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RESEARCH PAPER/ARTICLE

ABOUT US

- Year of establishment: 2011, Approved by AICTE , DTE & Affiliated to Mumbai University.
- Flagship Program: PGDM - Specialization: Finance / Marketing / Human Resources / IT / Production and Operations / Digital Marketing / International Business / Media, Mass Communication & Journalism.
- Course : MMS - Specialization: Finance / Marketing / Human Resources / IT / Operations.

RANKING

- Ranked as the Top 2nd emerging B-School in India by Times B-School survey 2017.
- Awarded the 'Best Institute in Training and placements in Maharashtra' at the National Maharashtra Education Summit & Awards, 2016, organized by CMAI
- Awarded as 'Best B-School who Innovates in Teaching Methodology' by DNA & Star Group in '7th Innovative B-School Awards 2015.
- Ranked as one of the Best Institute for Innovative Teaching Techniques by Times B-School in a survey 2014 of 1500 Indian B-School.
- Ranked as one of the 11 reputed MBA Institutes in Mumbai by Mid-Day 'Biz-Whiz 2014 '.
- Listed as one of the promising institutes by Education Times Management Vista 2014, for Western Region.

VISION & MISSION

Vision
To be globally-recognized International Business School that will be the alma mater of sensible, responsible and ethically strong thought-leaders who will shape the global business arena.

Mission
To provide students with an excellent quality of education that kindles creativity, encourages innovation and makes them suitable for the business world, to provide faculty members with facilities to research, experiment and implement contemporary learning tools.

From the Director's Desk

Welcome to Volume 4 Issue 1 of our Journal "SHODHADITYA". The focus of this issue is the International Research Conference on "Organizations Sans Boundaries" held at AIMSR on February 18,2017. There were a number of papers presented at the Conference, including papers from outside India.

As our name suggests, the Aditya Institute of Management Studies and Research has a strong emphasis on applied Research in the business management space. Our research Conference was held with this objective in mind. In this issue we have published a selected number of papers. These papers have gone through the double blind review process.

We firmly believe that research done by our Faculty and others should find its way in the classroom. Our Journal "SHODHADITYA" is a Bi-annual Journal . The quality of any Journal is made by the papers which get published in the Journal. I invite you to contribute your papers to our Journal and share your knowledge with the Academic fraternity. I also invite Industry experts to kindly contribute your thoughts, articles, essays to our Journal.

The theme of our next issue is the continuation of the above theme on "Organizations Sans Boundaries". I look forward to your suggestions and inputs.

Regards,

Dr. Nilay Yajnik

Director

From the Editor's Desk

Dear Reader,

It is my privilege to present this Volume 4, Issue-1 of SHODHADITYA to the research fraternity. It also gives me immense pleasure to record my sense of deep satisfaction at the overwhelming response to the AIMSR International Research Conference & 5th Innovation Summit 2017 on Organizations Sans Boundaries.

We have received over fifty research papers based on the theme of the Conference. I take this opportunity to thank all the contributors, delegates and distinguished thinkers and all the participants of this event.

I hope this special issue on the International Conference will provide new insights to the overall theme and in turn will benefit the readers.

Happy Reading!
I look forward to your views and valuable contributions!

Prof. Baisakhi Mitra Mustaphi

About the Conference

INTERNATIONAL RESEARCH CONFERENCE ON "ORGANIZATIONS SANS BOUNDARIES" on February 18, 2017

"We build too many wall and not enough bridges"

These words of Sir Isaac Newton were echoed by Dr. S.K. Pandey, Vice Chancellor of Pt. Ravishankar Shukla University, Raipur in his opening address as the Chief Guest at The International Research Conference organized by Aditya Institute of Management Studies & Research.

Aditya Institute of Management Studies & Research was established in 2011 by Shree Ameya Public Charitable Trust under the patronage of Shri Harishchandra S Mishra, Chairman and Founder Trustee with a vision to impart quality education by imbibing Agility, Innovation, Integrity, Trust, Excellence and Mutual Respect as the values in our students.

As part of its research initiatives the Institute hosted a One Day International Research Conference titled "Organization sans Boundaries". The dawn of 21st century has coincided with globalization, liberalization and internet revolution. Traditional competition has been abolished by a rising tide of fierce hypercompetitive challenges on a global scale. In the backdrop of the emerging competitive new world market, most of the growing concerns aim at optimizing their potential strengths in their domain of expertise. In the process, new approaches of achieving competitive edge are explored and one of them is Boundary Less Organization.

The International Research Conference, a part of 5th National Innovation Summit 2017, started with rendition of the National Anthem and lighting of the lamp. Shri Harishchandra S. Mishraji, Founder trustee & Chairman, Aditya Group of Institutions felicitated the Chief Guest and lauded his commendable work in the field of education.

Dr. S.K. Pandey, spoke about the importance of science and its role in bridging the gap between knowledge and ignorance which creates rifts and walls among individuals preventing them from achieving their goals.

The release of the compendium of research abstracts was carried out next in the presence of Prof. Y.K. Bhushan, Campus head and Advisor, IBS – Mumbai & Chancellor, ICFAI University, Nagaland. Prof. Y.K. Bhushan gave a brief outline about boundaryless organizations and how Jack Welch, Chairman, GE had created this organizational structure to foster innovation and creativity among large organizations that fall prey to bureaucratic functioning and sluggishness.

The guest of honour, Mr. Tarun Katial, CEO, Reliance Broadcast Network Ltd., gave a strong speech about how working with the people that we are comfortable with creates informal rules poses danger to the concept of boundaryless organization. A boundaryless organization creates a sense of urgency to change and people from diverse backgrounds are the ideal employees to work in such an organization. Mr. Katial further advised the audience to "Go beyond the limits because on the other side is freedom".

The keynote speaker for the event was Mr. Manish Karlekar, Sr. Director, Data & Analytics, GE, Bengaluru. Mr. Karlekar's speech was an apt one as he represented the organization which started the concept of boundary less organization. Mr. Karlekar thus remarked that it is this unique structure that has helped GE gear up for rapid change and bridge the cultural differences gap. GE employs more than 350,000 employees in 175 countries across the world and even after 124 years in existence, employees still feel it is like working in a startup. GE has become the world's first and only digital industrial company. The significance of a digital industrial company is that, every machine spews data. This data can be harnessed and used to predict machine change and operation technology.

GE's belief is to empower employees with a new mindset, spirit and behavior to help GE deliver to its customers.

Mr. Shiraz Gidwani, Chief Executive, Iktara Holdings, UAE was the keynote speaker for the panel discussion. Mr. Gidwani mentioned that people are the cornerstone of an organization. It is the people who shape an organization. An organization should create space for human aspiration.

Mr. Gidwani regaled the audience with numerous stories from his organization and anecdotes, where employees collaborated and achieved great success when they were freed from the shackles of boundaries within organizations and were given freedom to experiment and innovate with their work.

A key feature of the "International Research Conference" was Panel Discussions on the topics of boundaryless organization. The first panel discussion was on the sub theme of "Employee as a Change Agent in Boundary less Organisation". The participants of the panel discussion were Mr. Koushik Majumdar, Director, Industry Strategy and Insight, Oracle India; Mr. Sreeraman Thiagarajan, Vice President, Publicis Beehive; Mr. Vinay Ranjan, D B Power Ltd and Mr. Rick Cran, Founder & CEO, Cran Enterprises.

The key points of the panel discussion were; It is we, humans who have created boundaries; be it of culture, religion or caste. The boundaries are mostly an individual's mindset. Employees have unique personalities and no two persons are alike. Thus employees have to take positions in an organization and understand that they are not competing with each other but competing globally. Every employee need to start working like a CEO and manager's should break their mindset of close monitoring and supervision.

The sub theme of the second panel discussion was "Implementation of Best Practices in Boundary less Organisation". The participants of the panel discussion were: Dr. Doris Greenwood, Director and NLP Master trainer, Conscious Solutions; Mr. Gregory Greene, Corporate Trainer for American Culture; Mr. Swapnkant Samal, Head- Policy, Processes, Digitisation & Change, Talent Acquisition Group, Reliance Industries Ltd. and Dr. Jagdish Kumar Ayyanar, HR – Manager, Air India ltd.

The main points of the discussion were: Big groups are less effective in communication, thus smaller groups can manage projects effectively through proper communication. Reliance Industries Ltd. has a project based organization structure and incorporates the best practices to achieve success. A concurrent theme that emerged out of the discussion was that boundaries are a mindset and every employee has to break the mindset to achieve organizational effectiveness.

Both the panel discussions were ably moderated by Mr. Sahil Nayar, HR-Manager, KPMG.

The second half of the event, post lunch was overseen by five session chairs. 44 research papers were presented at the conference and three best papers selected.The rest of the participants were awarded certificate of participation.

The International Research Conference was supported by "Association of Indian Management Schools" (AIMS) and "Khadi & Village Industries Commission" (KVIC). The event ended with a vote of thanks to the guests, research paper presenters and the organizing staff.

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Role of Leadership in Organizations Sans Boundaries; Challenges and Opportunities

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Introduction:

Since the beginning of 21st century, the world continues to experience unprecedented volatility in the economy, security and climate change. It appears that the world is frequently lurching from one crisis to another and the global leadership is struggling to cope with such uncertain scenarios. We have also seen the emergence of billionaire beggars flying in private jets to demand bail-outs. Doubts have been raised about applicability of several leadership models and theories as well as the competence of governments and corporate global leadership. Has the lack of trust in global leadership reached rock bottom?

On the other hand, technological advances in the past few decades resulted in production and utilization of smart instruments & devices in various industries, communities and societies across the globe. "Smart City" concept has sprouted due to such developments along with the globalization and urbanization phenomena. Are current leadership models adequately equipped to address challenges within the dynamics of global smart cities? Therefore, is there a need for an alternative leadership model that can continue to evolve & dynamically adapt to the complexities & diversity of the global smart cities? What could be that viable alternative model of the global leadership?

A conceptual framework of "**नवरत्न**" (Navaratna) attributes of the global leadership for the sustainable development is proposed in this article. The "Navaratna" features are identified, redefined and highlighted. Strengths of scientific & technological practices are infused with artistic artisanship of community developmental approach in describing "Navaratna" attributes. It is envisaged that the proposed attributes can overcome some of the critical deficiencies in the current leadership models and theories. The "Navaratna" leadership development programme also envisions providing an alternative avenue for aspiring individuals with differing leadership styles. The proposed attributes have potential to play catalytic role in strengthening sectorial development of community of the globalised economy and beyond.

Globally, we have entered into the era of exponentially higher level of uncertainty and security risks since the 9/11 terrorist attack in America in 2001. Unleashing of war on terror, escalation of conflicts in various parts of the world, impact of climate change and unregulated excesses of toxic financial products seem to have ensured unprecedented economic downturn and loss of confidence in the global leadership.

In the span of about one and half decade, there are crises after crises and the global leaders appear too busy firefighting rather than finding long term sustainable solutions.

- Has bailouts to riches and layouts for poor become new mantra of the global leadership?
- Are we yet to experience rock bottom for lack of trust in the global leadership?

Global leadership, at various levels of governments and multinational corporations, are considered as one of the prime suspects for continued global financial crises since the commencement of 21st century. As a result key global issues remain unresolved and competency of the global leaders is being questioned.

While academicians, researchers and management thinkers are churning out analytical articles regarding causes of such crises, stakeholders are changing governments and members of the governing boards. The following key structural questions are being raised:

• Are merely changing office bearers going to help resolve problems faced globally?

• Aren't leaderships to be blamed for such a colossal global economic mess being experienced by whole world?

• Are current leadership models & theories still relevant?

• Is it competence or intention of the corporate global leadership that is questionable?

• Is there scope for hope for overcoming such nightmarish scenario in near future?

As confidence in the global leadership continues to be at one of the lowest levels, aren't these relevant and pertinent questions which are being raised by many stakeholders?

"Leadership" has varying dimensions & interpretations. Since the management guru, Peter Drucker,suggested that "The only definition of a leader is someone who has followers", several definitions have sprung in. Appendix-A summarizes few definitions of leadership.

Given that leadership is a complex and elusive subject to decipher, researchers have proposed and will continue to propose various models[1,2] Opinions and views vary from leaders being born to leaders can be made. Nature versus nurture theory of leadership continues attract researchers in their quest to find readymade answers.

Napoleon, Winston Churchill, Hitler, Martin Luther King, Mahatma Gandhi, Nelson Mandela and other similar internationally recognized names continue to be cited as icons or examples of the globally recognized leaders. It has been observed that proponents of models attempt to capture traits and attributes of such leaders which in their view can help understand them further and assess probability of emulating them in future.

Great Man, Trait, Behavioral, Situational, Social, Autocratic, Bureaucratic, Democratic, Transactional, Transformational and other similar leadership theories can be found in management literature. Such theories have been propagated and taught in management schools, colleges and organizations all over the world. Several leadership development programmes have also been designed and delivered based on such contemporary theories and practices. It has been observed that in practice applying these theories to the specific problems and issues of the organization and group of people have been challenging.

In the past few decades, the phenomena of industrialization, urbanization and globalization have dramatically changed the structure of economies & demography of the world. Smart devices, smart technologies & smart solutions have raised expectations of the people. Smart cities are being conceived and planned throughout the world.

In the first budget presented in July 2014, the newly elected Bhartiya Janata Party led Government announced plans for setting of hundred smart cities in various parts of India. Appendix-B provides brief description & definition of the terms "Smart" & "Smart City".

Academicians, researchers and various other stakeholders are expected to review, restructure and redesign current leadership models to adopt and adapt to the complexities and dynamics of the globalized world and aspiring smart cities.

In view of these and related developments, it was felt that we can learn from the best practices of leadership and governance from the golden era of Indian History. In that context, the Navaratna (Nine-gems) attributes of the global leadership are identified and redefined in this article. It is envisaged that the Navaratna attributes of leadership has potential to emerge in the governing structures and the governance of all the sectors in government, corporations, communities, societies, nations, regions, continents and the globe.

Proposed Navaratna (Nine-Gems) Attributes of Global Leadership:

Navaratna (Sanskrit: **नवरत्न**) is a Sanskrit compound word meaning "nine gems" and has important cultural significance in Hinduism, Jainism, Buddhism, and Sikhism, among other religions.

Navaratna was a term applied to a group of **nine extraordinary people** in an emperor's court in India. Some well-known groups are in the Raaj

Sabha (court) of King Janaka, Emperor Vikramaditya (Chandragupta II) and in Emperor Akbar's "Darbar". Appendix-C gives brief information about the term "Navaratna".

Over thirty attributes proposed in the management and other related literatures were considered and reviewed for determining which of them could match closely with the standings of the Navaratna.

Figure 1 paints the convolution of divergent ideas and views of the proposed Navaratna attributes of the global leadership. As such the proposed Navaratna attributes have no specific intentional hierarchy. The diagram shown in Figure 1 can be revolved and viewed from the various angles.

Table 1 captures key features of the proposed Navaratna attributes of the global leadership. Acronyms are used to represent each Navaratna attribute for ready reference. A brief description of the each attribute is also included in the table.

The information about the attributes mentioned in Table 1 is obtained from internet. Representative images of each attributes are gathered from Google search engine using related keywords. An effort is made to map each image with the key attributes conceptualized in Figure 1.

Figure 1: Conceptual diagram of the proposed Navaratna attributes of the Goble Leadership

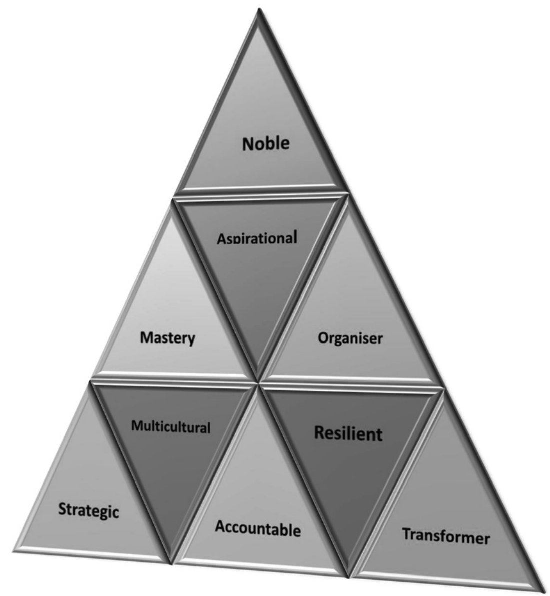
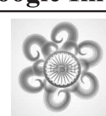
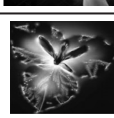
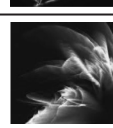


Table 1: Navaratna attributes of Global Leadership (Acknowledgement Google Images & on-line dictionaries).

Acronym	Attributes	Google Image	Brief Description
N	*Noble*		Noble refers to "having or demonstrating fine personal qualities or high moral principles". Noble cause has been credited with extraordinary achievements.
A	*Aspirational*		A strong desire, hope or ambition for high achievements. It also refers to dream, passion and pursuit to achieve excellence.
M	*Mastery*		Possession of expert knowledge, consummate and outstanding skill. It also refers to full command and grasp of the subject.
O	*Organiser*		Person who plans event or puts something in specific order. Planning and organization have been mentioned as core skills of competency for leadership and management.
S	*Strategic*		Strategy is a plan of action designed for a long term or overall one or more goals and aims under the condition of uncertainty.
M	*Multicultural*		Multicultural refers to several cultural or ethnic groups with in society. It has now become global phenomenon.

Acronym	Attributes	Google Image	Brief Description
A	*Accountable*		Accountable is defined as “required or expected to justify actions or decisions to someone”. There are very high expectations about accountability in this modern world.
R	*Resilient*		Able to bounce back or recover as quickly as possible from difficult conditions. It has become essential attribute in this uncertain and volatile era.
T	*Transformer*		To change form, structure, nature or character. It also refers to ability to bring transformation in thinking and practices in the organizations, community, society and nations.

Noble also refers to the person as illustrious, distinguished, worthy of honor or respect. Organizations and leaders as part of corporate social responsibility are expected to take up noble causes that can benefit community and society.

Aspirational also refers to dream, passion and pursuit to achieve excellence. Leaders should aspire to inspire stakeholders for directing efforts towards achieving goals, objectives and the premium brand image.

Mastery in crafting shared vision is one of the prime responsibilities of the leaders. Creating an environment to develop potential and acquire proficiency in their field of expertise for all the stakeholders can energies rank and file of the organization for substantially enhancing performance.

Organizer has to set effective structures and parameters of collaborative organizational behavior and organizational culture for achieving shared vision. Organiser’s skills in developing people and systems are critical for bringing order in chaos.

Strategic thinking concept is internalized by all the stakeholders. Formulation and implementation are typical two major processes involved in Strategy. Former involves analysing the environment or situation, making the diagnosis, and developing the guiding policy. Latter refers to the action plans taken to achieve the goals established by the guiding policy.

As a descriptive term, multiculturalism is the simple fact of cultural diversity and the demographic make-up of a specific place, sometimes at the organizational level, e.g., schools, businesses, neighborhoods, cities, or nations. Multicultural approach has to be ingrained in people and organizations in the globalized market.

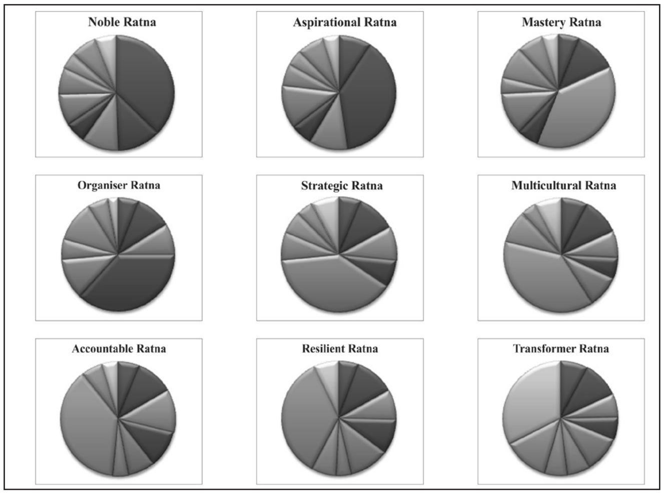
Accountability also includes one’s conduct, performance and discharge of assigned responsibilities and duties. Accountability is infused into the quality of product and services, value chain, spaces, environment, delivery mechanism and administration of the model. Leaders will aspire to inspire people they come in contact. Corporate social responsibility has also become very important part of the accountability.

