaction, Healthcare Industry, Organization Future, Boss and Subordinate Relationship, Team Work and Morale, Job Security, Career Advancement/ Promotional Avenues, Compensation, Communication, Working Environment

1. INTRODUCTION

"The happier the employees are at work, the better ambassadors they will be when discussing your workplace outside of the office."

Employee Satisfaction has been characterized as a component of employee performance and desires. It is an employee's feeling or dissatisfaction coming out because of contrasting an items' result with his/her desires. Employees are the valuable asset of each industry; they are the ones who can impact performance and goal attainment of any organization. Employee Satisfaction is a prerequisite for good employee performance and additionally employee retention. Holding and finding the best staffs is getting to be increasingly hard. Influencing the staff positively is one approach to build up a system and culture where employees want to give their best and stay long in the organization. It is more vital for any association to offer high fulfilment, as it reflects high devotion and it won't prompt exchanging over once a superior offer comes in.

In healthcare sector, Hospitals are basically large associations, where patients are admitted for giving medicinal consideration so they gain wellbeing rapidly and continue their routine life. For the most part hospitals include numerous divisions and vast number of employees work there. Every division of the hospital needs to work as a team with different divisions so patients are given quality treatment, without putting any burden on them.

Employees from the hospitals need to work in coordination with one another so understanding gets better and patients are given timely support and best treatment. Worker disappointment can be an impetus for real issues inside an association — particularly inside a customer driven field like healthcare. Employees need to be satisfied as they have to work effectively and efficiently and in coordination to meet the needs of the patients. (Nemmaniwar, 2016)

A most frequently quoted reason for representative disappointment is the absence of clarity about what is anticipated from them. From the front-line caregivers to the private cabin IT office, all workers are important wellsprings of data for enhancing care quality. Numerous hospitals not just miss on the chance to request contribution from their employees, however they unintentionally may cultivate culture in which workers are hesitant to share basic perceptions on the contrary, if workers feel as though their conclusions matter, it would boost their efficiency, further it would enable managers to quantify and comprehend their workers' attitude, input, motivation, and satisfaction.

The satisfaction of employees is specifically connected with the effectiveness of an organization and that is the reason it is vital for them to guarantee if their workers are content with their work or not. Having a positive satisfaction rate among the personnels will surely wonderfully impact the organization. As contented and satisfied workers offer brilliant administration and turn into a noteworthy piece of organization's prosperity.

ISSN 2394 - 7780

2. LITERATURE REVIEW

2.1 *Employee Satisfaction*

Hoppock was the first one to conduct the first study explicitly on Job satisfaction in 1935 and hence coined the term “employee satisfaction” He defined, Job Satisfaction as “an outcome of psychological, physiological, and environmental forces that cause a person to say truthfully, I am satisfied with my job.” As per Locke (1976), "Employment Satisfaction alludes to the pleasurable and positive passionate state coming about because of the examination of one's activity or job experiences.” Employee Satisfaction is thus when people are content with their present profiles as well as look forward towards a long-term relationship with the organisation. A satisfied employee is more committed and can be retained on the organization for a longer period, thus enhancing the productivity of the company (Bravendam, 2002)

Numerous studies indicate that employee satisfaction is a factor in employee motivation, employee – organizational goal accomplishment, and positive employee morale in the work environment. Past studies state that vast majority of workers equate their occupations with earning their bread and spread. They come to office not on the grounds that they make the most of their work but rather in light of the fact that they require their pay rates to guarantee a happy living. The satisfaction level depends on the ability to earn the highest standard of living.

This becomes a major cause of dissatisfaction as, if the organization is not able to provide with the maximum pay, the employees’ gets disappointed and perform inefficiently. It is a major task of Human Resource Department and particularly the management to integrate the employees’ desire with the organizational objectives and goals, so that the organization gets the maximum out of the workers and at the same time the workers get satisfied.

Employee disappointment can be an impetus for real issues inside an association — particularly inside a customer driven field like healthcare. Glad workers are equal to happy and contented patients. (Ardestani, 2017).Another aspect put forward by Nancy C. Morse (1997) Employee Satisfaction is a proportion of how happy workers are with their activity and workplace. Further she states that there might be numerous variables influencing the hierarchical viability and one of them is the employee fulfilment. According to Nancy, “Fulfilment alludes to the level of satisfaction of one's needs, desires and want. Fulfilment depends fundamentally upon what an individual need from the world, and what he gets.” Therefore, effective organizations ought to have a culture that supports the employee satisfaction.

Abraham Maslow's in his theory of Hierarchy of Needs clearly states that a person is fulfilled if his; needs are satisfied and he gets what he needs. In the event that he doesn't get what he needs/he ends up disappointed. Jobs which satisfy an employee’s requirement for self-realization or a craving for self-satisfaction are generally fulfilling (Neves & Eisenberger, 2012). Thus, organizations hoping to enhance worker satisfaction should endeavour to meet the essential needs of workers before advancing to address higher-arrange needs. Similarly, Herzberg's in his two factor theory states that, only the satisfaction of fundamental needs isn't adequate for employee satisfaction. As per this him, both Satisfiers and Dissatisfies have importance. Satisfiers or Motivators such as Achievement, recognition, advancement, responsibilities and so on are things which prompt high job fulfilment. At the other end, Dissatisfiers or Hygiene factors such as policy, supervision, pay and working conditions are those things or circumstances that if inappropriate can lead to work disappointment and low employee satisfaction.

An examination of previous studies states that there are many Organizational factors that can influence job satisfaction such compensation policy, work conditions, job rank, co-worker relationships, supervisor–subordinate relationships, job security, promotion policy, required responsibility, and the possibility of career development organisational future plans etc. (Nguyen, Taylor, & Bradley, 2003). Okpara (2004) too states that factors such as associations with colleague’s salary, administration and prospects for advancements had an impact on job satisfaction.

Mahmood & Rehman (2015) in their study found that five organisational vision attributes including clarity, brevity, challenge, stability and abstractness have significant effect on employee satisfaction. Thus organisation with a positive and stable future orientation contributes to employee satisfaction. Sollitto, et al.(2016) in their study of supervisor subordinate study found that good working relationship with the manager is fundamental since, at each stage his expert advice, productive feedback, and general understanding is required which further leads to Job satisfaction. Similarly Tsai (2011) found that “When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction". Whereas Sharma & Bajpai (2014) found that Team work has a direct influence on Job satisfaction. In their study of teamwork in a public sector organization and a private sector organization in the India found that job satisfaction increases or decreases with the increase or decrease in teamwork.

Kalisch, Lee, & Rochman (2010) in their study of nursing staff found that teamwork higher level of teamwork and perceptions of adequate staffing led to greater job satisfaction with current position and occupation. Another factor that is Job security is found to have a significant impact on job satisfaction. It is often measured in terms of the perceived risk of losing job in the near future. Job Security Job Security is a worker's affirmation or certainty that they will keep their current place of employment.. Certain professions or work opportunities intrinsically have better job security over others; job security is additionally influenced by an employee's performance, accomplishment of the business and the current monetary condition.

Hellgren et al.(1999) states that perceived security is positively associated with job satisfaction Workers with high level of job security have a low likelihood of losing their job sooner rather than later therefore more satisfied. Zeytinoglu et al.(2013) in their study of Turkish workers found that perception of job security rather than flexible employment is an important contributor to job satisfaction for Turkish workers. Kaya,& Ceylan,(2014) stated that Organisational Policies of Career Advancement and Promotional Avenues likewise administer the human behaviour in the organizations. These approaches can create positive or negative feelings towards the organization. Liberal and fair policies for the most part result in more job satisfaction. Strict policies will make disappointment among the employees since they feel that they are not being dealt with fairly and may feel constrained.

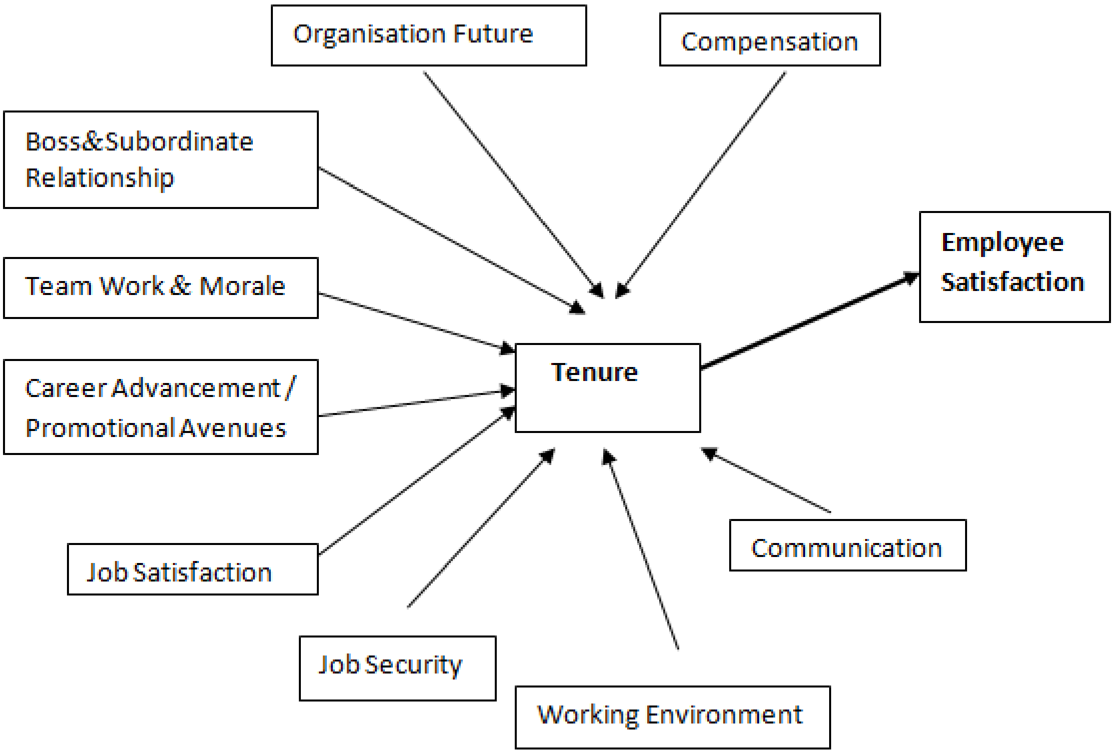
Naveed et al. (2011) found variables that such as length of service, ability and skills which lead to promotion have a positive relationship with job satisfaction. The employees are satisfied if they perceive management to be supportive in climbing up their professional ladder. Communication is a means to improve commitment and to stimulate employees to achieve organizational goals (Tsai, Chuang & Hsieh, 2009). Communications plays an essential role in worker fulfilment. The vast majority of the issues emerge when employees are not content with their managers. Over it, instead of talking about the issue face to face and personal with their immediate managers, they want to castigate them behind their backs. Workers are the most fulfilled when they share an awesome rapport with their managers. Powerful communication additionally goes far in reducing negativity at the working environment which in the long run prompts fulfilled and cheerful employees. Organizations and managers who support information sharing and bi-directional communication tend to have a higher rate of employee job satisfaction (Allen1995; Neves & Eisenberger, 2012). This lead to improved sense of well-being, happiness and job satisfaction among employees (Anchor, 2010). Wages and Salaries assume a critical job in affecting job satisfaction. This is essentially a direct result of a couple of fundamental reasons. (Alam Sageer, Sept 2012) Firstly, money is an essential instrument in satisfying one's needs. Cash and kinds fulfil the basic level needs of Maslow's Hierarchy of Needs Satisfaction. Also, workers regularly consider money to be an impression of the management's concern for them. Thirdly, it is viewed as an image of accomplishment since higher pay reflects higher level of commitment towards organizational activities. Onsardi et al.(2017), concluded that there is direct positive influence of empowerment, compensation, and job satisfaction to employee satisfaction.

Similarly Working Environment of an organisation has an impact on job satisfaction. Employees are exceptionally energetic with great working conditions as it gives a feeling of security, comfort and motivation Connis (2017). On contrary, poor working condition draws out a fear of terrible wellbeing in employees. The more comfortable the workplace is more beneficial will be the employees. Great working conditions are desirable by the employees, as they prompt more physical solace. Individuals want that there ought to be a spotless and sound workplace. Temperature, mugginess, ventilation, lighting and noise, long periods of work, tidiness of the work place and satisfactory equipments and gear are the highlights which influence work fulfilment. Poor working conditions make turn into a wellspring of showing with regards to disappointment. Kinzl et al. (2005) suggests that to "enhance job satisfaction, more attention should be paid to improving working conditions, including control over decision-making, and allowing workers to have more influence on their own work pace and work schedule"

2.2 *Research Framework*

Based on above research the following framework is proposed for Employee Satisfaction:

ISSN 2394 - 7780



3. RESEARCH METHODOLOGY

The aim of this research was to study the worker satisfaction and fulfilment in healthcare industry specifically in Hospitals. The Population selected for this study were the health workers of super speciality hospital in Faridabad. Tool used for the study was a survey instrument which was constructed and expert opinion was taken to ensure the validity of the questionnaire. The study was conducted over two months of June-July 2018.It was disseminated among a sum of 300 staff of the hospital that were arbitrarily chosen utilizing the convenience sampling method. Further, secrecy was kept up in those filling of Questionnaire in order to get their free and candid assessment as likewise to ensure their protection. The survey consisted of questions related to the identified factors which had an impact on Tenure and employee satisfaction such as, Organisation Future, Compensation, Working Condition, Team Work & Morale, Boss and Subordinate Relationship, Career Advancement / Promotional Avenues, Job Security, Professional Success and Communication. Bifurcation of questions is given below in Figure 2.The respondents were asked to give marks within the range of 1 to 5 for each of the question. The questionnaires were collected back after 10 days. Only 244 were found to be correctly filled and eligible for further analysis.

Figure-2: Bifurcation of Questions into Nine Parameters

Parameter	Question Number	Total Question	Maximum Marks	Minimum Marks
Organisation Future	1, 9, 10, 11, 39, 40	6	5	1
Boss&Subordinate Relationship	2, 13, 32, 36	4	5	1
Team Work & Morale	3, 12, 17, 24	4	5	1
Job Security	4, 20, 22, 30	4	5	1
Career Advancement / Promotional Avenues	5, 7, 21, 31	4	5	1
Compensation	6, 28	2	5	1
Communication	8, 23, 27, 33	4	5	1
Working Environment	14, 18, 29, 37, 38	5	5	1
Job Satisfaction	15, 16, 19, 25, 26, 34, 35	7	5	1
Total		40	48800	9760

There were 40 questions in the Satisfaction Survey. The inquiries are additionally bifurcated into nine parameters. The above table demonstrates the inquiry which has a place with the specific class. The most extreme imprints which can be acquired by each inquiry are 5 and least checks got can be 1. Along these lines, as indicated by 244 worker in an example and 40 questions, the greatest imprints acquired for the general review can be 48800 ([40*5]*244) and least stamps got can be 9760 ([40*1]*244).

ISSN 2394 - 7780

4. DATA ANALYSIS

The information gathered through the survey is investigated in this piece of the report. The different computations are performed utilizing MS Excel and the same is spoken to through diagrams and graphs.

A. Tenure

Analysis found that majority of the respondents that is 49% were new and had tenure of up to 1 year. While 10 % were there with the organisation since 2-3 yrs while 15% had been there between 1-2 year, while only 17% of respondents were found to be working with the organisation for more than 5 years as given in Table1.

Table 1: Work Experience		
Tenure	**Frequency**	**Percentage**
> 5 yrs	41	17%
0-1 yrs.	119	49%
1-2 yrs.	36	15%
2-3 yrs.	24	10%
3-4 yrs.	15	6%
4-5 yrs.	9	3%

The hospital has a decent number of individuals joining the association consistently. Yet, it appears that the organisation is discovering challenges to hold the workers for longer span. As the tenure rises, a greater number of representatives is by all accounts leaving the organisation. The hospitals have to build up strong policies and strategies to retain employees for long run.

B. Organisation Future

Table-2: Organisation Future			
Tenure	**Total Marks**	**Marks Obtained**	**Percentage**
> 5yrs	1,230	1,053	86
0-1 yr	3,570	2,860	80
1-2 yrs	1,080	768	71
2-3 yrs	720	534	74
3-4 yrs	450	359	80
4-5 yrs	270	226	84
Total	7,320	5,800	79

Mahmood & Rehman, (2015) in their study found that five organisational vision attributes including clarity, brevity, challenge, stability and abstractness have significant effect on employee satisfaction. Thus, organisation with a positive and stable future orientation contributes to employee satisfaction. Table 2 shows that a majority of respondents (86%) from the tenure 5 years and above feels that the organization was future oriented and they are thus more satisfied and looking for long term association. The employees with tenure of 1-2 years are least satisfied with 71%. Also, employees with less than 1-year tenure are satisfied with 80% and hope for better career prospects with the same organisation. This shows that the employee with longer tenure has experienced the organization growing while the new joinees have trust that they have a great future with the organization. The overall satisfaction level with the Organisation Future was found to be 79%.

C. Boss and Subordinate Relationship

Table-3: Boss and Subordinate Relationship			
Tenure	**Total Marks**	**Marks Obtained**	**Percentage**
> 5yrs	820	696	85
0-1 yr	2,380	1,912	80
1-2 yrs	720	516	72
2-3 yrs	480	346	72
3-4 yrs	300	251	84
4-5 yrs	180	146	81
Total	4,880	3,867	79

Past researches advice that the boss- subordinate relationship should be clearly stated in the working environment and a Manager has the essential obligation of building and ensuring a good working bond with every representative and subordinate. In this study it was found that that respondents with greater working experience are highly satisfied with the boss – subordinate relations. The highest percentage of satisfaction with these relations is 85% and was found amongst respondents with 5 years and more tenure. The least satisfied are 72% amongst respondents who had in fact recently joined the organisation and had tenure of 1-3 yrs as given in Table 3. As the people have greater work experience, they tend to witness more and thus they understand the organizations and prevailing relations in the organizations. Thus, people with greater work experience are highly satisfied with their superiors. The overall satisfaction level with the Boss and Subordinate Relationship was found to be 79%.

D. Team work & Morale

Table-4: Team Work and Morale

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	820	671	82
0-1 yr	2,380	1,847	78
1-2 yrs	720	522	73
2-3 yrs	480	334	70
3-4 yrs	300	241	80
4-5 yrs	180	146	81
Total	4,880	3,761	77

Team Work is the collaborative effort of a group to accomplish and share objective or to finish a task in the best and productive way. Morale is the limit of a group's people to keep up confidence in an organization or objective, especially even with resistance or hardship.

Table 4 tries to understand that the team work and morale of the employees. The highly satisfied respondents belong to more than 5 years tenure with 82%. This shows that respondents tend to work in teams effectively. This also depicts that the organizations are working to build team building and boost the employee's morale timely to achieve great performances. The least satisfied respondents belong to 2-3 years tenure with 70 % satisfaction level. Overall satisfaction level was 77%.

E. Job Security

Table-5: Job Security

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	820	694	85
0-1 yr	2,380	1,875	79
1-2 yrs	720	503	70
2-3 yrs	480	332	69
3-4 yrs	300	249	83
4-5 yrs	180	157	87
Total	4,880	3,810	78

Job Security is the likelihood that an individual will keep their activity; a job with a high level of professional stability is to such an extent that a person with the job would have a little fear of getting to be jobless. The organizations engage in various efforts to enhance job security. The provide various benefits other than salary like gratuity, provident fund, pension schemes, etc. so that the employee is ensured that in the period of unemployment he can utilize these funds for living. Analysis of the data shows that as the work experience increases so does the feeling of job security level of the employee. The respondents having 5 years tenure shows greater perception of job security at 85 %. Whereas level of job security was found least among respondents with the tenure of 2-3yrs.

F. Career Advancement/ Promotional Avenues

Table-6: Career Advancement/ Promotional Avenues

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	820	694	85
0-1 yr	2,380	1,847	78
1-2 yrs	720	517	72
2-3 yrs	480	335	70
3-4 yrs	300	253	84
4-5 yrs	180	154	86
Total	4,880	3,800	78

 ISSN 2394 - 7780

Career Advancement is a considered the most essential components for representative fulfilment and retention at a company. To a few people, career advancement implies achieving a best position at a specific organization; for other people, it could mean picking up engagement in different professional fields so as to make a novel and adaptable job for oneself. Data analysis in Table 6 shows that experiences work best for the organization. The greater the experience the greater is the satisfaction level. The respondents with 5 year of experience shows greater satisfaction with 85% and least satisfied respondents belongs to 2-3-year with70%.

G. Compensation

Table-7: Compensation

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	410	332	81
0-1 yr	1,190	867	73
1-2 yrs	360	223	62
2-3 yrs	240	161	67
3-4 yrs	150	113	75
4-5 yrs	90	73	81
Total	2,440	1,769	73

Compensation is a deliberate way to deal by giving financial incentive to representatives in return for work performed. It is always found that money is the biggest motivator.

Table 7 shows how compensation can affect the satisfaction level of the employees. The compensation for good performance promotes better performance in future. Respondents having the highest work experience in the organization have the maximum level of satisfaction which amounts to 81%. The least satisfied thats is 62% level belonged to the category of 1-2 years of tenure in the organization.

H. Communication

Table-8: Communication

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	820	696	85
0-1 yr	2,380	1,916	81
1-2 yrs	720	527	73
2-3 yrs	480	330	69
3-4 yrs	300	248	83
4-5 yrs	180	153	85
Total	4,880	3,870	79

Open Communication is of utmost importance. It helps in not only passing on clear instructions but also helps in clarifying any doubt and better execution of the work. Data analysis found that (as in Table 8) shows the satisfaction level of employees with the communication pattern of the organization. It again shows that the employees with highest work experience are highly satisfied (with 85%) with the communication patterns. The least satisfied belongs to the category of 2-3 years with 69% of satisfaction. Overall satisfaction level for communication flow is 79%. This shows that the employees are decently satisfied with the communication pattern followed by the organizations.

I. Working Environment

Table-9: Working Environment

Tenure	Total Marks	Marks Obtained	Percentage
> 5yrs	1,025	846	83
0-1 yr	2,975	2,330	78
1-2 yrs	900	635	71
2-3 yrs	600	433	72
3-4 yrs	375	307	82
4-5 yrs	225	183	81
Total	6,100	4,734	78

ISSN 2394 - 7780

Working environment is a wide term and consists of all your surroundings when working. A great workplace is amongst the most critical components in making one feel satisfied. Data Analysis as given in Table 9 shows the impact of working environment on the satisfaction level of the employees. As the survey was based on the hospitals, the working environment has to be highly satisfied. The working environment shows 78% of overall satisfaction level. The employees are decently satisfied with the working environment of the organizations. In this case, though highest level of satisfaction that is 83% was found amongst respondents who were new to the system while respondents with the longest tenure had the second most highest level of satisfaction.

J. Job Satisfaction

Table-9: Job Satisfaction			
Tenure	**Total Marks**	**Marks Obtained**	**Percentage**
> 5yrs	**1,435**	**1,270**	**89**
0-1 yr	**4,165**	**3,371**	**81**
1-2 yrs	**1,260**	**920**	**73**
2-3 yrs	**840**	**612**	**73**
3-4 yrs	**525**	**437**	**83**
4-5 yrs	**315**	**271**	**86**
Total	**8,540**	**6,881**	**81**

Job satisfaction can be estimated in cognitive (evaluative), affective (or passionate), and behavioural components. Researchers have likewise noticed that job satisfaction measures differ in the degree to which they measure emotions about the activity (full of feeling work satisfaction) or perceptions about the activity (intellectual employment satisfaction).

Table 9 shows the job satisfaction level of the respondents. The overall satisfaction level in this category amounts to 81%. This shows that the respondents are satisfied with the organization and their association with the organization. The highly satisfied respondents were those who had been with the organisation for more than 5 years at 89% level of satisfaction while least satisfied were those whose tenure was 2-3 years at 73% level of satisfaction.

K. Overall Employee Satisfaction

Table-10: Overall Employee Satisfaction				
Tenure	**Total Respondent**	**Total Marks**	**Marks Obtained**	**Percentage**
> 5yrs	**41**	**8,200**	**6,952**	**85**
0-1 yr	**119**	**23,800**	**18,825**	**79**
1-2 yrs	**36**	**7,200**	**5,131**	**71**
2-3 yrs	**24**	**4,800**	**3,417**	**71**
3-4 yrs	**15**	**3,000**	**2,458**	**82**
4-5 yrs	**9**	**1,800**	**1,509**	**84**
Total	**244**	**48,800**	**38,292**	**78**

As given in Table 10, data analysis shows the overall satisfaction level of the respondents with the number of respondents per category. The overall satisfaction level gained through the survey is 78%. This shows that the employees are decently satisfied with the organization. The survey also discovered that as the work experience with the organization exceeds, the satisfaction level of the employees also exceeds. The highly satisfied employees belong to the category of more than 5 years with 85% level of satisfaction, second highest was amongst the employees with tenure of 4-5 yrs. The least satisfied were the employees who had been with the organisation for 1-3 years.

As the competition and the dynamics of working pattern changes, the organisations have to take care of the employees with whom they are working. The hospitals are not the ordinary organizations. They have to deal directly with the patient’s life. If the employees are satisfied and happy then only the patients can be satisfied as they will receive the quality care with satisfied staff of the organizations.

5. FINDINGS

As per the results obtained by the survey, we discovered that the highest level of satisfaction comes with the experiences gained with the organizations. The majority of respondents who are highly satisfied belong to the category of more than five years of tenure. Overall across all tenure categories, the respondents were decently satisfied with the organizations with whom they are working. The parameters in the surveys shows that overall the respondents were most satisfied with the organization future, communication flow and working environment while the least satisfaction level is with the parameter of compensation. The Compensation is that factor which depend upon each organization itself. There are some organizations who compensate and recognizes even the smallest achievement of their employees. Alternatively, some organization only recognizes the big achievements. Compensation can be monetary as well as non-monetary. The employees must be demanding good offerings for their achievement in order to be satisfied. While having the informal communication with the employees, we found that the organization has communicated well with their employees as the employees were clear about the organization's goals, vision, mission and achievements.