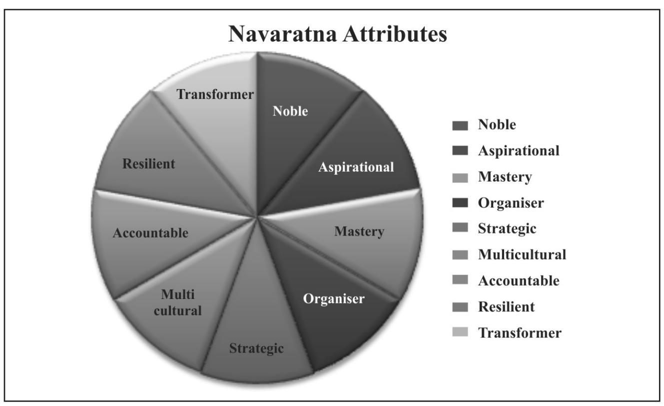
Resilience is second to the nature in the proposed Navaratna model in the face of intense competition in the global arena. Psychologists have identified some of the factors that make someone resilient, among them a positive attitude, optimism, the ability to regulate emotions, and the ability to see failure as a form of helpful feedback.

Transformer is one of the crown gems of the proposed Navaratna attributes. Transformation in people, products, services, organizational structure and culture in resonance with aspirations of dwellers of globalized smart cities is synonymous to the proposed model.

Thus, images in Table 1 pictorially represent key concepts and features of the proposed Navaratna attributes of the Global Leadership of the modern world. The Navaratna attributes envision emulating wisdom of the past, creativity, innovation and entrepreneurship of the present to prepare for the complex, volatile and uncertain future. The wheel diagram shown in Figure 2 gives typical ideal combination of the Navaratna attributes. In practice, proportion of each Ratna attribute is expected to be different in individuals.

Figure 2: Wheel Diagrams for determining Navaratna Attributes of the Global Leadership and typical profile of each Navaratna Attributes





1. Typical Iconic Examples of Navaratna Global Leaders of India:

Formal & informal searches were carried out based on various media reports from various fields to map each Navaratna attribute with renowned iconic personalities. It was observed that more than one attributes were applicable to such iconic persons. They have also immensely contributed to the local community in their respective fields before being recognized at the global level.

It was, therefore, decided to short list iconic persons who have contributed consistently for at least two decades in their field of expertise, are alive and who could closely relate with the Navaratna attributes proposed in this article.

Names of renowned politicians who may as well fit into stated criteria were excluded to provide avenue to explore iconic leaders from diversified fields and minimize unwarranted controversy. It is possible that some of the management researchers may not agree with proposed criteria and chosen iconic examples. However, ideas and concepts proposed in this article can be suitably modified for further research.

It is to be noted that dominant feature of the short listed iconic persons can be mapped to specific attributes of Navaratna listed in Table 1 and depicted in wheel diagrams shown in Figure 2. An attempt is also made to select iconic persons from diverse fields. Each of such icons is globally recognised renowned personality in their respective fields.

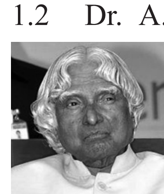
The following list in no way constitutes ranking of such iconic personalities. Several books have been written about each of such icons. A brief description is extracted from various websites listed in Appendix-D.

1.1 Shri Kailash Satyarthi is an Indian children's

rights advocate and an activist against child labour. He founded the Bachpan Bachao Andolan (Save the Childhood Movement) in 1980 and has acted to protect the rights of more than 83,000 children from 144 countries.

It is largely because of Satyarthi's work and activism that the International Labour Organization adopted Convention No. 182 on the worst forms of child labour, which is now a principal guideline for governments around the world. His work is recognized through various national and international honours and awards including the joint Nobel Peace Prize of 2014 for his struggle against the suppression of children and young people and for the right of all children to education.

1.2 Dr. A.P.J. Kalam is an Indian scientist and



administrator who served as the 11th President of India from 2002 to 2007. Kalam is popularly known as the Missile Man of India for his work on the development of ballistic missile and launch vehicle technology.

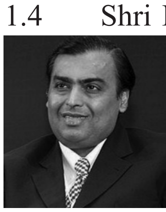
Kalam advocated plans to develop India into a developed nation by 2020 in his book India 2020. He has received several prestigious awards, including the

Bharat Ratna, India's highest civilian honour. Kalam is known for his motivational speeches and interaction with the student community in India.

1.3 Shri Sachin Tendulkar is a former Indian cricketer widely acknowledged as one of the greatest batsmen of all time. He took up cricket at the age of eleven, made his Test debut against Pakistan at the age of sixteen, and went on to represent India internationally for close to twenty-four years.

He is the only player to have scored one hundred international centuries and set many world records. In 2002 just half way through his career, Wisden Cricketers' Almanack ranked him the second greatest Test batsman of all time, behind Don Bradman, and the second greatest One Day International batsman of all time, behind Viv Richards. He is the youngest recipient to date and the first ever sportsperson to receive the Bharat Ratna award.

1.4 Shri Mukesh Dhirubhai Ambani is an Indian business magnate who is the Chairman, Managing Director and largest share holder of Reliance Industries Limited (RIL), a Fortune Global 500 company and India's second most valuable company by market value. RIL deals mainly in refining, petrochemicals, and in the oil and gas sectors. Reliance Retail Ltd., another subsidiary, is the largest retailer in India. In 2013, he was ranked 37 on Forbes list of the world's most powerful people and in 2010, he was included in Forbes's list of "68 people who matter most".

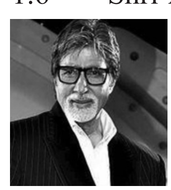


Through Reliance, he also owns the Indian Premier League franchise Mumbai Indians. In 2012, Forbes named him one of the richest sports owners in the world. Shri Mukesh D. Ambani's achievements have been acknowledged at national and international levels. In 2013, he was conferred 'Entrepreneur of the Decade' by All India Management Association. He has served on the board of directors of Bank of America Corporation and the international advisory board of the Council on Foreign Relations. He was the Chairman of the Board of Indian Institute of Management Bangalore in India.

1.5 Shri Ratan N. Tata served as Chairman of Tata Sons Limited, the holding company of the Tata Group, one of India's largest business conglomerates, from 1991 through 2012. Shri Ratan Tata was also Chairman of the major Tata Group companies, including Tata Motors, Tata Steel, Tata Consultancy and several other Tata companies, through 2012. During his tenure, the group's revenues grew manifold.

Shri Ratan Tata is also associated with various organisations in India and overseas. He is the chairman of two of the largest private-sector-promoted philanthropic trusts in India. He is a member of the Indian Prime Minister's Council on Trade and Industry. He is the president of the Court of the Indian Institute of Science and chairman of the Council of Management of the Tata Institute of Fundamental Research. He also serves on the board of trustees of Cornell University and the University of Southern California. Shri Ratan Tata serves on the board of directors of Alcoa, and is also on the international advisory boards of Mitsubishi Corporation, JP Morgan Chase, Rolls-Royce, Temasek Holdings and the Monetary Authority of Singapore. The Government of India honoured Shri Tata with its second-highest civilian award, the Padma Vibhushan, in 2008. He has also received honorary doctorates from several universities in India and overseas.

1.6 Shri Amitabh Harivansh Bachchan is one of the legendary film actors of Bollywood, and has appeared in over 180 Indian films in a career spanning more than four decades. Bachchan is widely regarded as one of the greatest and most influential actors in the history of Indian cinema. So total was his dominance of the movie scene in the 1970s and 1980s that the French director François Truffaut called him a "one-man industry".



His films are popular and watched in many countries in Asia, Middle East and Europe. Bachchan has won many major awards in his career, including three National Film Awards as Best Actor, a number of awards at international film festivals. In addition to acting, Bachchan has worked as a playback singer, film producer and television presenter. He also had a stint in politics in the 1980s. The Government of India honoured him with the Padma Bhushan in 2001 for his contributions towards the arts and culture.

1.7 Shri Narayana Murthy, is an Indian Information Technology industrialist and the co - founder of Infosys, a multinational corporation providing business consulting, technology, engineering, and outsourcing services.

In 2011, he stepped down from the board and became Chairman Emeritus. Tech titan came back from retirement in 2013 to reboot Infosys and stepped down as executive chairman in June after installing a new CEO. Murthy was listed among the 12 greatest entrepreneurs by Fortune magazine. He has been described as Father of Indian IT sector by Time magazine due to his contribution to outsourcing in India. Murthy has also been honoured with the Padma Vibhushan award. Apart from juggling responsibilities at Infosys and at his venture capital initiative Catamaran Investment Private Ltd, Murthy also serves on the boards of various entities including HSBC, Ford Foundation, Cornell University and Wharton School.

1.8 Ms. Kiran Mazumdar Shaw, is a first generation entrepreneur and Chairman & Managing Director a globally recognized bio-pharma enterprise, Biocon. She is the recipient of several national and international awards. Her most coveted awards are the two National Civilian Awards, Padmashri and Padma bhushan presented to her by the President of India, for her innovative efforts in Industrial Biotechnology.

Named among TIME magazine's 100 most influential people in the world, Kiran has also been placed in India Inc's top 10 most powerful women CEOs (2012) by The Economic Times and Nature Biotechnology has voted her as the most influential Bio-businessperson outside Europe and USA. She is a compassionate philanthropist, who believes in empowering marginalized communities through sustainable solutions in the areas of healthcare and education.

1.9 Shri Kisan Baburao "Anna" Hazare, social activist, led movements to promote rural development, increase government transparency, and investigate and punish corruption in public life. In addition to organising and encouraging grassroots movements, Hazare frequently conducted hunger strikes to further his causes - a tactic reminiscent, to many, of the work of Mohandas K. Gandhi. The fast led to nation-wide protests in support of anti-corruption. Shri Hazare also contributed to the development and structuring of Ralegan Siddhi, a village in, Maharashtra, India. He was awarded the Padma Bhushan—the third-highest civilian award-by the Government of India in 1992 for his efforts in transforming this village as a model for others. Care International of the USA, Transparency International, Seoul (South Korea) also felicitated him. American based Foreign Policy magazine named him amongst the top 100 global thinkers in 2011.

2. Navartna Leadership Development Programmes

It is perceived that current leadership development programmes, initially based on military hierarchies and production oriented systems, continue to be geared towards well connected & academically oriented individuals. These programmes are heavily stacked with analytical contents and are ruthlessly organisational centric. Thus, such programmes have become predominantly management development programmes rather than leadership development programmes. Such colleges and institutions have been categorised as teaching factories with a lecture theatre culture. The resulting common denominator is how to obtain paper qualifications and employment in government services, industries and businesses.

Professional association and bodies have attempted to fill that gap by offering certified courses and executive development programmes in leadership and business management. Therefore, it is opportune moment to review, rethink, restructure & redesign the leadership development programme to incorporate such changes in demography, life styles, economies & environment.

While it is an extremely challenging task to provide training in the Navaratna attributes, efforts can be made to create conducive environment. Concepts and ideas described in this article can be artistically interwoven to form a structure of the proposed Navaratna leadership development model. Figure 3 shows four core components of the proposed Navaratna leadership development programme. The One year Navaratna Post-Graduate Diploma course in Leadership with 3 months of NavPIIBC is a key component of the model.

Distinct paths for graduates of Navaratna Post-Graduate Diploma course are conceptualised in the form of Design, Applied Research and Practice oriented Advanced Post-Graduate Diploma, Professional Post-Graduate Diploma and Expert Post-Graduate Diploma courses as shown in Figure 3.

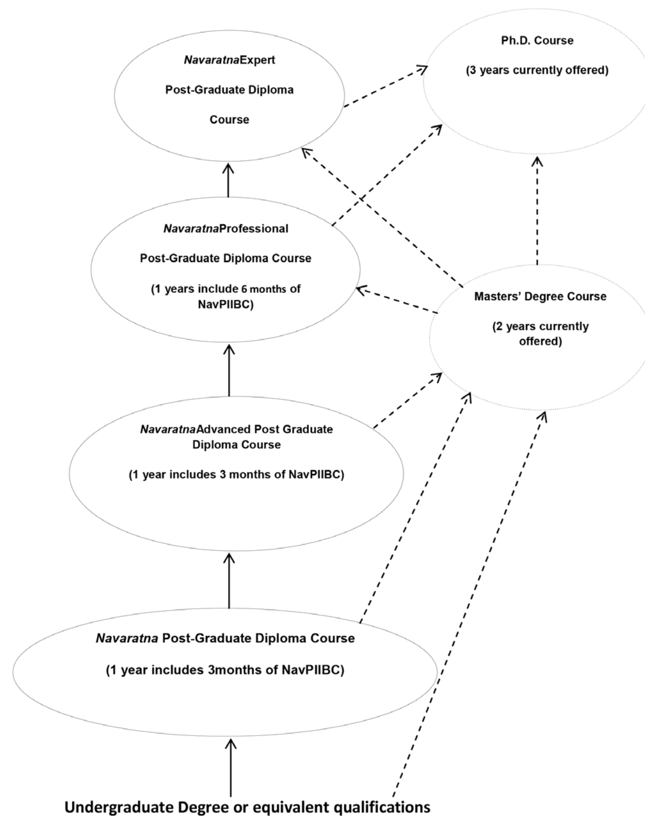
These courses are designed on the principles of the Navaratna concepts, features and ideas outlined in the previous sections. Design and analytics in evolving smart solutions, real life examples, case studies, projects in the neighbourhood of community and interactions with global communities have to be infused into the curriculum.

It is crucial that these courses are designed, developed and delivered in collaborations with industries, businesses, professional associations and communities. Participants of the courses are expected to carry out Navaratna Project based Internship in Industry, Businesses and Community (NavPIIBC) and applied research work in collaborations with industries.

As mentioned earlier, the wheel diagrams shown in Figure 2 are indicative of typical ideal combination of the Navaratna attributes. In practice, proportion of each Ratna is expected to be different in courses, faculties, management and participants.

The wheel diagrams can be used for taking current stock of attributes in individual participants before the commencement of the proposed Navaratna Leadership Development Programme. It is also recommended to make use of the wheel diagram at appropriate intervals during the programme to assess progress of the participants as well as for creating a benchmark after the programme.

Figure 3: Structure of the proposed Navaratna Leadership Development Programme.



NavPIIBC = Navaratna Project based Internship in Industry, Businesses and Community

3. Summary and Conclusions:

The key attributes of the Navaratna concept for global leadership have been proposed in this article. It encapsulates emulating wisdom of the past and entrepreneurship spirit of the present to prepare for the future. It envisions that the global leadership with Navaratna attributes will emerge in government, corporate and community levels to provide innovative solutions to various challenges being faced not only for today but also for tomorrow and beyond. The proposed Navaratna attributes combine strengths of hearts and minds of the people in governance for addressing dynamic and complex challenges of the globalised world.

Key concepts, features, components and structure of the Navaratna Leadership Development programme has been outlined and described. Combinations of generic and specific skills infused with Artistic & Enterprising Community based developmental mechanism have been highlighted.

Appropriate credit transfers depending on the performance of the participants can be also be incorporated. Public, Private and People (PPP) partnership with global organisations and institutions could be encouraged for implementing the proposed leadership development programme. The wheel diagrams can also be used for determining appropriate mix of the Navaratna attributes for the global leadership of specific courses, faculty, management and graduates.

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A Study Of Personal Level Factors On The Entrepreneurial Intentions Of Management Students

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Introduction:

India is a country where influence of personal level factors on the individual's career intention needs to be delved upon. For example family ties would impact an individual much more in India as families are closely knit. Parents tend to support their progeny for several years as they feel it is their duty. The lives of Indians are bound in strange ways to their families. Blood relationships tend to take precedence over several things. Career decisions are an aspect that happens to be much influenced. Also individuals with differing graduation backgrounds, family business background, education of parents and their occupation would impact differently as far as their entrepreneurial intentions are concerned. Therefore the present study delves upon the influence of various personal and family variables on the entrepreneurial intention of management students.

Entrepreneurship has emerged as an economic force for growth and development of nations. It is considered as a panacea for the growing unemployment problem being faced by many nations across the globe. According to Thrikawala (2011) entrepreneurship is not the career of choice of younger people who often consider it as their second or even last choice of career employment. Therefore it becomes pertinent to study the individual level factors that may have an impact on the entrepreneurial intentions of individuals.

Sociologists have since long debated upon the question "Why does the level of entrepreneurial activities differ across societies? Entrepreneurial ventures are societal entities. The work of Weber (1930) posited that the protestant ethic, characterized by hard work, thrift and material advancement, supported the development of entrepreneurship in the West whereas Hinduism had a negative effect on the growth of Indian business and economy. This was challenged by several researchers as it was argued that the availability of economic opportunities causes entrepreneurship (Gadgil, 1959; Chell, 1988).

The review of literature pertaining to the pertaining to the personal level factors is delved upon first followed by research methodology, data analysis findings and conclusions.

The following section delves upon the review of literature pertaining to some selected personal level variables.

Review of literature

Entrepreneurial intention is a growing domain with increasing number of studies reported every year. The concept has been used as a powerful theoretical framework. Since the early nineties plethora of studies are being published every year enriching the domain knowledge further. The literature pertaining to personal level factors is largely fragmented. No clear direction was observed and studies in the Indian context were found meager.

Influence of gender

Gender has been widely taken up as a demographic variable of interest in several studies with mixed results. The studies of Kolvereid (1993), Matthews and Moser (1995) have included gender and found it to significantly influence entrepreneurial intentions. Crant (1996) found that men have more proclivities to found a business than women. The studies conducted by Mueller and Dato-on (2008) on the inclination of MBA students have shown that the gender bias and differences in the mentality of the students exist uniformly through different societies in different nations and cultures and form the basis of entrepreneurial behavior in the society. Most of the time, it is evident that the gender role is a personal feature of an entrepreneur, whose behaviour and mentality is greatly affected by the societal values. (Nwankwo, and Kanu, 2012).

Studies on the gender perception of the students have been shown to be of considerable importance for the development of entrepreneurship intentions. Studies conducted by Seiger et al. (2014) have shown that the gender of an entrepreneur has crucially affects the business intentions of students. It has been noticed that there is a tremendous difference in the mental make-up of students, with the male students exhibiting a higher proportion of business intentions. In addition to this, the prospective role of a successor in the parental enterprise or in a new enterprise is not so attractive to female students than it is to male students. Thus, owing to these attributes, it has been noticed that the entrepreneurial intentions are lower among most of the female students than the male students.

Age and entrepreneurial intentions

The review of literature has revealed that there are very few studies that have focused on age as a predictor of entrepreneurial intentions. This has been corroborated by Kazmi (1999), Lewis and Massey (2003) and de Kok et al. (2010). Recently, interest in age, as a variable impacting entrepreneurial intentions, has increased. The studies of Levesque and Minniti (2006), Zissimopoulos and Karoly (2008), Kellermanns et al (2008), de Kok et al (2010) and Gielnik et al (2014) have regarded age as a variable of entrepreneurial interest. However, the current understanding is still too fragmented. Levesque and Minniti (2006) found out that age is a triggering factor for entrepreneurial behaviors. Krueger and Brazeal (1994) reported that an individual's age affects entrepreneurial intention both directly and indirectly.

Family Income and entrepreneurial intentions

Family Income is an important factor that is closely related with the formation of entrepreneurial intentions in individuals in several prior studies (Thornton et al., 2011). In most developing countries, people resort to using their own or family's savings to handle financial constraints in starting business (Acs et al. 1999). The students in management courses earn part-time or are mostly dependent on their family income for educational and other support. Thus the role of family is important in shaping career intent, especially entrepreneurship career (Gelderen et al. 2008; Leffel & Darling, 2009).

A recent study done by Nandamuri and Gowthami (2013) tested eleven competencies related to entrepreneurial orientation of management students and found that the household income significantly influenced nine out of eleven competencies.

Parental influence on entrepreneurial intentions

Parents play an influential role in the entrepreneurial behavior of their children and the choice of careers in their lives. The positive influence of parents can be a great support to individuals. In case of parents who are not entrepreneurs, not well educated or informed and those who do not or cannot support the ambitions of their family or children, the impact can be detrimental leading to a negative attitude towards entrepreneurship.

It is evident that parents play a crucial role in the choice of employment for many individuals, especially in India. Incase of parents who are well educated and self-made, they positively affect the psyche of their children so that they make a better choice of careers (Scott & Twomey, 1998; Wang & Wong, 2004). When the parents themselves are business people or well qualified, they will impact the entrepreneurial actions of their children and enhance their business intentions. The impact of "parental role models" is tremendous and is positively converted into entrepreneurial actions. The children of parents with self-enterprise show better possibility of showing a positive intention towards starting their own enterprise (Wang & Wong, 2004, p. 165).

Results of the study done with different levels of students in Ecuador indicated that the business intentions of students in lower levels, undergraduate courses in technical universities showed a high percentage of students (77percent) with business orientation. The study results also indicated that the students who had parents as entrepreneurs had higher business inclinations than the others whose parents were not entrepreneurs, thus showing the importance and influence of parents' occupation on the entrepreneurial intentions of students (Nwankwo and Kanu, 2012).

Family business background and entrepreneurial intentions

Literature is replete with studies investigating career choice intentions of students intending to establish a firm after completing their studies. The studies in this field are based on Theory of Planned Behavior and Social Cognitive Theory. Family business background represents a particular context in which entrepreneurial intentions are formed. Comparisons are made between those intending to establish a firm and those intending to take up organizational employment. Family business background is an important variable in entrepreneurial intentions' literature. It has been posited by Drennan et al. (2005) that people who have a parent or close family member, who is an entrepreneur, are more likely to follow an entrepreneurial career path. Such individuals have the option to establish their own company, take up organizational employment or become a successor in family business. According to Greve and Saleff (2003), family business background may lower perceptual barriers to entrepreneurial behaviors since individuals can capitalize on the networks and larger social capital of the family business.

Research Methodology

Primary data was collected from students enrolled in various management institutes in Mumbai. 750 students were contacted with a questionnaire containing categorical variables to measure the selected personal level variables. 480 responses were found complete in all respects hence included for analysis. This gave a good response rate of 64 percent.

Questionnaire Description

The dependent variable entrepreneurial intention was measured on a seven point interval scale by using a set of six indicators. These indicators are according to the Entrepreneurial Intentions Questionnaire (EIQ) version 3 (Linan and Chen, 2009). A seven-point Likert scale was used to measure these items, 1 being "Total Disagreement" and 7 being "Total Agreement". The entrepreneurial intentions were studied using the following items:

V1 I am ready to do anything to be an entrepreneur.

V2 I will make every effort to start & run my own business.

V3 (REV) I have serious doubts about ever starting my own business.

V4 I am determined to create a business venture in the future.

V5 My professional goal is to be an entrepreneur.

V6 I have a very low intention of ever starting a business.

Data Analysis

Data analysis was done with SPSS version20. Appropriate descriptive and inferential statistical tools were used. According to Zikmund (1994), the statistical tool to be chosen depended upon the questions in the questionnaire, measurement scale, number of variables, and the level of data generated. Type of data being measured determines the type of statistical techniques to be used for data analysis.

Since the dependent variable was interval and independent variables were categorical one way ANOVA analysis was applied to test the hypotheses.

Testing personal level variables

The variables included in the model are: age, gender, education, experience, family business background , mother's and father's education, mother's and father's occupation and family income as these variables were theorized to have an impact on the formation of entrepreneurial intentions amongst the management students.

For the purpose of this research, entrepreneurial intention is defined as the intention to become self-employed. Thus, the sample includes students who would consider starting their own business following MMS/PGDM degree course or at some stage in the foreseeable future. This study is focused on understanding the factors that impact entrepreneurial or self-employment intentions of a sample of MMS/PGDM students, who are on the verge of a career choice.

The methodology followed in this study has been structured according to the research process ‘onion’ that has been conceptualized by Saunders et al. (2003). Saunders et al. (2003) theorized that knowledge is a complex phenomenon influenced and developed by various contextual variables. Thus according to them, “research philosophy represents a researcher’s perception of the way knowledge is constructed”.

This study is based on the deductive approach as it has been conceptualized as a quantitative study based on collection and analysis of data. The same is on the lines as proposed by Hussey and Hussey (1997), wherein they write that “a deductive research approach is suggested to be suitable for scientific research, where the researcher develops a hypothesis, which is tested and examined to establish or revise a theory”. The following diagram depicts the study model and the relationships tested. (Figure-1 about here)

Results and discussion

In Table - 4.1 frequency and percentage of the demographic profile of the respondents is presented for N=480. Table- 4.1 about here

The table- 4.1 illustrates sample descriptions for the present study. Each of the demographic variable provided description of the sample characteristics. The sample comprised of 58 percent male and 43 percent female respondents. It was observed that females were adequately represented in the sample. Age of the respondents was categorized in three categories with 83percent in first, 16percent in second and 1percent falling in the third age bracket. Regarding graduation background, 32percent were engineers, 23percent each were science and commerce graduates, 3percent were Arts graduates and 19 percent were graduates in other disciplines (BMS, BAF, BMM etc). 36percent of those sampled were from families with business background whereas 64 percent came from families with parents working in some form of employment that was not business. 50percent of students’ mothers’ were university graduates whereas fathers’ of 66percent students were university graduates. Others had acquired various levels of education that was not university degree. 8percent students’ mothers’ were self-employed and 36percent students’ fathers’ were self-employed. A sizeable percentage of students (53percent) belonged to family earning over 5 lacs per annum whereas only 13percent came from families with income upto Rs. 2,00,000/- per annum.

This section presents findings of one-way ANOVA analysis of demographic variables with respect to entrepreneurial intention.

The pre-requisite for conducting one-way anova is that the dependent variable should be quantitative and the independent variables in the model should be categorical. The analysis looked at differences between groups. The question to be answered is the means of the quantitative variable depend on which group within the significant categorical variable? ANOVA tested the following hypotheses:

H0: $\mu 1= \mu 2= \mu 3= \mu 4$

HA: Not all means are equal

The results of the analysis using SPSS 20 is shown in the table-4.2. (table-4.2 about here)

It can be seen from table -4.2 that graduation background, father’s occupation and Income were found significant. Other demographic variables are not significant and therefore differences between the groups do not exist for the sample under consideration.

Age

No significant difference between the mean of students in different age brackets and their entrepreneurial intention (F= 1,143, p>0.05) was found. It was therefore inferred that entrepreneurial intentions across the three age brackets is the same. Therefore entrepreneurial intention is for different age groups is the same. This finding is consistent with the findings of Guiseppe (2012) and Ottih (2011). Franco et al (2010) empirically tested the influence of age on entrepreneurial intention of 988 university students from eastern and western Germany and Portugal. Similarly the study of Ozyilmaz (2011) examined the effects of demographic characteristics that included age on undergraduate students’ pre-venture entrepreneurial intentions. Nevertheless, the findings of both studies obtained no significant relationship between the two variables. It is to be noted that the past studies have correlated age with entrepreneurial intentions of the general population while this study focused only on management students.

Gender

Looking at gender of the respondent, it is observed that entrepreneurial intention does not differ with respect to gender. The results of ANOVA is statistically not significant (Table- 4.2) (F= 1.190, p>0.05). In the present investigation, it is revealed that there is no difference in the entrepreneurial intentions of male and female students which indicate the presence of equal opportunities to both the genders and less disparity in terms of gender differentiation (Mueller & Dato-on, 2008).

Graduation background

The analysis reveals that the entrepreneurial intention of students with differing graduation background is significantly different. Tukey's HSD was examined to find out the graduates with higher entrepreneurial intentions. It has been observed that the entrepreneurial intentions of students with commerce background was highest followed by the students with other graduation backgrounds like BMS, BMM, BAF etc.

Family Business Background

The respondents of the sample were from business and non-business background. The analysis indicated that there was no significant difference between the two groups (F= 1.164, p>0.05).

The findings of several prior studies indicate that family support is an important factor in impacting the entrepreneurial behavior of the students. Danes et al (2009) stated the presence of three modules- the human, societal and monetary criteria that played an important role in deciding the entrepreneurial intentions of fresh business venturists. The backing of the family in obtaining the workforce and other non-financial resources were found to be great impactors for start-up companies (Chang et al, 2009; Hadjimanolis, Athanasios., Poutziouris, Panikkos, 2011).

However, this study did not show any difference in family business/non-business background and the entrepreneurial intention of management students.

Prior Employment Experience

In the present investigation, the effect of the previous experience on the entrepreneurial intentions was noted by analyzing the number of participants with and without experience. It was seen that the percentage of participants with experience was 47percent and the percentage of participants without experience was 53percent. According to researchers Henderson & Robertson (2000) the previous experiences and the career chosen by the student entrepreneurs is a major factor that helps in deciding the course of entrepreneurial intentions in a student. Miller (2009) stated that the experience gained by the students towards entrepreneurial intentions causes the main impact in leading the students towards the entrepreneurship. It has been found that there is no difference in mean between prior employment experience and entrepreneurial intention (F=0.718, p>0.05). Therefore it was inferred that there is no difference in mean between students with prior employment experience and those without such experience. The entrepreneurial intention of both groups is similar.

Parental Education

According to several researchers, it has been established that parents have a major role in the selection of career of their children. When the parents have a good educational background, and are themselves entrepreneurs, the effect on the children's mentality is positively oriented such that the children have an inclination for entrepreneurship (Scott & Twomey, 1998 ; Wang & Wong, 2004) . In the present study it was found that there is no difference in mean between parental education and entrepreneurial intention. Therefore it was inferred that entrepreneurial intention of students with parents of differing education levels is the same.

Parental Occupation

The occupation of the parents is an important criterion in deciding the future of the children's occupation. In the present investigation the job of the mother of the respondents has been analyzed for the impact on their decision to start an enterprise. The father's occupation is an important factor which affects the decision of the students towards intentions to become an entrepreneur. In the present study, the respondents' father's occupation was analyzed and it was found significant (F=1.816, p>0.05). Therefore it can be inferred that there is difference between entrepreneurial intention of management students with parents having different occupation. Tukey's HSD test reveals that fathers of students with other occupations like Chartered Accountants, Consultants etc. have more entrepreneurial intentions. Only 23 (5percent) students have reported their fathers' occupation as "others".

Income

The variable family income was tested against the entrepreneurial intentions of the management students using one-way ANOVA. The results of the test revealed that the significant F- value was found to be 0.001, which being less than the p - value of 0.05, is statistically significant. Therefore, it is inferred that significant difference in mean exists between family income bracket and entrepreneurial intention and indicates that the family income does have a positive or negative effect on the entrepreneurial intentions of the students. Tukey's HSD test reveals students from lower income bracket have higher entrepreneurial intentions.

The studies conducted by Raijman, (2001) have emphasized that the total income of the family has a direct effect on the entrepreneurial intentions of the person. Studies conducted by Nandamuri and Gowthami (2013) on the entrepreneurial intentions of the post graduate management students of Warangal, Andhra Pradesh, has shown that family income has a profound effect on the entrepreneurial intentions. It has been evident in their study that the families with better income and affordability have been able to support entrepreneurship in a stronger way than the others. The reason is the economic feasibility of the backing plus the added advantage of socially higher status of the affluent families which helps in providing the resources for the development of the enterprise and better openings for entrepreneurial progress (Dunn & Holtz, 2000). .

Thus it is clearly evident from the results analysed that the demographic features have a strong impact on the entrepreneurial intentions of the students. The psyche of the students towards starting an enterprise is highly impacted by parameters like graduation background, parental occupation, and family income which play a major role in promoting the inclination of the students towards entrepreneurship. Thus, it can be seen that these parameters and the hypothesis describing them are accepted in the present studies. Whereas, in case of parents who are not educated, or who do not have a good job themselves, will have a negative impact on the entrepreneurial intentions of the students. Similarly family income also affects the entrepreneurial intentions strongly creating either a positive effect or a negative effect, depending on the financial status of the family and strongly impacts the entrepreneurial intentions.

Implications for educationists and policy makers

The findings of the present study provide useful insights to the educationist and policy maker in the domain. Initiatives have to be taken for improving attitudes towards entrepreneurial behaviors. In the current study graduation background, fathers' occupation and family income was found to have differences in students' entrepreneurial intentions. The literature pertaining to personal level variables and the impact of the same on entrepreneurial intentions is highly fragmented. The present study provides clarity about such variables for the sample under consideration. Commerce graduates having more of entrepreneurial intentions needs to be looked at by policy makers. The trend is more students taking up commerce related streams rather than engineering, medicine and other traditional degrees. Such students having more intention for entrepreneurship should be harnessed through mentoring and conducive policies. Student mentoring boards, shadowing entrepreneurs, incubators, knowledge of policies and procedures should be available for conversion to nascent entrepreneurial behaviors.

Students from lower income bracket were found to have higher entrepreneurial intentions. Such students need mentoring for business ideas and business launch.

For the finding of fathers' occupation influencing entrepreneurial intentions further research with varied samples is require for better insight.

Universities and educational institutions need to be harnessed to play a key role to develop entrepreneurship. The same can be promoted by creating appropriate settings to promote innovations by creating a culture that would nurture innovation.

Conclusions

The present study found out that entrepreneurial intention does not differ across gender, age, employment experience, family business background. A study (Sinha, 1996) done in the Indian context indicated that successful entrepreneurs are relatively young and educational background is important for entrepreneurial intention as well as for business success. The results did not indicate differences in entrepreneurial intention of males and females in the sample. In recent years entrepreneurship is becoming increasingly popular among women (Turker and Selcuk, 2008).

The study of Kristiansen and Indarti (2004) found out that in the Indonesian context that personal level factors did not have significant effect on entrepreneurial intention. The findings of the present study are in consonance with the same.

Stein and Nurul (2004) have not found a statistically significant impact of gender and educational background on entrepreneurial intentions. On the contrary Wang and Wong (2004) have found gender and education level as significant factors in explaining entrepreneurial intentions.

The studies of Wang and Wong (2004), Mathews and Moser (1996), and Moriano et al. (2007), found empirical support for the positive relationship of the family background with entrepreneurial intention. The study of Bhandari (2006) found that luck and the desire to lead other people were significant variables for entrepreneurial intention among Indian university students

The findings of the present study validate that there is a significant difference in mean between graduation background, parental occupation and family income of management students.

Limitations and future researches

Much of future research is required as a single categorical measure has been used to find out fathers' occupation and education. The other aspects are not considered for example the specific level of education and details of additional qualifications would give more accurate results. Also composite income of the family from different sources like moveable and immovable property was not taken into account.

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Workforce Diversity Practices at ICICI Bank: A study in Davangere

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Abstract

Now-a-days diversity management is a strategic objective of an organization. Application of workforce diversity is gaining momentum in the entire sector. It is more so with, diversity is important because it interacts with all the aspects of business such as managing human resources, management practices, product & service development, marketing and financial projections. After workforce diversity is executed it is responsibility of the every company to manage the changes in policies effectively. This presents a challenge for many organisations.

A humble attempt is made to study the evolution of workforce diversity management, factors affecting diversity management and perception of employees towards diversity management practices at ICICI bank davangere.

In the study it is revealed personal bias is more in ICICI bank and need to give more training for the employees and employees are facing racial & gender discrimination at the workplace.

Keywords:

Diversity management, organisation, management practices, workforce diversity and employees.

Introduction

Human resource professionals are the essential elements in attaining the organizational goals. It is inevitable for each and every organisation to manage the workforce diversity. The trend to develop diversity programs is increasing because of a need to make the most of diverse ideas from people who have different cultural histories (Akbar Ali, 2013).

Challenges or difficulties in handling workplace diversity can form from several reasons, for instanceselecting the wrong approach to answering the diversityconcerns. For example, to solve diversity problems, company may implement affirmative action guidelines. Affirmative action is about giving opportunity to previously disadvantaged workers. Hiring createdexclusively on race may not resolve diversity problems.

According to Lawrence Herzog of HCareers, managers face challenges when new employees from diverse backgrounds interact with long-standing employees. Many companies offer training programs to managers to help them effectively manage their newly diverse departments.

According to Rose Johnson, Communication obstacles lead to problems in a corporate world attempting to create a diverse workplace. When a U.S. company hires employees of other cultures whose first language is not English, employees and managers may experience difficulties communicating with one another. This can lead to misunderstandings and a decrease in productivity.

For example, if a manager gives instructions about completing a certain task to an employee who fails to fully comprehend the instructions, the employee may make mistakes if he tries to complete the task without receiving clarity. Sometimes it helps for companies to hire bilingual employees who can mediate and reduce language and communication barriers.

Ruth Mayhew (2010) explained, workplace diversity develops mutual trust and understanding among employees. Whether individuals work in groups or teams comprised of co-workers with varied work styles, or colleagues who represent different cultures or generations, a synergistic work environment become the norm. Although an idyllic atmosphere may be difficult to achieve, employees nevertheless recognize the many strengths and talents that diversity brings to the workplace and they gain respect for their colleagues' performance.

The new trend the trend of people living longer and retiring later, resulted in four distinct generations working side by side - conservatives, baby boomers, Generation X, and Generation Y or Millennials - each with its own mind-set, work habits, technology attitudes, and customs.

Cultural multiplicity, ethnic diversity and multiple viewpoints fetch enthusiasm to the workplace. Encouraging workplace fellowship and a humanitarianism spirit will help the company employees to be superior people of tomorrow.

Literature Review

Robert D Lawson (2009) finds millennial generation received a great guidance and direction and wants flexible scheduling in employment and personalised careers. Millennial appears to be ideal workforce combining a strong work ethic with personal confidence, Whereas Generation X is desire to get exciting and enjoyable careers and value balance in their work and personal life and are more productive & likely to retained.

Andrea Garnero & François Rycx (2013) finds educational diversity is beneficial for firm productivity and wages.Incontrast, age and gender diversity are found to hamper firm-level added value and average earnings.Yet, the consequences of gender diversity are found to depend on the technological/knowledge intensity of firms. While gender diversity generates significant gains in high-tech/knowledge intensive sectors, the reverse result is obtained in more traditional industries.

Steve Shelley (1999) finds unlike appraisal, not all institutions of HE operate any form of PRP (performance related pay). Therefore, there is certainly no case to be made for cross-sectoral uniformity.

Susan E. Woods (2011) finds being "uncomfortable" is a common reaction when confronted with what is unfamiliar and recognized as unsafe, risky, or breaking stereotypical social norms. LGBT workers are a minority for whom sexual orientation, gender expression and/or gender identity are everyday considerations. For gender conforming employees, these aspects of personal identity are often deeply assumed, never questioned. Consider, for example, being able to dance with one's partner at a company event, being referred to with the appropriate pronoun or being able to share stories about your family life and children without fear of rejection, ridicule or physical violence.

A. Scott Rood (2010) finds mature workers have fewer absences than younger; mature workers have no more stress than other cohorts; mature workers have fewer on the job injuries; and mature workers are more concerned with the quality of the work they produce than the quantity of work produced.

Amaliyah (2015) finds the conflicts that raised in the diversity can be classified into two sides, they are, diversity conflict based in human differences, is disagreement and conflict resulting from the different interests,skills, backgrounds, perspectives, values, experiences, abilities, and contributions of members of all groups, and diversity conflict based in oppression, is a system of inequality, privilege, and violent actions, behaviours, and practices that benefit dominant group members and harm members of marginalized groups. Oppression-based diversity conflict is conflict between dominant and marginalized groups and group members that results from racism, sexism, heterosexist, and other forms of oppression.

Gap of the study

Good work has been done by the above literature. But still there is a chance to study the evolution of workforce diversity, factors affecting workforce diversity and perception of employees on workforce diversity management.

Objectives of the study

1. To study the evolution of workforce diversity practices.

2. To analyse the factors of workforce diversity practices at ICICI Bank in Davangere.

3. To evaluate the perceptions of employees on workforce diversity practices.

Research Methodology

Mixed methodology of approach is used in this research paper. Primary Data is collected by face to face interaction with employees and collecting the information through proper closed ended structured questionnaire with five pointslikert scale.Secondary data is collected through various journals, magazines and newspapers.Simple random sampling from probabilistic method is chosen. Total fifty (50) employees are chosen as sample respondents.Study population: ICICI bank employees in Davangere city.

Discussion

Evolution of Workforce Diversity Management

The history of Diversity and Inclusion in the American workplace has been one full of challenges and opportunities. It has been the on-going challenge of managing people with many differences, be it race, gender, age, religion, disabilities, culture, and the list goes on and on, in order to meet an organization's bottom line. And the ever existing opportunity to create an environment where everyone can contribute, hopefully toward that same end, the organization's bottom line. As managers, no as Leaders in our various organizations it is our challenge to help drive and create that ideal environment as well as help realize/ fulfil the many opportunities to create a productive workplace.(BJ Shelton)

Work force diversity has its origins in complex and interactive social, economic, political and legal changes that are taking place in Europe, the United States, and other developed nations today.

The work force in modern industrialized nations is becoming socially more diverse. In the United States, it is comprised increasingly of immigrants whose primary language is not English, and whose primary norms are not those of "mainstream" American culture. And in the United States, for example, only 15% of the increase in the work force between 1985 and 2000 will be white, non-Hispanic males; 64% of the growth will be women; and the remaining 31% will comprise non-white males (native-born and immigrant) (Jamieson and O'Mara, 1991).

In 1948, President Truman officially desegregated the armed forces with Executive Order 9981, which made discrimination based on "race, color, religion or natural origin" illegal for all members of the armed services. The Civil Rights Act of 1964 dealt a crucial blow to discrimination in the workforce by making it illegal for any business, private or public, to practice discriminatory hiring (and firing) practices.