The respondents with the longest tenure had the highest level of satisfaction on all parameters except in job security and Career advancement category where they were still had the second highest level of satisfaction. One interesting aspect to notice was that most dissatisfaction was found amongst the employees whose tenure was between 1-3 years. Therefore it is imperative to take care of the employees during these years.

6. CONCLUSION

Employees attitudes ordinarily mirror the progress of the organization Most organizations give due consideration to the significance of employee satisfaction. In the absence of employee satisfaction, most organizations either perform severely or lose talented representatives to other organizations with strong human resource management. The organizations need to observe that "a cheerful representative is a glad customer". Employee Satisfaction is an after effect of employee's impression of how well their job gives those things that are seen as critical by them.

Based on this research we can state that if the employees are satisfied with their work initially, they stay loyal and longer with organisation. Further as they spend more time with an organisation and their tenure gets longer, they feel even more satisfied with the organisation. The reason being they feel that they have a history with the organisation, they understand the organisation and its business process in depth and have experienced the organization growing and maturing along with them, Hence the level of satisfaction grows amongst them. Whereas the new joinees have little history to create have such internal feelings. The most critical years as seen from research are 1-3 years as it was seen that lowest level of satisfaction was found amongst such respondents.

Attrition rate is quite high in healthcare industry thus it is imperative for every healthcare organization to create methodologies that fortify the workplace and increase the worker morale and employee satisfaction to upgrade worker performance and productivity, which at last results in high benefits, employee loyalty as well as employee retention. Due attention should be given during the formative years of worker experience of an organisation so as to elongates their retention and tenure with an organisation and increase their level of satisfaction.

7. BIBLIOGRAPHY

- Alam Sageer, D. S. (Sept 2012). Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. IOSR Journal of Business and Management (IOSR-JBM), 8.
- Allen, M. W. (1992). Communication and organizational commitment: Perceived organizational support as a mediating factor. Communication Quarterly, 40, 357–367. doi: 10.1177/0893318997010003003
- Anchor, S. (2010). The Happiness Advantage. New York, NY: Crown Business.
- Archana G. Nemmaniwar, D. M. (June, 2016). Job Satisfaction among Hospital Employees: A Review of Literature. IOSR Journal of Business and Management (IOSR-JBM) , 5.
- Ardestani, S. S. (2017). A Project Report on Employee Satisfaction in Private Hospitals in Hyderabad-India. International Academic Journal of Innovative Research, 14.
- Bravendam Research Incorporated (2002). Effective management through measurement: Special report. Retrieved from the World Wide Web on December 15, 2010 from http://www.employeesatisfactions.com
- Connis, R. T., Braukmann, C. J., Kifer, R. E., Fixsen, D. L., Phillips, E. L., & Wolf, M. M. (2017). Work environment in relation to employee job satisfaction in group homes for youths. Child care quarterly, 8(2), 126-142
- Edith Wakida, D. W. (Summer 2014). Job satisfaction – a literature review on employee motivation,attitudes and turnover: what is the relationship? University of Central Florida, 14.

- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. European Journal of Work and Organizational Psychology, 8(2), 179-195.
- Kalisch, B. J., Lee, H., & Rochman, M. (2010). Nursing staff teamwork and job satisfaction. Journal of nursing management, 18(8), 938-947.
- Kaya, C., & Ceylan, B. (2014). An Empirical study on the role of career development programs in organizations and organizational commitment on job satisfaction of employees. American Journal of Business and Management, 3(3), 178-191
- Kinzl, J. F., Knotzer, H., Traweger, C., Lederer, W., Heidegger, T., & Benzer, A. (2005). Influence of working conditions on job satisfaction in anaesthetists. British Journal of Anaesthesia, 94(2), 211-215.
- Mahmood S, Rehman AU (2015) Impact of Effective Vision Attributes on Employee Satisfaction. Int J Econ Manag Sci 5:315. doi:10.4172/2162-6359.1000315
- M. Shweta, Rajput, M. M. (2016). Job Satisfaction and Employee Loyalty: A study of Academicians. Asian J. Management; 7(2): April- June, 2016, 5.
- Muhammad Rizwan, W. M. (2012). Empirical study of Employee job Satisfaction. IOSR Journal of Business and Management (IOSR-JBM), 8.
- Naveed, A., Ahmad, U., & Bushra, F. (2011). Promotion: A predictor of job satisfaction a study of glass industry of Lahore (Pakistan). International Journal of Business and Social Science, 2(16)
- Neves, Pedro & Eisenberger, Robert (2012). Management communication and employee performance: the contribution of perceived organizational support. Human Performance. 25:5, 452-464. Retrieved online from www.psychology.uh.edu/faculty/Eisenberger/files/Neves-Eisenberger-communication.pdf. doi: 10.1080/08959285/2012/721834
- Nguyen, A., Taylor, J., & Bradley, S. (2003). Relative pay and job satisfaction: some new evidence.
- NL, D. M. (July - Aug 2012). Human Resources Responsibility on Job Satisfaction. IOSR Journal of Business and Management (IOSRJBM), 4.
- Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. Information Technology & People, 17(3), 327-338
- Onsardi, A., Asmawi, M., & Abdullah, T. (2017). The Effect Of Compensation, Empowerment, And Job Satisfaction On Employee Loyalty. International Journal of Scientific Research and Management, 5(12), 7590-7599.
- Sharma, J. P., & Bajpai, N. (2014). Teamwork a key driver in organizations and its impact on job satisfaction of employees in Indian public and private sector organizations. Global Business Review, 15(4), 815-831
- Sollitto, M., Martin, M. M., Dusic, S., Gibbons, K. E., & Wagenhouser, A. (2016). Assessing the supervisor-subordinate relationship involving part-time employees. International Journal of Business Communication, 53(1), 74-96.
- Tsai, M. T., Chuang, S. S., & Hsieh, W. P. (2009). An integrated process model of communication satisfaction and organizational outcomes. Social Behavior and Personality: an international journal, 37(6), 825-834.
- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. BMC health services research, 11(1), 98
- Zeytinoglu, I. U., Yılmaz, G., Keser, A., Inelmen, K., Uygur, D., & Özsoy, A. (2013). Job satisfaction, flexible employment and job security among Turkish service sector workers. economic and Industrial Democracy, 34(1), 123-144.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

GENDER DIFFERENCES IN PERSONALITY TRAITS

Ananaya Agarwal[1], Dr. Anshu Yadav[2] and Dr. Shweta Awasthi[3]
MBA HR Student[1], Amity Business School
Assistant Professor[2,3], Amity Business School, AUUP Noida

ABSTRACT

Objective: In this study, we explored the gender differences with regards to the Big Five traits: extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism. Based on the review, it was hypothesized that females were significantly higher than males in extraversion, agreeableness, conscientiousness, neuroticism while openness to experience was significantly higher among males than among females. Conscientiousness was significantly higher among females than among the males. Method: The sample for the present study consisted of thirty participants (15 male participants and 15 female participants), all above 18 years of age. Sampling was done using quota sampling . The tool used for data collection was Personality- Big Five Inventory (BFI) given by John & Srivastava, (1999) that measures an individual on the Big Five Factors of personality namely: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness. The data was compiled and statistically analysed on descriptives and test for differences between means. Results: a significant gender difference was observed in the following personality traits: Agreeableness, Conscientiousness and Neuroticism while a non-significant difference was found in openness to experience and extraversion. Conclusion: The hypotheses were mostly verified. It was observed that females were significantly higher than males in agreeableness, conscientiousness, neuroticism as stated in the hypothesis while a non significant difference was found between the two genders in openness to experience and extraversion. The results might have practical implications.

INTRODUCTION

Personality stability and change represent contemporaneous hot topics, as demonstrated by the increasing number of longitudinal studies aimed at investigating these issues (Caspi, Roberts, & Shiner, 2005). Researchers have addressed issues such as the normative developmental trend of personality traits across the entire course of life, using the Big Five as the reference framework (e.g. Hopwood et al., 2011; Roberts, Walton, & Viechtbauer, 2006), the age at which personality reaches its consistency (Roberts & DelVecchio, 2000; Terracciano, Costa, & McCrae, 2006), and the mechanisms underlying personality changes (Caspi et al.,). Since these studies mostly nvestigated population normative mean-level changes, gender-related differences in the development of personality have been addressed only in a cursory and unsystematic manner. Yet, it is well accepted that personality traits may perhaps develop differently in males and females due to the gender-based social experiences (Srivastava, John, Gosling, & Potter, 2003) and biological variation (Shaffer, 2009).

The present study aims to fill this gap in the literature by looking at the gender differences with regards to the Big Five traits: extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism

Personality is an easy concept to understand for most of us. It consists of all the characteristics that sets one apart from others. But, in psychology, personality is a slightly more complicated concept.

Personality can be seen as individual differences in patterns of feeling, thinking and behaving . (Kazdin, 2000)

Personality is found to correlate strongly with life satisfaction.(Boyce, Powdthavee & Wood, 2013).

Biological approaches have also suggested that the role of genetics is responsible for personality. Hans Eysenck, has linked aspects of personality to biological processes. (Cherry & Gans, 2017)

According to the behavioural theorist, personality is created as a result of interaction between the individual and it's environment. (Cherry & Gans, 2017)

Psychodynamic theories of personality which are highly influenced by the work of Sigmund Freud, emphasizes on the influence of the childhood experiences and unconscious mind on personality. (Cherry & Gans, 2017)

Humanistic perspective emphasize on the importance of free will and individual experience in the growth of personality. It also focused on the concept of self-actualization, which is an inborn need for personal growth that motivates the behaviourof an individual. (Cherry & Gans, 2017)

The trait theory approach is one of the well-known areas within the study of personality. The trait theories suggest that, personality is made up of a number of broad traits. A trait can be defined as a relatively stable characteristic that makes an individual to behave in a particular manner. Some of the prominent trait theories involve Eysenck's three-dimensional theory and the five factor theory of personality. (Cherry & Gans, 2017)

The five-factor theory emerged in order to describe the important traits that has served as the structure of personality. The acronym used to describe the traits are OCEAN (openness, conscientiousness, extraversion, agreeableness, and neuroticism). It is used in order to remember the big five traits. (Cherry & Gans, 2018)

Openness
People high on this trait tend to be more creative and adventurous. People low on this trait are much more traditional in their approach towards life and may often struggle with abstract thinking. (Cherry & Gans, 2018)

Conscientiousness
Salient features of this dimension include goal-directed behaviours, high levels of thoughtfulness, with good impulse control. People with high conscientiousness levels tend to be more organized and mindful of details. (Cherry & Gans, 2018)

Extraversion
Extraversion is characterized by sociability, excitability, assertiveness,talkativeness and high levels of emotional expressiveness. People high on extraversion tend to gain energy in social situations and are outgoing. People low on extraversion, tend to be more reserved and have to expend energy in social settings. (Cherry & Gans, 2018)

Agreeablenes
This dimension of personality includes attributes such as altruism, trust, affection, kindness and other prosocial behaviours. People high on agreeableness are more cooperative as compared to those who are low on this trait and they tend to be more competitive and even manipulative. (Cherry & Gans, 2018)

Neuroticism
Neuroticism is a trait which is characterized by moodiness, sadness, and emotional instability. Individuals high on this trait tend to experience anxiety, mood swings, irritability and sadness. Those low on this trait tend to be more emotionally resilient and stable.

McCrae and his colleagues also found that the big five traits are also universal. A study looked at people from more than 50 different cultures and found that these five dimensions could be used accurately to describe personality. Based on this research, many psychologists believe that the five personality dimensions are not only universal; but also it has biological roots. (Cherry & Gans, 2018)

A brief review of research into personality is now being discussed.

The influence of gender differences on personality have been studied frequently. These differences are also documented in many studies (Buss & Plomin, 1984; Eysenck & Eysenck, 1985; Cox,1994; Zuckerman, 1994; Feingold, 1994). Three vital meta-analysis of Costa, Terracciano & McCrae (2001), Feingold (1994) and Shuqin, Wang, & Rocklin (1995) suggested that gender differences exist in personality traits.

Feingold (1994) conducted four meta-analyses to study gender differences in personality. The results showed that females were found to be less assertive and had slightly less self-esteem than males. On the other hand the traits like- trust, anxiety, extraversion and tender-mindedness (e.g., nurturance) of females were higher than males.

Secondary analysis of revised NEO personality inventory records from 26 cultures (N =23,031) suggest that variations are broadly consistent with gender stereotypes. Women reported themselves to be higher on agreeableness, neuroticism, openness to feelings and warmth whereas men were higher on assertiveness and openness to ideas (Costa, Terracciano, & McCrae, 2001).

A psychometric meta-analysis conducted on adult gender differences in self reported personality was conducted based on each of the big five factors. Examination of 76 studies on 35 personality scales showed that men’s score were significantly lower than that of women’s measures of neuroticism and agreeableness (Shuqin, Wang, & Rocklin, 1995). Women scored higher as compared to their male counterparts on the factors of neuroticism and agreeableness in many studies (Costa, Terracciano, & McCrae, 2001; Goldberg, Sweeney, Merenda, & Hughes, 1998; Goodwin, & Gotlib, 2004; Shuqin, Wang, & Rocklin, 1995; Budaev, 1999; Shokri, Kadivar, & Daneshvarpoor, 2007; McCrae, et al., 2005; Chapman, Duberstein, & Lyness, 2007; Schmitt, Realo, Voracek, & Allik, 2008) While men scored high on openness to experience (Shokri, Kadivar, & Daneshvarpoor, 2007; Goodwin, & Gotlib, 2004).

In recent year, there have been many studies conducted on personality traits and its relations with other characteristics (Harris et al., 1999). According to the studies, at least three of the Big Five personality traits – Openness to experience, Neuroticism, and Extraversion – are related to non-verbal intelligence (see review Malykh, Tikhomirova, 2015). Moreover, Conscientiousness and Openness to experience are considered as correlates of cognitive abilities (Chamorro-Premuzic & Furnham, 2004). On an average, women show higher scores on Neuroticism than men (Costa et al., 2001). Smaller effect size was found for Extraversion. Whereas, men score higher on the subscale of Sensation Seeking (Weisberg et al., 2011). Studies have not suggested any gender variation for Conscientiousness and Openness to experience (Costa et al., 2001). Gender differences in Agreeableness are constantly reproduced in studies with women having a higher score than men (Weisberg et al., 2011; Costa et al., 2001).

Based on the literature review, the following hypotheses were formulated:

1. It was hypothesised that females were significantly higher than males in extraversion (Feingold, 1994)
2. It was further hypothesized that females would significantly score higher on agreeableness (Costa, Terracciano, & McCrae, 2001; Chapman, Duberstein, & Lyness, 2007; Goodwin, & Gotlib, 2004; McCrae, et al., 2005; Schmitt, Realo, Voracek, & Allik, 2008; Shokri, Kadivar, & Daneshvarpoor, 2007) While men scored higher on openness to experience (Goodwin, & Gotlib, 2004; Shokri, Kadivar, & Daneshvarpoor, 2007).
3. Conscientiousness were significantly higher among females than among males(Goodwin & Gotlib, 2004)
4. It was hypothesized that females would score significantly higher on the factors of neuroticism (Costa, Terracciano, & McCrae, 2001; Goodwin, & Gotlib, 2004; McCrae, et al., 2005; Chapman, Duberstein, & Lyness, 2007; Shokri, Kadivar, & Daneshvarpoor, 2007 Schmitt, Realo, Voracek, & Allik, 2008)
5. Males would significantly score higher on openness to experience (Goodwin, & Gotlib, 2004; Shokri, Kadivar, & Daneshvarpoor, 2007).

METHOD

Participants

The sample for the present study consisted of thirty participants (15 male participants and 15 female participants). They were all above 18 years of age. The demographic information of the employees is given in the pie-charts below.

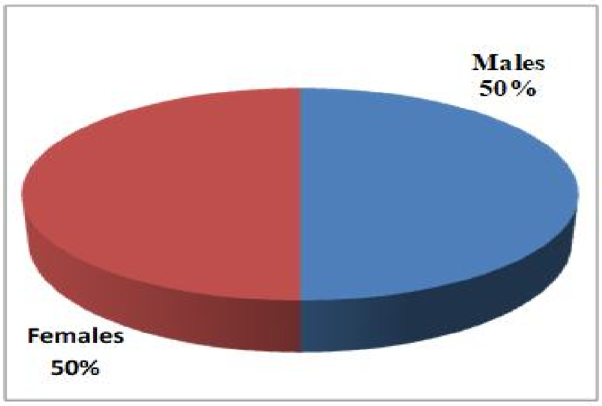


Figure-1: Gender distribution

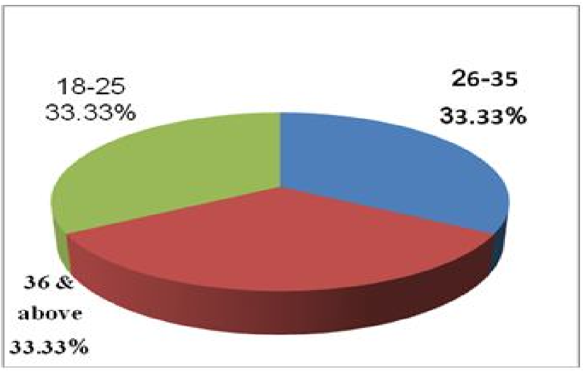


Figure-2: Age distribution

 ISSN 2394 - 7780

Sampling

Non-probability sampling technique was used specifically convenience sampling for the present study. Non-probability sampling results in a sample in which the probability of selection of any case or element is unknown (Nestor & Schutt, 2014) .Among the various non-probability techniques, the one that was chosen for the present study was quota sampling. It is a sampling technique, where in groups are targeted in proportions which matches the proportions of the same groups in a larger population. This method was chosen as it was well suited of the all the non-probability sampling techniques available and also was accessible. Another reason for choosing this technique was that it ensured that the people relevant to the study were a part of the sample. Using this technique 30 respondents were targeted and given questionnaires to be a part of the data.

Design

This was an ex post facto research as the variables under study were not manipulated but were studied as they existed in the target population. This kind of research is a substitute for true experimental research and is used to test hypotheses about cause-and-effect or correlational relationships, where it is not practical or ethical to apply a trueaexperimental, or even a quasi-experimental design. Ex post facto research can be viewed as an experimentalaresearch in reverse. Cohen, Manion, and Morison (2000) noted that instead of taking groups that are equivalent and subjecting them to different treatments to determine differences in the dependent variables, an ex post facto experiment begins with a group that is already different in some respect and searches in retrospect for factors that brought about those differences. In this manner, ex post facto research canatransform a non-experimental research design into a pseudo-experimental study.

Tools of data collection

The tool intended to be used for data collection was Personality- Big Five Inventory (BFI). It is a 44-item (16 reverse items & 28 forward items) inventory that measures an individual on the Big Five Factors of personality [Agreeableness (9 items), Extraversion (8 items), Openness (10 items), Conscientiousness (9 items), and Neuroticism (8 items)]. Each of these factors are further divided into different personality facets. (Goldberg, 1993)

Following the advice of the survey authors, the questions were presented in random order. It consisted of 16 reverse items & 28 forward items. The response format used a 5-point Likert scale with the following anchors: agree strongly, agree a little, neither agree nor disagree, disagree a little, disagree strongly. Scoring was done by adding the individual scores for each item. The highest and the lowest score would be 220 and 44 respectively. A high score would indicate an individual was high on a certain trait whereas a low score indicated a deficit of the trait. (John & Srivastava, 1999)

Procedure

The research started with choosing the variables under the study after detailed reviews of different domains. Data for the research was collected from individuals who were above 18. The participants were given the questionnaires and they were asked to fill in their demographical details, after which they read the instructions carefully before filling their responses. Then they were instructed to mark the response that was most appropriate for them as both the scales were of Likert type (5- point scale). The completed questionnaires were collected back from the participants. The same procedure was followed for all the thirty participants.

After collecting the required data, the questionnaires were coded and scored. The data was entered into the MS Excel. VassarStats, a website for statistical analysis, was used to carry out various statistical analysis based on the objectives of the study. (http://vassarstats.net/)

Result

The objective of the present study was to explore the gender differences with regards to the Big Five traits: extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism. In order to study this measures, Personality- Big Five Inventory(BFI) given by John & Srivastava (1999) was used. It is a 44-item (16 reverse items & 28 forward items) inventory that measures an individual on the Big Five Factors of personality [Extraversion (8 items), Conscientiousness (9 items), Neuroticism (8 items), and Openness (10 items)]. The data generated by these measures were being statistically analysed using descriptive and t-test.

Table-1: Means and S.D for overall personality score and it's sub-dimensions (Females)

	Personality Score	*Extraversion*	*Agreebleness*	*Conscientiousness*	*Neuroticism*	*Openness*
Mean	169.87	29	32.87	39.07	27.93	41
SD	18.59	8.27	8.18	5.52	*8.48*	4.61

Note. N=30

As is evident from Table 1 means for Personality Score M= 169.87 (SD=18.59) which falls under the moderately high range; for Extraversion M= 29 (SD= 8.27) which falls under the moderately high range; or *Agreebleness* M= 32.87 (SD= 8.18) it falls under the moderately high range; for *Conscientiousness* M=39.07 (SD=5.52) it falls under the high range; for *Neuroticism* M=27.93 (SD= *8.48*) which falls under the moderately high range and for openness M=41 (SD=4.61) it falls under the moderately high range.

Table-2: Means and S.D for overall personality score and it's sub-dimensions (Males)

	Personality Score	*Extraversion*	*Agreebleness*	*Conscientiousness*	*Neuroticism*	*Openness*
Mean	150.2	30.07	24.47	33.07	20.53	42.06
SD	*14.68*	7.23	7.33	8.43	*8.46*	4.67

Note. N=30

As is evident from Table 2 for Personality Score M= 150.2 (SD=*14.68*) which falls under the moderately high range; for Extraversion M= 30.07 (SD= 7.23) it falls under the moderately high range; for *Agreebleness* M= 24.47 (SD= 7.33) which falls under the moderate range; for *Conscientiousness* M=33.07 (SD=8.43) it falls under the moderately high range; for *Neuroticism* M=20.53 (SD= *8.46*) which falls under the moderately low range for openness M=42.06 (SD=4.67) it falls under the high range.

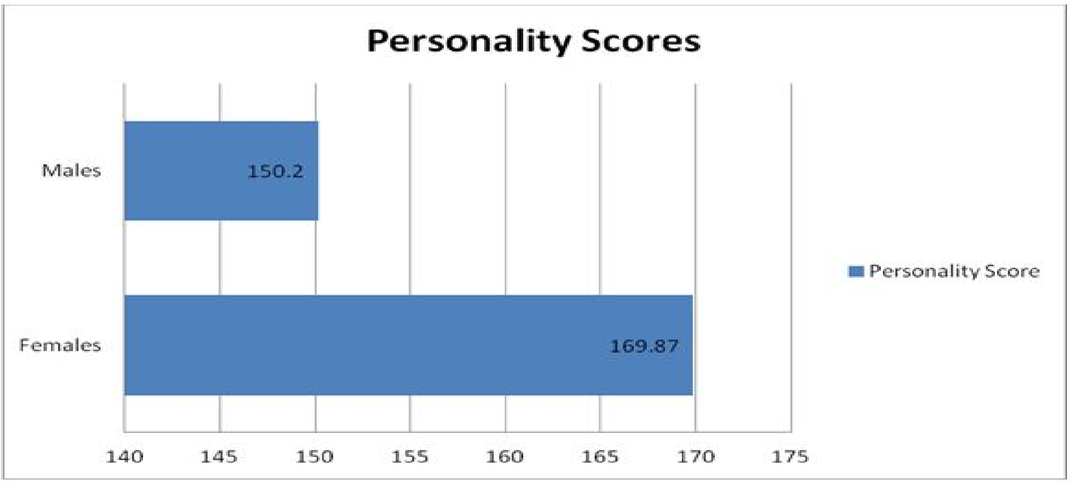


Figure-3: Means of overall personality score

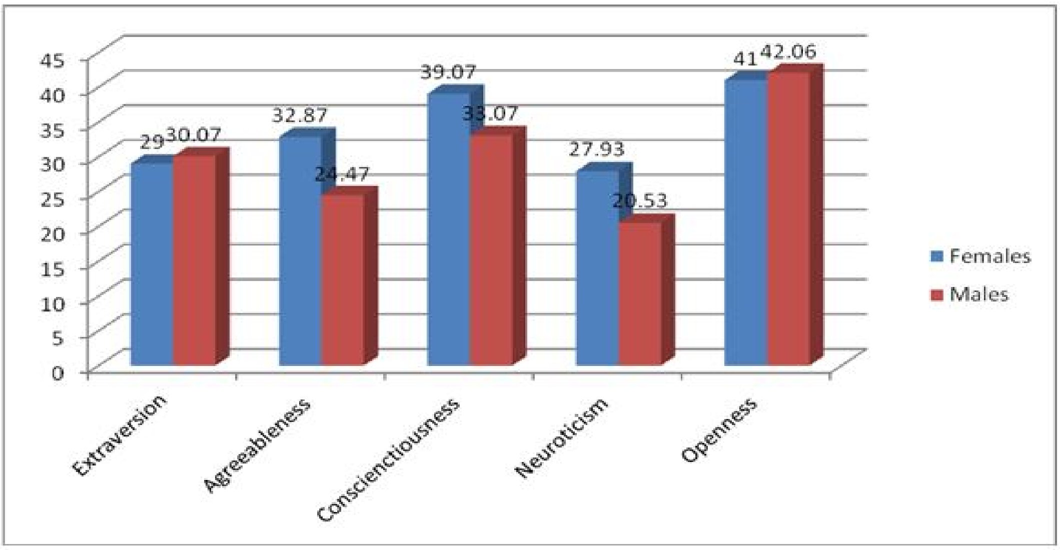


Figure-4: Means of the sub-dimensions of personality traits

ISSN 2394 - 7780

Table-3: Difference in personality traits among males and females.

	Gender			
	Females	**Males**	**T**	***Df***
Extraversion	29 (8.27)	30.07 (7.23)	-0.38	28
Agreeableness	32.87 (8.18)	24.47 (7.33*)*	+2.96*	28
Conscienctiousness	39.07 (5.52)	33.07 (8.43)	+2.31*	28
Neuroticism	27.93 (*8.48*)	20.53 (*8.46*)	+2.35*	28
Openness	41 (4.61)	42.06 (4.67)	-0.63	28

Note. * = p< .05. Standard Deviations appear in parentheses below means

As evident from table 3, a significant difference was observed among males and females in the following personality traits: Agreebleness **t (95) = +2.96**, p<.05; Conscienctiousness **t(95)= +2.31**, p<.05; Neuroticism **t(95)=** +**2.35**, p<.05.