More than forty years later, with the tech boom in full swing, journalists at the San Jose Mercury News and CNN Money began investigations into the workforce diversity at the Silicon Valley tech giants. Half the companies under investigation were able to block the release of the data from the U.S. Department of Labour, claiming that the data fell under the realm of "trade secret" and that releasing it would cause "competitive harm." (Robyn Showers, 2016)

Table 1

Shows Gender wise and age wise ICICI bank follows employee retention for survival and prefers continuous improvement in every department

Age	**Personal bias**		**Required Training Continuous improvement**	
	Gender		**Gender**	
	Male	**Female**	**Male**	**Female**
21-25 (10)	06 (06)	02 (04)	05 (06)	02 (04)
26-30(10)	07 (07)	02 (03)	05 (07)	01 (03)
31-35(10)	07 (07)	02 (03)	05 (07)	01 (03)
36-40(10)	10 (10)	00	08 (10)	00
41-45(10)	10 (10)	00	08 (10)	00

Note: In bracket shows total number of respondents for male and female

Source: Field Survey

Table 1 finds for employee retention, there is a high degree of negative correlation (-0.9759) among the male and female respondents.Continuous improvement, there is a high degree of negative correlation (-0.8728) among the male and female respondents.

100% of the male and 50% of the female employees between the ages of 21-25 says ICICI bank is retaining the employees & continuous improvement in the bank.

100% of the male and 66.33% of the female employees between the ages of 26-30 says ICICI bank is retaining the employees and continuous improvement in the bank.

100% of the male and 66.33% of the female employees between the ages of 26-30 says ICICI bank is retaining the employees & continuous improvement in the bank.

100% of the male employees between the ages of 31-35 and 36-40 say ICICI bank is retaining the employees.

Table 2

Shows Gender wise and age wise ICICI bank provides required training, personal bias and racial/gender discrimination

Age	Personal bias		Required Training		Racial / Gender Discrimination	
	Gender		Gender		Gender	
	Male	Fe-male	Male	Fe-male	Male	Female
21-25 (10)	06(06)	02(04)	06(06)	02(04)	05(06)	02 (04)
26-30 (10)	07(07)	02(03)	07(07)	02(03)	05(07)	01 (03)
31-35 (10)	07(07)	02(03)	07(07)	02(03)	05(07)	01(03)
36-40 (10)	08(10)	00	10(10)	00	08(10)	00
41-45 (10)	08(10)	00	10(10)	00	08(10)	00

Note: In bracket shows total number of respondents for male and female

Source: Field Survey

Table 2 finds for personal bias, multiple regression value is 0.8728, R square is 0.7619 and adjusted R square is 0.6825, F value is 9.6.

Here we come to know that 76.19% of the chances are there for having the personal bias in the ICICI bank and adjusted r square is 68.25% of the data fit for the table which is quite worse.

There is a significance difference between male and female employees regarding personal bias in the ICICI bank since table value at 5% level of significance is 6.388 which is less than the F value 9.6.

For required training, multiple regression value is 0.9759, R square is 0.9523 & adjusted R square is 0.9365, F value is 60

Here we come to know that 95.23% of the chances are there for having the required training for the employees in the ICICI bank and adjusted r square is 95.23% of the data fit for the table which is quite good.

There is significanceno significance difference between male and female employees regarding required training for the employees in the ICICI bank since table value at 5% level of significance is 6.388 which is more than the F value 60.

For Racial /Gender Discrimination, multiple regression value is 0.8728, R square is 0.7619 and adjusted R square is 0.6825, F value is 9.6.

Here we come to know that 76.19% of the chances are there for having the racial and gender discrimination in the ICICI bank and adjusted r square is 68.25% of the data fit for the table which is quite worse.

There is a significance difference between male and female employees regarding racial / gender discrimination for the employees in the ICICI bank since table value at 5% level of significance is 6.388 which is less than the F value 9.6.

Table 3

Shows gender wise and age wise ICICI bank Increases the competitiveness, growth and expansion of business and progressive thinking.

Age	Increases the competitiveness		Growth and expansion of business		Progressive thinking	
	Gender		Gender		Gender	
	Male	Fe-male	Male	Female	Male	Female
21-25 (10)	05(06)	02(04)	05(06)	02(04)	05(06)	02 (04)
26-30 (10)	05(07)	01(03)	07(07)	01(03)	05(07)	02 (03)
31-35 (10)	05(07)	01(03)	07(07)	01(03)	07(07)	02(03)
36-40 (10)	08(10)	00	06(10)	00	08(10)	00
41-45 (10)	08(10)	00	06(10)	00	09(10)	00

Note: In bracket shows total number of respondents for male and female

Source: Field Survey

Table 3 finds there is a high degree of negative correlation (-0.87) between the male and female employees regarding the increases the competitiveness in the ICICI bank.

There is a low degree of negative correlation (-0.28) between the male and female employees regarding the growth and expansion of business.

There is a high degree of negative correlation (-0.86) between the male and female employees regarding the progressive thinking in the ICICI bank.

From the above calculations, it is found that ICICI bank is struggling to Increase the competitiveness, growth and expansion of business and progressive thinking towards employees.

Table 4

Shows gender wise and age wise ICICI bank enriches the personality of employees and provides suitable work environment

Age	Enrichment of employee personality		Suitable work environment	
	Gender		Gender	
	Male	Female	Male	Female
21-25 (10)	05 (06)	02 (04)	05 (06)	02 (04)
26-30(10)	05 (07)	01 (03)	07(07)	01 (03)
31-35(10)	05 (07)	01 (03)	07(07)	01(03)
36-40(10)	06 (10)	00	08(10)	00
41-45(10)	06 (10)	00	08(10)	00

Note: In bracket shows total number of respondents for male and female

Source: Field Survey

There is a high degree of negative correlation (-0.86) between the male and female employees regarding the enrichment of employee personality in the ICICI bank.

There is a high degree of negative correlation (-0.97) between the male and female employees regarding the suitable environment to work in the ICICI bank

From the above calculations it is found that, ICICI bank is not providing the enrichment of employees' personality and suitable working environment.

Table 5

Shows gender wise and age wise, ICICI bank need to have diversity management in organisation and accepts & appreciates unique differences

Age	Diversity Management in the Organisation		Accepts and appreciates unique differences	
	Gender		Gender	
	Male	Female	Male	Female
21-25 (10)	06 (06)	02 (04)	06 (06)	02 (04)
26-30(10)	06 (07)	01 (03)	06 (07)	01 (03)
31-35(10)	05 (07)	01 (03)	07 (07)	01(03)
36-40(10)	07 (10)	00	07 (10)	00
41-45(10)	07 (10)	00	07 (10)	00

Note: In bracket shows total number of respondents for male and female

Source: Field Survey

Table 5 finds 100% of the male and 50% of the female employees between the ages of 21-25 say ICICI bank need to have diversity management in the organization and accepts and appreciates unique differences.

85% of the male and 33.33% of the female employees between the ages of 26-30 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.

71% of the male employees between the ages of 31-35 say ICIC need to have diversity management in the organisation. 100% of the male employees between the ages of 31-35 say ICICI bank accept and appreciate unique differences. 33.33% of the female employees between the ages of 31-35 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.

100% of the male employees between the ages of 36-40 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.

100% of the male employees between the ages of 41-45 say ICICI bank need to have diversity management in the organization and accepts and appreciates unique differences.

Findings

1. 100% of the male and 50% of the female employees between the ages of 21-25 says ICICI bank is retaining the employees and continuous improvement in the bank.100% of the male and 66.33% of the female employees between the ages of 26-30 says ICICI bank is retaining the employees and continuous improvement in the bank.100% of the male and 66.33% of the female employees between the ages of 26-30 says ICICI bank is retaining the employees and continuous improvement in the bank.100% of the male employees between the ages of 31-35 and 36-40 say ICICI bank is retaining the employees.

2. 76.19% chances are there for having the personal bias,95.23% chances are there for having the required training for the employees and 87.28% chances are there for having the racial and gender discrimination in the ICICI bank.

3. ICICI bank is struggling to Increase the competitiveness, growth and expansion of business and progressive thinking towards employees.

4. ICICI bank is concentrating the enrichment of employee's personality and not providing the suitable working environment.

5. 100% of the male and 50% of the female employees between the ages of 21-25 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.

85% of the male and 33.33% of the female employees between the ages of 26-30 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences. 71% of the male employees between the ages of 31-35 say ICIC need to have diversity management in the organisation. 100% of the male employees between the ages of 31-35 say ICICI bank accept and appreciate unique differences. 33.33% of the female employees between the ages of 31-35 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.100% of the male employees between the ages of 36-40 say ICICI bank need to have diversity management in the organization and accept and appreciate unique differences.

100% of the male employees between the ages of 41-45 say ICICI bank need to have diversity management in the organization and accepts and appreciates unique differences.

Suggestions

1. ICICI bank needs to retain the best employees by providing the benefits and look forward for continuous improvement of the employees.

2. To increase the productivity ICICI bank should eliminate personal bias, provide the regular training and avoid racial/gender discrimination.

3. ICICI bank should take necessary measure to increase the competitiveness, growth and expansion of business and progressive thinking towards employees.

4. ICICI bank should conduct the personality development classes for the employees and provide adequate infrastructure.

5. To accept the global challenge, ICICI bank should have diversity management and accept & appreciate unique differences

Conclusion

All developed organizations bank on adopting workforce with the necessary talents, multidisciplinary knowledge, and updating the skills to ensure that it is prepared to complete its mission and achieve its goals.Stereotypes and biases are having the deciding role in management practices. Authorities should create a work environment that respects individuals and encouraging them by exploiting on their unique qualities.

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Enhancing Relationships by being Change Agents

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Abstract

Heraclitus, a Greek philosopher, is quoted as saying "change is the only constant in life." In every sphere of life, we evolve. Be it at work or even in our personal lives, there is always some change. A focussed effort towards transformation is seen to have more benefits than letting the process unfold or flow without intention. Hence, there is an imperative need for change agents. A change agent is a person (internal or external to the organisation) who facilitates, drives, leads, supports and even stimulates change to transform individuals as well as the organisation.

In one such intervention, Pragati Leadership InstitutePvt. Ltd. partnered with a client organisation to create change agents. The Organization needed to resolve key matters which directly and indirectly affected the relationship between Team Members and Team Managers. Further the Team Managers needed to recognize the changing scenarios, upgrade their multitasking skills and display interpersonal excellence. Pragati Leadership Institute consultants focussed on enabling team managers and team members to have meaningful and deep relations with each other. In this article, I discuss in detail the approach used by Pragati leadership InstitutePvt. Ltd. to transform managers into change agents to enhance their relationships with their team members.

Key Words

Change, Agent, Team, Managers, Enhance, Relationships

Literature Review

Heraclitus, a Greek philosopher, is quoted as saying "change is the only constant in life." Looking back in time, one can see that change has prevailed from the Harappan civilisation to the Roman era and upto this date. We live in a time where the business environment as well as social, economic and demographic environment is constantly evolving. Further with the advent of technology and boundary less organisations, managers and employees today are both being trained to develop the needed skills to oversee change (Tschirky, 2011).

Any organisation, governance body or community focusses effort towards a step by step transformation process thereby gaining more benefits than letting the process unfold or flow without intention. Change agents are created to achieve timely change and success factors of that change. They have now become imperative for most governing bodies.

Employees control the success of any change initiative. Kinicki and Williams (2008) believe this to be true because, "the people actually involved with the product or service are in the best position to detect opportunities for improvements". If change agents are detached from the team, do you think there would be substantial impact? It is for this reason that organisations believe employees within teams and business units are apt for the role of change agents.

Further, empirical studies show that major change implementations' failure rates are approximately 70% (Albert A Angehrn and Jill E M Atherton). Change projects share the same characteristics as regular projects with the distinction of that change projects have a big impact on the individuals participating. Thus we can say that employees being change agent has evolved through time to establish itself as one of the effective processes of creating change.

It's also important to remember that we are changing people within the organisation and not the organisation itself. If the employees are to benefit from any change initiative, they should be the ones creating and leading the change.

Accordingly, the role of a change agent is to change the worldviews of stakeholders towards an attractive future as well as to support the management of required changes towards such a future. This gets validated when Ackoff, one of the researchers, emphasises the importance of creating a vision early. Ackoff says, “The thing that leaders do that managers don’t is to articulate an inspiring vision and guide the formulation of a strategy for its pursuit. Good or bad, you look at Lenin or Churchill, and what they did is produce a vision shared by others. In Churchill’s case, he produced a vision of victory for the allies and helped formulate a strategy for getting there”. After creating the vision, effort should be on preparing a strategy for reaching the vision (Robert J. Allio 2003, Russell L. Ackoff, 2003).

Hedberg also stresses that the change process must be implemented in a participative process where management and the other stakeholders work together (Hedberg, B, 1980). Creating a vision and ensuring a participative approach to the desired change, leads interventions to success.

Most organisations hire external consultants to create these change agents. External consultants bring in subject matter expertise on the areas required and are further not influenced or biased by the organisations culture or politics.

These external consultants need to do an in-depth analysis or diagnosis of the company’s history, its culture, operating procedures and so on to create meaningful impact. They help employees understand the role of change agents, such as consulting and training. They also emphasise on characteristics such as empathy, proximity, openness and synergy which are important for any change to occur. (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011)

Employees may feel more positive about changes that do not involve staff reduction, but rather offer skill development or opportunities to develop innovative work methods (King et al., 1991; Silvester et al., 1999).

Keeping in mind that change initiatives which offer skill development or creating new work methods have a more positive impact than others, the intervention “Enhancing Relationships by Being Change Agents” was designed. Details of the intervention, its methodology & impact follow

Introduction

The idea of this paper is to highlight an intervention, where employees were sensitised to being change agents in order to enhance their relationships and create a community of similar change agents. Any change initiative that is driven internally by the employees of an organisation is successful and has a large impact on the functioning of the teams.

The organisation that designed, delivered and tracked this intervention was Pragati Leadership InstitutePvt. Ltd. (PLI). They have been in the field of Learning & Development for 25 plus years, with a focus on Leadership Development, Organizational Transformation & Developing Collaboration.

During one such requirement, a client from the manufacturing industry approached PLI to build the interpersonal skills of their team managers in order to have meaningful and deep relations with their own team members. The intervention was conducted over a period of a little more than a year, from December 2014 to February 2016.

Background

The Client Company inauguratedone of its plant in 2008. Right from its inception; the company had implemented a set of employee friendly HR policies. The remuneration and benefits have been among the best in the region. Employer-employee relations had always been cordial and there was no halting of workat any point of time.

However, in the last two years, there were attempts by the Team Members (workmen) to form a union. This had occurred under the influence of Unions from other Plants as well as the turbulent IR environment in the Industrial belt where the plant was located.

This had vitiated the atmosphere in the plant. Considering the outstanding record of this plant in terms of production volume, quality and productivity, the management was very concerned about the current state of affairs.

Based on its long time experience, the leadership team of the company felt that if the Supervisors / Line Engineers knew the pulse of the Team Members (workmen) under them, it would go a long way in establishing cordial industrial relations at the Plant.

The client company thus wanted Pragati Leadership Institute to train the internal trainers and team members and create a "Train-the-Trainer" module for all the Head of Department's and Section Heads, so that they, in turn, were equipped to train Supervisors / Line Engineers in having meaningful dialogues with the work force

Methodology

After discussions with the leadership team and finalisation of a few details, PLI established familiarity with the organization, by pairing with an internal coordinator from the human resources department. They then worked together with the supervisors and team managers to take the intervention ahead.

Step 1 – Project Plan

This first step involved setting up Project teams (both at the Client Company and Pragati Leadership) in order to plan and implement the project effectively. It also involved getting data from the client about the plant, the organizational structure, role of team managers and team members, etc. Timelines and logistics that would be necessary for executing the project were finalized at this stage. The below diagram displays the 6 primary steps of this intervention.

Step 2 - Diagnostic Study

Once the details of the project plan were finalised with the client organisations, the next step was to conduct an in-depth diagnostic study. This step would help collect valid data about the processes, feelings and experiences of employees within the organisation. A report was then generated and shared with the client, discussing the findings & suggestions towards enhancing team functioning.

The diagnostic study involved interactions with approximately 85 individuals in the following manner:-

• Face-to-face conversations with members of the Senior Management Team (Plant Head, Head of Departments, Section Heads, Legal Consultant) to get their perspectives on the concerns and expectations from the programme. (Total No. 15)

• Two Focus Group Discussions with a sample of the Team Members (Total 24) to understand the current reality in the organization, their personal challenges & dilemmas.

• Two Focus Group Discussions with a Sample of the Team Managers (Total 24) to get their perspective.

• One Focus Group Discussion with Section Heads (Total 12)

• One Focus Group Discussion with Jugnus, these were identified as the high performing Team Managers (Total 10)

• Interaction with Human Resource / Training Team to get their perspectives

• Meeting with the Industrial Relations Consultant to understand the overall work environment of the region

• Studying the existing forums / programmes / practices and any other relevant data that forge dialogue between Management and the Work Force.

The output of the Diagnostic study was a report that identified the critical aspects that needed to be covered in the programme so as to meet the end objective of the intervention.

Afew highlights from the report are listed below:

Current Reality

Across the hierarchy, there was a strong perception that the relationship between Team Members and Team Managers was strained. The subjective rating for this, on a scale of 0 to 10 (10 being excellent), across the groups was between 3 and 3.5. Team Managers too acknowledged the weak relationship. Some analysis points are:

1. Team Managers were seen to be often focusing only on mistakes without fully verifying the facts.

2. Many times, Team Managers were seen as unhelpful. But if one went to someone higher up, they contradicted the Team Manager's decision. As a result, the Team Managers were seen as unwilling to help.

3. Sometimes Team Managers were unaware of certain information which the Team Members might have been aware of. The Team Managers inability of sharing such information then resulted in Team Members' mistrust towards Team Managers.

4. Some Team Managers were insecure about their authority being accepted. As a result, they may have behaved with aggression and shown that "they are the boss". They were also seen as lacking in humility, unwilling to learn and operating from a space of ego.

5. Many Team Managers ignored Team Members' concerns orgave delayedresponses.

Probable Causes

A few causes for the above reality were also identified:

1. Team Members had developed their skills and competencies over the years in the organisation. Post this their expectations had increased and these expectations were not being addressed by the Team Managers.

2. Team Managers were not aware of changes in policies (examples: Home Loan Policy, CTC components, etc.) and thus their communication of the same to the Team Members was inconsistent and disconnected.

3. Team Members did not completely understand the Variable Pay system (GPR/TPR). They said they would like to receive a fixed salary without components of variable pay. This would increase their satisfaction levels.

4. For some of the problems, even the Section Heads did not seem to have any solutions. This caused the Team Members to have less faith in the Team Managers and the seniors.

5. There existed a culture of command and control within the organisation. This led to lack of autonomy and empowerment of Team Members, making them feel powerless.

6. Most Team Managers were oriented towards a "tick in the box" approach towards the development and growth of their Team Members. This was another cause of the Team Members mistrust towards their Team Managers.

7. As felt by Team Members, in many cases and situations, even the senior managers lacked the appropriate skills.

Perceived Solutions

A few recommendations to the above listed situations were also suggested.

1. Team Managers should go to the root cause of the problems. Right now, if a member is not performing, he is replaced. The real problem (more fatigue-prone stages) needs to be investigated and solved.

2. Personal matters (for example: medical check-up) should be done during shift time and not after the shift.

3. Giving and Receiving Feedback needs to be objective. At present there are cases where people are not speaking the truth.

4. Knowledge sharing of data is not happening. There should be open communication and transparency with regards to data.

5. There needs to be a regular review of closure of grievances. This will result in improved trust and confidence of the team members.

6. Line managers could be proactive rather than reacting to crisis situations. Reactive approach out of fear needs to be replaced by proactive approach inspired by vision.

7. A small attitude change of "Tick in the box" replaced by doing things from the heart would build trust in the relationship.

8. By putting their egos aside, Team Managers need to participate more with their Team Members and show care, affection and genuine concern.

9. Fortnightly meetings should be informal and should be a forum for building confidence.

Report Highlights:

A positive aspect was that the fact of the relationship not thriving was acknowledged by all the parties involved. Thus there was a strong desire for change, provided the right steps were taken promptly.

The course correction needed to be mainly two-fold:

Organizational Change

The Organization needed to look into and resolve key matters which directly and indirectly affected the relationship between Team Members & Team Managers.

Issues like:

• Team Managers being too busy to nurture their relationship with Team Members

• Team Managers needed to be trusted more and empowered with greater authority

• The key letters involving important and urgent issues needed to be sent in time

Individual Change

• There was a great need that the individuals in the management upgrade their managerial skills. This need was felt right from the top.

• The senior leadership needed to learn and display a more participatory and empowering leadership style based on trust and openness.

• The Team Managers needed to be more mature, recognize the changing scenarios, invest in learning and display interpersonal excellence.