DISCUSSION

The aim of the present research was to explore at the gender differences with regards to the Big Five traits: extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism . Thirty participants (15 male participants and 15 female participants) were selected on the basis of quota sampling . They were all above 18 years of age. The tool intended to be used for data collection was Personality- Big Five Inventory (BFI) given by John & Srivastava (1999). It is a 44-item (16 reverse items & 28 forward items) inventory that measures an individual on the Big Five Factors of personality [Agreeableness (9 items), Conscientiousness (9 items), Extraversion (8 items), Openness (10 items) and Neuroticism (8 items)]. Each of these factors is further divided into personality facets. (Goldberg, 1993). Following the advice of the survey authors, the questions were presented in random order. The participants were given the questionnaires and they were asked to fill in their demographical details, after which they read the instructions carefully before filling their responses.

After collecting the required data, the questionnaires were coded and scored. The data was entered into the MS Excel. VassarStats, a website for statistical analysis, was used to carry out various statistical analysis based on the objectives of the study.

Results suggested that for females means for Personality Score M= 169.87 (SD=18.59) which falls under the moderately high range; for Extraversion M= 29 (SD= 8.27) which falls under the moderately high range; or *Agreebleness* M= 32.87 (SD= 8.18) it falls under the moderately high range; for *Conscientiousness* M=39.07 (SD=5.52) it falls under the high range; for *Neuroticism* M=27.93 (SD= *8.48*) which falls under the moderately high range and for openness M=41 (SD=4.61) it falls under the moderately high range.

Personality is defined as a dynamic organization within the individual of those psychophysical systems that determine a person’s characteristics behavior and thought (Allport, 1961).The overall score is the sum of scores of all the individual facets of personality. A higher score indicates that a person is high or moderately on all the five facets of personality. However, It is important to understand that a single personality score will never fully capture the essence of the being.

Extraversion has been associated with sociability, Assertiveness, and positive emotionality, all of which reflects sensitivity to rewards (Depue and Collins, 1999; DeYoung and Gray, 2009). A moderately high score on this facet is indicative of a tendency towards being outgoing and energetic. Talkativeness, assertiveness, and a tendency to seek the company of others. High extraversion can be perceived as attention-seeking and domineering. (Lebowitz, 2016)

Agreeableness comprises traits relating to altruism, such as empathy and kindness. Agreeableness involves the tendency toward maintenance of social harmony, cooperation, and consideration of the concerns of others (as opposed to exploitation or victimization of others). (Feingold, 1994; Costa et al., 2001). A moderately high score on this facet indicates a tendency to be cooperative, compassionate, and friendly. It is indicative of ones’ helpful and trusting nature, and whether the person is well-tempered. (Lebowitz, 2016)

Conscientiousness consists of traits related to organization, self-discipline, and the control of impulses, and appears to reflect the ability to exert self-control to follow rules or maintain goal pursuit (Feingold, 1994; Costa

ISSN 2394 - 7780

et al., 2001). A high score on this facet indicates organization and efficiency, tendency to be self-disciplined and dependable. (Lebowitz, 2016)

Neuroticism can be seen as the tendency to experience negative emotions and related processes in response to a perceived punishment or a threat; these include depression, anxiety, anger, emotional reliability and self-consciousness. A moderately high score on this facet indicates high emotional vulnerability and reactiveness to stress. (Lebowitz, 2016)

Openness describes creativity, imagination, intellectual curiosity, and appreciation of aesthetic experiences. A moderately high score on this facet indicates intellectual curiosity, inventiveness, having a preference for variety over routine work, and seeking fulfilment in intense, euphoric experiences. (Lebowitz, 2016)

For males, the Personality Score M= 150.2 (SD=*14.68*) it falls under the moderately high range; for Extraversion M= 30.07 (SD= 7.23) it falls under the moderately high range; for *Agreebleness* M= 24.47 (SD= 7.33) which falls under the moderate range; for *Conscientiousness* M=33.07 (SD=8.43) it falls under the moderately high range; for *Neuroticism* M=20.53 (SD= *8.46*) which falls under the moderately low range for openness M=42.06 (SD=4.67) it falls under the high range.

It was hypothesised that females were significantly higher than males in extraversion (Feingold, 1994). Extraversion has been linked with Assertiveness, sociability, and positive emotionality, all of which reflects understanding of rewards (Depue and Collins, 1999; DeYoung and Gray, 2009). Mean score on extraversion for females was 29 (SD= 8.27) which falls under the moderately high range. Whereas for males the mean score was 30.07 (SD= 7.23), it also falls under the moderately high range. A moderately high score on this facet is indicative of a tendency towards being outgoing and energetic. Talkativeness, assertiveness, and a tendency to seek the company of others. High extraversion can be perceived as attention-seeking and domineering. (Lebowitz, 2016). As opposed to the hypothesis, an insignificant difference was found between the male and female sample with t = -0.38. The present results gain support by a study done by Feingold (1994), Gender differences on Extraversion (encompassing gregariousness, excitement seeking, and positive affect) have been either inconsistent or of negligible magnitude in large, statistically well-powered samples.

It was further hypothesized that females would significantly score higher on agreeableness (Costa, Terracciano, & McCrae, 2001; Goodwin, & Gotlib, 2004; McCrae, et al., 2005; Chapman, Duberstein, & Lyness, 2007; Shokri, Kadivar, & Daneshvarpoor, 2007 Schmitt, Realo, Voracek, & Allik, 2008). Mean score on *Agreebleness* for females was 32.87 (SD= 8.18), while men scored higher on openness to experience (Goodwin, & Gotlib, 2004; Shokri, Kadivar, & Daneshvarpoor, 2007). Agreeableness comprises traits relating to altruism, such as empathy and kindness. Agreeableness relates to the ability to maintain cooperation, social harmony and being considerate and showing concerns of others. (Feingold, 1994; Costa et al., 2001). The mean scores for females on *Agreebleness* was found to be= 32.87 (SD= 8.18) and it falls under the moderately high range. Whereas for males it was 24.47 (SD= 7.33)) which falls under the moderate range. A moderately high score on this facet indicates a tendency to be cooperative, compassionate, and friendly. It is indicative of ones' helpful and trusting nature, and whether the person is well-tempered. (Lebowitz, 2016)

A moderate score on this facet is indicative of a tendency to be friendly, compassionate, and cooperative. It indicates a person's trusting and helpful nature, and whether one is well-tempered or not. At times a person can also display an analytic and detached tendency. Often challenging or competitive; can be seen as untrustworthy or argumentative. (Lebowitz, 2016)The result (See Table 3) supported the hypothesis by suggesting a significant difference was found between the male and female sample with $t(95) = 2.96$, $p< 0.05$. The present results gain support by a study done by Costa, Terracciano, & McCrae (2001); Goodwin, & Gotlib (2004); McCrae, et al. (2005); Chapman, Duberstein & Lyness (2007); Shokri, Kadivar, & Daneshvarpoor (2007) Schmitt, Realo, Voracek, & Allik (2008)

It was hypothesized that conscientiousness were significantly higher among females than among males. (Goodwin & Gotlib, 2004). Conscientiousness relates to the traits of being self-discipline, control over impulses, and following rules or maintaining goal pursuit (Feingold, 1994; Costa et al., 2001). Mean score on conscientiousness for females was 39.07 (SD=5.52) it falls under the high range whereas for males it was 33.07 (SD=8.43) it falls under the moderately high range. A high or a moderately high score on this facet is indicative of efficiency and organization, tendency to be self-disciplined and dependable. (Lebowitz, 2016). The result (See Table 3) supported the hypothesis by suggesting a significant difference was found between the male and female sample with $t(95) = +2.31$, $p< 0.05$. The present results gain support by a study done by Costa, Terracciano, & McCrae (2001); Goodwin, & Gotlib (2004) ; Shokri, Kadivar, & Daneshvarpoor (2007).

It was hypothesized that females would score significantly higher on the factors of neuroticism (Shokri, Kadivar, & Daneshvarpoor, 2007 Schmitt, Realo, Voracek, & Allik, 2008).

Neuroticism can be seen as the tendency to experience negative emotions and related processes in response to a perceived punishment or a threat; these include depression, anxiety, anger, emotional reliability and self-consciousness. (Feingold, 1994; Costa et al., 2001). Mean score on conscientiousness for females 27.93 (SD= *8.48*) which falls under the moderately high range it falls under the moderately high range. Whereas for males the mean score was found to be 20.53 (SD= *8.46*) which falls under the moderately low range. A moderately high score on this facet is indicative of a high emotional reactiveness and vulnerability to stress. Neuroticism may perhaps correlate with perceiving situations as threatening. (Lebowitz, 2016). A moderately low score on this facet is indicative of a tendency to be calm, emotionally stable, and free from persistent negative feelings.(Lebowitz, 2016). The result (See Table 3) supported the hypothesis by suggesting a significant difference was found between the male and female sample with $t(95) = +2.35$, $p< 0.05$. The present results gain support by studies done by Schmitt, Realo, Voracek, & Allik (2008); Chapman, Duberstein, & Lyness (2007); Shokri, Kadivar, & Daneshvarpoor (2007); McCrae, et al. (2005); Goodwin, & Gotlib (2004); Costa, Terracciano, & McCrae (2001); Budaev(1999); Goldberg, Sweeney, Merenda, & Hughes (1998); Shuqin, Wang, & Rocklin (1995).

Males would significantly score higher on openness to experience (Goodwin, & Gotlib, 2004; Shokri, Kadivar, & Daneshvarpoor, 2007). Openness describes creativity, imagination, intellectual curiosity, and appreciation of aesthetic experiences. Mean score on conscientiousness for females 41 (SD=4.61) it falls under the moderately high range. Whereas for males the mean score was found to be 42.06 (SD=4.67) it falls under the high range. A moderately high or high score on this facet is indicative of inventiveness and intellectual curiosity, having a preference for variety over routine, and seeking fulfillment in intense, euphoric experiences. (Lebowitz, 2016). The result (See Table 3) did not support the hypothesis by suggesting a non significant difference was found between the male and female sample with $t = -0.63$. The present results gain support by a study done by Feingold (1994) & Costa et al. (2001) suggesting that Gender differences on Openness to Experience have been either inconsistent or of negligible magnitude in large, statistically well-powered samples.

These findings make sense to psychologists who articulate that our psychological traits today are a reflection of the effect of survival demands which were experienced by our distant ancestors, and further, these demands were different for men and women. For example, women with a nurturing personalities would have been more possibly to succeed in raising offspring, while men having bolder personalities would be more successful in competing for mates. In turn, these traits would have passed down to the successive generations. According to a study done by Buss (1955), Neuroticism and Agreeableness are genetically based, species-invariant, and the result of adaptation to selection pressures which vary across men and women. Some scholars and commentators are not very comfortable with such a biological account of human behaviour, as it underestimates the influence of the socio- cultural forces that shape the behaviour of human beings.

Costa et al.'s (2001) findings supported the former. However, gender differences were larger, in industrialized countries where more progressive socio-culture gender role norms would presumably should have lead to smaller differences. Thus, Costa and colleagues suggested that gender differences on Agreeableness and Neuroticism stemmed from stable evolutionary and biological bases, but Social Role Theory (Eagley, 1987), which reflects socialization processes leading to different behaviors and roles for men and women, also held potential usefulness for understanding gender differences in Neuroticism and Agreeableness (Costa et al., 2001; McCrae, et al., 2005).

There were certain limitations of the study which can be taken into account for further studies in the future. These were one, the small sample size for comparison purposes. Second, the data was gathered from only the metropolitan cities like Delhi and Noida. Third, non probability sampling technique was used. Since the sample was not random, responses may have been elicited from more cooperative people, and their responses may have been influenced by social desirability. The limitations of this study can be avoided in the future if researches work with larger and a more representative sample and extend the study by focusing on the possible reasons for this observed differences.

REFERENCES

- Arnett, J. J. (2000). Emerging Adulthood: A theory of development from the late teens through the twenties. American Psychologist, 55, 469–480. http://dx.doi.org/10.1037//0003-066X.55.5.469.
- Barefoot JC, Mortensen EL, Helms MJ, Avlund K, Schroll M. A longitudinal study of gender differences in depressive symptoms from age 50 to 80. Psychology and Aging. 2001;16:342–34

- Beauducel A, Whittmann WW. Simulation study on fit indexes in CFA based on data with slightly distorted simple structure. Structural Equation Modeling. 2005;12:41–75.
- Browne MW, Cudeck R. Alternative ways of assessing model fit. In: Bollen KA, Long JS, editors. Testing structural equation models. Sage; Newbury Park, CA: 1993. pp. 136–162.
- Budaev SV. Sex differences in the big five personality factors: Testing an evolutionary hypothesis. Personality and Individual Differences. 1999;26:801–813.
- Buss DM. Evolutionary psychology - a new paradigm for psychological science. Psychological Inquiry. 1995;6:1–30.
- *Carducci, BJ. The Psychology of Personality: Viewpoints, Research, and Applications. New York: Wiley Blackwell; 2009.*
- Chapman BP. Bandwidth and fidelity on the NEO-FFI: Replicability and reliability of Saucier's (1998) item cluster subcomponents. Journal of Personality Assessment. in press.
- Cohen J. A power primer. Psychological Bulletin. 1992;112:155–159.
- Costa PT, McCrae RR, Holland JL. Personality and vocational interests in an adult sample. Journal of Applied Psychology. 1984;69:390–400.
- Costa PT, McCrae RR. Revised NEO personality inventory and NEO five factor inventory: Professional manual. Psychological Assessment; Odessa, FL: 1992.
- Costa PT, Terracciano A, McCrae RR. Gender differences in =pPersona lity traits across cultures: Robust and surprising findings. Journal of Personality and Social Psychology. 2001;81:322–331.
- Duberstein PR, Sorensen S, Lyness JM, King DA, Conwell Y, Seidlitz L, et al. Personality is associated with perceived health and functional status in older primary care patients. Psychology and Aging. 2003;18:25–37.
- Eagley AH. Sex differences in social behavior: A social-role interpretation. Erlbaum; Hillsdale, NJ: 1987.
- Feingold A. Gender differences in personality - a metaanalysis. Psychological Bulletin. 1994;116:429–456.
- Flora DB, Curran PJ. An empirical evaluation of alternative methods of estimation for confirmatory factor analysis with ordinal data. Psychological Methods. 2004;9:446–491.
- Goldberg LR, Sweeney D, Merenda PF, Hughes JE. Demographic variables and personality: The effects of gender, age, education, and ethnic/racial status on self-descriptions of personality attributes. Personality and Individual Differences. 1998;24:393–403.
- Goodwin RD, Gotlib IH. Gender differences in depression: The role of personality factors. Psychiatry Research. 2004;126:135–142.
- Guttman DL. Reclaimed powers: Toward a new psychology of men and women in later life. Basic Books; New York: 1987.
- Ismatullina, V., & Voronin, I. (2017). Gender differences in the relationships between Big Five personality traits and intelligence. *Procedia-Social and Behavioral Sciences*, *237*, 638-642.
- Jang KL, McCrae RR, Angleitner A, Riemann R, Livesley WJ. Heritability of facet-level traits in a cross-cultural twin sample: Support for a hierarchical model of personality. Journal of Personality and Social Psychology. 1998;74:1556–1565.
- *John, OP, Robins, RW, & Pervin, LA. Handbook of Personality: Theory and Research. New York: The Guilford Press; 2008.*
- Kazdin AE, editor. Encyclopedia of Psychology. Vol. 5 New York: Oxford University Press; 2000.
- Lee YS. Gender differences in physical activity and walking among older adults. Journal of Women & Aging. 2005;17:55–70.
- Leszko, M., Elleman, L. G., Bastarache, E. D., Graham, E. K., & Mroczek, D. K. (2016). Future directions in the study of personality in adulthood and older age. *Gerontology*, *62*(2), 210-215.
- Levinson DJ. Seasons of a woman's life. Ballantine; New York: 1997.

- Loehlin JC, McCrae RR, Costa PT, John O. Heritabilities of common and measure specific components of the Big Five personality traits. Journal of Research in Personality. 1998;32:431–453.
- Lowe PA, Reynolds CR. Psychometric properties of the adult manifest anxiety scale-elderly version scores. Educational and Psychological Measurement. 2006;66:93–115.
- Lyness JM, Duberstein PR, King DA, Cox C, Caine ED. Medical illness burden, trait neuroticism, and depression in older primary care patients. American Journal of Psychiatry. 1998;155(7):969–971.
- Lyness JM, Niculescu A, Tu X, Reynolds CF, Caine ED. The relationship of medical comorbidity to depression in older primary care patients. Psychosomatics. 2006;47:435–439.
- Vecchione et al. / Personality and Individual Differences 53 (2012) 740–746 745
- Marsh HW, Hau KT, Wen Z. In search of golden rules: Comment on hypothesis-testing approaches to setting cutoff values for fit indexes and dangers in overgeneralizing Hu and Bentler's (1999) findings. Structural Equation Modeling. 2004;11:320–341.
- McCrae RR, Terracciano A, et al. Universal features of personality traits from the observer's perspective: Data from 50 cultures. Journal of Personality and Social Psychology. 2005;88:547–561.
- Ployhart RE, Oswald FL. Applications of mean and covariance structure analysis: Integrating correlational and experimental approaches. Organizational Research Methods. 2004;7:27–65.
- Raykov T. On the use of confirmatory factor analysis in personality research. Personality and Individual Differences. 1998;24:291–293.
- Reynolds CR. Need we measure anxiety differently for males and females? Journal of Personality Assessment. 1998;70:212–221.
- Roberts BW, Walton KE, Viechtbauer W. Patterns of mean-level change in personality traits across the life course: A meta-analysis of longitudinal studies. Psychological Bulletin. 2006;132:1–25.
- Saris WE, Aalberts C. Different explanations for correlated disturbance terms in MTMM studies. Structural Equation Modeling. 2003;10:193–213.
- Saucier G. Replicable item-cluster subcomponents in the NEO five-factor inventory. Journal of Personality Assessment. 1998;70:263–276.
- Sinnot JD, Shifren K. Gender and aging: Gender differences and gender roles. In: Birren JE, Schaie KW, editors. Handbook of psychology and aging. 5th ed. Academic Press; San Diego, CA: 2001. pp. 454–467.
- Smith TW, Spiro A., III Personality, health, and aging: Prolegomenon for the next generation. Journal of Research in Personality. 2002;36:363–394.
- Specht J, Bleidorn W, Denissen JJA, Hennecke M, Hutteman R, Kandler C, Luhmann M, Orth U, Reitz AK, Zimmermann J. What drives adult personality development? A comparison of theoretical perspectives and empirical evidence. Eur J Pers. 2014;28:216–230.
- Stake, J. E., & Eisele, H. (2010). Gender and personality. In *Handbook of gender research in psychology* (pp. 19-40). Springer, New York, NY.
- Terracciano A, McCrae RR, Brant LJ, Costa PT. Hierarchical linear modeling analyses of the NEO-PI-R scales in the Baltimore longitudinal study of aging. Psychology and Aging. 2005;20:493–506.
- Vandenberg RJ, Lance CE. A review and synthesis of the measurement invariance literature: Suggestions, practices, and recommendations for organizational research. Organizational Research Methods. 2000;3:4–70.
- Weiss A, Costa PT, Karuza J, Duberstein PR, Friedman B, McCrae RR. Cross-sectional age differences in personality among medicare patients aged 65 to 100. Psychology and Aging. 2005;20:182–185.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019

ISSN 2394 - 7780

EMERGING TRENDS IN LEARNING & DEVELOPMENT AND PRACTICES IN PUBLIC SECTOR BANKS

Dr. Naipal Singh
HRD Scholar Practitioner, ISTD Noida Chapter Life Member, Working in a Public Sector Bank

ABSTRACT

The banking sector is a lifeline of economy and plays a catalytic role in activating and sustaining economic growth of the country. Presently, our banking system is facing various challenges & criticism like functioning, governance, leadership, credibility, assets quality, frauds, non performing assets, customer services, skill of employees etc from all quarters.

The HR function in Public Sector Banks (PSBs) is still limited to the traditional practices or kind of administrative work, which has adverse impact on employees' performance, the HR practices/ processes need to be reengineering in view of present scenario and future opportunities. Implementation of recommendations of various Committees especially on HR related issues like Khandelwal Committee to be get Audited in all PSBs. Similarly, the RBI set up a Committee on Capacity Building in Banks / FIs under the Chairmanship of Gopalakrishna, Director, Centre for Advanced Financial Research and Learning (CAFRAL) in 2014, accordingly the training systems in PSBs need to have changing habits in these scenarios.

Adopting of new technologies for imparting training to employees, introducing certifications for working in different critical areas of banking and identifying key positions / critical areas and mapping competencies & skills required for these positions/ areas and preparing pipelines of successors in different tracks. Enabling training through E-learning mode employees shall undergo majority of functional & operational training through this mode. Only where critical role based training/ specialized training and some advance behavioral training is required, for such training staff will come to the classroom trainings.

A role based approach means less training time for each person- and that means you get the best bang for your training buck. Role based training ensures your employees only get trained on the content they need, without time wasted on content that is not relevant to them. They appreciate getting training that matters and you appreciate that they have more time to focus on productive work.

Keywords: Capacity Building; Public Sector Banks; Role Based Training; Mentoring; E-learning; 70:20:10 Model; Learning & Development

INTRODUCTION

Public sector banks (PSBs) play a very vital role in the financial systems of the country. PSBs are the drivers of the Indian economy; they have about 70% business in respect of deposits and advances. These banks have significant role in a strong nation building agenda of any central government. PSBs have a large number of network of delivery channels in the country and have their reach to remote areas by having more than 30% network in rural areas which is further spreading continuously in rural areas and extending banking facilities through Banking Correspondents, Facilitators, Farming Counselors, SHGs etc. Public sector banks have inherent strength of a large number of loyal customer base and spread network of branches & ATMs throughout the country. Now, PSBs are facing big threat in terms of performance in comparison with old and new generation private banks, while comparison with these banks is not feasible because they have different terms & conditions of working and other day-to-day operations / regulatory compliances / areas of interest etc but this is inevitable as we all are working in the same market.

Various studies have been conducted in 2009 and 2010 especially on HR issues in public sector banks. It was observed through these studies that the decade from 2008-09 to 2018-2019 shall be the decade of retirements in public sector banks. Employees who were joined the banks during 1980s and after nationalization of these banks. This category of employees belongs to Gen X and exiting from the Bank during the decade. Thereafter, the employees of Gen X shall be no more be in these Banks shall be replaced by the employees who belong to Gen Y and minnelials.

During this decade of retirement the experienced and seasoned staff from all PSBs are in the way of exiting from the services of these banks and it is for sure that those are currently working in PSBs are already feeling the loss of experienced hands in managing their day-to-day operations. While the recruitments is taking place at entry levels, at Clerical or and probationary officers, there is already signals of vacuum at middle, senior & top management level. The absence of middle management could lead to adverse impact on banks decision making process as this segment of officers plays a critical role in transforming the top management's strategy into workable action plans. Therefore, plugging the resource / skill gaps and managing employee turnover in critical areas are major challenges that banks need to strengthen and revisit their HRD processes to address all these issues.

LEARNING & DEVELOPMENT

a) Role Based Approach for Enhancing Performance and Skills of Employees in Public Sector Banks

A person performs various roles that are centered around the self and at varying distances from the self (and from each other). These relationships define the role space, which then is a dynamic interrelationship between the self and the various roles an individual occupies. The concept of role widens the meaning of work and the relationship of the worker with other significant persons in the system. The concept of job is more prescriptive in nature, while role includes more discretionary part of work. A job assumes the relationship of the worker with his supervisor whereas the role emphasizes his relationship with all those who have expectations from him (as he has from them). The concept of role goes beyond the individual job holder, and indicates a need to involve other significant persons in defining role requirements. The focus on roles can be useful in planning organizational effectiveness. The work redesigning movement highlighted the need for involving job holders in work related decisions and giving them more autonomy in work related matters.

Training plays a very critical role in changed banking scenario. Banking industry is changing very fast and the market competition has become very tough. Banking industry is being the service industry and backbone of the country's economy, the society at large has huge expectations from this industry. In the open market economy, the customer is the king. The customer has several options in the market but the Banks have only option to serve the customers in the best possible way to retain them and sustain in the market. In the technology era banks have adopted the technology to serve the customer 24x 7 to meet their requirements and taking the advantage of technology disruption in banking sector services.

In Banks, Branch Managers and Supervisors are not accountable for everything in the Branch Unit or in the Organization. Roles and Responsibility charting ensures accountability is placed with the person who really can be accountable for specific work. This results in accountabilities for actions being moved down to the most appropriate level. Everyone has some process role in their job. Because differing in perceptions, one person's view of their role may be quite different than another's. Role perceptions held today will change tomorrow even though the job activities remain the same.

b) Implementation of Role Based Training Approach in Banks:

The role based training is going to play very vital role for enhancing the skills, up-gradation of knowledge and learning of new skills by employees in the Banks. It is very specific and purposeful towards training focus on its results, task orientation, result orientation and customer orientation. Here we need to know why we required role based training. Each bank has identified some key roles / critical positions for different areas across the cadres and for each role / position; someone has to occupy the role / position. Even one position may consist of various roles but each role has some activities to be performed as per the role of the individual being in position or in the role. The roles in the banks may be clarified as under:

PSBs have different cadres for staffs as Workmen Cadre (Subordinate Cadre and Non-Subordinate Cadre), Officers Cadre (Junior Management Grade Scale; Middle management Grade Scale; Senior Management Grade Scale and Top Management Grade scale). In different cadres and different scales staff performs in different roles at various positions.

Roles at Branch Level is as under

1) Branch Manager, 2) Hall In-charge; 3) Cashier / SWO; 4) Front line Staff ; 5) Single Window Operator; 6) Loan Officer / Credit Officer , 7) Nodal Officer/ Staff for various compliance like Financial Products including third party products; Digital Officer; Compliance Officer etc and 8) Housekeeper etc.