Next, a questionnaire was designed which addressed the points above. The questionnaire was mutually agreed upon by the project leaders of PLI and the Client. It was subsequently administered by the Client to the defined sample over a period of time.

• The questionnaire aimed to measure the Team Member – Team Manager relationship

• It captured data from the Team Members

• Was administered before the training intervention

• The same questionnaire was administered again at the end of the intervention

Below is the questionnaire:

Pre and Post Programme Assessment Dipstick

Do you believe that Mr. XYZ has **become more (or less) effective** in the following areas after attending the training programme?

Please refer to the rating scale below.

Scale:

• **3** indicates that the effectiveness has reduced (observed 70%– 100%).

• **-2** indicates that the effectiveness has reduced (observed 35% – 69%).

• **-1** indicates that the effectiveness has reduced (observed 1% –34%).

• **0** indicates that there is no perceptible change observed

• **+1** indicates that the effectiveness has improved (observed 1% –34%).

• **+2** indicates that the effectiveness has improved (observed 35% – 69%).

• **+3** indicates that the effectiveness has improved (observed 70%– 100%).

	Less Effective			No hange	More Effective		
Communication							
Proactively shares information openly and freely with the team.	-3	-2	-1	0	+1	+2	+3
Expresses himself very clearly & concisely without leaving scope for any misunderstanding.							
Greets us in the morning and takes a round on the shop floor daily.							
Comforts us for any grievance /injury.							
Listening							
Maintains direct eye contact with me when listening to my view points	-3	-2	-1	0	+1	+2	+3
Listens to me patiently without interrupting or jumping to conclusions.							
Acknowledges my feelings / thoughts through verbal / nonverbal cues through a nod, pat, smile etc.							
Asks questions that helps clarify/further probe to understand the situation better.							
Remains calm and composed when assessing the criticality of the situation objectively							
Keeps an open mind without prior prejudice / biases while listening or without quoting instances from the past							
Encourages me to paraphrase my questions/problems/pain points							
Assertiveness							
Addresses problems by asking for data.							
Handles disagreements with team members/peers without getting visibly agitated							
Remains composed and confident when faced with resistance or opposing viewpoints.							
Encourages me to ask questions if I do not understand what he is saying.							
Accountability & Possibility Thinking							
Takes accountability for own as well as team failures.							
When faced with problems or is helpless, looks at different possibilities.							
Makes a commitment and sticks to it.							
Trust							
Encourages me to approach him for any kind of problems I may face.							
Constantly works on building a trusting relationship with me by sharing constructive feedback / sharing knowledge / handholding.							
Pats me on the back for good work /appreciates me for my efforts.							
Ensures that the working environment is relaxed and stress free.							

The questionnaire was administered to 200 employees. The results of the questionnaire are discussed in the analysis section.

Step 3 – Content Creation and Train the Trainer Package and Reinforcement Module

A one-day training on 'Leadership for Building Effective Relationships' was conducted for the Team Managers. The aim was to create a buy in and energise them in this intervention. The main objective of the Train the Trainer was so that the Team Managers, could become the change agents and deliver programmes over the coming years.

The Workshop Objectives were designed using Bloom's Taxonomy and were:

• Describe and demonstrate the Awareness, Thinking and Communication Qualities of Good Leaders;

• Support and Encourage Team Managers in building effective relationships with Team Members; and

• Take concrete steps to create a lasting culture of building and maintaining effective relationships at all levels in the Plant.

Another objective of the Train the Trainer was to provide material to support the trainers who would roll-out the programme across the organization.This consisted of:

• Training Programme of 2 days with full design and collaterals;

• Half a day Reinforcement Modules (3 Nos.);

• A Training of Trainers CD and Manual which would be customized for the Client;

• Participant's Workbook.

The pre-programme work and 2-day workshop that the change agents would need to deliver and roll out in the organisation is in the below tables.

Pre-Programme Work

A large part of the effectiveness of the programme delivered will depend upon the thoroughness of the pre-programme work.

Pre-programme work mainly involves getting all the logistics smoothly in place. The suggested pre-programme for the training of building effective relationships is below.

It should be followed along with the local HR Head:

Time Table	Theme & Methodology	Manuscript
20 Days in Advance	Participant Identification and Training Batch Formation	The group size per batch of participants must not exceed 20. Please find out all the people who have to be covered and divide them into separate batches. As far as possible, ensure that there is a homogeneity in the group i.e. people should be fairly similar in their hierarchies and speak the same language.
20 Days in Advance	Invitation to L & D Representative	The L&D representative must be asked to be present on the day of the programme and should be invited at the start of the first session to set the context for the programme & state its importance.
15 Days in Advance	Blocking the Venue	The training venue must be a large room which can accommodate about 20 - 25 people comfortably with ample space for activities. Ensure that there is space for moving around for all the participants. The room should be airy, well-lit and bright.
10 Days in Advance	Invitations to Participants	A letter of invitation must be sent out to all the participants signed by the Unit Head at least 10 days in advance of the programme.
7 Days in Advance	Procure Training Material	Prepare a list of the material required for the training.
2 Days in Advance	Reminder to Participants	A reminder mail must be sent to the participants confirming the time and venue.
2 Days in Advance	Reminder to Unit Head	A reminder mail must be sent to the Unit Head confirming the time, venue and role.
The Day: One Hour Before	Arrangements and Ambiance Setting	You need to ensure that all the arrangements of for the training are as per the standard and the physiological ambience of the room is right. Make sure you do a trial projection with sound, to ensure that the projection and sound quality is good.

The broad 2 day design of the workshop is provided below. It lists the topics covered in each session on those 2 days.

Programme Design - Day One

Timings	Session Details
9.30 - 11.00 a.m.	**Session Objectives:Welcome, Context setting, Key ingredients of Interpersonal Relationships** • Welcome and Current working context • Role of Interpersonal Relationships in personal productivity • Importance of Interpersonal Relationships in Organisation's context • Key ingredients of Effective Relationships • Appreciative Inquiry at your Interpersonal Relationship skills • Program Objectives and Architecture • My two take-a ways, situations where I would implement the changes • Norm setting
11.00 - 11.15 a.m.	**T E A – B R E A K**
11.15 – 1.00 p.m.	**Session Objectives:Assessment of Interpersonal quotient; Key Attitudes for Relationship Building** • Importance of Attitudes in Effective Interpersonal Relations • Trust • Emotional Bank account • Accountability and Positivity
1.00 – 2.00 p.m.	**L U N C H – B R E A K**
2.00 – 3.30 p.m.	**Session Objectives: Communication and its role in Enhancing Interpersonal relationships** • Basics of Communication • Barriers of Communication • Non-verbal aspect; voice modulation • Importance of body language on handling challenges • Learning; Actions; Situations where I would apply learning • Where would I apply the learning?
3.30 – 3.45 p.m.	**T E A – B R E A K**
3.45 – 5.30 p.m.	**Session Objectives: Listening with sensitivity** • Filtered listening • Basics of Listening • Listening assessment • Blocks to Listening • Listening exercise • Role of listening on resolving current issues

Programme Design – Day Two

Timings	Session Details
9.30 -11.00 a.m.	**Session Objectives:Recap of day 1; How to have Assertive Interactions** • What is Assertiveness • Submission, Aggressive, Assertive styles • When to use which style • Practice - real life role play • Action planning
11.00 - 11.15 a.m.	**T E A – B R E A K**
11.15 – 1.00 p.m.	**Session Objectives:Giving and Receiving Feedback** • Importance of Giving and Receiving feedback in Effective Relationships • Do's and Don'ts • Inquiring rather than downloading • Practice • Actions
1.00 – 2.00 p.m.	**L U N C H – B R E A K**
2.00 – 3.30 p.m.	**Session Objectives: Managing Teams** • Importance of working together to build synergy • Ingredients required for Team Working • What will I do to ensure Team Synergy • Action Planning
3.30 – 3.45 p.m.	**T E A – B R E A K**
3.45 – 5.30 p.m.	**Session Objectives: Recap, Action planning, Closure** • Recap of whole session • Revisit Agenda wall • Q/A, Individual Action Planning • Close

Further a Trainers Manual was designed to guide the selected trainers on how to conduct the programme. It consisted of detailed lesson plans of each session mentioned above, objectives, programme design &contents, games and exercises as well as a CD of power-point slides.

A Participants' Workbook was also designed which was given to the participants of workshop.

Step 4 - Conducting the Train the Trainer Programme

Once the Training Package was ready, the identified trainers were trained to roll out the programme. The Client selected these trainers. The Train the Trainers Programme was for 4 days. On day 1 and 2,the trainers experienced the workshop as conducted by Pragati Leadership. On day 3 and 4 there were practice sessions held for the newly trained trainers with video-based feedback.

Initially the trainers were trained in only the two day roll-out programme. Once this was successfully completed, they were then trained in the reinforcement modules. This was done through one day Train the Trainer's conducted per quarter. This gave an opportunity to provide any guidance / mentoring to the trainers.

Step 5 - Hand Holding of the Trainers

Pragati Leadership hand-held the trainers for 2 workshops and gave them feedback and suggestions. The trained trainers were then expected to cascade the programme down the line. Subsequently a 1-day "Train the Trainer" was conductedas a reinforcement module per quarter for three quarters. The dipstick questionnaire was administered again at the end of the intervention to measure the impact.

Step 6 – Ongoing Review and Reinforcement modules and Project Closure

A Half a Day long final closure of this project was done with the stakeholders of the Client and Pragati Leadership Institute Pvt. Ltd.

Results and Impact

After the workshops and the hand holding sessions, the dipstick highlighted some qualitative as well as quantitative data. The quantitative data highlighted that:

- 53% of Team Members felt at ease expressing their feelings freely.
- 50% experienced an increase in the problem solving inclination of their manager.
- 63% experienced better sense of recognition of the good work done by the employees.
- 87% showed an improvement in expressing their feelings with ease indicating a very good improvement in the organizational climate conducive to better performance.
- 75% experienced an increase in the level of interest shown by their manager in solving work related problems.
- 82% experienced an improvement in the clarity of instruction given to them, 80% felt listened to and 78% felt an increase in the encouragement given to them to ask questions.

An increased active participation due to an atmosphere of co-operation and understanding was seen and also a higher level of trust between the employees and their manager was indicated. All the team members were encouraged to participate in the team process and contribute to the performance of the team in a friendly and cordial manner.

Further, data points from the pre and post programme questionnaire showed that some changes had been observed in A, B, and F category of team members while no changes had been observed in the C and Regular/ Probation category of team members.

Aspects that showed some change were:

- Ability to express feelings freely and with ease.
- Interest is shown in solving their work related problems
- Appreciated for any good work done by them
- Clear instructions given
- Pride to work in the Client Organisation
- Feel listened to, when sharing their thoughts / opinions
- Encouraged to ask questions if they don't understand anything Aspects that rem-ain the same as before:
- Their greetings are accepted well
- Information is given in a timely manner
- Given feedback periodically for self-development
- Given valid logic even if people don't agree to their opinions
- Listened to even if people don't agree with their opinions
- There is team work in departments
- Besides professional work, there is enough time for personal/ social life.

Besides the above data, one individual team manager shared qualitative data about how his relationship and performance at the workplace improved. He had many issues with the head of the production department and their meetings would always end in disagreements. After attending the workshop and being transformed to a change agent, this team manager proactively took the following actions to enhance their relationship.

- Rapport building: The team manager started going to the person and discussing issues which were not directly related to their work area, to build a better understanding of the production head.
- Communicating and Offering Assistance: The team manager arranged for meeting the concerned person to discuss only the support and analysis that the production team required from his unit. He took ownership for maximum accountabilities and action points. This helped the production head have trust in their relationship.
- Listening with Sensitivity: In the next meeting itself there was harmony and both teams started discussing

the issues rather than just opposing points. They established a common platform and action plans were made. In further meetings respect was given to the opinions of all team members. Decisions were taken after detailed discussions rather than impulsively or as a knee jerk reaction.

- Giving and Receiving Feedback: During the offline discussions the team manager highlighted to the production head that they would need to work together and in agreement. If they continued to disagree in the same way then management would lose confidence in them.
- Managing Teams: The team manager and the production head started preparing and collecting proper data before going to meetings, so that meetings were concluded with concrete actionable rather than just discussions.

The above actions helped the Team Managers enhance their relationships by being change agents. Teams were now listening to each other, actions were being taken and key performance indicatorsstarted improving.

Discussion & Applying Findings

The impact of the programme helped confirm the positive benefits of the initiative. Further to the direct impact, the consultants who led the intervention reported a few findings.

Before the programme, team managers felt that it was the responsibility of the human resource function to develop the team members and they would off load interpersonal issues as well as compliance issues to the human resource team. Post the programme realisation dawned that dealing with interpersonal issues would enhance relationships with team members. They realised that if their team members were satisfied they would not feel they were being pushed around and their issues are being taken seriously. Team members would also feel that their team managers care for their development and growth.

Further, team managers had preconceived notions about their team members, such as making excuses and evading work. They realised that listening to the team members would help get work done better, and focusing on the relationship was as important as focussing on the task.

Post the train the trainer programme, many participants conducted a few live sessions for other team members in the organisation. A few of these sessions were recorded and shared with the consultant so as to analyse and share feedback. It was noticed that team managers had been proactive in following up with their team members post the programme. One such participant reported that he had attended his team member's feedback giving session recently. That made him realise the importance of follow up's and refresher trainings so as to keep the change initiative alive.

This goes to show that the change initiative has not helped only the organisation and team members, but also the team managers. It has impacted the lives of the change agents themselves. This highlights the authenticity of employees as the change agents and their commitment towards the change they wish to see in the organisation.

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Current status, challenges and potential for Innovation in the MSME Sector

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Abstract

Innovation is the life and blood of any company. Indian being a low- middle income country but still in the Global Innovation Index (GII) ranking for last four consecutive years, has been an outperformer in its peer group in terms of its innovation capacity. This has been possible by increasing its stance from science gradually to innovation and by years of planning implementation, (except the years of global; slow-down). Indian firms are increasing spending on Research and development (R&D) for achieving sustainable growth and profitability. Despite all the positives, Indian SMEs have not been able to grow enough in terms of fostering R&D-driven innovation.

Innovation is the life and blood of any company. Indian being a low- middle income country but still in the Global Innovation Index (GII) ranking for last four consecutive years, has been an outperformer in its peer group in terms of its innovation capacity. This has been possible by increasing its stance from science gradually to innovation and by years of planning implementation, (except the years of global; slow-down). Indian firms are increasing spending on Research and development (R&D) for achieving sustainable growth and profitability. Despite all the positives, Indian SMEs have not been able to grow enough in terms of fostering R&D-driven innovation.

The paper looks at innovative capacity building in the manufacturing sector & the process currently being followed by some firms to recognize, promote creativity at the workplace & derive benefits from the innovative ideas. It also highlights the key findings from Industrial Surveys & the enquires the factors responsible for the same.

Keywords

Innovation, R&D, surveys, capacity, planning, factors.Innovation can be described as creative ideas (products, services, technologies, or processes) that generate new market demand or cutting-edge solutions to economic or social needs. In the current competitive world, innovation has become the key differentiator and facilitator for igniting substantial wealth creation. India too is riding on this global wave of innovation which promises to catapult the trajectory of India's growth. It is venturing into technology driven innovation as in Aadhar platform, market driven innovation as in Tata ace and process innovation as in Narayana health group. Whereas earlier frugal innovations, driven primarily by affordability for the consumer and economies of scale for the manufacturer ruled the roost, innovation for value proposition is increasingly becoming popular.

It has been repeatedly emphasized in studies that if India has to elevate its per capita GDP from 1,490 to 6,800 USD and achieve upper-middle-income status by2034, such a transformation can only be steered by innovation. Given its intellectual supremacy, Indians too can compete with their foreign counterparts and achieve genuine innovation.

In India's scheme of growth, MSMEs are the key driver. MSME comprising of 51 million enterprises, employing 117.1 million people, gross output of 10.78 lakh crores, with market value of fixed assets to the tune of 14.7 lakh crores in 2014-15 is surely a force to reckon with. It has a total fixed investment of 6.9 lakh crores in 2015-16. One of the most vibrant sector in India, it contributes 44.7% to total exports in 2014-15 and 45% to total manufacturing output and 37.5% to India's GDP. Having assumed the pivotal role of driving economic growth at national and regional level it has generated substantial employment and an active catalyst in the economic restructuring of India.

Having realized the value of innovation as a key to growth & supported by the government, these firms are undertaking innovation leading to many positive outcomes as in increased productivity, enhanced competitive position, reduced costs, & meeting regulatory compliance in a more effective manner, among others.

This paper investigates the key factors enabling innovations in the MSME sector, the environment faced by them, the key challenges faced, various government initiatives in this regards and the outcomes expected.

Section 1 of the paper deals with Innovations in the MSME sector and examples of innovation in this sector and section 2 with gaps and challenges and literature review. The Section 3 throws light on the government initiatives taken to steer innovations and section 4r with the future outlook.

Section 1: Innovations in the MSME sector

The MSME sector is playing a key role in driving competitiveness through innovation in India, meaning it is actively pursuing innovative practices and creating new products/ services, implementing new or improved operational processes and/or implementing new or improved organizational/ managerial processes. Innovation is increasing being perceived as the propeller for this sector taking them to a much higher trajectory.

We have examples of low-cost sanitary pad making machine, a giant step towards women hygiene and MALKHA – a fabric made of malmal and khadi generated out of the problem of spinning of cotton in rural India. With the intervention of the government and the private sector, the level of innovation in Indian industry is growing and an increasing number of Indian SMEs are coming forward to invest in collaborative R&D. These innovations are moving towards high- tech areas also. MSMEs have provided at last 10 components used in India's mangalyan and also contributing to ambitious projects like global sea traffic monitoring system and an earth observation satellite.

Though India is considered a dynamic adopter of new technologies, the diffusion of old inventions is slow and incomplete. India as a country is considered a 'dynamic adopter' [UNDP 2001] of new technologies and not a 'potential technology leader', leave alone 'technology leader', unlike UK. Though countries like India have drawn much attention as potential economic powers, they have not been investing rapidly enough to improve their innovative capacity across economic sectors to levels similar to OECD countries

Most of the innovations are in the form of introducing new machines, followed by improvement of the quality of the existing products, process and product innovations. More than 66% of innovative small and medium firms are engaged in the acquisition of technology, mostly in the form of new machines. A majority of these innovative small and medium firms gained in terms of increased range of goods and services and improvements in quality as a result of product innovation. Most of these firms do not have a extramural R&D set-up and the one's with a formal R&D set-up are ahead in product and process innovation. Some of these firms do use government set-up for technology and finance. Among these firms, ICT use is significant and growing, and about 15% firms claim to use for enterprise resource planning and technology management.

Some of the examples of innovations featuring in India's list of leading SMEs of India 2013-15 in the area of food, healthcare, textile and engineering and being awarded are as follows;

a. VAV Life Sciences Private Limited - an Indian company producing healthcare ingredients including lecithin and phospholipids, with products serving the food, nutrition, pharmaceuticals, cosmetics and drug delivery markets. It was awarded India's Best SME Innovation Award 2013 by Yes Bank & Business Today (business magazine) in recognition of EYOVA hair Nutrient. It produces phospholipids from soyabean and egg which are primarily used in lipidic nanotechnology based drug delivery systems. The company has tied up with some 100 medical and educational institutions, including BITS Pilani and Punjab University, for research and to work on innovative products.

b. Emmbi Industries Limited is a technical textile unit manufacturing synthetic packaging, flexi water tanks and agri- products. Recently it won the India SME 100 Awards, 2016 for its Palletless Flexible Intermediate Bulk Containers, a design with a Special type of construction to load and handle the bags without bottom palate. This was made possible by building a culture of innovation around the company, across any employees, a scientist, an operator of a machine or from an accountant. They invested in creating this environment through regular ideation exercises, creative competitions, and workshops. They have an in-house R & D team was formed around Nine years ago and its Scientific Research and Development Expenditures increased from 6.01 million to 12.35 million in one year. They claim to nurture and believe in our people, and are consciously building a team of competent and motivated professionals.

c. Avantel Limited - Its mission is to create value through innovative solutions and integration of complementary technologies in the areas of electrical engineering, communication and computing. Avantel has developed and supplied customized solution to Indian Navy which are first of its kind. Avantel's unique solutions include highly secured voice and data communications through Indian Satellites on various platforms like ships, submarines, aircrafts and vehicles covering more than 1000 nautical miles from shore. They have worked in close collaboration with ISRO, Dept of Space and developed various products for Indian Railways, Indian Coast Guard and disaster management. They also plan to offer satellite phones to Indian defence services in addition to HF communication system for secured long range communication.

d. Baramati cattelefields - one the pioneers in the poultry industry. They have a state-of-the-art chicken processing line to produce a wide range of value-added products under most stringent quality environments and standards. Elicious is their flagship brand under which they sell all chicken products. They have also launched "gourmet range" of marinated fresh chilled products such as Tandoori Tikka, Malai Tikka, Pahadi Tikka and Herb and Garlic Chicken Leg .They have a team of NPD professionals, food technologists and chef's. They have a very robust mechanism of getting feedback from the market through sales and marketing team keeping track of all new launches, market trends, etc. They are among the very few SMEs who engage professional design and marketing agencies to help attractive pack designs and communications. They do consumer focus groups in key towns to understand the trend and latest demands. Once a product idea is conceived they follow a structured process of product development, trials and consumer responses before it is launched.