In general at one branch, the above positions are specified, the roles and activities are multiple at each position like the Branch Manager has to take care of all Branch Affairs, especially Business Growth, Marketing, fresh customers, retain of existing customers, customer meetings, coordination / liaison with local agencies; performance at business parameters of the branch, performance management, people management and their development, timely responding to the queries of higher offices and subordinates as well customers.. The Hall In-charge has to look after the operations of the branch, day to day operations, customer handling, complaints, staff monitoring etc. Cashier / SWO, he has to handle the daily basis cash operations in the branch like deposits / receipts / withdrawal etc. The front line staff has to handle the customer queries like account opening, updation of passbook, routine enquiries, product enquiries, and cheques, DD / NEFT/RTGS etc. The Credit Officer/ Loan

Officer has to look after the pre-sanction visit, proposal appraisal, credit worthiness of the customer, analysis of balance sheet, proposal processing, sanction , disbursement etc

The above activities are broadly general branch banking operations, if adequate staff is not available in the branch, the roles and activities shall be shared by the existing staff of the branch. Keeping in view the above positions and roles, the role based training need to be imparted to the employees for effective results of the training and proper handling of the roles and integration of role occupant with his role. The training institutes should design the training courses and their durations considering the roles & positions in the branches and identify the appropriate person who is actually performing the roles in the position. Training should integrate the individual with role and make the role active and interesting so that the role efficacy of the occupant in the branch remains high.

Identify people with significant responsibility in various banking domain in all verticals. The training program courses can be designed in the following structure like Basic, Medium and Advanced as per the level of job requirement and requirement of the role occupant. The awareness programmes can be imparted to the society at large or all users of that particular product like Agriculture, Financial Literacy & Inclusion. Programme on Credit Management like Credit for Beginners, MSME Financing & Project Financing. Training programmes need to be differentiated, like level wise programmes, cadre wise training, role wise programmes.

Awareness	Training	Education
• For all users	• For all users concerned	• For Specialist and Professional
	• B- Beginning • I- Intermediate • A- Advanced	• B- Beginning • I- Intermediate • A- Advanced

Despite, developing training program courses for different proficiency level. We may define the courses for role based trainings. The role based training is specific and dealt with particular positions the role performed by the occupant. The role based training can be advanced in professionalism, expertise and specialist level in the area.

Awareness	Awareness Training	Role Based Training	Education
About banking for all employees	All users individual banking domain basics and literacy	Role & Responsibilities relations to experts of banking	Experience, Certification Specialist Professionals

Public sector Banks required defining clearly the roles / activities to be performed in each of the positions exist in the Bank individual roles / Group Roles / Team Roles / Branch Roles etc. After identifying the roles and positions at all the levels in the Bank and subsequent to roles & positions competencies to be identified and the same need to be mapped that the Branch Head in particular level branch should have specified competencies like Branch Head in Rural Branch

Role / Position: Branch Head

Category of Branch: Rural / Semi-urban

Size of the Branch: Medium

Competencies for the Role: Familiar to the local language, Have minimum 3 year branch experience of Rural / Semi-urban branch; Exposure to Rural Financing & Rural Development; Emotional balancing, Negotiation / Persuading Skills; Market Awareness/ Intelligence, risk taker , initiative taker, team layer, supervisory skills, local liasioning/ networking with different authorities; product knowledge, positive attitude, recognizing credit worthiness of customers, knowledge of agriculture financing, govt schemes etc.

Accordingly, Banks must do the classifications of Roles for all Positions measurable and non-measurable as well as with pre-requisite competencies for performing these roles. Banks should take stand that if the person prompted for particular role and similar other role and not performing as required should demote such persons. It is not healthy to follow the Peter's Hierarchy Principle through which Banks promote the incompetence across the hierarchy in the organization, which can be seen a disaster in long term.

E- Learning or Web Based Learning

E-learning is to training what e-business is to business. Using technology as an enabler and process as a framework, e-learning has the power to transform how employees and organizations learn in the new economy where knowledge is prized and change is constant. With power comes the responsibility – placed on the organization and the employee – of creating a learning partnership. The organization needs to invest in its human capital by delivering high-quality learning experiences to employees through multiple channels. Employees need to engage with the learning that is provided with the aim of achieving a state of readiness to compete. If either partner ducks their responsibility, some learning might take place but no transformation. If e-learning is a response to the information age, we need to know something about what we are responding to.

By definitions, E-learning is the continuous assimilation of knowledge and skills by adults stimulated by synchronous and asynchronous learning events – and sometimes knowledge management outputs – which are authored, delivered, engaged with, supported, and administered using Internet technologies.

In the time of technology, PSBs are making their efforts to leverage the advantage of technology in the banking industry. PSBs have initiated the process for using the technology; Most of the banks have initiated implementation of e-learning / on-line learning by adopting the Learning Management System and Content Development. Role based training will cover the general banking, as well as functional and operational training through E-learning mode. Through this mode training cost would be reduced, eco-friendly, time saving, continuity in work at workplace because, no traveling or moving for classroom training. Also, employees can go through the blended learning courses, role based courses, course certification etc which will help the employees their regular updation of knowledge and continuity in learning.

E-learning is an environment friendly, when one person move one place to another place it has also impact on the environment, which may used by him for his requirements like water bottles, foods, polythene, vehicles, entertainment etc which harms the environment in the area. Even the training could be for one or two days or a week long but it adds one or two days more in number of actual training days, and all these cost a lot to the organization which is not counted / considered.

INNOVATIVE METHODS TO BE PRACTICED FOR LEARNING & DEVELOPMENT

Training is now shifted to learning and training & development is being replaced with learning and development. Training and development was not considered important enough and was disadvantaged of time and resource investment but its increasing strategic relevance has placed it in core front of management agenda. In present era, organizations expect their HR and learning teams to deliver tangible value to support organizational strategy. They need action that delivers results. The intervention of technology and various tools, HR is able to redefine Training and Development, the future trends of Training and Development is to rise from a “Compliance –driven cost centre” and transform into a “Strategic Department” which is crucial. As a result, some leading organizations are discarding traditional methods of learning in favour of more effective solutions often involving technology innovation that engage talent and improve performance.

Learning is a fun: Gamifications are the next new thing intervening in learning and development. Learning is fun from the employees’ perspective learning and development should be looked as interesting, but this is the most challenging job. Making people learn at their ease and perform in no time for organizational requirements.

Learning opportunities: Employees training need should be identified appropriately. Because anything and everything is not valid for everyone. Need should be specific and hence adaptive learning will help in ensuring right person is given training.

Every organization wants to have the best and the most skilled human resource that adds value. By providing employees with the most innovative technologies, high end facilities and flexible work environments, organizations today want to leave not a single stone unturned to ensure they have a highly motivated workforce. With the increasing number of tech-savvy millennial in the workforce, adoption of advanced e-learning tools must also increase simultaneously. However, e-learning has far greater potential in corporate staff training across various industries with such revolutionary technologies as Social Media like Facbook, Linkedin, Youtube,etc; Virtual Reality and Augmented Reality.

MENTORING AS A TOOL FOR GROOMING AND RETENTIONS OF EMPLOYEES:

Employee turnover is a fact for many organizations, with the rate varying between organization and between industries. The turnover rate relative to competitors gives it important advantages in terms of recruiting and training costs, and greater on-the-job experience among its people. With so many investments in personnel recruitment, training, and experience going out the door, the economic damage caused by this level of turnover is substantial. Turnover creates opportunities to fill vacancies with more qualified people. Turnover at mid and upper levels also gives loyal and ambitious employees opportunities to move up. Mentoring is one approach to retaining high-value-adding employees. Its retention power is based on the following:

ISSN 2394 - 7780

- Effective mentoring in the organization tells the employee that we think highly of you and want to help you move forward in your career. That message tells the employee that he or she will not left on a going-nowhere job area of stability.
- Mentoring builds a personal bond and a sense of acceptance within the organization. When mentor and protégé are well matched the employee is less likely to seek work elsewhere. Doing so would break a valued personal bond with the mentor and the organization.
- Mentoring enhances jobs satisfaction. An employee who has an effective mentor has the very real sense that she is learning, growing and continually moving closer to her full workplace potential. That translates directly into greater job satisfaction and retention.

Implicit knowledge is that knowledge which difficult to codify and store in written or database form. It is the type of knowledge found in people’s heads and nowhere else. Is there someone in the organization who seems to know where every file is kept? Is there someone who always seems to know whom you should talk to when you want to get things done? These individuals have tacit knowledge. For example, your own knowledge about how to get things accomplished in a team environment. Though these understandings are difficult to record and make available to others, they are extremely important to organizations.

VIRTUAL AND AUGMENTED REALITY IN LEARNING & DEVELOPMENT:

The cool quotient for virtual reality and augmented reality is encouraging users to explore and experience and even interact with other users in the virtual world. Judging by the rush in popularity of augmented reality (AR) and virtual reality (VR) products for individual consumers, it could be mind-boggling claim that the technologies are here to stay. The main reason for rising the popularity of virtual reality is that manufacturers and content developers an enormous market out there for such products. The application of VR and AR also extends to soft skills training imagine training your employees in sales and negotiation by simulating interaction with a virtual customer and building the conversational flow by studying the customer’s expressions and body language. Although Virtual Reality and Augmented Reality are often correlated, there is a significant difference between the two technologies. While VR simulates an immersive virtual environment, AR overlays labels, captions or objects to the user’s view of his real environment. AR and VR have proved to be revolutionary tools across various industries, but most notably in resource extraction and healthcare. With vast range of applications in employee training, it cannot be disputed that VR and AR technologies will play a crucial role in building the corporate enterprise of the future.

With such a broad range of employee- training applications it is apparent that both VR and AR technologies will be important in future and to stay ahead the competitors in the market and have an edge over them, companies today can benefit considerably by making the transition to tech-friendly corporate environment with Augmented and Virtual Reality base training.

70:20:10 Learning Model

It is widely suggested that 70:20:10 is based on the work of Morgan McCall, Robert Eichinger and Michael Lombardo while at the centre for Creative Leadership in the 1980s when they suggested leaders develop best through means other than the formal training. Since then Eichinger and Lombardo have gone on to suggest that lessons learned by managers roughly divide into 70:20:10, and in a recent publication McCall (2010) suggests that 70:20:10 originated from data reported in McCall, Lombardo and Morrison in 1988 and Lindsey, Homes and McCall in 1987.

There are many interpretations of 70:20:10, and the organizations used a variety of labels model, principle, ratio, approach, method and rule. The interpretations largely aligned with the following

70% - informal, on-the-job, experience based, stretch projects and practice

20% - coaching, mentoring, developing through others

10% - formal learning interventions and structured courses.

Large number of organizations in India and abroad has embedded 70:20:10 training model in their performance development, planning and assessment, and competency evaluation models. One large company uses 70:20:10 to create personal development plans and conduct half –yearly appraisals. The 70:20:10 models helps in planning of performance development targets. By reviewing many possible learning activities, the training mentality of staff has been changed and staff awareness can take place outside formal courses has increased.

The Learning and Development Department of any large organization has aligned 70:20:10 with its competency framework and has created an online system whereby employees self-assess against the competencies.

Employees are then provided with a report of their competency gaps and a list of suggested activities to address the gaps aligned with 70:20:10.

ALIGNMENT OF HR PRACTICES WITH LEARNING & DEVELOPMENT TRENDS:

Top Management should be concerned for HR practices & policies and consistent focus and commitment be given to HR functioning. The Board of the Bank has also to monitor the execution of policies at the ground level properly. Approving policies & guidelines is not sufficient, monitoring of implementation in right spirit of policies is most important.

When employee feels that they are heard in the decision making process, they are more likely to support rather than merely comply with those decisions, their bosses, and the organization as whole. The practice of process fairness increases power and influence. Organizations can take several steps to make fair process as norm:

STRATEGIC CHANGES REQUIRED IN HR

a) HR Processes Revamping

- Implement practices facilitating high performance work systems & culture in the Banks.
- Talent and leadership requirements need to be planned strategically over the long term.
- There is a need to build robust inventory of human resources and outline career building plan for each individual who joins the bank.
- Development of specialists in areas like risk management, finance, IT , HR, Credit, Forex etc can be generalized at senior level.
- Linkage between competency model and all key talent management processes within the organization like recruitments, performance assessment & management and development etc.
- Mapping of competencies and aptitude of individuals required while deciding on placements.
- Placement of employees needs to be based on well laid out parameters like qualifications, certifications, training and experience of the concerned employee rather than being adhoc / discretionary.
- Recruitment process should not be sporadic or lumpy but ensure regular in-take so as to ensure growth in manpower in tandem with business needs.
- Performance assessment processes to be enhanced. New methodologies of assessment like 360 degree feedback can be incorporated at senior level.
- Rework on the transfer policy, should not be adhoc and may be need based to the extent possible.
- Invest in Training & Development

b) Need of Streamlining of Training Related Processes

- To provide focused attention on learning related processes and to drive the culture of learning on a mission mode.
- Address the knowledge gaps at all levels
- The training strategy to be dovetailed with strategic and business imperatives of the bank. Banks to prepare a specific action plan in this regard.
- The training plan should have intimate linkage with the career path of the individual; competency gaps should be identified through talent reviews and training.
- There should be training and development goal for each individual based on his / her strengths, which may be identified by way of an assessment or talent review process or through existing qualifications obtained by the individual.
- Enhance the period of induction training and it needs to be comprehensive.
- Banks may encourage training / further knowledge enhancement initiatives by reimbursing course fees, providing incentives to employees.
- Every employee should be given longer duration training for skill development & enhancement. This would include senior officials also.
- Important training programmes of longer duration say more than 5 days and blended course should have testing methodology in order to assess the knowledge gain from such training programmes.

ISSN 2394 - 7780

- Training programs for critical areas could be combined with certification.
- Incorporate new methodologies and delivery channels like on the job , case based, e-learning based etc.
- Whenever the banks have outsourced training for new recruits, an effort may be made to ensure that these institutes offer certain minimum standard inputs, which may be decided while finalizing the course contents.
- Given key specialized areas, apart from post graduate qualification in relevant field, additional professional qualifications / certifications in the relevant fields could be formally reckoned as part of identification and grooming of talent for manning specialist positions in banks.
- For certain specialized areas like forensic audit, development of risk models, specific professional certifications / trainings in these areas would be desirable.
- Bank may plan a road map to achieve the mandatory certification in specialized areas (like Credit, risk management, treasury, compliance, finance etc) for the concerned officials working over a period of 3 to 5 years.
- Focus on continuous professional education for the employees to update themselves with new developments.

GREEN INITIATIVES TO CHANNELIZE THE TRAINING

Public Sector Banks have a great network through the country. All banks have their training infrastructure in various locations geographically even there are various training centres of different banks at one location, like NCR, Chandigarh, Hyderabad, Bangalore, Kolkata, Chennai etc. However all these Banks are imparting training to their own staff and mostly limited to their own staff and at each training centre staff coming from various branches / offices of the Banks in which a lot number of man hours / man days in traveling and attending the training are utilized. However, when one person move one place to another place it has also impact on the environment, which may used by him for his requirements like water bottles, foods, poly packs, vehicles, entertainment etc which harms the environment in the area. Even the training could for one or two days or a week long but it adds one or two days more in number of actual training days, and all these cost a lot the organization which is not counted / considered.

In view of the above it is better that the Banks should develop on line training modules and encourage the employees through self-directed learning, in case of developmental programmes, and some other specialized programmes the class room trainings or blended training can be used. It is essence that top banking institutes like RBI training Colleges, NIBM, Pune; CAB, Pune; IDRBT, Hyderabad; IIBF, Mumbai; SBI Staff Colleges should lead the industry to help the PSBs for grooming & building capacity especially in PSBs through developing Web Based / Online Training Modules in different domains of banking. The efforts in this direction will reduce the cost of training in banks and brought the uniform and standardized learning platform. Also, these institutes should do the accreditation of Bank's training institutes and other institutes related banking training and should do audit of course contents, infrastructure etc to standardize the training infrastructure and learning modules.

CONCLUSION

In summary, L&D is intricately linked with the other HR functions; in particular, recruitment and performance management. The function must be run like a business with clear deliverables, 'profit' responsibility and most importantly, a clear line of sight on how this makes a difference to the customers and the societies in which we operate.

PSBs have to reorient their portfolios to differentiate their niche market from small banks, mid-size banks and large banks to focus on specific customer base requirements to build capabilities and to optimize the capital. It is most vital aspects to invest in capacity building and culture change of the organization. Also to boost the investment in capacity building and creating performance culture, it is necessary to have effective, transparent and participative performance management systems and performance linked incentives as well. It is also required to leverage technology to enabled transformation in banking. Shifting customers from branch counter to their hands like mobile banking, Kiosks, internet banking and paperless or cashless of money in the market through introducing plastic money etc. Banks needs to revamps their processes of day-to-day operations in all functions and digitalizes all processes, accentuate on mobile banking, develop dashboard from big data and analytics. It is need of the hour for PSBs to strengthen their HR in Banks. PSBs also very urgently in need to digitalize all HR processes, encourage e-learning, improve MIS of HR so that the data could help in taking right & timely decisions. The training systems in the banks need to have changing habits and evolve in these scenarios. For example, the older generations is used to classroom training and have better books reading habits whereas the new generations & younger generation staff prefers to go online and prefer references at a glance rather than reading full circulars. It is very important to keep open the eyes and ears to see what works in the bank given the diversity of mind sets and learning habits of staff.

Role based training can be provided through e-learning mode of training by creating on-line training modules for different domains, developing certifications courses, mandatory courses for each role & positions, pre-requisite courses for any role / position through e-learning.

REFERENCES

1. Mundra, S.S.; Dy, Governor, RBI (2015); Indian Banking Sector: Emerging Challenges and Way Forward – Lecture delivered at Bangalore on April 29, 2015.
2. Gandhi, R.; Dy. Governor, RBI;(2015) Keynote Address at the Roundtable on Capacity Building in Banks at Centre for Advanced Research and Learning (CAFRAL) on June 18, 2015.
3. Morrison, Don (2003); E-Learning Strategies – How to get implementation and delivery right first time; Wiley Publications
4. Coaching and Mentoring, Harvard Business Essentials, Harvard Business Review Press.
5. Rothwell J. William; Jackson, D Robert Knight C. Shaun;; Lindholm E. John (2005) Career Planning and Succession Management; Praeger Publishers
6. Gopalakrishna G. & et al (2014), Report of the Committee on Capacity Building in Banks and Non-Banks, Reserve Bank of India, Mumbai.
7. Khandelwal A K & et al (2010), Report of the Committee on HR Issues of Public Sector Banks, Ministry of Finance, New Delhi http://financialservices.gov.in/sites/default/files/HRIssuesOfPSBs.pdf
8. E-Learning Strategies – How to get implementation and delivery right first time; Wiley Publications, 2003; Don Morrison
9. Why it’s So Hard to be Fair, - Joel Brockner, 2006. Harvard Business Review, March 2006
10. Pareek, Udai (2009); Training Instruments in HRD and OD; McGraw Hills

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

SOLAR ENERGY: INNOVATIVE PERCEPTION

Gp Capt. Vinod Kumar VSM[1] and Dr. Vijit Chaturvedi[2]
Research Scholar[1] and Associate Professor[2], Amity Business School, AUUP, Noida

ABSTRACT
Usage of Solar energy has gained high importance in last few years, for reducing environmental pollution and for conserving limited known source of fossil fuels (coal, petroleum products, natural gas, etc). Solar energy is the cleaner form of energy which can be converted to electrical energy easily by using Solar Thermal (ST) or Photovoltaic technologies and holds highest potential in most part of the India. There is an inescapable need to tap this source of energy up to maximum possible extent. Diffusion of Innovation /adoption of solar energy depend on perception of all stake holders. This paper brings out the factors which are affecting utilisation of solar energy as replacement to fossil fuels based on innovative perception of all stakeholders. The aim of the paper is to analyse the theory of Diffusion of Innovation relevant to usage of Solar Energy in Indian context and bring out factors affecting replacement of conventional source of energy. This may help policy makers to make suitable changes in the existing Solar Policy and change perception of other stake holders to enable them to increase rate of solar energy usage and ultimately reduce carbon emissions and conserve fossil fuel resources.

Keywords: Renewable Energy, Solar Energy, Innovative Perception, Adoption of Innovation, Diffusion of Innovation (DOI), Consumer Choice, Consumer Behaviour.

INTRODUCTION
Fossil fuels (coal, petroleum, natural gas, etc) and other non-renewable energy sources are limited. Also, carbon /green house gases emission due to use of fossil fuel is a matter of concern, in view of increased environmental pollution and global warming up. Pollution in most Indian cities is touching/crossed specified dangerous level and all metropolitan cities are among the world's most polluted cities. Also, all known sources of the fossil fuels will get exhausted soon with the present rate of the consumption.

To overcome these problems, many countries are looking forward to replace these conventional sources of energy with alternative source of energy which is renewable and cleaner in usage, as a strategy to meet the increasing needs of consumers. Also, use of renewable energy will help in saving huge foreign currency in India which is being spent on importing petroleum products. Use of a cleaner alternate source of energy is very critical for India due to critical state of pollution in its cities.

There are several potential sources of energy that are considered renewable energy initiatives, including solar power, wind power, and biomass. Biomass refers to all renewable organic materials that are used to generate fuels from various natural sources such as ethanol, biodiesel, and switch grass products. Among the renewable energy sources, solar energy and wind energy has very high potential in India which can be converted to electrical energy (Solar Thermal, Photo Voltaic; ST systems use the available heat energy to warm a liquid that passes through a pipe system facing the sun, which is in turn passed through a heat exchange and the heat stored in a thermal store, whereas PV systems convert light energy into electrical current using a charged array), besides other usage like Space Heating, Water heating, Water pumps, etc.

There are number of stakeholders ie Government, industries, distributors/retailers, technicians, trainers, end users, researchers etc, those are responsible for replacing conventional sources of energy with renewable energy sources, especially with Solar Energy. These all stakeholders adopt Solar Energy as per their perception which is generally governed by theory of "Diffusion of Innovation". Keeping in view of Innovative Perception, it is examined how the desired rate of solar energy use can be achieved in India and to make recommendations accordingly.

Uses of solar energy for producing electricity and other uses are increasing with higher rate. But in-adequate knowledge, higher cost and other factors like aesthetic characteristics are making uses of solar energy unattractive to consumers.

OBJECTIVES OF STUDY
Following are the objectives of the study.

1. To understand the need for replacing conventional sources of energy with renewable energy.
2. To asses existing Govt of India policy on renewable energy and solar energy.
3. To conduct theoretically assessment of Solar power in India (Study where do India stand in adopting solar energy and present gap with respect to the potential for usage of solar energy).

4. To identify factors affecting the diffusion of innovation in field of solar energy.
5. To study factors of Innovative practices in Solar Sector.
6. To make recommendations to fill the gap.

DIFFUSION OF INNOVATION

The Adoption and Diffusion process

The diffusion of an innovation is the process by which it is communicated through certain channels, over time and among members of a social system. The diffusion process has been modelled, and despite some weaknesses regarding the forecasting of adoption and an inherent pro-innovation bias, it has been favourably reviewed. Examples include the Bass model and the Roberts and Urban model (Mahajan 1990; Lynn and Gelb 1996; Sultan and Winer 1993). Diffusion of Innovations Theory (Rogers 1995) sets out a practical innovation adoption process. The speed at which an adopter passes along this process is influenced by the attributes of particular innovations, and the propensity of the adopter to accept innovation.

The innovation-decision process (Figure1) follows five phases that adopters will follow when deciding whether or not to procure an innovation. Firstly, adopters need to be knowledgeable of a product, and then be motivated to raise their awareness about it. At the 'awareness' stage, the adopter is concerned with the attributes of the innovation, particularly with advantages. The innovation must possess attributes that are perceived as attractive to adopters, although this level of attraction will vary between individuals as they all vary in their disposition to adopt the products. The awareness stage in the process is the optimal point at which to gain a full understanding of the product attributes and thus overcome any risk of post purchase dissonance. At the 'decision' stage, an adopter can choose to either adopt or reject the innovation, although if adopted, use of the innovation can be later discontinued. The actual implementation of the innovation follows the decision to adopt, after which an adopter will confirm that the product meets all expectations. (Rogers 1995).

The majority of the lay public is uninformed about the scientific and practical applications of renewable energy sources (Bang, Ellinger, Hadjimarcou, & Triachal, 2000; Sovacool, 2009), despite the fact these innovations have a very high significant social impacts. A study was carried out at Michigan State of USA to explore stakeholder perspectives and to examine different stakeholder responses to alternative energy resources when the state was developing the infrastructure to adopt several different types of alternative energy sources (Natural Resources Defence Council, 2014). This study provides how all stakeholders perceived the advantages and disadvantages related to alternative energy sources framed in diffusion of innovations (DOI). As our world's climate continues to change, greenhouse gases, pollution, and overuse of non-renewable resources have profound effects (Pimentel et al., 1994).

The DOI (Rogers, 2003) theory, which provides a framework through which the public's perceptions about attributes of renewable energy initiatives and provides insight about their likelihood of adoption, is discussed below.

1. **Adopter Categories**. Rogers (2003) suggests that individuals can be categorized into one of five adopter categories.

(i) Innovators are those who are on the forefront of the creation and adoption of the innovation and generally belong to elite social groups.

(ii) Early adopters consist of those who are among the first groups to adopt the innovation and are considered to have more "local" social status than innovators. Early adopters are often looked to as opinions leaders.

(iii) The early majority consists of those who wait to adopt the innovation until they have had a chance to observe the early adopters but who adopt the innovation before the "average" individual.

(iv) The late majority adopts the innovation after the "average" individual and tends to take time to carefully evaluate the innovation before adoption.

(v) Laggards are the last to adopt the innovation and are often considered to be on the outskirts of the social system. They tend to have fewer resources and are the most sceptical of the innovation.

The adopter category into which each person falls depends largely on the individual's evaluation of the innovation with regard to the following five attributes: Relative advantage: Relative advantage refers to the extent the innovation is perceived to be better than other related options and can be determined by a variety of factors. The relative advantage may be economic (i.e., innovations that can replace or supplement more expensive items), or it may be some other advantage, such as relative effectiveness. For example,

 ISSN 2394 - 7780

(i) If stakeholders perceive that it is more costly to pay for electricity generated by solar energy, they will not be as likely to support the innovation.

(ii) If stakeholders view elements of renewable energy to be an efficient way to produce clean energy, then initiatives may have the clear advantage over conventional methods.

(iii) Conversely, if renewable energy is perceived as inefficient or similarly efficient as current strategies, there would be no clear advantage to adopting the initiative.

(iv) Overall, the higher the relative advantage of the innovation, the more likely it is to be adopted.

2. **Compatibility:** Compatibility refers to the extent an innovation is consistent with the values, beliefs, needs, and experiences of the public. The public is more likely to feel comfortable with an innovation that is congruent with their pre-existing values, beliefs, and needs (Atwell, Schulte, &Westphal, 2009; Aubert & Hamel, 2001; Foy et al., 2002; Rogers, 2003; Tornatzky& Klein, 1982). For example, if current farming practices and technology are not compatible with the renewable energy sources, it may be difficult for farmers to adopt the innovation. Furthermore, if stakeholders do not value clean energy or do not believe that the renewable energy source is capable of reducing pollution and reliance of fossil fuels, adoption would be less likely to occur.

3. **Complexity:** Complexity refers to the extent an innovation is easy to understand and use. Innovations that are difficult to comprehend or use are not as likely to be adopted (Rogers, 2003; Tornatzky& Klein, 1982). For example, Grilli and Lomas (1994) observed that highly complex resulted in low compliance rates. Given the complexity of solar energy and its related technologies, stakeholders may not feel comfortable adopting solar energy innovations.

4. **Trialability:** Trialability refers to the extent an innovation can be tested before permanent adoption. Innovations are more likely to be adopted if potential adopters have the ability to test the innovation. The ability to try the innovation before full-blown adoption reduces uncertainty surrounding the innovation, increasing the likelihood that individuals will adopt the innovation (Rogers, 2003). For example, Grilli and Lomas (1994) observed that recommendations that allowed trialability resulted in higher compliance. Trialability at the individual adoption level is difficult to implement based on the financial costs associated with adoption of renewable energy initiatives. This lack of opportunity to test the innovation may decrease the likelihood of adoption.

5. **Observability:** Observability refers to the extent the innovation can be examined before it is adopted. Observability is primarily concerned with whether or not the results or outcomes of the innovation can be viewed before a decision to adopt is made. Observing the impact of the innovation can reduce uncertainty and facilitate adoption (Rogers, 2003). In the context of renewable energy, if stakeholders are able to observe a renewable energy innovation being used elsewhere, they may be more comfortable in adopting the innovation

These five characteristics are critical in assessing the likelihood of innovation adoption

EXISTING GOVT POLICY

In launching India's National Action Plan on Climate Change on June 30, 2008, the

Prime Minister of India, Dr. Manmohan Singh stated:

"Our vision is to make India's economic development energy-efficient. Over a periodof time, we must pioneer a graduated shift from economic activity based on fossilfuels to one based on non-fossil fuels and from reliance on non-renewable anddepleting sources of energy to renewable sources of energy. In this strategy, the sunoccupies centre-stage, as it should, being literally the original source of all energy.We will pool our scientific, technical and managerial talents, with sufficient financialresources, to develop solar energy as a source of abundant energy to power oureconomy and to transform the lives of our people. Our success in this endeavour willchange the face of India. It would also enable India to help change the destinies of people around the world."

The National Action Plan on Climate Change also points out: "India is a tropical country, where sunshine is available for longer hours per day and in great intensity. Solar energy, therefore, has great potential as future energy source. It also has the advantage of permitting the decentralized distribution of energy, thereby empowering people at the grassroots level".

Based on this vision a National Solar Mission was launched under the brand name "Solar India".

SOLAR RENEWABLE PURCHASE OBLIGATIONS (RPO)

Among the various renewable energy resources, solar energy potential is the highest in the country. In most parts of India, clear sunny weather is experienced 250 to 300 days a year. The annual radiation varies from 1600 to 2200 kWh/m2, which is comparable with radiation received in the tropical and sub-tropical regions. The equivalent energy potential is about 6,000 million GWh of energy per year.

The National Action Plan on Climate Change also points out: "India is a tropical country, where sunshine is available for longer hours per day and in great intensity. Solar energy, therefore, has great potential as future energy source. It also has the advantage of permitting the decentralized distribution of energy, thereby empowering people at the grassroots level".

With the objective to establish India as a global leader in solar energy, by creating the policy conditions for its diffusion across the country as quickly as possible Government of India launched National Solar Mission.

The National Tariff Policy was amended in January 2011 to prescribe solar-specific RPO be increased from a minimum of 0.25 per cent in 2012 to 3 per cent by 2022. CERC and SERCs have issued various regulations including solar RPOs, REC framework, tariff, grid connectivity, forecasting etc. for promoting solar energy. Many States have come up with up their own Solar Policy.

In view of the ongoing efforts of Central and State Governments and various agencies for promoting solar energy, Ministry of New and Renewable Energy has undertaken an exercise to track and analyze the issues in fulfilment of Solar Power Purchase Obligation and implementation of Solar REC framework in India. This would help various stakeholders to understand the challenges and opportunities in the development of solar power. It would also include monitoring of Solar RPO Compliance; analyzing key issues related to the regulatory framework for solar in various states of India.

ASSESSMENT OF SOLAR POWER IN INDIA

Overview

(Refers to figure 1 to 10, Table 2-3)

Over the years India has successfully created a positive outlook necessary to promote supply of renewable energy. In addition to grid power, decentralized distributed electrification using renewable energy technologies provides economical options for meeting lighting, cooking and productive energy needs in rural areas.

In the year 2015, the Government of India announced a target for 175 GW cumulative renewable power installed capacity by the year 2022. A capacity of 62.84 GW has been set up by December 2017 and this constitutes 18 per cent of the total installed capacity. Now India has 6th global position solar power deployment.

Renewable energy has started playing an increasingly important role for augmentation of grid power, providing energy access, reducing consumption of fossil fuels and helping India pursue its low carbon developmental pathway. The INDC also commits to reduce India's GHG emissions intensity per unit GDP by 33 to 35percent below year 2005 levels by year 2030, and to create an additional carbon sink of 2.5 to 3 billion tonnes of carbon dioxide through additional tree cover.

National Solar Mission (NSM), launched on 11th January, 2010, had set a target for development and deployment of 20 GW solar power by the year 2022. The Cabinet in its meeting held on17/6/2015 had approved revision of target under NSM from 20 GW to100 GW. Using a three-phase approach, the mission's objective is to establish India as a global leader in solar energy, by creating the policy conditions for solar technology diffusion across the country as quickly as possible.

Solar water heaters and rooftop systems have been promoted in certain commercial and residential areas through regulatory intervention such as mandates under building by-laws and incorporation in the National Building Code. Off-grid and rooftop solar applications have been promoted through provision of subsidies from the central government. Research and development is also being encouraged through approvals of R&D projects and the establishment of Centres of Excellence by the Ministry. These measures led to decline in solar power prices in India much more than expectations. During the year, one of the major focus area of action was to address barriers confronting large-scale adoption of solar power, including available land, low-cost finance, domestic manufacturing capacity, and skilled manpower.

Various policy measures undertaken included guidelines for procurement of solar though tariff based competitive bidding process, standards for deployment of Solar Photovoltaic systems/ devices, identification of large government complexes/ buildings for rooftop projects; provision of roof top solar and 10 percent renewable energy as mandatory under Mission Statement and Guidelines for development of smart cities;

amendments in building bye-laws for mandatory provision of roof top solar for new construction or higher Floor Area Ratio; infrastructure status for solar projects; raising tax free solar bonds; providing long tenure loans; incorporating measures in Integrated Power Development Scheme (IPDS) for encouraging distribution companies for net-metering.

Grid connected Projects: As on 31st December 2017, the total solar power capacity installed is 17052.37 MW. Based upon availability of land and solar radiation, the potential of solar power in the country has been assessed to be around 750 GWp. Against potential of 748.98 GWp, 17052.37 is the installed capacity of solar energy.

Scheme for Development of Solar Parks and Ultra Mega Solar Power Projects: The scheme for development of Solar Parks and Ultra Mega Solar Power Projects was rolled out by Ministry of New & Renewable Energy in December, 2014. The Scheme has been conceived on the lines of the “Charanka Solar Park” in Gujarat which is a first-of-its-kind large scale Solar Park in India with contiguous developed land and transmission connectivity. This scheme envisages supporting the States in setting up solar parks at various locations in the country with a view to create required infrastructure for setting up of Solar Power Projects. The solar parks will provide suitable developed land with all clearances, transmission system, water access, road connectivity, communication network, etc. This scheme facilitates and speeds up installation of grid connected solar power projects for electricity generation on a large scale. All the States and Union Territories are eligible for benefitting under the scheme.

Grid Connected Rooftop and Small Power Plants Programme: The Ministry is implementing “Grid Connected Rooftop and Small Solar Power Plants Programme” which is providing subsidy up to 30% of benchmark cost for the general category states and upto 70 % of benchmark cost for special category states. About 4200 MW is being targeted under this scheme (2100 MW with subsidy and 2100 MW without subsidy) by year2019-20. So far, 1810 MWp solar rooftop systems have been sanctioned/ approved under the scheme. Aggregate 982.30 MWp have been reported as installed in the country.

Union Budget and Solar Energy. The Union Budget 2018/19 was tabled on February 1, 2018 by the Finance Minister, Government of India. It has proposed a budget estimate of 4,895.60 crore for renewable energy. Of this, highest allocation of 2,045 crore has been proposed for achieving a capacity addition of 11 GW solar power. This translates into a financial support of 18 lakh for 1 MW solar power capacity addition. Emergence of renewables requires augmentation of grid infrastructure and for implementation of Green Energy Corridor project 600 crore has been allocated. In the off-grid and decentralized renewables, major allocations are for off-grid solar (848 crore)

Recent Achievements

Major highlights of recent achievements are given below.

1. Kurnool Solar Park in Andhra Pradesh with 1GW capacity was commissioned, this makes the Park the World’s Largest Solar Park.
2. 650 MW capacity commissioned in Bhadla Phase-II Solar Park in Rajasthan.
3. 250 MW capacity commissioned in Phase –I of Neemuch-Mandsaur Solar Park (500 MW) in Madhya Pradesh.
4. Solar tariff has declined to lowest level of Rs 2.44 /kWh.
5. In order to ensure quality of material/ equipment being used in solar PV projects, MNRE, on 05.09.2017, has brought out a Quality Control Order titled “Solar Photovoltaics, Systems, Devices and Components Goods (Requirement for Compulsory Registration) Order 2017”.
6. 982.30 MWp solar roof top power projects commissioned.
7. Concessional loans of around 1375 million US dollars from World Bank (WB), Asian Development Bank (ADB) and New Development Bank (NDB) have been made available to State Bank of India (SBI), Punjab National Bank (PNB) and Canara Bank for solar rooftop projects.
8. Under the Suryamitra program, total of 72 nos. of programs with 2208 Suryamitras have been organized in FY 2017-18(till 31.12.2017).
9. Research and Development continued to remain major focus area. Major programmes were supported in the area of Solar Photovoltaic, Solar Thermal, fuel cells and wind solar hybrid systems. In solar, high efficiency crystalline silicon solar cells of 18% efficiency was achieved in lab scale under a project at IIT,

ISSN 2394 - 7780

Bombay. Support for developing solar cells using other materials, storage and power electronic system was provided to R&D/academic institutions. Support for developing solar thermal system and component was provided for technology development and demonstration for utilizing solar energy for thermal and power generation applications. One such project, 1MWe Solar Thermal Power Plant with 16 hours thermal storage has set up at Mount Abu by World Renewable Spiritual Trust (WRST), Mumbai. Research and Development in hydrogen and fuel cells focused on technology development and demonstration for hydrogen production and storage for stationary and transport applications. Under National Solar Mission, the target for setting up solar capacity increased from 20 GW to 100 GW by 2021/22. Target of 10,000 MW, set for 2017/18 which will take the cumulative capacity over 20 GW till March 31, 2018.

10. Development of Solar Parks and Ultra Mega Solar Power Projects' has been enhanced from 20,000 MW to 40,000 MW.
11. 35 solar parks of aggregate capacity 20,514 MW have been approved in 21 States.
12. The Ministry is implementing Grid-Connected Rooftop and Small Solar Power Plants Programme which provides for installation of 2,100 MW Capacity in the residential, social, Government/PSU, and institutional sectors. Measures for purchasing surplus solar power from solar pumps in farmers' fields.
13. Reduction of customs duty on solar tempered glass or solar tempered (anti-reflective coated) glass for manufacture of solar cells/panels/modules from 5% to zero.
14. Solar Power capacity addition of 5,525.98 MW in 2017/18.During 2017-18, a total 5602.65 MW capacity has been added till 31.12.2017. (Table 2)
15. So far, 1.42 lakh solar pumps have been installed in the country as on November 30, 2017 including 1.31 lakh during the last three and half years.

It can be seen the following.

1. There is huge gap between potential and installed capacity of solar energy.
2. Rate of installed capacity, in recent years has increased considerably high, but is far behind the possible rate. This may be attributed to mainly lake of info to community besides other factors.
3. Effective information is not available to end users.
4. Implementation of policy is to be effective.

INNOVATIVE PRACTICES IN SOLAR SECTOR

An **innovative practice** to effectively make use of the solar power is with transportation **powered** by photovoltaic (PV) **energy**. railways, auto, buses, planes, cars and even roads can all be **powered** by **solar**, and **solar** transit is becoming a popular offering in the **renewable energy** sector.

Electricity has become the preferred form of energy for almost all of our needs, a major emphasis in research has been on increasing the efficiency of conversion to electricity and reducing the costs. There are two main methods of converting solar energy to electricity – Photovoltaics (PV) and solar thermal power (commonly known as CSP, acronym for Concentrating Solar Power).

The present trend in research in PV is focused on using earth abundant materials, since some of the materials in today's PV panels, such as, Cadmium, Tellurium, Gallium, indium, selenium etc. are not abundant and also become hazardous waste at the end of panel life. Silicon, which is still the major material used in solar cells is, available abundantly on earth. Solar cells using earth abundant materials that are being researched include, Dye Sensitized Solar Cells (DSSC), polymer solar cells and Perovskite solar cells (PSC). The areas of research in these cells include improving their efficiency and stability over time.

Since costs of PV in the last ten years have come down so drastically, CSP has not been able to compete commercially. However, CSP has two big advantages over PV:

1. It uses the same thermal power conversion as the conventional thermal power (fossil fuel or nuclear based) and can therefore be integrated with the existing power infra-structure easily.

2. It uses thermal energy storage which is about one tenth the cost of battery storage.

In order for CSP to become cost competitive, the conversion efficiencies must increase and the cost must decrease. Since thermal power conversion efficiencies increase with an increase in the temperature (second law

 ISSN 2394 - 7780

of thermodynamics), the trend in research is to improve the central receiver tower (power tower) technology to increase the conversion temperatures to around 700C-800C. Since it is not practical to use steam at such high temperatures, present research is to find a replacement for steam. Supercritical CO2(sCO2) is a very attractive fluid for this replacement. Simulation has shown that operating a sCO2 Brayton Power Cycle at about 750 C can give a conversion efficiency of more than 50%, something you could expect only in a combined cycle plant operating at more than 1100 C before. So, most of the present research are directed toward making sCO2 power conversion technology practical.

There is a lot of research going on in other solar energy applications also, such as, solar desalination, solar refrigeration and cooling, solar photo catalytic environmental clean-up, day lighting and passive solar uses.

Solar skin design

One major barrier for the solar industry is the fact that a high percentage of homeowners consider solar panels to be an unsightly home addition. Sistine Solar, a Boston-based design firm, is making major strides with the concept of aesthetic enhancement that allow solar panels to have a customized look. The MIT startup has created a “solar skin” product that makes it possible for solar panels to match the appearance of a roof without interfering with panel efficiency or production. Sistine Solar’s skin product is expected to hit U.S. markets by next year and will help to rebrand solar panels as a luxury product, not just a home efficiency upgrade.

Solar powered roads

Last summer paved the way for tests of an exciting new PV technology – solar powered roads. The sidewalks along Route 66, America’s historic interstate highway, were chosen as the testing location for solar-powered pavement tech. These roadways are heralded for their ability to generate clean energy, but they also include LED bulbs that can light roads at night and have the thermal heating capacity to melt snow during winter weather.

Wearable solar

Though wearable solar devices are nothing new (solar-powered watches and other gadgets have been on the market for several years), 2017 saw an innovation in solar textiles: tiny solar panels can now be stitched into the fabric of clothing. The wearable solar products of the past, like solar-powered watches, have typically been made with hard plastic material. This new textile concept makes it possible for solar to expand into home products like window curtains and dynamic consumer clean tech like heated car seats. This emerging solar technology is credited to textile designer Marianne Fairbanks and chemist Trisha Andrew.

Solar batteries: innovation in solar storage

An essential part of increased and complete use of solar energy is storage during the time sunlight is available, so that it can be used during the times sunlight is not available. There are many ways of storing solar energy, including batteries, thermal energy storage, pumped hydro, compressed air etc. The main research trend is to reduce the cost of battery storage and thermal energy storage (TES). Thermal energy storage is the cheapest way to store energy (Rs 700-2800/kWh for TES vs Rs1400-3500/kWh for batteries). The trend in electrochemical energy storage (battery is electrochemical storage) at the present time is in improving Supercapacitor storage. Supercapacitors can give very fast discharge but have very low storage capacity. Another way to store solar energy is to use it to produce hydrogen from water and use hydrogen to produce electricity in a Fuel Cell when you need it. Research is also going on this area.

The concepts of off-grid solar and solar plus storage have gained popularity in U.S. markets, and solar manufacturers have taken notice. The industry-famous Tesla Powerwall, a rechargeable lithium ion battery product launched in 2015, continues to lead the pack with regard to market share and brand recognition for solar batteries. Tesla offers two storage products, the Powerwall for residential use and the Powerpack for commercial use, and the clean auto behemoth is expected to launch its Powerwall 2.0 product in weeks to come. Solar storage is still a fairly expensive product in 2016, but a surge in demand from solar shoppers is expected to bring significantly more efficient and affordable batteries to market in 2018-2019.

ADVANCES IN SOLAR ENERGY: THE LATEST SOLAR TECHNOLOGY BREAKTHROUGHS

Solar tracking mounts

Ground mounted solar is becoming a viable clean energy option, along with the tracking mount technology. Trackers allow solar panels to maximize electricity production by following the sun. PV tracking systems tilt and shift the angle of a solar array as the day goes by to best match the location of the sun. GTM Research recently unveiled a recent report that shows a major upward trend in the popularity of tracking systems. GTM projects a 254 percent year-over-year increase for the PV tracking market this year. The report stated that by 2021, almost half of all ground mount arrays will include solar tracking capability.

Advances in solar panel efficiency

The past few years in the solar industry have been a race to the top in terms of solar cell efficiency, and 2016 was no different. A number of achievements by various panel manufacturers have brought us to today's current record for solar panel efficiency: 23.5 percent, held by premium panel manufacturer SunPower.

The solar cell types used in mainstream markets could also see major improvements in cost per watt. Due to efforts by Swiss and American researchers, Perovskite solar cells have seen major breakthroughs in the past two years. The result will be a solar panel that can generate 20+ percent efficiency with the lowest cost options in market.

A MIT researchers announced new technology that could *double* the overall efficiency of solar cells. The MIT lab team revealed a new tech concept that captures and utilizes the waste heat that is usually emitted by solar panels. This typically released thermal energy is an opportunity for improvement for solar technology. This innovation could help in reducing the cost of solar further.

Solar thermal fuel (STF)

There is little debate when it comes to solar power's ultimate drawback as an energy source: storage. MIT Professor Jeffrey Grossman and his team of researchers have developed alternative storage solutions for solar, solar thermal fuels (STFs).

The technology and process behind STFs is comparable to a typical battery. The STF can harness sunlight energy, store it as a charge and then release when require. The issue with storing solar as heat, is that heat will always dissipate over time, which is why it is crucial that solar storage tech can charge energy rather than capture heat. For Grossman's team, the latest STF prototype is simply an improvement of a prior design that allowed solar power to be stored as a liquid substance. 2016 saw the invention of a solid state STF application that could be implemented in windows, windshields, car tops, and other surfaces exposed to sunlight.

Solar water purifiers

Stanford University researchers collaborated with the Department of Energy to develop a new solar device that can purify water when exposed to sunlight. The minuscule tablet (roughly half the size of a postage stamp) is not the first solar device to filter water, but it has made major strides in efficiency compared to past inventions. Prior purifier designs needed to harness UV rays and required hours of sun exposure to fully purify water. By contrast, Stanford's new product can access *visible* light and only requires a few minutes to produce reliable drinking water. As the technology behind solar purifiers continues to improve, expect these chiclet-sized devices to come to market with hikers and campers in mind.

Factors restricting use of Solar Energy

1. Cost: The initial cost of purchasing a solar system is fairly high.
2. Weather Dependent: Although solar energy can still be collected during cloudy and rainy days, the efficiency of the solar system drops.
3. Solar Energy Storage is expensive.
4. Uses a lot of space.
5. Associated with Pollution.

RECOMMENDATIONS

It is recommended Government policies should target for the following for effective Diffusion of Innovation.

1. To minimise Carbon/ Green House Gases emission reduction (Environmentally sensitive behaviour) .
2. To achieve high energy conversion efficiency.
3. To achieve high energy storage efficiency.
4. Social learning : adequate knowledge to the following:

(a) End users

(b) Technician involved in installation (Adequate manpower with required skill)

(c) Distributor and retailers

(d) Training institutes/trainers

(e) Innovation/research institutes

(f) Manufacturers

(g) Policymakers and media

5. All latest innovations are reached to all stakeholders at the earliest.
6. Latest technology is available to manufacturers.
7. All required facilities are made available to manufacturers.
8. Solar parks are planned in all different regional areas.

CONCLUSION

India may achieve its target of use of solar energy successfully, by following diffusion of Innovation theory. The theory may help in overcoming the perceptual barrier of all stakeholders, especially end users. It is found that mainly the gap exists due to inadequate dissemination of information till end users, poor implementation of policy, and non-availability of skilled manpower for execution of the policy. In view of this, it is important, Govt of India addresses these issues to ensure target of solar energy is achieved as well as enable her to set higher target for Solar energy. These steps will help not only in conserving fossil fuel reserve but also in reducing environment pollution.