Section 2: Gaps and Challenges

An innovation enabling environment entails a strong IPR regime, Coverage of new technologies by the patent system, an efficient labour market, a high public investment in science and basic research, market friendly government regulations, competitive markets, availability of internal and external finance, liberalization of the service sector, a strong political leadership, intangible assets such as brand value or firm-specific knowledge, high measures of human capital, lower barriers to trade, backward and forward market linkages and foreign direct investment to foster the flow of technology and knowledge across borders. This would help harness and maximize the value of their innovation.

Despite the growth being on fast track in India, India's rank on the Global innovation Index, which attempts to measure performance with respect to creativity and innovation, has slipped from 62 in 2011 to 76 in 2014. Some of the key problems faced by MSMEs continue to be related to availability of technology, infrastructure, and managerial competence, and limitations posed by labour laws, taxation policy, market uncertainty, imperfect competition and the skill level of the workforce. Investment in R&D in India is still a miniscule amount. China's investment in research and development (R&D) as a share of its national wealth (GDP) has doubled since 1999, reaching 1.5% in 2007, right behind the 3.5% investment in Japan and Korea, while India's stagnated at 0.7%, according to a report by Goldman Sachs.

India lacks way behind in patent filings which is considered very important for creating a favourable innovative environment and a big motivating factor.

India was ranked second from bottom among 30 countries examined for IPR protection, as per the 2015 GIPC Index of the US Chamber of Commerce. World filings of patent applications grew at a compound annual growth rate (2002-12) of 5 percent to reach 2,347,400 filings in 2012, fuelled largely by Chinese filings that grew 23%. Although India recorded a respectable 14%, it was from a very modest base. The Indian patent office received 43,955 applications in 2012, considerably less than the Chinese filings (80,232) 10 years ago. Intellectual property in India is considered as a tool for blocking competition and withholding technology from others but it should be used as a tool to spur collaboration and internal development.

There is miniscule use of collaboration with other institutions pointing to very low integration of public innovation systems and SMEs, and this remains an area of concern. Indian SMEs' exposure to global technological advancements and innovation systems remains very limited, unlike in the case of developed economies. Further, only about 13 percent of innovative small and medium firms use government funding for innovation.

The key factors affecting innovations in MSMEs are as under:

Knowledge factors- Information on technical and market aspects, availability of skilled manpower. There is very low awareness among entrepreneurs regarding existing rules, policies, legal compliance and schemes available for MSMEs. In addition, the awareness regarding financial literacy, modern trends and best practices is also quite poor. The firms also lack the ability of informal enterprises to exploit existing knowledge. There is a huge requirement for highly skilled engineers and researchers. The main limiting factors for Indian SMEs to acquire global technologies seem to be financial and human capacity constraints and lack of information.

Market factors- market domination due to anti-competitive product market regulations, Instable macroeconomic conditions, high interest rates, entry into new market, niche market, protection barrier and government regulatory requirements are some inhibiting factors.

Infrastructure factors- access to research and test labs is still very poor. The firms lack sophisticated research laboratories for R & D.

Internal factors- cost of innovation, internal management of firms and poor availability of skills are also responsible. There in an enormous supply-demand gap for skilled employees due to an enrolment rate of only an 18% in higher education institutions, leaving a large section of the population deprived of education. There is a weak innovation ecosystem in academia, and low industry-university collaboration.

Other factors- government policy constraints, weak IPR regime, miniscule filing of patents by these firms, management barriers, people barriers and unavailability of institutional finance are some other factors hindering innovative environment. The literature review regarding the status and gaps in MSME innovations is as follows:

Literature review

According to a report on Micro, small and medium enterprises of India by National Institute of Science, Technology and Development, (Parthasarthy Banerjee, 2008), bridge Research & development and several organizations of social sector ministries under both central and state governments have not been able to effectively govern and monitor MSMEs. Further they do not have fund allocation jurisdiction to empower innovational efforts. Regarding cluster band approach, the report states that is negates the local diversity and fails to look into innovation and technological changes. Regarding R&D, it states that despite several modes of quasi-governance often in public sector modes, there has been a delink between transactions in know-how and funds or other inputs. Also, most of the MSME industries have used only their traditional knowledge for their technology source.

In the National knowledge Commission survey, 2008, availability of skilled manpower, information on technical and marketing aspects, domination by market palyers, , government regulations, cost and protection barriers were inferred as the main factors affecting MSMEs in India. According to the National knowledge commission of India Survey 2007, 17 percent of MSMEs have introduced innovations especially product innovations. These enterprises have superior capabilities in low cost manufacturing & overheads, higher receptivity to new technology & local skills and, innovative capabilities in niche manufacturing .With higher competence in auto sector, it is also not far behind excelling in foundry, electronics, chemical, leather, textiles, agro and pharmacy industries.

The survey portrayed the failure of the machinery in providing for 'incremental innovations' by banks and lack of confidence in the deliverability of government promoted institutions for technological support.

Pricewaterhouse report on Innovation, changing MSME landscape(2011), discusses the problem of skill R&D, infrastructure, information and credit gaps for innovation in this sector. It recognizes the government efforts to increase the competitiveness of MSMEs by promoting technology, procurement, skill development, credit schemes, Intellectual property rights cell, Udyami helpline, design related interventions by establishing design clinics, microfinance etc.

The National innovation survey (2014) cites cost of innovation, access to knowledge, infrastructure, market related constraints and government policy constraints as the key challenges for innovation to foster among the MSMEs in India. This survey of a sample of 900 firms, found that 865 of the innovation firms were small, privately owned and had innovations in the category of "new to the firm" with the main forms of innovations being 'acquisition of machinery' . The innovations were mostly non-R&D based using technology through internal sources and sometimes through financial institutions. Only 4–6 percent of the innovative small and medium-sized firms source their technology from either a collaborator or a foreign market. ICT use was significant and growing. Government schemes were playing a facilitative role but these firms were as far as possible avoiding external finance, new technology, HRD, wide network of innovation support system offered by government agencies.

The national survey on innovation 2014, showed that institutional facility for technological support to innovation was very high in Assam, Gujarat, MP when compared to Karnataka, Kerala and Tamil Nadu. Accessing institutional sources of finance was very rare and training program for human resource development was also rarely accessed. Sourcing technology or knowledge through patent or knowhow was marginal. The state government was playing an important role in building infrastructure, guiding industrial structure and improving the human resource base.

Rubber and Plastic product sector (NIC 22) has the highest innovation potentiality and second highest share in innovative firms. Manufacturing of food products (NIC 10), which has second highest innovation potentiality, has the highest share of sample as well as innovative firms. They are followed by Tobacco (NIC 13), chemical and chemical products (NIC 20), non-metallic mineral products (NIC 23), basic metals (NIC 24), and fabricated metal products (NIC 25) and have significant shares of total innovative firms.

'Effective Innovation Policies for Development: The Case of Kenya', written by Bitange Ndemo from the University of Nairobi, discusses how Kenya improved its innovation performance thanks to local innovators and a long R&D history in some key sectors, such as agriculture & health care.

Section 3: Government initiative to foster innovation

The office of development commissioner for MSMEs was set up in 1954 and a dedicated Ministry for MSMEs was established in 1999. The Small Industries Development Bank of India (SIDBI) was established in 1990 to serve as an apex body for promotion, financing and development of the MSMEs. Having realized the pressure on SMEs to pursue 'incremental innovation' for quality improvement, to remain competitive and cost reduction, emphasis is being given on 'easily accessible financial infrastructure' and 'deliverable technological support infrastructure'. In 2014 the newly elected Indian government, as one of its first moves, established an aligned Ministry for Skill Development and Entrepreneurship.

Under the ASPIRE scheme, launched on March 16, 2015, it set up a network of technology centres, incubation centres and promoted innovation with a fund of 210 crores. Recently launched schemes such as Make in India and Digital India are steps in this direction.

The Ministry of Micro, Small & Medium Enterprises has launched Intellectual Property Facilitation Centres in different parts of the country with the aim of creating an intellectual property culture within SMEs by looking at protection, capacity building, information services, and counselling and advisory services regarding IPR. In India's recent Union (central) budget presented in February 2015, the government placed considerable emphasis on rapid development in the SME sector by addressing the funding issue. It has created a fund of 20,000 crore with a credit guarantee of 3,000 crore for entrepreneurs in this sector. In addition, it set aside 1,000 crore for a Techno-Financial, Incubation and Facilitation Programme to support all aspects of start-up businesses, and other self-employment activities, particularly in technology-driven areas.

The government through its various organizations is now playing a direct promotional role of hand holding, advocating and promoting the sector. The following government schemes are playing a key role:

❖ Technological business Incubators- A business incubator is an organization that facilitates, nurtures and provides a protective environment to new, early stage and existing businesses by providing a wide range of shared services and enterprise development assistance. They provide mentoring support, networking, entrepreneurship & skill development, seed capital, market assistance to create an enabling environment for high risk and high growth ventures. With tie-ups with academic and technical institutions, they help to tap potential ideas and promote innovations by using the incubators of these institutions. TBIs foster innovative ideas for better competitiveness. The ministry supports these TBIs for first 3 years, funds its plant and machinery, releases 2 lacs per selected idea and I lac per idea on completion or closure.

Now come under NMCP since 2008, it had a target of setting up 100 business incubators under technical institutes during 2008-12 and each would help 10 new ideas units in hi-tech areas. According to the ministry, 689 ideas have been incubated under 90 different host incubators in both product and process innovations in the field of electronics, software, agriculture, cosmetic, communication devices, light machinery and software. Development Commisssion (MSME) selected 200 business incubators upto Jan 2016 and released 22.16 crores. As on 15.01.2016 a batch of 217 incubates involved in 8 different training modules, have passed out.

❖ Livelihood Business Incubators (LBI) had been proposed in the budget speech for 2014-15, under National Small Industries Corporation (NSIC), KVIC or Coir Board or any other Institution/agency of GOI/State Government or under PPP mode with these institutions. 80 Livelihood Business Incubators (LBI) and 30 Technology Business Incubators (TBI) to be set up by March 2017. Out of this 1 LBI has been set up and 21 LBI have got approval.

❖ MSME technology centres (earlier called tool rooms & technical institutions) strives to provided the right stimulus by providing technical centres which have precision tooling services and well trained craftsmen in the area of tool and die making, e Foundry & Forging, Electronics, Electrical Measuring Instruments, Fragrance & Flavour, Glass, Sport Shoes, and footwear designing. Through its 18 technology centres, these TCs have become proficient in mould and die making technology. It has serviced 29,502 units, trained 25427 long term trainees and 116065 short term trainees and also trained 17008 women trainees. They have earned revenue of 19914 lakhs against a target of 34,952 lakhs.

❖ MSME testing centres have played a pivotal role in providing testing and calibration facilities to MSMEs for raw material, semi-finished and finished products manufactured by them. MSME testing stations have been set up at 7 cities for testing products like chemicals, dyes, lamps, rubber products, casting & forgings, paints etc for industries in remote areas. Combined testing centres and testing stations have benefitted 7295 and 6741 units respectively.

❖ A flagship programme of the Ministry of

MSME is the Micro & Small Enterprises: Cluster Development Programme (MSE-CDP), aimed at boosting the MSME sector through cluster development. Micro and small entrepreneurs cluster development programs for enhancing productivity as well as capacity building. It addresses common issues like improvement of technical skills, quality, formation of SHGs, upgrading infrastructure, setting up common facility centres. This can certainly help in quicker dissemination of information, knowledge sharing, enhancing competitiveness by leveraging the advantages of flexible structure and cost-effectiveness among other benefits. Geographical proximity, combined with sharing of resources and strategic interest, helps the enterprise within a cluster to achieve targets at lower costs. The emergence of a large number of automotive clusters in different parts of the country is ample testimony to the fact that cluster development as a strategy of growth is seeing success in India. With the success of automotive clusters, numerous new automotive clusters in Delhi-Gurgaon-Faridabad in the north, Jamshedpur-Kolkata in the east, Chennai-Bengaluru-Hosur in the south and Mumbai-Pune-Nashik- Aurangabad in the west, have been identified.

The scheme also funds 70% of cost of project of maximum 15 crores. The scheme has made all in all 1018 interventions in various clusters spread over 29 states and 1 UT. 178 infrastructure projects have been undertaken, 677 clusters have been completed with 235 soft interventions and 34 hard interventions whereas 341 are ongoing clusters. Rs. 59.27 crores have been sanctioned during current financial year upto 31st December 2016.

Table 2: Statement of funds sanctioned under MSE-CDP from 2011-12 to 2015-16 and 2016-17 (up to 10.09.2016).

Year	BE / RE	Expenditure (Rs. Crore)
2011-12	80.00 / 44.00	30.78
2012-13	32.00 / 49.26	23.44
2013-14	53.00 / 68.50	41.41
2014-15	93.00 / 84.60	63.18
2015-16	100.00 / 102.95	81.36
2016-17	135.00	50.37 (Up to 10th Sept)

Source- http://cluster.dcmsme.gov.in

❖ Lean manufacturing competitiveness (LMC) scheme for MSMEs aims at increasing share of manufacturing sector in India by process and product improvement, quality controls, scientific inventory management etc. and achieving Zero defect and Zero effect manufacturing by using lean manufacturing techniques like JIT, cellular layoke, KANBAN system, kaizen etc. It started in 2009 as a pilot phase and has completed work in 59 mini cluster with an expenditure of Rs. 16 crores. The scheme was upgraded in 2013 for 500 mini clusters with higher financial assistance (max Rs. 36 lakhs) per mini cluster. It has identified 585 clusters for implementation of the lean techniques and conducted 556 awareness programmes across country.

Year	Revenue earned (" lakhs)		Recurring Expenditure		No. of Jobs Completed		No. of Units benefitted	
	TCs	TSs	TCs	TSs	TCc	TSs	TCs	TSs
2007-08	326.06	106.81	430.40	111.84	12214	14261	2428	4662
2008-09	348.11	122.91	568.32	175.21	14013	21916	2608	5844
2009-10	387.96	137.04	638.37	209.92	14497	22471	6805	8163
2010-11	389.77	175.12	701.76	229.10	13981	26488	6304	8497
2011-12	425.28	213.37	727.38	187.34	19436	24542	7302	8906
2012-13	468.23	249.07	775.41	214.91	15472	17123	5602	8627
2013-14	581.69	275.90	787.70	238.40	14135	17123	5602	8627
2014-15	559.81	288.11	935.15	275.93	12709	14185	7295	6741
2015-16 (Up to 31.01.16	418.96	282.46	629.70	240.79	9746	10556	4765	5230

Table 1- Testing centres and Testing stations Source: MSME Annual report 2015-16
Source: MSME Annual report 2015-16

Activities	Target (Nos.)	Achivement (Nos.)
Clusters identified for implementation of the Lean Techniques	500	585 (85 reserved)
Awareness Programmes across the country	1000	556
LMC (Lean Manufacturing Consultant) Empanelled in the Scheme	-	447
SPVs (Special Purpose Vehicle) / DPGs Formed	500	286
LMC (Lean Manufacturing Consultant) Selected in the Scheme for LM interventions in the Cluster	500	201
Expenditutre Incurred	" 29.0 cr.	

Table 3: Lean manufacturing competitiveness (LMC) scheme
Source: MSME Annual report 2015-16

❖ Credit guarantee fund schemes for MSEs was launched in 2000 for loans upto 100 lacs without collateral or third party guarantees. Presently public sector banks, 20 private sector banks, 69 RRBs, 4 foreign banks and 9 other institutions are lending to this sector. As on 31st Jan 2016, cumulative 22,09,011 proposals have been approved for guarantee cover for a total sanctioned loan amount of Rs. 105, 297.42 crores. Credit guarantess trust has also been set up under ASPIRE, to make good the loss if the MSME defaults on loan, upto 85% of its credit facility, Credit linked capital subsidy scheme was also set up to provide 15% for purchase of plant and machinery,

For micro, small and medium enterprises, the government will provide a credit guarantee of Rs. 2 crore, up from Rs. 1 crore at present. The government will provide this guarantee to banks through a trust that will also cover loans extended by non-banking financial companies (NBFCs).

These entities were facing difficulties in accessing credit as they usually do not have immovable assets to offer as collateral. Raising the limit of credit guarantee would some relief to these firms. "Banks have to develop the culture of lending against movable assets, which SMEs could offer. Incentives have to be built into the law to give lenders comfort in extending loans against such assets like a bale of cotton. There also have to be provisions for timely recovery of such loans in the event of a default,"

Besides, Small Industries Development Bank of India (SIDBI) by using innovative means of finance like Equity, Quasi-Equity, Angel fund, Venture capital fund, Impact funds, Challenge funds etc. is enabling ideas/innovation with creativity and scalability to come to the fore and convert these into commercial enterprises with specific outcomes and within a specific time period. A fund of Funds will be created under SIDBI for the purpose and INR 60 Cr earmarked for the same. This start-up promotion targets those knowledge initiatives which need support and nurturing to succeed in developing technology and business enterprise in near future in the areas of Innovation, Entrepreneurship, Forward Backward Linkage with multiple value chain of manufacturing and service delivery.

Section 4: The Way forward

MSMEs are a learning ground for innovation from where many large and medium enterprises have evolved. These firms have superior capabilities in low cost manufacturing & overheads, higher receptivity to new technology & local skills and innovative capabilities in niche manufacturing. Considerable progress has been made towards promoting innovation in India regarding ideation; development of solutions; proof of concept; and pilot, production, and commercial launch. However, India still needs to cultivate innovation as a habit (or attitude) so that every single individual is responsible for contributing his or her part. An open innovation concept is essential.

The sector faces a road block to harness its innovative potential due to the various gaps present in both micro and macro environment. Some of the gaps discussed being knowledge and technology constraints, skill gaps, weak patents regime, weak market information, credit unavailability and a poor internal management.

A key action by the government becoming urgent is enabling intellectual property rights (IPR) protection. Weak IPR laws and enforcement continue to limit the ability of businesses to invest in R&D. Inadequate IPR protection is discouraging multinationals from setting up operations in India or in transferring technology into the country. To foster innovation, both home-grown and imported, and to attract international partners who bring technology and global best practices, a country must have in place robust institutional and legal mechanisms to protect IPR. This needs to be prioritized by the Indian government as part of its national growth agenda.

Various Ministries / Departments of Government of India are running a number of schemes, as discussed above, to support first generation entrepreneurs and provide hand holding for a critical period to ensure self-sustainability. However, most of these schemes/ departments are working in silos. There is a need for establishing a network, building a database of these efforts in order that these are easily accessible to the entrepreneurs to select and convert them into commercial ventures. This would also provide a platform for sharing best practices, technological advancements and could ultimately bring up the ground realities before the policy makers for making policy changes.

There is an urgent need to improve policy co-ordination as only a comprehensive and wide-ranging strategy to foster and strengthen innovation can help address social and environmental goals while building a lasting foundation for future economic growth and competitiveness. Coordinating policies at different levels is important to avoid duplication of efforts and ensure a coherence of policies at different levels. The government will have to play the role of a facilitator, providing incentives and policy support to new technologies and businesses and remove the inhibiting regulations and make its regulations align with market dynamics in line with those of China, Kenya and South Korea.

The growth in Indian SME clusters has not been enough to bring a rapid improvement in the sector in terms of fostering R&D-driven innovation. After having been taken over by NMCP, the yearly growth of the SMEs has improved marginally. Also in 2011 the National Innovation Council of the Government of India launched a flagship initiative on innovation clusters, at a pilot stage. The innovation cluster programme has thus far successfully piloted only five clusters across India. The overall situation of SME cluster growth in India has remained sub-optimal.

As MSMEs lack resources for in-house R&D, it would be useful to have large industrial houses or the government helps them with research in developing new products. According to a report by Assocham India, Indian economy would need to collectively ramp up its R&D spending from mere 0.8% of GDP in 2013 to 2.4 percent by 2034, similar to developed markets such as the US (2.7% in 2014). To foster technology based innovations, the private sector will also have to invest significantly in R&D, particularly for solutions to challenges facing similar emerging markets, where India has already established a leadership position.

There needs to be efficient knowledge transfer between MSMEs and research institutes, Like Agriculture Universities, there may be a need to have a few MSME Universities, exclusively dedicated to research and development of MSME products. The key research departments in such a university should include R&D for products, labor issues, finance, inputs and marketing.