REFERENCES

1. Annual Report 2017-18 ; New and Renewable Energy Ministry of India.
2. http:/www.mnre.gov.in
3. Govt of India, Ministry of Renewable Energy Journal AkshayUrja Renewable Energy, year11, edition 3-5, December 2017-April 2018
4. http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.832.5968&rep=rep1&type=pdf
5. https://www.trendhunter.com/slideshow/solar-gadgets-fashion
6. A Diffusion of Innovations Approach to Understand Stakeholder Perceptions of Renewable Energy Initiatives Kami J. Silk1, Allison Hurley2, Kristin Pace1, Erin K. Maloney3, and Maria Lapinski1

FIG-1

Table 1.1 Achievement in grid connected renewable power

	Achievement (MW) (April - December, 2017)	Cumulative Achievements (MW) (as on 31.12.2017)
Wind Power	568.71	32848.46
Solar Power - Ground Mounted	4492.05	16070.07
Solar Power - Roof Top	271.49	982.30
Small Hydro Power	38.30	4418.15
Bio Power (Biomass & Gasification and Bagasse Cogeneration)	232.10	8413.80
Waste to Power	0.00	114.08
Total	**5602.65**	**62846.86**

ISSN 2394 - 7780

FIG-2

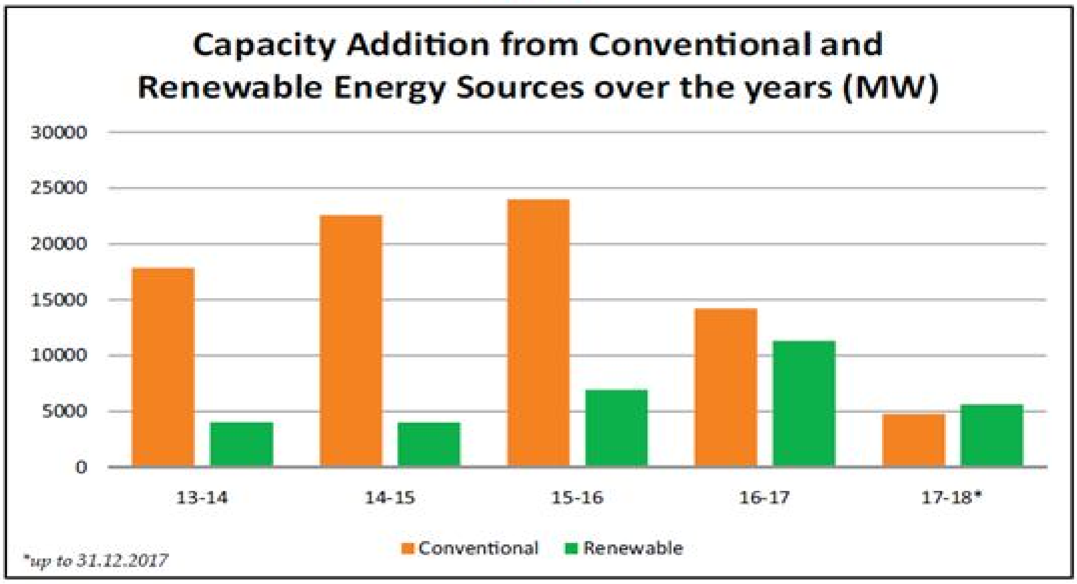


FIG-3

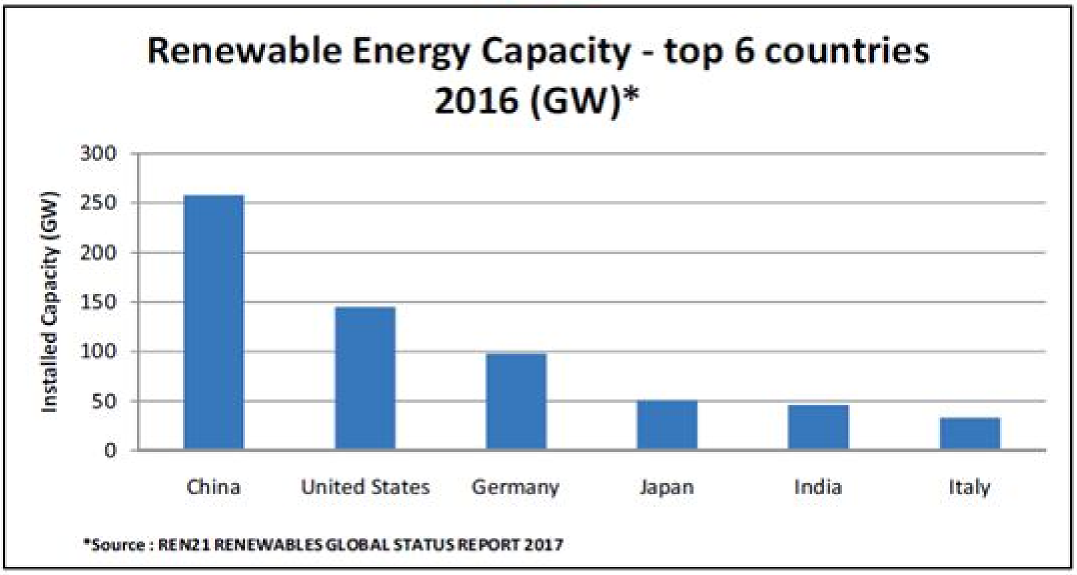


FIG-4

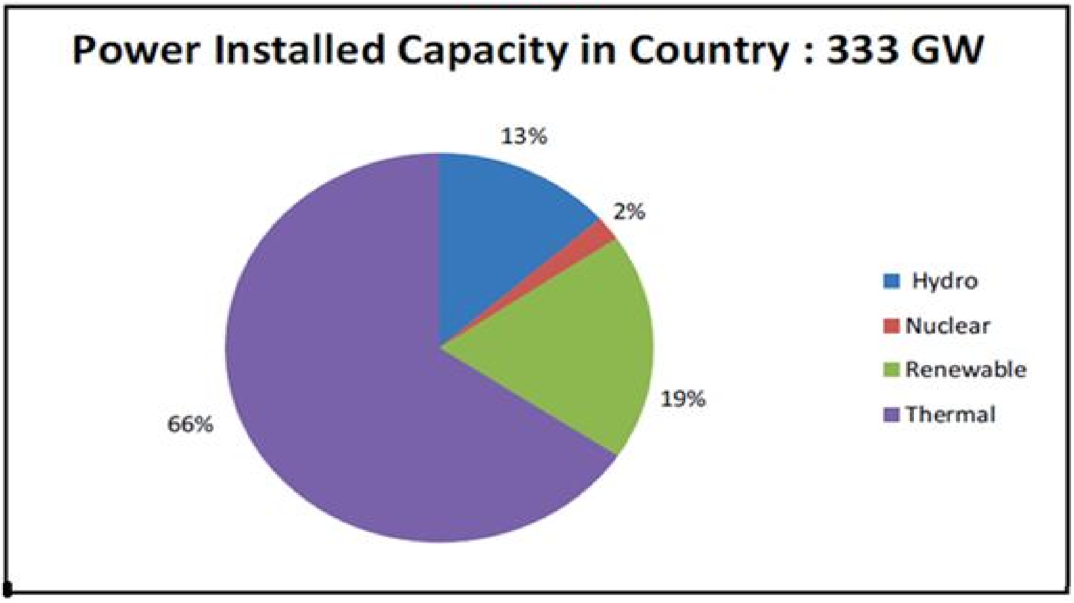


FIG-5

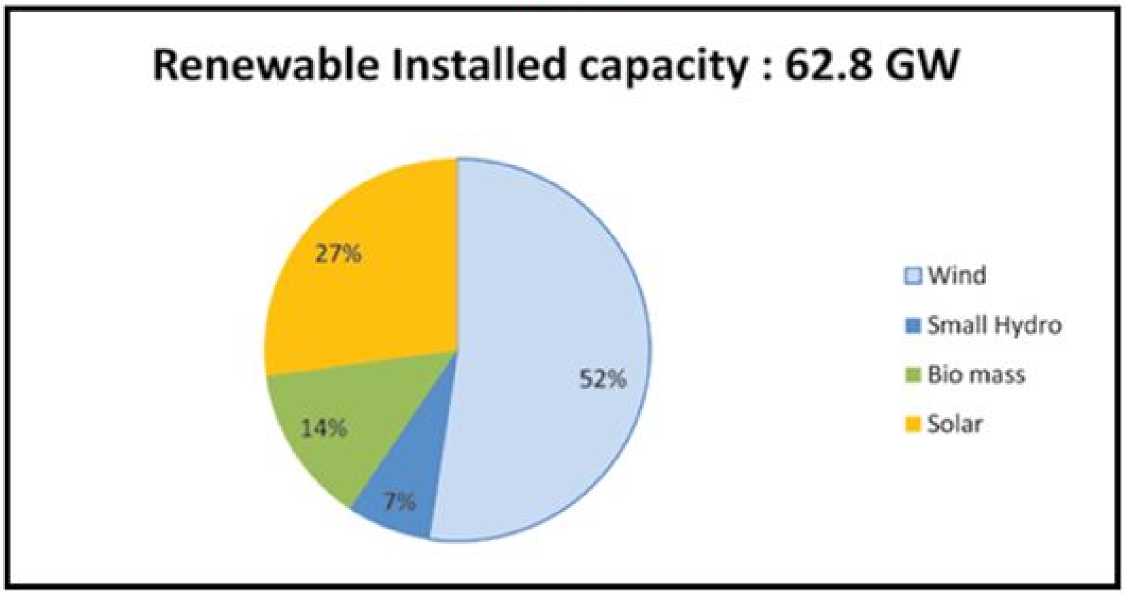


FIG-6

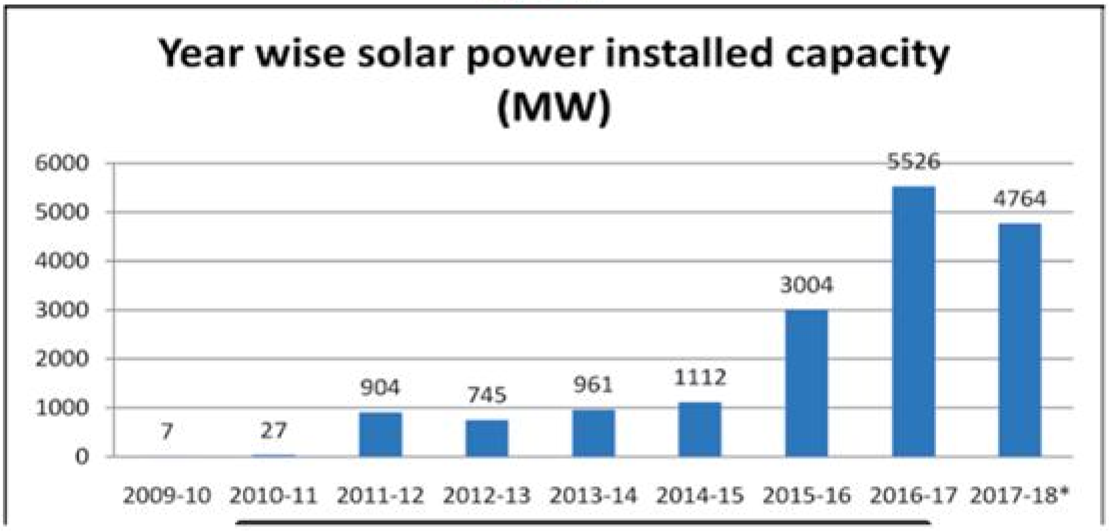
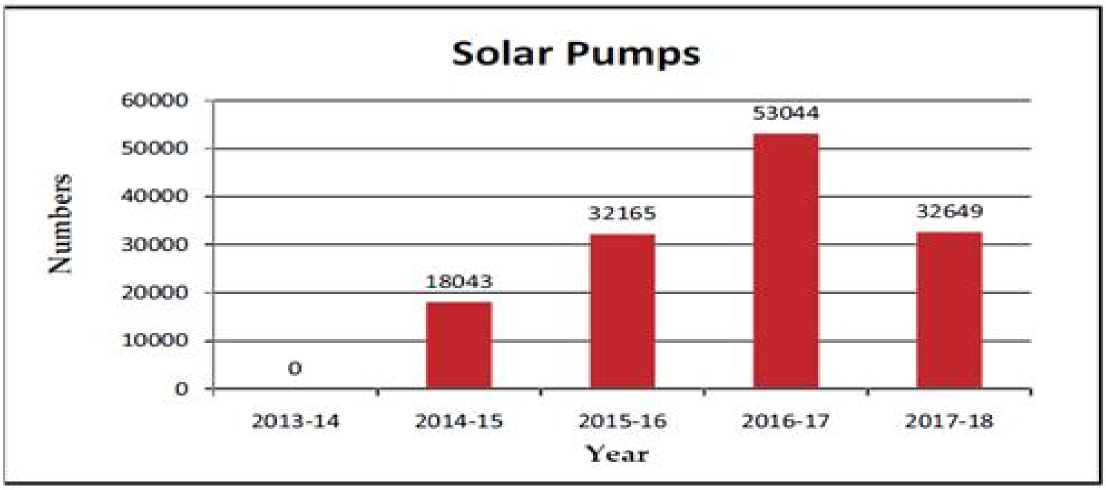


FIG-7

Solar pumps installed during last five years including current year (31.12.2017)



Solar home lighting systems installed during last five years including current year (31.12.2017)

FIG-8

Solar home lighting systems installed during last five years including current year (31.12.2017)

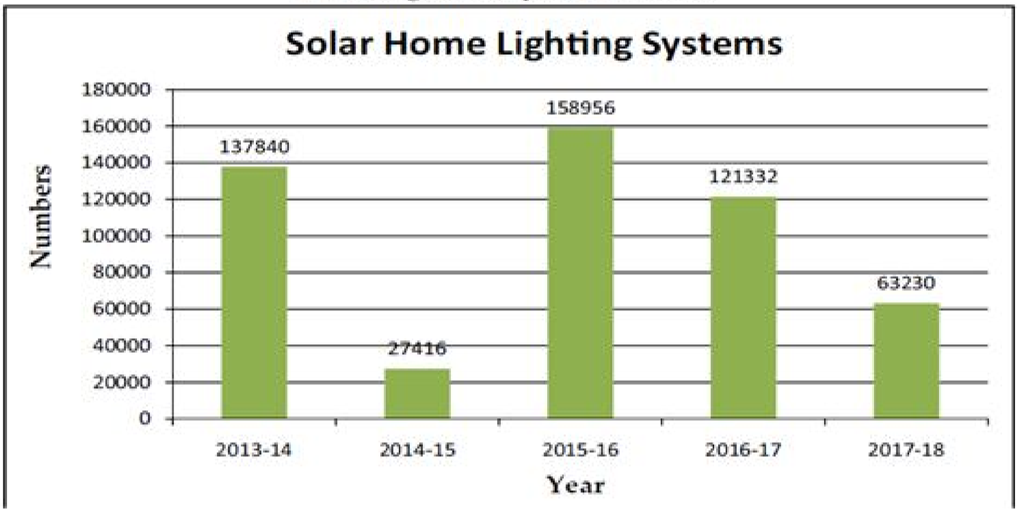


FIG-9

Solar street lights installed during last five years including current year (31.12.2017)

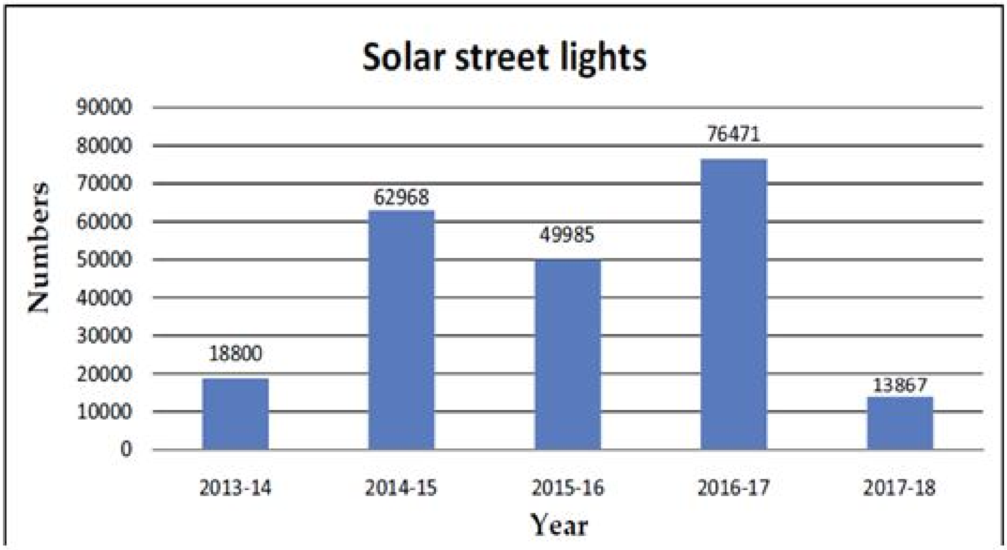


FIG-10

Grid connected solar rooftop plants of 387 kWp installed at Mukundpur Metro Station of Delhi Metro Rail Corporation Ltd.

 ISSN 2394 - 7780

TABLE-1

The Innovation – Decision process					
1. Knowledge	2. Persuasion	3. Decision		4. Implementation	5. Confirmation
Adopter Categories					
1. 'early adopters' (2.5%)	2. Early Adopters (12.5%)	THE CHASM	3. Early Majority (35%)	4. Late Majority (35%)	5. Laggards (15%)
Attributes of Innovations					
Relative advantage	Compatibility	Observability		Trialability	Complexity

Figure 1. The 3 key components of Diffusion Theory(Rogers 1995), including the point of the Chasm suggested by Moore (1999)

TABLE-2

ANNUAL REPORT 2017-18

Table – 4.1 State-wise estimated Solar Energy Potential in the Country

Sr. No.	State/UT	Solar Potential (GWp)#
1.	Andhra Pradesh	38.44
2.	Arunachal Pradesh	8.65
3.	Assam	13.76
4.	Bihar	11.20
5.	Chhattisgarh	18.27
6.	Delhi	2.05
7.	Goa	0.88
8.	Gujarat	35.77
9.	Haryana	4.56
10.	Himachal Pradesh	33.84
11.	Jammu & Kashmir	111.05
12.	Jharkhand	18. 18
13.	Karnataka	24.70
14.	Kerala	6.11
15.	Madhya Pradesh	61.66
16.	Maharashtra	64.32
17.	Manipur	10.63
18.	Meghalaya	5.86
19.	Mizoram	9.09
20.	Nagaland	7.29
21.	Odisha	25.78
22.	Punjab	2.81
23.	Rajasthan	142.31
24.	Sikkim	4.94
25.	Tamil Nadu	17.67
26.	Telangana	20.41
27.	Tripura	2.08
28.	Uttar Pradesh	22.83
29.	Uttarakhand	16.80
30.	West Bengal	6.26
31.	UTs	0.79
Total		748.98

Assessed by National Institute of Solar Energy

ISSN 2394 - 7780

TABLE-3

ANNUAL REPORT 2017-18

Table-4.2 Commissioning Status of Grid Connected Solar Projects				
Sr. No.	State/UT	Total cumulative capacity (MW) as on 31-03-2017	Capacity commissioned in 2017-18 (MW)	Total cumulative capacity (MW) as on 31-12-2017
1	Andaman & Nicobar	6.56	6.05	12.61
2	Andhra Pradesh	1867.23	297.99	2165.21
3	Arunachal Pradesh	0.27	4.12	4.39
4	Assam	11.78	0.00	11.78
5	Bihar	108.52	33.00	141.52
6	Chandigarh	17.32	1.57	18.89
7	Chhattisgarh	128.86	50.52	179.38
8	Dadar & Nagar	2.97	0.00	2.97
9	Daman & Diu	10.46	0.00	10.46
10	Delhi	40.27	17.75	58.02
11	Goa	0.71	0.00	0.71
12	Gujarat	1249.37	95.32	1344.69
13	Haryana	81.40	122.45	203.85
14	Himachal Pradesh	0.73	0.75	1.48
15	Jammu & Kashmir	1.36	1.00	2.36
16	Jharkhand	23.27	0.00	23.27
17	Karnataka	1027.84	773.01	1800.85
18	Kerala	74.20	14.00	88.20
19	Lakshadweep	0.75	0.00	0.75
20	Madhya Pradesh	857.04	353.07	1210.11
21	Maharashtra	452.37	310.71	763.08
22	Manipur	0.03	1.30	1.33
23	Meghlya	0.01	0.05	0.06
24	Mizoram	0.10	0.10	0.20
25	Nagaland	0.50	0.00	0.50
26	Odisha	79.42	0.09	79.51
27	Puducherry	0.08	0.03	0.11
28	Punjab	793.95	111.69	905.64
29	Rajasthan	1812.93	497.53	2310.46
30	Sikkim	0.00	0.01	0.01
31	Tamil Nadu	1691.83	127.59	1819.42
32	Telangana	1286.98	1703.09	2990.07
33	Tripura	5.09	0.00	5.09
34	Uttar Pradesh	336.73	213.65	550.38
35	Uttarakhand	233.49	13.40	246.89
36	West Bengal	26.14	13.70	39.84
37	Other/MoR/PSU	58.31	0.00	58.31
TOTAL		12288.83	4763.54	17052.37

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

TO STUDY THE TRAINING NEEDS & PROCESSES IN AN LED PRODUCT MANUFACTURING COMPANY

Prashant Singh

ABSTRACT
The contemporary business organisation has to survive in a highly competitive environment. The impact of globalisation and rapid increase in information and communications technology has further fueled this process by ubiquitous availability of information to the customer, seller and the buyer. The paradigm shift in businesses from internal processes to customer centric approach has led to a shift in organisational strategies – their vision, mission and goals. To keep pace with this changing environment, companies have to continuously evolve by learning & unlearning. Training forms an essential element of this evolution. The company under study is a startup in the Light Emitting Diode (LED) Fixtures and decorative items business space. During the first two years its growth trajectory was a healthy 20% CAGR, but due to slump in the economy, saturation and flattening out of the business life cycle curve, the growth has stagnated at 5-7% in the FY 2018-19. This is putting immense pressure on the financial health of the company and a stage has been reached when concerted effort is required to get it back on the desired track in consonance with the vision. The aim is to 'Study the Training Process and How Training Solutions can Help in Achieving the Overall Objectives of the Company in the Short and Long Term'.

A case study was conducted as part of the Project towards Diploma in Training & Development, by Prashant Singh, a veteran of the Indian Armed Forces with more than 10 years of experience in the field of training and development. He holds an MBA in HRM and has undergone the Armed Forces Executive Development Programme at AUUP, Noida. During his career of over 21 years, he has flown 2500 hours on frontline combat aircraft. He has been an air combat instructor and trained on several airborne and ground systems. He has diverse experience in operational roles that also included management of critical human resource.

INTRODUCTION
BACKGROUND
India, being the second most populous country in the world and fifth major electricity consumer, has been experiencing an ever-widening demand-supply gap in electricity. Consequently, the market for energy-efficient products such as LED lights is bound to grow. According to a report by TechSci (a global research based consulting firm), the LED lighting market in India is projected to register a CAGR of over 30 per cent during 2016-2021. The Electric Lamp and Component Manufacturers Association of India (ELCOMA) shares that the LED market in India is expected to grow to Rs 216 billion by 2020. This leap will result in the LED market accounting for about 60 per cent of India's total lighting industry (approximately Rs 376 billion) in 2020.

The key factors that are expected to boost the market include falling LED prices coupled with favourable government initiatives that provide LED lights at a subsidised cost and promote LED street lighting projects. Moreover, rising consumer awareness about the cost-effectiveness, enhanced life, better efficiency and inherent eco-friendly nature of LED lights will continue to drive volume sales from the industrial, residential and commercial sectors.

SKILLING IN THE LED MANUFACTURING SECTOR
The simplicity of the assembling process, requirement of basic knowledge about the product and the nature of product itself favours assembling in very low-scale establishments and the MSMEs are poised to take this opportunity. The consumption will also be in situ thereby doing away with the requirement of large supply chain processes. The need for capital is also minimal. This opens up a large domain for providing training to people in the rural areas to assemble and service their own manufactured items.

ABOUT THE COMPANY
VS Energy Automation and Harmonisation Pvt. Ltd. is a LED fixtures and decorative items manufacturing company established in 2014 in Greater Noida, UP. The company produces all range of LED bulbs, tube lights, strings, street lights, lanterns, flushed lights and other decorative lights. Besides assembling LED products, it carries out installation of solar panels and assembles solar emergency lights. The company is a startup established in the year 2014 by two entrepreneur engineering graduates. They started operations with two employees and currently employ 12 persons. Their turnover in FY 2016-17 was Rs 60 Lakhs. The market covered by the company is the entire NCR, part of the states of Uttar Pradesh, Uttarakhand and Haryana. Besides manufacturing LED lights, the company has embarked upon an ambitious project 'Gram Light' under

which it envisions skilling of women in rural areas of these states to assemble LED products and offset the LED decorative items imported from China, over the next three years.

NEED FOR THE STUDY

There was an emergent need to understand the role of training and process being followed by the company to increase the production, improve the quality of the products, gain a larger share of the market and above all, enable development of critical human resource through the women entrepreneurs in rural areas.

LITERATURE REVIEW

The National Occupation Standards (NOS) have formulated under the National Skills Qualification Framework (NSQF), by the National Skills Development Council (NSDC)[1]. These prescribe the skill level to be achieved by workmen engaged in various skill sectors, to perform a particular task. These were studied with respect to the jobs and tasks of the trainees with a view to establish if there was a gap in any of the skills that can be improved through training. Further, qualification packs (QPs) for each job along with their skill requirements and assessment criteria have been formulated which can be utilised as a benchmark. The NSQF is exhaustive in terms of the work standards, and these standards need to be achieved in a graduated manner. For the training programs conducted by the company, the main objective is to be able to assemble the LED products. This comprises basic knowledge about electricity and electronic components, identification of parts, about LED, soldering, testing, labeling and packaging.

PRINCIPLES OF ADULT LEARNING

Knowles (The Adult Learner: A Neglected Species, 1973)[2] suggested a comprehensive adult learning theory, building on earlier work by Lindeman (The Meaning of Adult Education, 1926). It was initially used to mean the art and science of helping adults learn. Adults learn best when they are free to determine what, how and when they should learn, which means that they should be a part of the decision making process in the training. Adults are highly self-directed learners and aim to acquire knowledge about a particular subject, theory or activity. There should be a clear need to acquire a particular knowledge or skill and the training needs to be more non-formal with ample opportunity for application of prior learning and knowledge. Since adults have a greater understanding of the requirements, they are able to judge what is beneficial and not-beneficial with regards to a training curriculum. This also contributes to the motive for learning.

LEARNING STYLES

David Kolb[3] (1984) identified four learning styles which differ from individual to individual. Firstly, convergent style is identified by a combination of abstract conceptualisation and active experimentation (thinking and doing). The divergent style has a combination of concrete experience and reflective observation (feeling and watching), emphasising imagination, awareness of values, and the ability to generate alternative courses of action. The assimilation style is a combination of abstract conceptualisation and reflective observation (thinking and watching) and emphasises inductive reasoning i.e. the integration of disparate observations into an explanation and the creation of theoretical models. The fourth style i.e. accommodative style is a combination of concrete experience and active experimentation (feeling and doing) and is identified by accomplishment, executing plans, and involvement in new experiences. It is upon the trainer to be able to appreciate and suitably modify the delivery of the content, or adapt the methodology to suit the learning style of the trainee for maximum impact.

Out of the four learning styles posited by Kolb, one was premised on learning by doing. This forms a component of any training program where skills are being taught. Practical application of the knowledge, skill and attitudes acquired, need to be applied in work settings to attain the desired level of proficiency.

[1] www.nsdcindia.org

[2] Cited: ISTD Precis TM-II

[3] Ibid.

ISSN 2394 - 7780

One simple framework, for example, Honey and Mumford's model, Learning Styles Questionnaire (2006), which is derived from Kolb's theory (2004), identifies four:

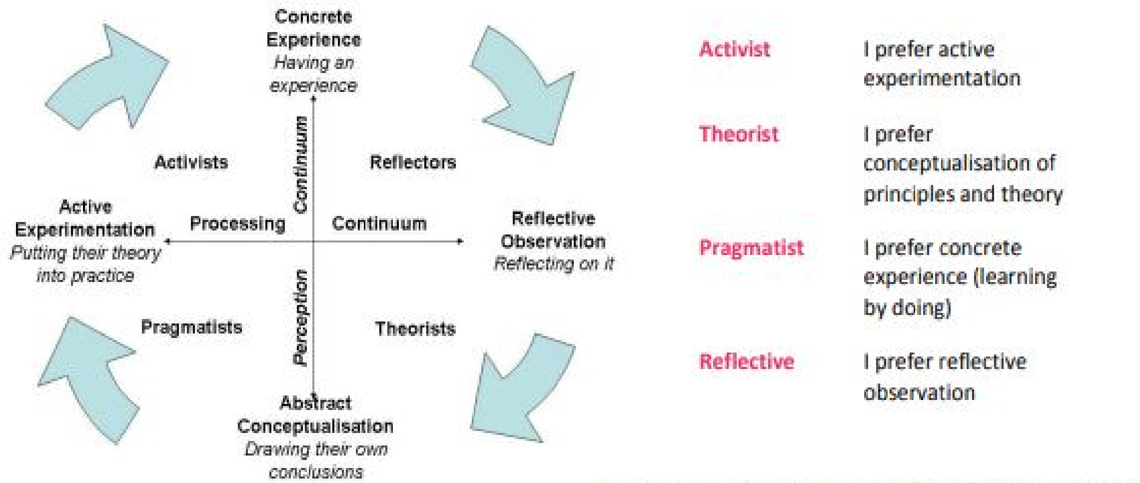


Figure 4 Honey and Mumford (2006) Learning Styles

Fig-1: Learning Styles[1]

In addition, it is difficult to draw a line between formal and non-formal learning (Cullen, et al., 2000)[2] and cannot be rigidly defined. The routes to acquire knowledge, skills and competencies range tacit Knowledge, skills and competencies (KSC), informally gained and uncertified, to qualified KSC gained through formal instruction and recognised by certification. The training being imparted in organisational settings is mostly implicit and informal. Even if a formal certificate is given, the validity may be questionable due to the process entailed for an authorised certificate. Between these extremes are examples of formal instruction that is uncertified, such as adaptive training in connection with product and process changes, and informal experiential learning that is certified through some accreditation process.