Nurturing and developing a pool of human talents is key for sustainable growth also remains a challenge. Scaling up higher education and establishment of an aligned Ministry for Skill Development and Entrepreneurship are steps in the right direction.

The MSMEs need to partner with customers, research organizations, academic institutes and work with a close collaboration from seeding the idea to rapid prototyping and, and so on. MSMEs which have been investing in works projects, labs, learning centres, institutes, and other venues have successfully innovated and benefited. It also needs global integration of specialized R&D capabilities across multiple regions to co-create novel solutions that no single region could have completely developed on its own. MSMEs also need proactive institutional support in finding good markets, domestic and international to exploit the very best markets for their products. MSMEs need to have an environment and an IPR regime that protects innovation, and strong IP management capabilities, services and solutions that enable to harness and maximize the value of our innovation.

For entrepreneurs, there is need for having more incubators. Incubators need land, and constructed space, in addition to teaching faculty which would consist of academia and practitioners. The government can consider scaling up the numbers of incubators by using a portion of available land granted to research organizations, institutes, schools and colleges, especially those established/financed by the government - both central and state. The industry can also help by establishing incubators using the provisions of CSR.

The next level of innovation for India would be a greater deal of emphasis on sustainability and eco-friendly solutions. The need for sustainable solutions has been felt in developed nations, and such solutions will be more emphatically demanded in emerging markets. A greater number of initiatives in green innovation are being taken by these fast-developing nations. There is a pressure of reducing carbon footprints and India too has to gear up for numerous innovative technologies. Collaboration among stake-holders will be very important in the future for a holistic innovation-enabling environment where there is a need to form optimal alliances to build powerful propositions and find a win-win for all stakeholders.

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Successful Business Transition - A Tale of Two Companies !

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Abstract:

Business Transition refers to changes that occur in status quo in the existing business of a company. The change in business can be developmental, transitional and transformational. Of the three mentioned changes, Transitional Change involves maximum integration of external and internal environmental factors and involves strategies like, Corporate Restructuring Mergers and Acquisitions etc.

In the existing global economic scenario, M&A has now been identified as one of the major international strategy by various Indian and International Firms.

Amongst Indian Firms, Tata Group is known to be pioneer in successful acquisitions in various verticals - from IT and Tea to automobiles and steel. Group's major international acquisitions in automobile industry include acquiring Jaguar Land Rover in the U.K. and Daewoo Commercial Vehicles Company in South Korea. Both these are companies are now 100% subsidiaries of Tata Motors. Acquisition of these companies and their transition and integration with the Tata Group in two completely different geographies and cultural backgrounds are being taken for the comparative study.

Many Research Scholars have explored the various factors pertaining to different variables like success factors, cross cultural transitions, financial aspects of these acquisitions. However, this Research Paper attempts to study the entire journey of Acquisitions with major emphasis on the Financial, Cultural and Human Resource aspects. The methodology includes comparative study of the two firms and provides a deeper insight and understanding in the subject through experience sharing by one of the Key Management Expert who was closely associated with the relevant processes in both these acquisitions.

Objective of the Paper:

The paper aims to understand the entire business transitions that occur during acquisitions with emphasis on cross-cultural aspects and financial variables.

Introduction:

Transitions are major, non-linear changes in societal cultures, structures and practices (Grin et al,2010) that arise from the co-evolution between economy, society and ecology.

Since the beginning of the 21st Century, three key business trends have been identified as having pronounced influence on future microeconomic and macroeconomic developments across the globe (Prahalad and Lieberthal, 2003, p.110; Aiyos, 2004, p.21-34; Napier and Thomas, 2004,p.34; Khanna and Palepu,2006).

Firstly, with the advent of the network economy, inter-organisational relations and structures are increasingly becoming the object of analysis (Gulati et al.,2000; Ford et al. ,2003; Pfeffer and Salancik,2003).The type and level of inter-organizational structures are potential causes of failure in network organisations, and are thus crucial for a firm's and its network members' success. Successful companies have extended the concept of an appropriate organizational structure beyond internal relationships to those spanning across the entire business network by taking the country specific institutional context into consideration (e.g. Schary and Skjott-Larsen,2003, p 73- 106; Cox et al.,2004; Peng and Zhou,2005).

Secondly, with slowing growth in the developed markets and abundant growth opportunities in the developing economies, companies are turning to these markets for new business expansion. Future markets will not only exist in the major developed countries, but also in developing economies like Russia.

Finally, during the last number of years, so called “emerging giants”, which are strong local players from developing economies (Khanna and Palepu, 2006) have started to globalize and to expand into the developed markets.

Globalisation refers to the process of integration across societies and economies.

The driving force of domestic firms to globalize are as follows:

a. Legislation that exists in home countries and host countries such as Tariff Barriers;

b. The need to stay ahead of competition;

c. Advantages of low cost labour;

d. Speed and efficiency of delivery systems that make it necessary to place manufacturing facilities closer to the source of material or closer to markets;

About a century ago technological knowledge in possession of even the most advanced country of that period was limited, and thus the techniques of production were relatively unsophisticated and simple.

A cross-country comparison carried out indicates that there is a vast difference among the nations on the basis of population size and gross national level income. With the growth of the Indian economy at an average rate of 8.8 percent every year, it may just prove to be another reason that triggers the growth in overseas investments. The data provided by RBI in 2006 for the total value of Indian Direct investments abroad was USD 9.7 Billion.

The latest World Bank report pegs India as the Tenth largest economy in the world and the Goldman Sachs reports that India’s GDP will top $ 1 Trillion, treble by 2025 and be $ 27 Trillion by 2050, taking its economy to third place after the US and China.

The globalization strategies include- exporting, foreign investment, mergers and acquisition, joint venture, strategic alliance and licensing and franchising.

In 2000, Tata Tea took over a global company twice its size, Tetley Tea, the second biggest tea company in the world. This was followed by Essel Packaging, owned by Subhash Chandra, took over Propack of Switzerland to form EsselPropack. The merger created the biggest producer in the world of laminated tubes ,and an Indian MNC became global number One. But these takeovers remained exceptional events till 2003. Only in that year did the pace of Indian takeovers accelerate so much as to constitute a new trend. More than 40 foreign companies were taken over by Indians in 2003. Among the Indian companies on a takeover spree were Tata Motors, Ranbaxy ,Wockhardt,Hindalco etc. This trend however was not limited to large size companies.

Many middle-sized companies have also become a part of this new trend. Sundaram fasteners has acquired Dana Spicer Europe,the British arm of a global multinational. The biggest deal of the takeovers till date being the Tata Steel’s $ 12.1 Billion deal for Corus, the British steel company.

The increased number in overseas acquisitions by Indian companies is attributable to the growing realization that the future growth of Indian companies will be influenced by the share that they can garner in the world market. This is not only by producing in the country and exporting, but also by acquiring overseas assets, including intangibles like brands and goodwill, to establish overseas presence and to upgrade their competitive strength in the overseas markets, which has resulted in cross-border acquisitions.

This emerging trend, which started on a small scale, has reached to globally visible levels. The effect of the trend by then Financial Minister Mr. P. Chidambaram summarized as “Indian industry today has the confidence to bid for business abroad,raise resources, purchase and manage enterprises.”

Peter Drucker has called the automobile industry as “the industry of industries”.

The automobile industry in India is one of the most successful stories of post liberalization manufacturing space in India and entirely based on the prudent policy support of Government of India.

Here is an Indian company, with no international experience other than exporting its products, which adopted a unique approach in managing the acquired companies that too in totally different geographies and cultures – one in South Korea and the other in the U.K.

Tata Motors after acquiring Daewoo in South Korea and Jaguar Land Rover in the U.K. did not impose its management structure or even impose its managerial personnel to managing the acquired companies. Tata Motors group of companies today, to quote from the Conference booklet, "is an organization that is not limited to the horizontal, vertical or external boundaries by a predefined structure." In keeping with the Tata Group philosophy in that while the ownership of the acquired companies vests with the Tata Group in India, management of these companies in their respective countries continues to be local in nature. These companies have by and large retained their own organizational structure and at the same time integrated to Tata Motors/Tata Group for effective corporate governance and controls.

About Tata Motors:

Tata Motors Limited, a USD 42 Billion organization, which is a leading global automobile manufacturer with a portfolio that covers a wide range of cars, sports vehicles,buses, trucks and defence vehicles.

Quick Facts:

a. Established in 1945;

b. Employee Strength:60,000;

c. More than 9 million vehicles sold;

d. More than 6,600 Sales and Service point.

Literature Review:

Business Transition refers to change in the status in quo of a business. It also refers to the transit of Company from Family owned business to shift of ownership to third party.

The change in business is of three types:

a.Developmental Change-includes improvement in current business processes ex.refocusing marketing strategies etc.;

b.Transitional Change- corporate restructures, mergers and acquisitions;

c.Transformational Change-major cultural and strategic changes that completely reshape the business strategy and process:

Merger and Acquisition is the process of integrating two or more companies with different values, cultures and forces into one cohesive unit. From the economic point of view,the organisations that merge in similar work area are known as Horizontal Merger (Chevron and , while vertical mergers involve companies in different work areas (AOL and Time Warner). During M& A the leaders of both the company face many challenges such as cultural management,stress management, financial concerns etc. According to KPMG ,80% of the M& As fail due to improper handling of Change Management.

"An acquisition …,with on firm purchasing the assets or shares of another, and with the acquired firm's shareholders ceasing to be owners of that firm." (Creating Value from Mergers and Acquisition The Challenges,Sudi Sudarsanam,p.3,).The M&A process has five stages:

a. Corporate Strategy Development;

b. Organising for acquisitions;

c. Deal structuring and negotiation;

d. Post-acquisition integration; and

e. Post-acquisition audit and organizational learning.

Rationale behind the Study:

Research Scholars have studied and explored various cultural, social legal, financial and other factors of success and failures, processes, challenges faced in acquisition of Jaguar Land Rover and Daewoo Commercial Vehicles Company by Tata Motors independently. But the literature lacks a comparative study of the said acquisitions within the Tata Group.

It leads to questions of like-what they did, how they did, etc.?

Research Methodology:

Data Type: Secondary and Primary

The methodology includes comparative study of the two firms and provides a deeper insight and understanding in the subject through experience sharing by one of the Key Management Expert who was closely associated with the relevant processes in both these acquisitions.

Comparison between Tata Motors - Daewoo Commercial Vehicle Company and Jaguar Land Rover:

TATA DAEWOO IN SOUTH KOREA

TATA MOTORS' first cross-border acquisition was Daewoo Commercial Vehicle Company in South Korea, in March 2004. Daewoo Motor Company was a successful company in Korea having both commercial vehicles and passenger cars. The company was overtrading and fell prey to the Asian financial crisis of 1998. The businesses were broken into three parts – passenger cars, commercial vehicles and buses. Passenger car business was taken over by General Motors, commercial vehicles by Tata Motors and buses by another Korea company.

This was totally a new experience both for Tata and Daewoo as also to the Koreans. Tatas had no experience in doing business in Korea, Daewoo or Korea didn't know much about Tata or even India in terms of its business. Tata managers didn't know Korean language and the Koreans transacted their business exclusively in Korean except for some small exports they had. Tata Motors faced many challenges, a foreign firm in a developed country, different culture, different language and had no presence or reputation in Korea.

Koreans expected their company to be taken over by an American or European company. Managing expectations of the various stakeholders in Korea, namely, employees, union, customers, suppliers, creditors, and government were major challenges faced by Tata.

TATA MOTORS' approach was one of leading with trust. It retained the entire local top leadership team and deputed only a few selected senior managers from Tata Motors. It assured continuity of employment and employee benefits. Tata Motors was financially sound and could extend financial support both directly and through its bankers. Tata Motors encouraged and facilitated joint development of products and this facilitated harmonisation of relationship between the human resources under Tata both in India and Korea.

In keeping with its Corporate Social Responsibility traditions Tata Daewoo identified itself with the local community.

Investments were made both for expansion and modernisation of facilities. This helped all stakeholders – the employees, the customers, suppliers, government and other agencies to extend all support.

Transition of Korea operations into the Tata fold were further facilitated by the implementation of Tata Code of Conduct to further strengthen the values and ethical business governance on the one hand and that of Tata Business Excellence Model in pursuit of business excellence. These paved the way for sustained growth and success.

JAGUAR LAND ROVER IN THE U.K.

TATA MOTORS' acquisition of Jaguar Land Rover (JLR), a journey from the East to the West was a new experience in many ways than one. This was larger and riskier. In a pyramid of passenger cars Tata Motors catered to the bottom layer in keeping with the stage of development and market conditions obtaining in India. JLR is in the business of manufacturing luxury cars in the U.K. and marketing these basically in the developed markets of the U.S., U.K. and Europe.

Some media observations referred to:

- Tata Purchase of JLR – a dicey gambit
- Tata will soon learn how many billions luxury car makers must invest to stay current in myriad of technologies

Since Ford named Tata as the preferred bidder in January 2008 Tata shares fell over 25% by March 2008. Tata's five year credit default swaps, reflecting the rising default risk of its bonds, have more than doubled by April 2008.

In the midst of these adverse conditions, Tata was required to gain acceptability and trust not only of the employees and the Union but also the suppliers and dealers in the U.K., Europe and the U.S. They were afraid JLR might lose its "premium-ness" under its Indian company.

Besides, Tata and JLR had together to manage:

- Transition from a Ford unit to a "stand alone business"

- Significant product creation activity for growth

- Transition of the Financial Services business from Ford credit to Tata/JLR's own arrangements with Financial Services providers (passenger car sales are deeply tied to the financial services that the seller can put in place, more so in the developed countries).

- Complex IT environment, first phase "clone and go" with Ford systems and second phase upgrading the IT infrastructure into ERP (SAP), PLM, CRM etc.

Unfortunately, however, the external environment turned so violently with the global financial crisis of 2008-09. JLR which was turning around slipped deep into the red. This is amply illustrated by the fact that in first five months of 2008 JLR made a profit of Pound Sterling 275 million and in the next seven months it made a loss of Pound Sterling 565million thereby ending the year with a net loss of Pound Sterling 289 million.

Market for premium industry segment cars fell by over 25%, competitive incentives being showered on the customers increased by 50 to 100%, residual value for cars fell by 15 to 25%, consumer credit availability dried up and currency volatility made cross border business highly risky and unpredictable.

In its journey of transitioning JLR into Tata fold, the adverse economic conditions were converted into an opportunity to drive home the points to the senior management as also the workforce at JLR that:

• JLR's break-even point was too high, and

• JLR did not have sufficient cash resources to weather such unexpected external shocks.

And, this enabled the top management at both Tata Motors in India and JLR in the U.K. to put together joint teams of Tata Motors (only at a very senior leadership level) and JLR to undertake a major initiative to evaluate and benchmark the underlying structure of JLR business. It was not easy to get a buy-in for such an initiative from senior managers and employees at JLR. In this effort Tata Motors and JLR was ably assisted by two leading consultants – Roland Berger of Germany on the engineering and automobile industry front and KPMG based in the U.K. on the processes and management structure at operational levels.

This initiative on restructuring/transitioning JLR business in meeting the new challenges helped to:

➢ Improve Revenue Growth,

➢ Realign cost structure and breakeven point, essentially by switching operational costs from fixed cost to variable cost

➢ Improve Margins and profits,

The strategy included continued investments in product development with a view to be ready to meet market demand once the economies of the target countries turn positive.

A major area of risk for the continuity and sustainability of JLR's business was its total dependence on Ford and some of the European car manufacturers for the Engines that go into the manufacture of JLR vehicles. A new Engine Factory was established on a green site at Wolverhampton in the U.K. and this Unit now supplies the Engines that go into JLR vehicles.

Apart from strengthening its market position in its traditional markets, JLR has now made serious inroads into the Chinese market which also added to its volume and profitability. With the increase in volume of business in China JLR now has a joint venture with a Chinese automobile manufacturer to manufacture and sell some of the JLR range of vehicles in China.

In the initial years after the acquisition of JLR, Tata Motors and some of the Group companies had to extend financial support amounting to over a billion pound sterling. JLR with improved operations have since been able to fully repay all the loans.

At the end of the day nothing tastes as success and the only evidence of success in business is sustained growth in volume, revenue and profits. These are:

FY13FY14FY15FY16

Volume ('000)
372 430 461 521

Revenue (Pd.Stg.Million)
15,784 19,386 21,866 22,208

EBITDA Pd.Sg.Million)			
2,402	3,393	4,132	3,313
EBITDA margin			
15.2%	17.5%	19.9%	14.9%
PBT (Pd.Stg.Million)			
1,675	2,501	2,614	1,557
PAT (Pd.Stg.Million)			
1,215	1,870	2,038	1,312

JLR continues to operate in the U.K. as a separate legal entity and Tata Motors receives dividends regularly from JLR to compensate for their investment. Since JLR is a 100% subsidiary of Tata Motors, Tata Motors Group financial statements are also published on a consolidated basis.

Conclusion:

The study shows that Tata Motors' acquisition of Daewoo and Jaguar Land Rover is a transition journey which starts with business opportunity as identified by the eminent Management of the Tata group. It had to deal with certain Social, Cultural,Economic and Human factors during the Transition Stage, which had been professionally tackled by the Senior Management of Tata Group.

However ,Post acquisition Financial Results very much indicate the fact that the efforts taken before and during the transition have been successfully resulted in achieving the business goal of earning profits and hence proving the transitions successful ones.

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The Relationship between Spiritual Intelligence and the employee: A conceptual analysis

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Abstract

In the 21st century, globalisation has revolutionised the world and impacted all aspects of life, thereby increasing the complexities of life. To survive and compete successfully in this turbulent environment, organizations require employees to be proactive, show initiative while engaging with their role and remain committed to performing at high standards (Bakker and Leiter, 2010). Today spiritual intelligence (Gardner, 1993), is an important concept to consider when dealing with changes at work and improving performance. It is the intelligence sans boundaries, the ultimate intelligence. Chandler Lee (2005) mentioned that, in the new, modern and more productive organizations, employees have reported feeling isolated, devalued, dehumanized, and exploited. These feelings act as barriers for the optimal productivity of the employee.

The development of spiritual intelligence and its various dimensions can equip employees deal with such barriers effectively. Through this paper the author has selected four specific employee related variables and attempts to investigate the potential relationship between them and spiritual intelligence.

Key Words:
IQ, EQ, SQ, Employee empowerment, Job engagement, Organisational Commitment, Employee happiness

Introduction

During the early 20th century, it was believed that Rational intelligence (IQ) was related to success in life. Later, in the mid-1990s, it was propounded that emotional intelligence (EQ) is responsible for faring well in life. However, at the end of the 20th century and beginning of 21st century, spiritual intelligence (SQ) was considered as the ultimate intelligence. This umbrella intelligence which includes IQ and EQ, allows human beings to be creative, adaptive and enable moral judgements, listening to the inner voice. Human brain is wired for activation and utilisation of SI but in most cases it remains dormant, missing out on a richer quality of life.

Intelligence

The beginning of intelligence theory goes back to Plato and Socrates who reasoned that intelligence would always organize things in the best possible way. Darwin and Galton added that human intelligence is evolutionary and contributed to the degree of success people have in life. Different psychologists like James Cattell, Alfred Binet, Lewis Terman, David Wechsler, Charles Spearman, Louis Thurston, Donald Hebbs, Guilford, and Howard Gardner have formulated various definitions of intelligence. "Today, the nature of human intelligence is considered one of the most controversial and highly debatable areas of psychological theory and research" (King, 2008).

A summary of the definitions reflect that human intelligence is an evolutionary and developmental capacity that is qualitative and of multiple kinds used for adaption to the environment through assimilation and accommodation. It gives humans the analytical, creative, and practical abilities to live successfully by solving problems, creating products, and delivering outcomes within a specific culture.

Till the mid-1990s, the much talked concepts in psychology were IQ, and EQ. Rational intelligence (IQ) is logical, problem-solving intelligence.One of the most popular measures are the Standford-Binet Intelligence Scales. Earlier, it was taken as a sign-post of people's ability. However, today it no longer holds true. Brewer, Mark, Dr. (2008)endorses that people who successfully tackle the big issues of life are not necessarily blessed with significant mental aptitude. They possess something more than sheer intellect.

Goleman, Daniel (1998) referred to emotional intelligence (EQ) as “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well ourselves and in our relationships”. A comprehensive theory of emotional intelligence was proposed in 1990 by two psychologists, Peter Salovey, at Yale, and John Mayer, defining emotional intelligence in terms of being able to monitor and regulate one’s own and others’ feelings, and to use feelings to guide thought and action.

Spiritual Intelligence

By the end of the 1990s, advances in psychology and neuroscience identified Spiritual Intelligence (SQ) as a further dimension of intelligence that is even more significant i. e. Intelligence of the 21st century.