		Recognition	
		uncertified	*Certified*
Acquisition	*formal*	adaptive	qualified
	informal	tacit	accredited

Fig-2: Routes of Formation and Recognition of KSC[3]

LEARNING PROCESSES

Literature commonly distinguishes two kinds of learning: ‘single-loop’ learning concerned with obtaining knowledge (Dodgson, 1993) in order to solve specific problems based on existing premises; ‘double-loop’ learning concerned with establishing new premises such as mental models and perspectives (Argyris and Schon, 1974; 1978; Bateson, 1973; Kieras and Bovair, 1984). In cases where acquired knowledge is to be applied in

[1]*Source: From CHS Alliance Paper on ‘Building an Organisational Learning and Development Framework: A Guide for NGOs’*

[2]*Source: cited, Cullen et al, 2000, Typology of Knowledge, skill and competencies, W. Jonathan, et. al., Research Report on behalf of CEDEFOP, 2005*

[3] *Source: cited, Typology of Knowledge, skill and competencies, W. Jonathan, et. al. Research Report on behalf of CEDEFOP, 2005.*

ISSN 2394 - 7780

different settings, as in the case of quality improvement programs, it is the latter that is invoked, whereas in the case of simple tasks, it is mostly single-loop learning[1].

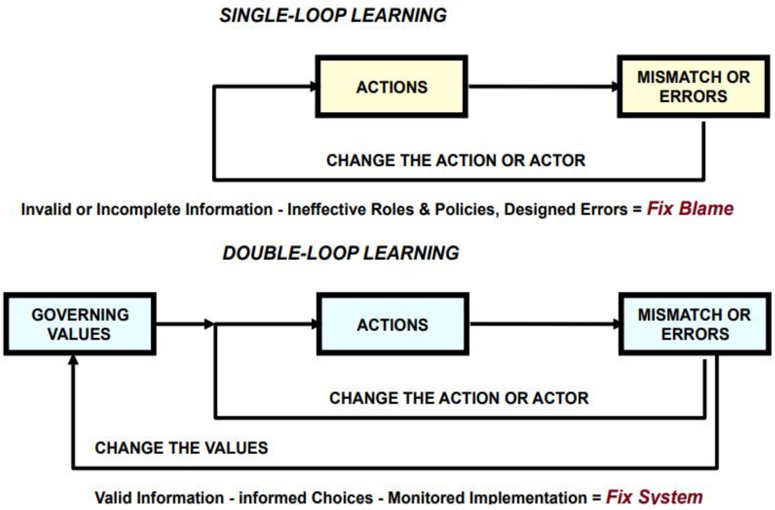


Fig-3: Single & Double Loop Learning

EXPERIENTIAL LEARNING

Experiential learning or by learning from others is also an important method of adult learning. Communicating the associated drawbacks of not knowing something is another way of providing real or simulated experience through which the learners experience the benefit of acquiring new knowledge. The experiential approach is learner centered and allows the participants to manage and share responsibility for their learning with their trainers. Effective training strategies that incorporate experiential learning approaches provide opportunities for a person to engage in an activity, review it critically, abstract useful insight from the analysis, and apply the result in a practical situation.

70:20:10 CONCEPT

In addition, learning occurs best when all modes of learning viz. audio, visual, and kinesthetic perceptions are stimulated in the task or the activity. Training therefore, needs to be designed to include methods that stimulate as many channels as possible. Learning by doing under the guidance of a trainer activates all the modes of learning and hence is considered the most effective method of skills training.

A SYSTEMATIC APPROACH TO TRAINING

1. Training is most effective when it is planned, implemented and evaluated in a systematic way. Unplanned, uncoordinated and haphazard training efforts greatly reduce the learning that can be expected. Fig. 5 shows the three major components of a systematic approach to training.

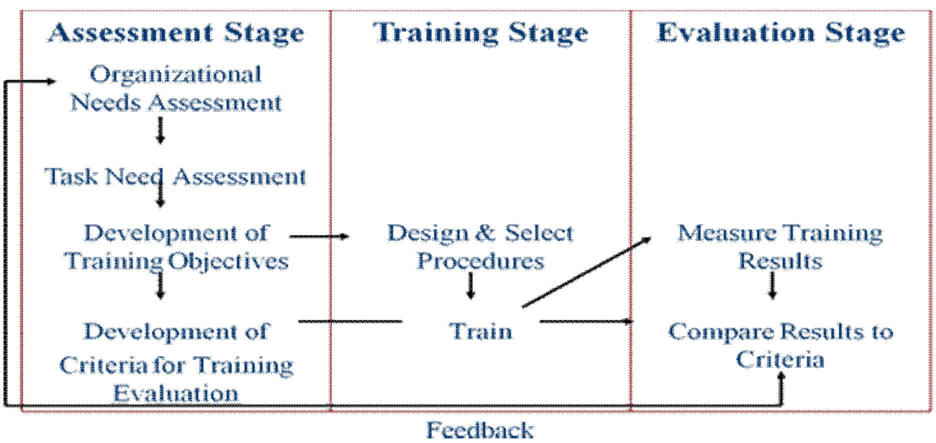


Fig-5: A Systematic Approach to Training[2]

---

[1] *Source: cited, Typology of Knowledge, skill and competencies, W. Jonathan, et. al. Research Report on behalf of CEDEFOP, 2005*

[2] *Goldstein, I. (2002) Training in Organizations 4th Ed.*

 ISSN 2394 - 7780

SKILL

Skill was characterised by Pear (1927) as being concerned with the quantity and quality of motor output: 'skill is the integration of well-adjusted muscular performances' (Pear, 1948: 92). Proctor and Dutta (1995: 18) in what is arguably the most authoritative text on skill acquisition and performance, define skill as 'goal-directed, well-organized behavior that is acquired through practice and performed with economy of effort[1]'. Each element of the definition is important: first, skill develops over time, with practice; second, it is goal-directed in response to some demand in the external environment; third, it is acquired when components of behaviour are structured into coherent patterns; and finally, cognitive demands are reduced as skill develops. Simpson proposed the taxonomies in the psycho-motor skills viz. perception, set, guided response, mechanism, complex overt response, adaptation and origination. These describe the ability to physically manipulate a tool or instrument like a hand or a hammer[2].

ANALYSIS OF TRAINING NEEDS

The training needs identification is capable of many definitions but perhaps the simplest one is to see it as 'a desirable effort when there is a requirement of maintaining or increasing the efficiency, productivity and safety of a system or an individual.' Indeed it can be seen as a part of total organisational commitment. In the well known axiom, of the inherent nature of change (in-built-into-human-existence) it would be apparent that continuous training and re-training is a requirement of human survival. People have to be trained into proactive work attitude. Even for the sake of survival in the market or as an organisation, there is a clear case for expediting decision making processes and procedures. This requires continuous training intervention (ISTD Precis –TM II). When analysing training needs, four levels of analysis need to be considered - the organisation, its facility, the employee, and the task.

THE ADDIE MODEL

Standards promote consistent practice for task performance. Once these standards are specified, it is possible to identify a performance gap - the difference between existing employee performance and the desired standards. Training solution aims to address this gap. The most common model used to for organising training is the ADDIE Model[3]. It has five elements or phases viz. Analyze, Design, Develop, Implement, and Evaluate. These elements are sequential – each element depends upon the successful completion of the preceding phase. Moreover, the ADDIE model is an iterative feedback model, which means that the results of the Evaluation phase are fed back, closing the loop, facilitating further refinement of the courseware. This iterative process continues till the courseware meets the organisation's needs.

LEVELS OF EVALUATION

The traditional model for evaluation dates back to the late 1960s and the work of Kirkpatrick (1967) and Warr, Bird and Rackham (1970)[4]. This proposes four levels of evaluation:-

a) Reaction level - which measures what the trainees think or feel about the training

b) Immediate level- which measures what the trainees learned from the course

c) Intermediate level- which measure the effect of the training on job performance

d) Ultimate level - which measures the effect on organisational performance.

---

[1] *Source: cited, Typology of Knowledge, skill and competencies, W. Jonathan, et. al. Research Report on behalf of CEDEFOP, 2005*

[2] https://en.wikipedia.org/wiki/Bloom%27s_taxonomy

[3] ADDIE Model, Gordon Welty, 2007

[4] Cited: ISTD Precis TM-II

Fig-6: Levels of Evaluation

Hamblin (1974) divides the fourth level into two - distinguishing between the effect on organisational objectives, such as sales, productivity, absence rates, etc. and looking at the economic effects i.e. some form of cost/benefit analysis[1].

AIM

The literature provides a sound foundation to the philosophy of utilising training solution to achieve organisational goals. The aim therefore is to **'Study the Training Process and How Training Solutions can Help in Achieving the Overall Objectives of the Company in the Short and Long Term'**.

OBJECTIVES OF THE STUDY

With the above aim, the study was carried out to analyse the training process being followed by the company to impart LED fixtures assembly skills to women in rural areas. The key objectives of the study are enumerated below:-

(a) Study the overall training process

(b) Comparison with National Skill Qualification Framework (NSQF)

(c) Evaluation method

(d) Impact analysis and RoI

(e) Suggest improvements, if any

FINDINGS AND ANALYSIS

The Training Process

The paper discusses training being carried out under the flagship program of the company called 'Project *GramLight'*. Out of the two entrepreneurs who undertake the training, one is certified 'Level 4 Assessor' for 'LED Light Repair Technician'. The program is conducted over five days or three days, and both have different training plan. These trainings are scheduled on as needed basis and there is no pre-designated training calendar. The training is being carried out as per the needs analysis based on a meeting with the concerned authorities at the district and block level. Moreover, the training design, methodology and evaluation methods are also dependent on the overall needs of training. In the present case, the trainees are women from rural areas with basic education (primary and secondary level) and the local authorities are seeking the training to improve the skills of the trainees in the domain of electrical and electronics assembly.

The trainees themselves want to acquire these skills to assemble basic LED products so that they can utilise their spare time in doing something constructive and is different from the routine. This will also enable them to earn some extra income. This provides the company an opportunity to expand its presence in a new market under the '*GramLight*' brand. The wider goal for all stakeholders is that of providing employment opportunities

[1]Cited: ISTD Precis TM-II

 ISSN 2394 - 7780

in rural areas, preventing migration of people, empowerment and improving the overall quality of life of women folk in these areas.

OBJECTIVES OF TRAINING

The objectives are laid down keeping in view the company's vision, mission and goals. The objectives of the training programs were:-

a) Mobilisation of women from rural areas into the mainstream of economy through industrial activity.

b) Skilling of rural population so as to choose occupations other than agriculture and produce goods for local and external markets.

c) Generate additional income.

d) Enhancement of self-esteem.

e) Overall improvement in quality of life which is one of the SDGs.

Overview of the Program		
Sl. No.	**Topic**	**Description**
(a)	Name of Program	Project *GramLight*
(b)	Duration	5 Days
(c)	Location	Kotabag, Distt- Nainital, Uttarakhand
(d)	Target Group	Women from different Self Help Groups (SHG) with elementary formal education background but capable of performing simple engineering tasks.
(e)	No. of Trainees	50
(f)	KSAs to be acquired	(i) Basic theory of electrical components (ii) Description of electronic components (iv) Types of LED products to be assembled (v) Assembly of LED products (vi) Preliminary troubleshooting (vii) Preliminary skills of marketing and sales of LED products
(g)	Questionnaires	(i) Training Needs Analysis (ii) Program Application (iii) Expectations Form (iv) Evaluation sheet (v) Feedback

COMPARISON WITH NSQF

A comparison of the NOS for LED Light Repair Technician[1] specified in the NSQF and that being followed in the company is given below.

NSQF Requirement	Being Followed (Yes/No/Partially)
Interact with the customer in order to identify and understand the problem in the product	Yes
Understanding of the basics of power electronics and its usages in lighting controls, or LED power supplies and LED drivers	Partially
Special safety and handling precautions to be taken during LED luminary testing	Yes
5S standards (sorting, setting, standardize, sustain, shining) + safety, security	No
Follow behavior etiquettes while interacting with others	Yes
Identify dysfunctional components through visual inspection and by use of multi-meter	Partially
To understand, various electronic & electrical components, materials and their specific properties & usages	Partially

[1] https://www.nsdcindia.org/qp-nos-results (https://www.nsdcindia.org/sites/default/files/QP_ELE-Q9302_LED-Light-Repair-Technician.pdf)

 ISSN 2394 - 7780

Establishing good working relationships with colleagues within and outside the department by coordinating	Yes
Communicate effectively	Yes

Table-1: Comparison of Training with NSQF

TRAINING METHODOLOGY AND USE OF AIDS:

A combination of lecture and demonstration method was used for the training. The ability of the trainer to explain the technicalities in a simple yet effective manner was one of the most appreciated factors for the participants to acquire as much knowledge as possible. This was evident from the reaction level feedback taken from them after the training session. Overhead Projector, PA system, and / or Whiteboard were extensively used during the training.

CONDUCT OF THE TRAINING SESSION

Ice Breaker. The training session starts in the morning with a thought for the day. This is an ingenious method to initiate communication with the trainees. By exchanging views about the thought the trainer is able to connect with them in a frank manner. This enhances the value of the training imparted.

Core Training. Before commencement of the session, the trainer gives a re-cap of the objectives of the program and what has been covered till then. Thereafter, basic theory of soldering was covered. Concepts of the need for soldering, types of material, wire, flux, and tips were covered with the help of images. Various parts of the soldering iron were also shown. Metaphors and examples were used extensively during the session. Frequent feedback was taken with regards to understanding of the subject. A basic schematic layout of various types of electronic components was shown, stressing on those that would be used in the production of LED '*Jhalars*.' Thereafter, the method of soldering was demonstrated using actual material and solder iron. Each trainee was given practice of soldering the components under direct observation of the trainers. This also helped in assessing the uptake of the trainees with regards to their ability to carry out the task of soldering and its quality by providing immediate feedback.

EVALUATION OF TRAINING

The evaluation methodology being followed during the current training sessions are discussed subsequently according to the training settings.

Type of Trg/ Level of Assessment	LED Product Assembly Training
Reaction	Questionnaire
Learning	Practical/ Observation
Behaviour	Task Performance/ Quality
Results/Ultimate	Product Volume/Net Profit

Table-2: Methods of Evaluation in the Training Programs

Assessment	Count
1	401
2	620
3	142
4	9
5	0

Table-3: Summary of Reaction Level Evaluation by Trainees, n=176

(1= Excellent, 2= Very Good, 3= Good, 4= Average, 5= Unsatisfactory)

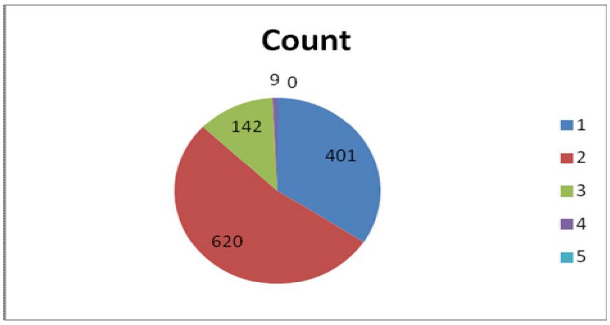


Fig-7: Summary of Reaction Level Evaluation by Trainees n=176

ISSN 2394 - 7780

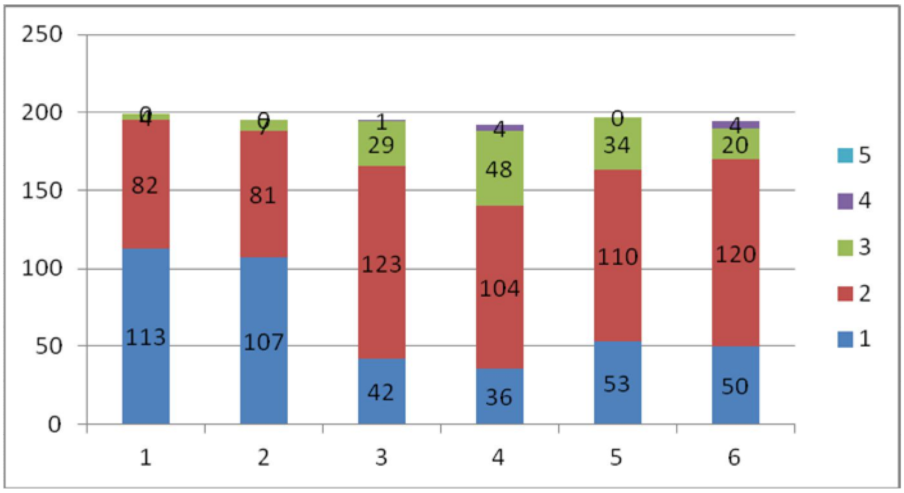


Fig-8: Summary of Reaction Level Assessment (1,2,…,6), n=176

(Average = 1.79, Median = 2, Mode = 2)

RETURN ON INVESTMENT (ROI)

The direct returns on investment calculations were done for one training program (all money values are in Rs).

Calculation of RoI	
No. of Trainees	50
Retention Rate from the program	40%
Actual RoI over Four month period (May 2018 –Aug 2018)	
Cost of Training (Fixed Cost)	100000
Infrastructure (Fixed Cost)	150000
Cost of Raw Material (Variable Cost)	265000
Quantity Produced	5000 pcs
Sales	325000
Net Profit	60000
RoI (Net Profit/Net Investment)	16%
Projected RoI over 1 Year Period (May 2018 - Apr 2019)	
Projected Production	20000 pcs
Raw Material	1060000
Projected Sales	1300000
Net Profit	240000
Net RoI over 1 year	21%

Table-4: Actual and Projected RoI

It is to be noted that the retention rates for the program i.e. people who are interested to continue to take up the task of production of LED String Lights is only about 20%. The RoI will be more if products like bulbs and tube lights, which have higher margins, are produced. If more people are motivated to involve in the process, the production volume and sales will increase further thereby increasing the RoI too. Also, the proficiency of the trainees is likely to increase with passage of time, thereby increasing the profit margin.

The evaluation is mostly at the reaction and learning level. To some extent the third level of evaluation is also done implicitly, since the participants were able to make the products on their own. The levels of proficiency required to produce high quality and superior finish goods will however take some time, and hence involvement of trainers for extended period of time becomes essential. Absent this supervision and the quality of the product reduces considerably, thereby requiring involvement of additional labour for correcting the errors of the earlier process.

The process of summative evaluation has been introduced recently so that the extent of learning can be established. It also gives the participants to showcase their zeal by being attentive in the training, participating actively in the exchange of ideas and preparing well for the tests.

OUTCOMES

The training programs conducted by the company have a social entrepreneurship orientation and hence, the explicit returns on investment may not indicate their true value. The long term impact in the mindsets of the people in rural areas, the change towards progressive thinking, involving the women folk in mainstream economic activities, enhancement of self-esteem and improved quality of life are only some of the short term benefits. The turnaround of the villages due to such programs will be evident only after 2 to 3 years. The program envisages bringing about attitudinal changes but these can be observed and studied only after certain period of time has elapsed.

From the human resource development perspective, new skill means enhancement in the ability to perform a task or a job, which in turn creates value for the society. Few results of training programs can be measured qualitatively, and others can be evaluated quantitatively. The choice of training methods is contextual and was found to be most practically feasible. Measures to improve the validity and reliability of these methods will pay dividends in the long term.

Based on the learning level feedback it became evident that adequate stress was not being laid on safety and quality aspects. Getting these into the mainstream of work culture in an organisation takes considerable effort and hence the need for regular repetition of these aspects.

THE WAY FORWARD

Training must be dovetailed as an element of the overall strategy of the organisation and be a part of the mission or goal statements. Direct impact of the training on the performance of the participant, increase in output or quality, increase in income, reduced wastage during production and so on, must be quantified by measurement at all possible occasions. The essential points from the study are summarised in subsequent paragraphs.

a) The reward and recognition mechanisms have to be associated with these indicators. Absent these motivators and the performance will not be reinforced and hence, forgotten. This will cause the outcome of the training to be nullified due to inadequate human resource management policies.

b) The training must therefore bring about a change in the behaviours of the employee, at least at the immediate level. The longevity of this change would depend on the availability of opportunities for putting into practice whatever was taught during the training.

c) One of the key principles of learning states relevance or context as an important element of training. The content and quality of material can aid the learning in a considerable manner. This could also include relevance of the training with regards to the individual and hence, their involvement in the needs analysis process becomes essential.

d) Evaluation of training is essential to assess the transfer of learning to the trainees, the overall gains to the organisation and the foreseen improvement in the quality of human capital. Training is an ongoing process and the cycle continues in a circular manner. The lessons learnt from the evaluation and feedback is employed to develop and modify the training program, methodology, or even change the resource person.

e) The training session provided skills which were demonstrative of near learning, but to judge far learning application of the skill on completely different and more complex would need to be assessed separately.

f) The matching of the needs with outcomes is an essential process of the overall training process and needs to be instituted and followed. Involvement of all stakeholders is a prerequisite for the training to go through as intended. Only then will the real gains from training can be realised.

CONCLUSION

Continuous improvement in people, process, and product is a necessity in today’s dynamic business environment. A clear understanding of the factors, business environment and internal capabilities is a pre-requisite that the managers must know. Training forms the backbone of developing the human resource which will change the process and product. Thus essentially, training is about change. This change is a progressive step towards a better future. Only a well planned and formulated training plan that is in sync with the strategy of the company will lead to achievement of desired goals. Any shortcomings in the human performance will lead to a shortfall in the targets to be achieved. If the shortfall can be plugged by training solution, it needs to be incorporated in the overall strategy and instituted at the earliest. The study will examine and bring out such shortcomings, if any and recommend methodologies for improvement.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

BIBLIOGRAPHY

1. NOS and QPs Published by National Skill Development Council, India
2. Study Material on Training Methodology –I&II by Indian Society for Training & Development, New Delhi
3. Gordon Welty , "The 'Design' Phase of the ADDIE Model," Journal of GXP Compliance, Vol. 11, No. 4, July 2007, pp. 40-48
4. Management Training in SMEs published by OECD (2002)
5. Training for Work in the Informal Sectors by Hans Christian HAANS (2001)
6. Small Business Management in the 21st Century by A study adopted by Saylor Foundation
7. https://www.researchgate.net/publication/303446688 The_Kolb_Learning_Style_ Inventory _40_Guide_to_Theory_Psychometrics_Research_Applications/download

PHOTOGRAPHS OF THE TRAINING SESSIONS

Images – ©VS Energy Harmonisation & Automation Pvt. Ltd.

International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

Dr. Anshu Singh, Dr. Priyanka Agarwal and Dr. Jaideep Kaur
Amity Business School, Amity University, Uttar Pradesh

ABSTRACT

In today's complex, dynamic world, identifying the appropriate leadership style, an innovative capability, to influence the performance level, both for growing a business and meeting the employee's expectations has become mandatory. The appropriate leadership style promotes unity, harmony, strength, and happiness and directly influence the performance in a situation. The approach of a leader, how he relates to his followers is a deciding factor to estimate the overall productivity. This research paper is an attempt to find out the impact of leadership style on the performance of employees and also how it impacts on overall productivity.

Key Terms: Leadership; Employee Performance; Democratic Leadership; Autocratic Leadership; Laissez-faire Leadership

I. INTRODUCTION

According to Travis (2007), today's challenges call for a fundamental transformation of management style and culture. The leadership style is the manner of providing direction, implementing strategies and motivating individuals towards the attainment of the desired objectives. Leadership styles are replicated in attitudes and behaviors but these in turn are the outcome of complex interactions between the way individuals think and feel. To accommodate this transformation, leaders need to develop new skills. Following are the different leadership styles in an organization:

- Autocratic style- In this type of style it gives authority to managers to take decision alone without any intervention of other manager or colleagues. The manager can get his work done from others those who are working under him. no one can give challenge to him and other employees can get benefit to work under him by getting supervision.
- Democratic style- This type of style is also known as participative style, where the decision lies in the hand of the leader and all the task is done under him. The task which all the employees are doing, but the end decision is taken with the consult of each other and the leader. This leads to improve the morale of employees.
- **Transactional style-**In this type of style, the manager and other employee come under one roof to work towards the goal which they all need to accomplish. The goal are set to give direction to its employee and due to that all employee performance is being measured which leads the manager to give suggestion on how to improve their performance and those who are above the criteria for goal which they have set for themselves get rewards.
- **Transformational style-** In this type of style, the work is done under the supervision of management which help employees by getting the small amount of task they have to do in accomplishment of common organizational goal. This helps to motivate and garner the employee to work efficiently and productively to achieve the goal.
- **Lassiez faire-** In this type of style, there is an absence in supervision towards employees and does not able to give feedback about their work with less supervision. Not all the people require full supervision but these will hinder in their work.

II. LITERATURE REVIEW

Dahl (1989) and Fishkin (1991) proclaimed that democratic leadership influences people in a manner consistent with the basics of democratic principles and processes, such as deliberatio n, equal participation, inclusiveness and self-determination (cited in Gastil, 1994). According to White & Lippitt (1960), democratic leaders actively encourage and stimulate group decisions and group discussions (cited in Choi, 2007).

Kurt Lewin and colleagues (White, Lewin & Lippitt, 1939; Lewin, 1948) defined three classical styles of leadership in decision making: autocratic, democratic and laissez-faire (Billig, 2015). Situational leadership originally was developed by Hershey and Blanchard (1969; 1979; 1996) to describe leadership style and stress the need to connect leadership style to the maturity level of the followers (cited in McCleskey, 2014).

Leng, et al. (2014) did research on title in The Impact of Leadership Styles on Employee Commitment in Retail Industry in Malaysia. The findings concluded that there was a significa nt impact of leadership styles towards employee commitment.

Laissez-faire is a French phrasing which means “leave it be”. It describes leaders who allow their people to work on their own (Alan, 2013). The laissez- faire leadership style is also known as the “hands-off style”. Kendoa (2013) posits that laissez-faire leadership involves giving group members the freedom to make decisions. Muhammad & Usman (2012) assert that laissez faire style of leadership gives more opportunities and least possible guidance to employees in decision making in the organization.

Transformational leadership is observed when leaders encouraged followers to boost the level of their morale, motivation, beliefs, perceptions, and coalition with the objectives of the organizatio n. Transformational leadership style has been proven to be the most effective style of leadership (Obasan & Hassan, 2014). Joo, Jun Yoon, & Jeung, (2012) presented in his study that employees are more satisfied and committed to their organizations when there is a friendly environment, their leader has the courage to share his vision and articulate the mission in a friendly and good atmosphere. Most of the employees expect their leader to allow them to participate and share thoughts when making a decision as a whole.

The democratic leadership is also known as participative leadership style. Ushie et al., (2010) state that in a democratic leadership style, the manager delegates‟ authority to subordinates while retaining the ultimate responsibility. In the various views of Zervas& David (2013) and Iheriohanma et al. (2014), democratic leadership style tends to foster responsibility, flexibility, and high morale that will result to improved employees‟ performance.

Charismatic leadership style is the leadership style that has his influence springing mainly from the personality of the leader (Eze, 2010). David (2013) stated that in a charismatic leadership style, leadership is achieved through setting an example, rather than through instruction or intentional staff development, establishment of high standards, and through impart enthusiasm.

III. RESEARCH OBJECTIVE

1) To study the relationship between Leadership styles and employee performance.

H1: Democratic Leadership style is highly co-related with employee performance

IV. RESEARCH METHODOLOGY:

Research Design –Descriptive and Exploratory: The research adopts a descriptive and exploratory research design.

Sampling method: Convenience sampling

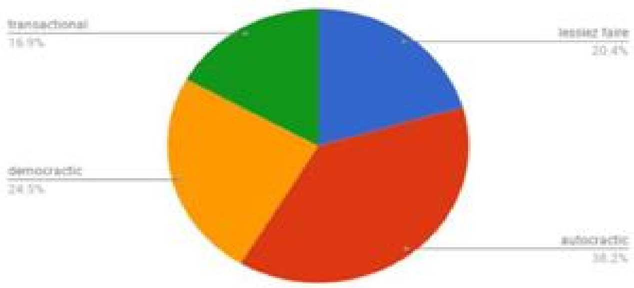
Sample Size: The target population includes employees from four different organizations in IT sector. Total of 150 questionnaires were distributed amongst the selected sample from different departments like administration department, marketing department, sales department, production department, human resource department, and finance using convenience sampling method. However, valid responses are 100.

Methods of data collection: The secondary data is collected from various articles,white papers and journals. Data has been obtained with the help of structured questionnaire. Likert scale of 5th continuum was used where: 1= strongly agree, 2=agree, 3= uncertain, 4=disagree and 5= strongly disagree in the questionnaire. The development of the questionnaire was based on the different variables like: democratic leadership, autocratic leadership, laissez-faire leadership and employee performance.

Scope of the Study: The present study is limited to New Delhi and NCR.

V. ANALYSIS AND INTERPRETATION

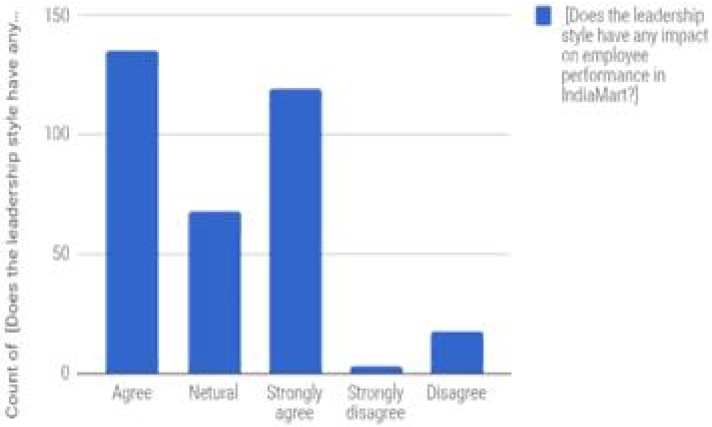
1. Leadership style which the organisation take into consideration while seeing employee performance



ISSN 2394 - 7780

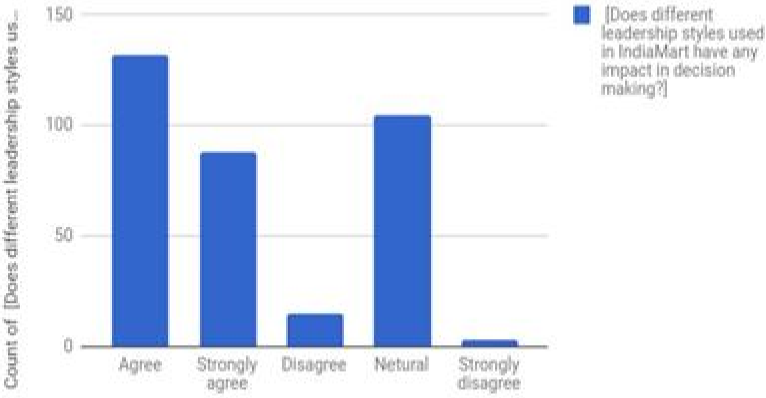
INTERPRETATION: - 38% of the respondents believe that the organisation considers autocratic leadership style is the best one while taking the employee performance into consideration.

2. Impact of leadership styles on employee performance



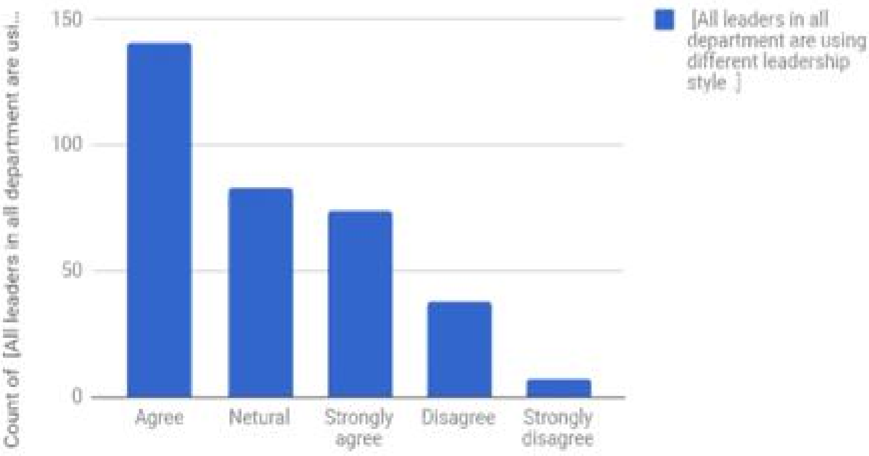
INTERPRETATION: -As the data shows that the 51%of the employee agree towards the impact of different leadership style on the working styles of the employees for enhanced productivity and reduced costs.

3. Leadership styles used in the organization which have any impact in decision making



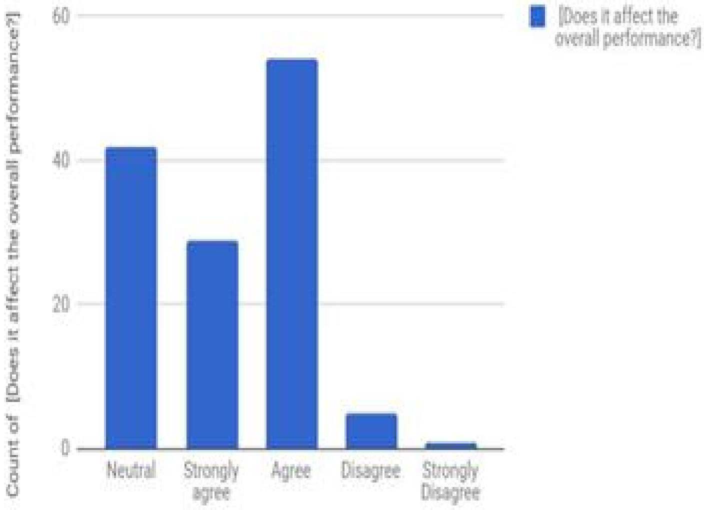
INTERPRETATION: -As the data shows that 40%of employee agree that decision making is the key to success for them. and if the decision is taken by supervisor or by discussion with the leader, it leads to the desired outcome.

4. Leaders of the department are using dissimilar leadership style.



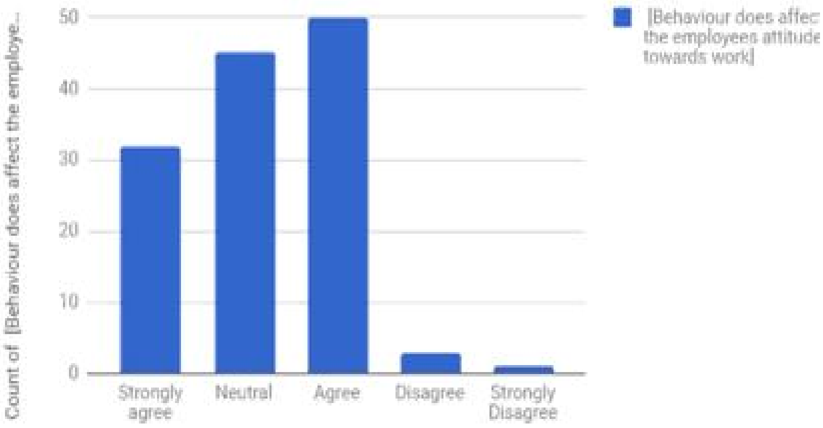
INTERPRETATION: -As the statement shows that employee are using different leadership style in all departments with 43% of employee are agreeing to the statement that autocratic, democratic and other leadership style are used in different departments.

5. Effect on the overall performance



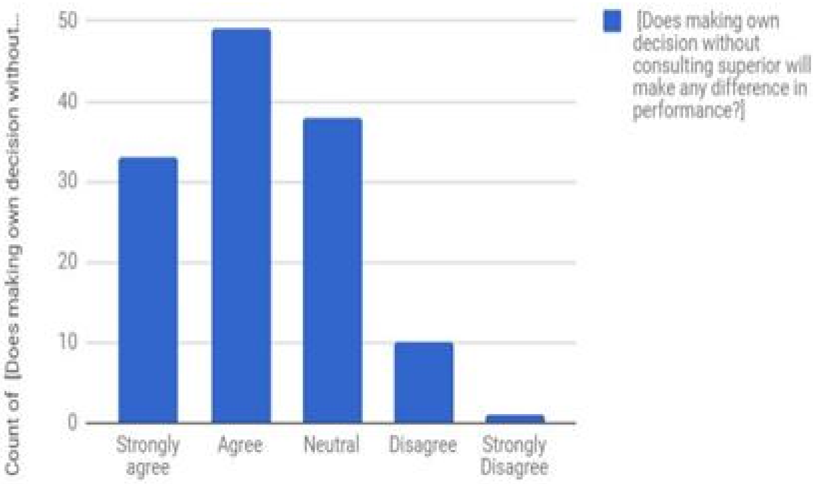
INTERPRETATION: -As the data shows that 36%of the employee view that leadership style leads to effect their overall performance as these employees are motivated to get the work done by taking the help of supervisor to enhance their productivity.

6- Leader's behaviour does affect the employees' attitude towards work



INTERPRETATION:- 42% of the employee have impact of leadership styles on on their work behavior which keeps them motivated for the work.

7- Making own decision without consulting leader will make any difference in performance



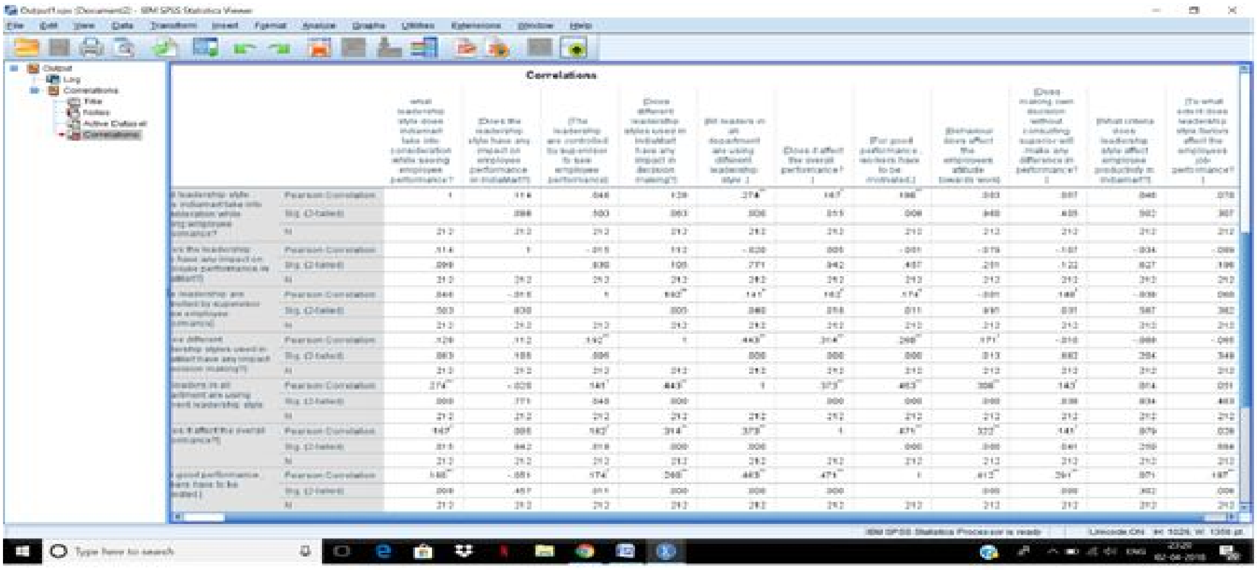
INTERPRETATION: - 47% of the respondents are agree that they don't require consultation with the superior to get the desired result for the organization as well as for the department.

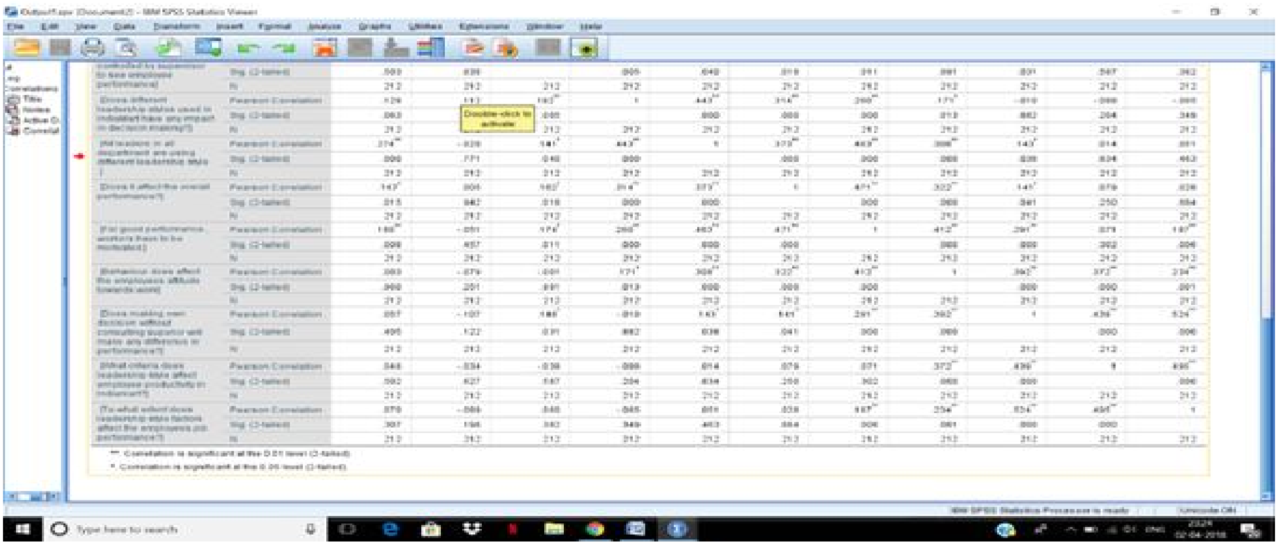
International Journal of Advance and Innovative Research
Volume 6, Issue 1 (XXI): January - March, 2019
ISSN 2394 - 7780

H1: Democratic Leadership style is highly co-related with employee performance

	N	Mean	Standard deviation
Democratic	100	3.784	.8124
Autocratic	100	3.404	.7330
Laissez-Faire	100	3.416	.5858
Employee's Performance	100	3.720	.6724
Valid N (listwise)	100		

Based on the table above, democratic leadership style has the highest mean value corresponding to 3.784 and standard deviation value of 0.8124 indicating that democratic leadership style is highly correlated with employee performance. Laissez-faire leadership style scores the second highest mean value corresponding to 3.416 and standard deviation value of 0.5858 indicating that laissez-faire leadership style is fairly correlated with employee performance. Autocratic leadership style has the lowest mean value corresponding to 3.404 and standard deviation value of 0.7330 indicating that autocratic leadership style is poorly correlated with employee performance.





CONCLUSION

The objective of the study was to understand the impact of leadership style on employee performance and all the research work was directed towards observing and finding the impact of leadership style on employee performance. As the empowerment and participation of employees are crucial matters of consideration in the current environment culture, the employees welcome a style where they get this opportunity and adds to their

 ISSN 2394 - 7780

work satisfaction level, in turn increasing the performance level and productivity in turn. The more the employee involvement is there the higher is the performance and overall contribution of employees towards increasing the organizational productivity. As it is said that the employee and their superior must try to enhance and collaborate themselves as a team to motivate each other which is feasible with the participative style of leadership.

REFERENCE

- Akor, P. U., 2014. Influence of Autocratic Leadership Style on the Job Performance of Academic Librarians in Benue State. Journal of Educational and Social Research, 4(7), pp. 148-152.
- Akram, M., Alam, H. M., Ali, L. & Mughal, M. M., 2012. How Leadership Behaviors Affect Organizational Performance in Pakistan. Journal of Economics and Behaviora l Studies, 4(6), pp. 354-363.
- Bhatti, N. et al., 2012 . The Impact of Autocratic and Democratic Leadership Style. International Business Research, 5(2), pp. 192-201. Billig, M., 2015. Kurt L ISSN: 2289-4519 Page 127 as practical as a good theory. Journal for the Theory of Social Behaviour, 45(4), pp. 440- 460.
- Boehm, S. A., Dwertmann, D. J., Bruch, H. & Shamir, B., 2015. The missing link? Investigating organizational identity strength and transformational leadership climate as mechanisms that connect CEO charisma with firm performance. The Leadership Quarterly, 26(1), p. 156–171.
- Bolden, R., Gosling, J., Marturano, A. & Dennison, P., 2003. A REVIEW OF LEADERSHIP THEORY AND COMPETENCY FRAMEWORKS, Exeter: Chase Consulting and the Management Standards Centre.
- Chaudhry, A. Q. & Javed, H., 2012. Impact of Transactional and Laissez Faire Leadership Style on Motivation. International Journal of Business and Social Science, 3(7), pp. 258-264.
- Choi, S., 2007. Democratic Leadership: The Lessons of Exemplary Models for Democratic Governance. International Journal of Leadership Studies, 2(3), pp. 243-262.
- Ejimabo, N. O., 2015. AN APPROACH TO UNDERSTANDING LEADERSHIP DECISION MAKING IN ORGANIZATION. European Scientific Journal, 11(11), pp. 1-24. Etikan, I., Musa, S. A. & Alkassim, R. S., 2016. Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, 5(1), pp. 1-4.
- Hurduzue, R.-E., 2015. THE IMPACT OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE. SEA - Practical Application of Science, 3(1(7)), pp. 289-294.
- Ismail, A., Tiong, C. S., Ajis, M. N. & Dollah, N. F., 2011. INTERACTION BETWEEN LEADERS AND FOLLOWERS AS AN ANTECEDENT OF JOB PERFORMANCE: AN EMPIRICAL STUDY IN MALAYSIA.
- Levine, M. F., 2000. THE IMPORTANCE OF LEADERSHIP: AN INVESTIGATION OF PRESIDENTIAL STYLE AT FIFTY NATIONAL UNIVERSITIES. Denton : University of North Texas.
- McCleskey, J. A., 2014. Situational, Transformational, and Transactional Leadership and Leadership Development. Journal of Business Studies Quarterly, 5(4), pp. 117-130.
- Mohammed, U. D. et al., 2014. The Relationship between Leadership Styles and Employees' Performance in Organizations (A Study of Selected Business Organizations in Federal Capital Territory, Abuja Nigeria). European Journal of Business and Management, 6(22), pp. 1-11.
- Ping, A. T., 2015. The Relationship between Leadership Styles and Employees' Job Satisfaction in Small and Medium Enterprises (SMEs).
- Puni, A., Ofei, S. B. & Okoe, A., 2014. The Effect of Leadership Styles on Firm Performance in Ghana. International Journal of Marketing Studies, 6(1), pp. 177-185.
- Ray, S. & Ray, I. A., 2012. UNDERSTANDING DEMOCRATIC LEADERSHIP: SOME KEY ISSUES AND PERCEPTION WITH REFERENCE TO INDIA'S FREEDOM MOVEMENT. Afro Asian Journal of Social Sciences, 3(1), pp. 1-26.
- Zumitzavan, V. & Udchachone, S., 2014. The impact of different styles of 'leadership' and levels of organizational innovation' on 'organizational performance': a case of hospitality industry in Thailand. WSEAS TRANSACTIONS on BUSINESS and ECONOMICS, 11(1), pp. 272-282

MANUSCRIPT SUBMISSION

GUIDELINES FOR CONTRIBUTORS

1. Manuscripts should be submitted preferably through email and the research article / paper should preferably not exceed 8 – 10 pages in all.
2. Book review must contain the name of the author and the book reviewed, the place of publication and publisher, date of publication, number of pages and price.
3. Manuscripts should be typed in 12 font-size, Times New Roman, single spaced with 1” margin on a standard A4 size paper. Manuscripts should be organized in the following order: title, name(s) of author(s) and his/her (their) complete affiliation(s) including zip code(s), Abstract (not exceeding 350 words), Introduction, Main body of paper, Conclusion and References.
4. The title of the paper should be in capital letters, bold, size 16” and centered at the top of the first page. The author(s) and affiliations(s) should be centered, bold, size 14” and single-spaced, beginning from the second line below the title.

First Author Name1, Second Author Name2, Third Author Name3

1Author Designation, Department, Organization, City, email id

2Author Designation, Department, Organization, City, email id

3Author Designation, Department, Organization, City, email id

5. The abstract should summarize the context, content and conclusions of the paper in less than 350 words in 12 points italic Times New Roman. The abstract should have about five key words in alphabetical order separated by comma of 12 points italic Times New Roman.
6. Figures and tables should be centered, separately numbered, self explained. Please note that table titles must be above the table and sources of data should be mentioned below the table. The authors should ensure that tables and figures are referred to from the main text.

EXAMPLES OF REFERENCES

All references must be arranged first alphabetically and then it may be further sorted chronologically also.

- **Single author journal article:**

Fox, S. (1984). Empowerment as a catalyst for change: an example for the food industry. *Supply Chain Management*, *2*(3), 29–33.

Bateson, C. D.,(2006), ‘Doing Business after the Fall: The Virtue of Moral Hypocrisy’, Journal of Business Ethics, 66: 321 – 335

- **Multiple author journal article:**

Khan, M. R., Islam, A. F. M. M., & Das, D. (1886). A Factor Analytic Study on the Validity of a Union Commitment Scale. *Journal of Applied Psychology*, *12*(1), 129-136.

Liu, W.B, Wongcha A, & Peng, K.C. (2012), “Adopting Super-Efficiency And Tobit Model On Analyzing the Efficiency of Teacher’s Colleges In Thailand”, International Journal on New Trends In Education and Their Implications, Vol.3.3, 108 – 114.

- **Text Book:**

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies* (3rd ed.). New York: McGraw-Hill.

S. Neelamegham," Marketing in India, Cases and Reading, Vikas Publishing House Pvt. Ltd, III Edition, 2000.

- **Edited book having one editor:**

Raine, A. (Ed.). (2006). *Crime and schizophrenia: Causes and cures.* New York: Nova Science.

- **Edited book having more than one editor:**

Greenspan, E. L., & Rosenberg, M. (Eds.). (2009). *Martin's annual criminal code:Student edition 2010*. Aurora, ON: Canada Law Book.

- **Chapter in edited book having one editor:**

Bessley, M., & Wilson, P. (1984). Public policy and small firms in Britain. In Levicki, C. (Ed.), *Small Business Theory and Policy* (pp. 111–126). London: Croom Helm.

- **Chapter in edited book having more than one editor:**

Young, M. E., & Wasserman, E. A. (2005). Theories of learning. In K. Lamberts, & R. L. Goldstone (Eds.), *Handbook of cognition* (pp. 161-182). Thousand Oaks, CA: Sage.

- **Electronic sources should include the URL of the website at which they may be found, as shown:**

Sillick, T. J., & Schutte, N. S. (2006). Emotional intelligence and self-esteem mediate between perceived early parental love and adult happiness. *E-Journal of Applied Psychology*, *2*(2), 38-48. Retrieved from http://ojs.lib.swin.edu.au/index.php/ejap

- **Unpublished dissertation/ paper:**

Uddin, K. (2000). A Study of Corporate Governance in a Developing Country: A Case of Bangladesh (Unpublished Dissertation). Lingnan University, Hong Kong.

- **Article in newspaper:**

Yunus, M. (2005, March 23). Micro Credit and Poverty Alleviation in Bangladesh. *The Bangladesh Observer*, p. 9.

- **Article in magazine:**

Holloway, M. (2005, August 6). When extinct isn't. *Scientific American, 293*, 22-23.

- **Website of any institution:**

Central Bank of India (2005). *Income Recognition Norms Definition of NPA.* Retrieved August 10, 2005, from http://www.centralbankofindia.co.in/ home/index1.htm, viewed on

7. The submission implies that the work has not been published earlier elsewhere and is not under consideration to be published anywhere else if selected for publication in the journal of Indian Academicians and Researchers Association.

8. Decision of the Editorial Board regarding selection/rejection of the articles will be final.