Before defining spiritual intelligence, it is important to establish what it is not and define a few key terms. Spiritual Intelligence is not spirituality or religion, nor is spirituality synonymous with religion. Religion is characterized by a class system that delineates the spiritual leaders and followers of the doctrine (Hildebrant, 2011). It is focused on the rituals and beliefs with regard to the sacred within institutional organizations (Armam, 2009), and is defined by a specific set of beliefs and practices, usually based on a sacred text, and represented by a community of people (Wigglesworth, 2012).

Many people are “spiritual” without being “religious” in that they do not participate in organized religion, while others are “religious” without being “spiritual” in that they participate in the necessary rituals and creeds but their ethics, morals and day-to-day living do not match their professed beliefs. (Delaney,2002).

Spiritual Intelligence is an ability of an individual to act purposefully, to think about the sacred or divine force and to deal effectively with his/her environment through his/her religious faith and practises. This newest intelligence or Spiritual Quotient comes from the Latin word ‘Spiritus’ which means ‘the vitalising principle of an organism’, coined by Danah Zohar and Ian Marshall in 2000. According to them, this new intelligence gives us access to a deep meaning, fundamental values and a sense of abiding purpose in our lives and the role that the values and purpose plays in our lives, strategies and thinking processes.

Wigglesworth, Cindy (2012) defines spiritual intelligence as “the ability to behave with wisdom and compassion, while maintaining inner and outer peace, regardless of the situation”. SQ is the central and most fundamental of all the intelligences, because it becomes the source of guidance for others, being an integrating intelligence, linking our rational and emotional intelligences. In simple terms, it can be stated that a man with high SQ not only responds appropriately in a particular situation or circumstance, but he also analyses as to why he is in that situation and how can better that situation. High SQ enables a person to operate beyond the boundaries.

Spiritual Intelligence is used to solve problems about life meaning and its values and questions will be created in mind such as “does my job improve my life?” and or “do I share in the people happiness and mental relaxation?” (Vigels Worth, 2004, quoted Sohrabi, 1385). Some individual features that are useful for the benefit of spiritual intelligence: wisdom, integrity (completeness), compassion, having a holistic view, friendship and love, having open mind and flexibility. (Zoher and Drike, 2000).Brewer, Mark, Dr. (2008) states that “the spiritual intelligence is available to everyone- yet only a handful of people ever take advantage of it.

SQ and The Brain

The empirical foundation of SQ is in neuron biology. It has been significantly proven that the unifying feeling originates in neuron oscillations in the temporal lobe. Further, the scientific and neuropsychological evidence for SQ has been put forth by identifying a God-spot or a God quotient (GQ) in the human brain. (Persingers M, 1996) and (Ramchandran, V.S 1990) Neurologically SQ is distinct from IQ and EQ. Whereas IQ and EQ are localized in opposite hemispheres, SQ is associated with hemispheric synchronization and whole-brain activation. The capability for SQ is hard-wired in the brain, but conscious intention is required to activate it. Bowell, Richard A. (2005)

Working of Iq, EQ and SQ

Although the human brain is designed to synchronise the working of all the Quotient. Each Quotient has its own strength and functions separately.Thus, there are many combinations with varying degrees. e.g.; While one person can be high in IQ but low in EQ and SQ, another may be high in EQ but low in IQ and SQ.

Development Of Intelligence

Among the three types of Intelligence, rational intelligence is inborn, whereas EQ and SQ need to be developed through training. Any intelligence is strongly co-related with age, but there is nothing guaranteed specifically of EQ and SQ development. Individuals inherently possess the ability to enhance their EQ and SQ with age but it has to be supplemented with the requisite efforts

In most cases, development of EQ and SQ occurs simultaneously.A certain amount of EQ is necessary for SQ to develop, and SQ also in turn, serves as catalyst for further development of EQ. Thus, a virtuous cycle is formed. Individuals with high SQ are able to lead a more fulfilled life, finding deeper meaning and purpose of their lives. They operate from positivism, put in their best efforts, derive joy in helping others and thereby improve the society by using a higher dimension of intelligence. Since they are able to employ their IQ and EQ better, they are creative, adding value to own as well as others' lives

Definitions Of Spiritual Intelligence At Work

Wiersma (2002) states that a person who carries the meaning of spirituality in his work will feel that his life and work are more meaningful.

Amaram (2005) states that spiritual intelligence involves a sense of meaning and has a mission in life "the meaning in the sense of life sanctity", a balanced understanding of the material value, and hopes a better workplace and world.

Tee et al; (2011) In the workplace, spiritual intelligence helps employees in the context of relationships and aligning personal values with clear objectives which indicates a high level of integrity in the work.

Spiritual intelligence is applied when employees want to use the spiritual capacity and resources for taking critical decision and reasoning in entity issues or the effort to solve daily problems (Emmons, 2000; Zohar & Marshall, 2000). Zohar and Marshall.

Some of the outcomes of the development and practice of spiritual intelligence, include an ability to stay calm and focused in the face of crisis and chaos, a more selfless and altruistic attitude towards others and a more enlightened and relaxed perspective on life, skills that many employees need in stressful work environments. While many people think there is nothing spiritual about work and the workplace, there are many areas of working life in which spiritual intelligence can be applied.

Implementation of spiritual intelligence and spirituality in the workplace and social organizations will increase efficiency and productivity in them but unfortunately, this is often forgotten in the today's technological society.

Moreover, despite scientific and ethical importance, many organisations do not consider the mental health status of employees in the workplace and therefore there is no education for staff on how to promote mental health.

Spiritual Intelligence & Employee Variables

Employee Empowerment

According to Zohar and Marshall (2000), spiritual intelligence is supreme intelligence that indicates significant and valuable problems in solving relevant problems. Decision-making is very important in an organization, especially in the activities of employees empowerment, it means that decisions which are taken by an employee on the power to take decisions to make them more cautious in making a decision.

Empowerment is a multi-faceted concept. It is a means of building trust between employees and management. There are two characteristics of empowerment. Firstly, employees are encouraged and in fact authorized to use their own initiative, and secondly, they are also given the resources to make decisions based on their creativity and innovation. Through Empowerment organizations can make changeswhich are needed in order to excel and be able to survive in the increasingly tight competition.

Nilmawati (2003) argues that through empowerment one can understand why and what is happening in the organization, because employees are more involved in decision making and given enough authority and responsibility in completing tasks.

Based on the research studies Esmaiil (2014) states that for the success of empowering employees, it is necessary to identify and select employees who have spiritual intelligence. This is so, because employees who have high spiritual intelligence,will have high level of awareness and work with full devotion and responsibility.

Job Engagement

Engagement is an emerging psychological construct that purports to measure how much a person is into their job. Engagement is an example of a recent approach to psychology, stemming from the positive psychology movement espoused by Seligman (1999).

Scholars in the field of work and organizational psychology have become increasingly interested in employees' optimal functioning and positive experiences at work (Luthans, 2002). For example, in addition to burnout, scholars have become attentive to its complement: work engagement. Currently, there is a debate regarding the construct definition of engagement. Some believe that it is simply the opposite of burnout, whereas others believe that, engagement is more complicated and is obliquely related to burnout, but not its opposite (Britt et al, 2005; Maslach et al, 2001; Schaufeli et al., 2002; Shirom, 2003).

The concept of engagement can be traced back to Kahn (1990). He defines personal engagement as ''the harnessing of organization members' selves to their work roles'' and adds, ''in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances'' .

Work engagement is defined as a "positive, fulfilling work related state of mind that is characterized by vigour, dedication and absorption" (Schaufeli et al., 2002).

1) Vigour refers to high levels of energy while working.

2) Dedication refers to an intense work involvement and encompasses feelings of inspiration, pride, enthusiasm, significance and challenge.

3) Engagement is absorption, characterized as being totally focused on one's work such that time appears to pass speedily and one finds it increasingly difficult to detach oneself from work.

In short, engaged employees work hard; they are enthusiastic about their work; and are fully immersed in their work activities (Bakker and Demerouti, 2008). Engagement is an emerging psychological construct that purports to measure how much a person is into their job. Engagement is an example of a recent approach to psychology, stemming from the positive psychology movement espoused by Seligman (1999).

However, there has been a relative silence on the underlying mechanisms through whichengagement has been affected from psychological point of view. Very few isolated studies try and highlight spiritual intelligence as a mental process underlying job engagement.

Torabi and Javadi(2013) have identified three dimensions of spiritual intelligencenamely; critical existential thinking, personal meaning production and conscious state expansion relatedto job engagement in a statistically significantly way.

Job Satisfaction and Organisational Commitment

People should choose a job to provide a good life for themselves and their families. Job is considered a tool which helps people to reach their aims.But, the important issue is that whether a person is satisfied with his job. According to Locke, job satisfaction is a good feeling caused by appraising different aspects of one's job. Job satisfaction is also crucialbecause it leads to a decrease inemployees 'absenteeism and an increase in employees' turnover intentions.

Mottaz has defined job satisfaction as an emotional response to appraisal of workplace conditions. Various dimensions have been introduced for measuring job satisfaction. Six dimensions developed by Stamps and Piedmont (1986) are as follows:

1) Pay: refers to the amount of money received by employees

2) Autonomy: refers to the independence and freedom in the workplace

3) Task requirements: refer to activities that should be done in a job

4) Organizational policies: refer to managerial and organizational policies and procedures

5) Interaction: refers to opportunities when employees are able to communicate with each other,

6) Professional status: refers to overall importance of a job perceived by an employee himself or by others.

People who are spirituality intelligent link their daily life to their work. They seek value and meaning in their work and try to achieve desirable results. Thus, it sounds like that people who are spirituality intelligent will be satisfied employees in workplace. Further, in service industry, findings established positive impact of job satisfaction on employees' performance and also on customer perception of service quality. It is accepted that satisfied employees deliver better services to customers who increases customers' loyalty. Thus, having loyal customers in today's competitive market increases organizations' profitability.

The concept of organizational commitment refers to employees' loyalty to their organizations and a process that employees cooperate in organizational decision making. During time, researchers introduced three dimensions for organizational commitment as follows:

1) Affective commitment: refers to the sense of dependence that employees have to their organizations,

2) Continuance commitment: refers to inclination of employees to remain in their organizations because of the negative consequences of leaving their organizations like being unemployed,

3) Normative commitment: refers to the sense that employees considerthemselves as members of a family. In this case, employees remain in their organizations and try to do their jobs well.

Spiritual intelligence significantly and positively impacts job satisfaction and organizational commitment. It has been established that organizational commitmentleads to reduction in staff turnover intentions, and improvement in individual and organizational productivity.

Employee Happiness:

The truth about human beings and human relationships is that, people should be seen as human beings, not objects for organizations to achieve their goals. The need to address the issue of happiness and its causes in the organizations is that happiness leads to increase in positive emotions thereby increasing productivity with the reduce negative emotions.

Making a healthy society and dynamic and joyful organizations and generally to increase positive emotions need to strategies to can save society and people life from stagnation with developing skills to live happy and to be happy in the organizational space of the factory. This issue not only can make work environment as a creative and dynamic and growing environment but can affect the staff family and put them in line with organizational goals.

Happiness in life is a goal that everyone seeks and happiness at work is one of the major happiness aspects in life. Consequently, organizations can use it as a strategy to stimulate and maintainthe best assets of their employees. Most people are happy at work. When manpower in the organizations and factories are happy and healthy, definitely their effectiveness will be increased.

Researchers of industrialized countries have found that extraneous variables like adjusting lighting, temperature, and humidity and surrounding noise has a direct effect on individual efficiency. Hence, a very effective way to increase productivity in the workplace is using happy employees. Happy people are optimistic while doing everyday activities and have more remedial power when faced with minor and major problems of life. In other words, happiness appears to be contingent on one's environment (Ceske, 2008).

Happy people have physical and mental health and live longer and in terms of social and career success, gain more success (Frish, 2006). Schuarz and Starck believe that happy people are who have optimistic and happy orientation in the information processing; it means they process information so that lead to their happiness.

Spiritual Intelligence is related to Happiness Quotient. There is a significant relationship between Spiritual Intelligence and certainvariables of staff happiness like; transcendental consciousness, forgiveness, and spiritual experiences. Staff happiness has a positive correlation with the transcendental consciousness, forgiveness and spiritual experience respectively.

Generally, the word 'transcendental' implies a capacity for going beyond knowledge, consciousness and human experience, particularly in a religious or spiritual approach. In this approach, human experience is not limited to physical, psychological and social aspects but to develop a supreme and transcendental self, accepting responsibility for one's actions.

According to Emmons (2000) the involvement of several virtue behaviours such as forgiveness can be a sign of spiritual intelligence. Although the topic of forgiveness is central in the all major religions but it is only recently that psychologists have used it as a tool to cope with the pressure, especially in situations where a person has been wronged. Forgiveness reduces the subjective and objective indicators of stress which can have a significant effect on the staff happiness.

Spiritual experiences include experiences such as feeling of unity with nature and a sense of deep relaxation and going beyond time and place. This component also is provided in the majority of definitions as other components of spiritual intelligence. Achieving objectives needs to prayer and invocation and know God observer in the all stages that this can have significant impact on the staff happiness.

Conclusion

Intelligence including spiritual intelligence represents a set of skills and abilities that each of them will be active and rated differently in different social and historical contexts (Emmons, 2000). Accordingly Zoher and Marshall (2000) argue that intelligence causes a person to find deep vision against the life events and not afraid of the life hardships and deal with them by patience and thinking and find rational and humane solutions for them.

Newer research studies are ascertaining the role of spiritual intelligence role in the organizations and job domain. The development of spiritual intelligence helps people assess their jobs and have compassionate feeling towards themselves and others. Happiness and positive morality has good effects for individuals e.g.; they increase the patience of people, raise the quality of communication, people will be more altruistictowards others, have better job performance, work better and can better solve life problems.

Implications

What good is the study of SQ? Goals:

1. Create an SQ language - with clear definitions (showing synonyms from many belief systems) -that would help create an understanding among the people of our nation.

2. The second goal is to create a competency-based language that helps people assess where they are and where they want to go in their own spiritual development.

3. The third goal is that the faith-neutral language of competencies will make SQ acceptable for discussion in the workplace…the place where most of us spend most of our time… individual and group SQ growth – creating more meaningful work, improved products and services, and ensuring responsible academic and corporate behaviour. This can be achieved by planning various seminars and workshops.

4. All institutions, corporates, etc. are striving to reach the same goals: peace and love. Perhaps with a more neutral language for SQ one can see the commonality and work together towards getting there. Finally, the development of SQ will not only benefit individuals, it will also the companies they work for and benefit their families, communities, and ultimately the nation at large.

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A Conceptual Study on Individual Talent: A Boundary-less Talent Management in the Organization

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Abstract

Talent management has evolved from a simple HR process focused on recruitment and selection to a methodology encompassing HR practices that explore how the human capital in an organization can be utilized for competitive advantage (Lawler, 2008; Collings and Mellahi, 2009).By focusing efforts on nurturing the talent of the top 10% of senior employees' talent management has limited its chances of success to the few, and will be unlikely to impact greatly on organizational performance as a whole. In strong contrast to the approach of fitting talent to the roles that the organization needs filling. By focusing on the environment and liberating talent, managers must ignore the clarion call to focus on what the organization wants (Powell and Lubitsh, 2007). **Boundary-less talent shifts the focus of talent management from External by selection to inclusion and liberation of the individuals' talent, within the context of the organization as a whole, which may include the management of talent that is both internal and external to traditional organizational boundaries.** In this research paper, researchers have attempted to study "Individual Talent" as a Need of redefining & Re Contextualizing Talent Management System in the Organization It will also offered the results; findings and implications derived from Review of literature.

Key Words: Human resource Management, Talent Management, Boundary-less Talent Management System

Introduction:

In common parlance, human resources means the people. Michael J. Julius has defined human resources as "a whole consisting of inter-related, inter-dependent and interacting physiological, psychological, sociological and ethical components. "Thus, HRM can be defined as a process of procuring, developing and maintaining competent human resources in the organization so that the goals of an organization are achieved in an effective and efficient manner. In short, HRM is an art of managing people at work in such a manner that they give their best to the organization for achieving its set goals. (Agrawal, 2010;Collings and Mellanhi, 2009).

The word "talent' is derived from the Greek word talented', which means "balance, sum, weight," was an unit of weight, in gold and silver, which was used as a legal tender in the trading transactions of ancient era. The word talent' used today to denote the capacity of achievement or success and or ability in varied fields of the arts and science (www.studymode.com)

Most succesfull organization know that retaining top-performing employees is just as important as bringing them in the door. Hiring that focuses on talent achieves both goals, because finding and nurturing talent ensures retention. Talented People see problems as mere challenges and seeks out opportunities for greater efficiency and innovation. Matching those gifts with the right position and the right company can exponentially improve results.

Talent attracts talent:

Top performers feed off others like them. You get high-functioning teams, composed of people who want to do more. Stronger collaboration. Greater productivity and efficiency that improves business outcomes and increases profitability. Imaginative ideas that foster business growth and customer satisfaction. Bolder vision.

That's the environment talented individuals cravea workplace that lets them rise to their true potential. When you hire talent, you're helping ignite their motivation.

Increase in job satisfaction gives more retention and makes you a sought-after employer. When you hire talent, not just employees, your company is ready to take on the future. [www.zenithtalent.com/the-importance-of-talent]

Concept of Talent Management

The term talent management was first emerged in the late 1990s and was popularized when a study completed by researchers within McKinsey and Company. The Company had revealed that Talent Management was not "best" practices that distinguished high performing companies but it was a pervasive talent management mind set (Michaels, Handfield-Jones, & Axelrod, 2001).

In simple words, talent Management refers to the process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. It is a process that emerged in the 1990's and continues to be adopted, as more companies come to realize that their employee's talents and skills drive their business success, The term talent management means different things to different people. Talent Managementhas become one of the most important buzzwords incorporate HR and Training today (Ms. Kinjal Bhatt, 2015)".

Boundary-less Approach to Talent management

The creation, recognition and imposition of boundaries are congruent with notions of modernism and positivistic thinking. This epistemological stance underpins conventional strategic talent management that are predicated on assumptions of the possibility of clearly definable categories and representation, linearity, scientific rationality and an attempt to couch everything in objectivized assessment and measurement. Boundaries also contribute to the representation and reproduction of labels such as 'insider' and 'outsider'. In talent management terms such labelling may result in individuals being categorised as 'talented' or 'untalented'. Such linearity fails to capture the 'messiness' of organizational life and does not reflect the subjectivity associated with identifying and developing talented individuals. Moreover, the exclusivity associated with mainstream talent management initiatives can result in 'othering'. Othering is a process whereby:

"…through, discourse or representation, a particular identity or set of characteristics is produced for, and transposed onto, another person, group or object… This can often have the effect of diminishing a person's sense of feeling human and their overall sense of integral identity." (Stokes, 2011).

A Model of Boundary-less Talent management

Re-contextualised talent can be re-categorized as follows:

Strategic Talent : A capability that has been recognized as important in the delivery of strategic objectives, resulting in additional investment and recognition usually within the organizational setting. Significantly in the boundaryless talent management model this is recognized as 'current strategic talent' in recognition that the strategic talent requirement of the organization is essentially temporal in nature and will change over time.

Talent Within : An individual's capability that has been recognized and may be regarded as strategic talent as the needs of the organization change. Talent Within may also take the form of Expert Talent which emerges as an individual's knowledge, skills and ability are developed. On the proposed premise that all individuals are talented in some way organizations need to help employees release their potential by creating job roles around the talents they possess. The individual has a responsibility to be aware of their talent and develop their capacity to use it. Boundary-less Talent management requires organizations to build processes to identify, develop and manage the Talent Within as well as working with individuals to enable them to identify their own talent and understand how best to use their strengths in the workplace. Leaders must help integrate the needs of the individual with that of the organization in order to create an environment in which individual goals are achieved in accordance with organizational objectives.

Expert Talent : Individuals that are recognized as being experts in their field are occasionally recognized by organizational talent management processes if their expertise is considered to be strategically important; most often in areas of engineering, science & academic research.

However, an individual's expertise is most usually recognized outside of traditional talent management processes, and indeed outside of the organizational context. Just as academic journals are peer reviewed, so too is the expertise of an individual. Expert Talent may be acquired by an individual through education, training or through experience. Expertise might be recognized in a local setting, such as a club or group to which they belong, or more widely through their delivery of seminars, lectures, articles, books, journals or social media. Their expertise will usually be in a niche area such, but may translate from one area in which they have recognized talent into another area of expertise. For example, sports personalities very often become leadership and management coaches transferring their experience in the sporting arena to expertise in the organizational setting.

Figure: 01Model of Boundary-less Talent management

(Source: DemetrisVrontis and Alkis Thrassou,2013) Cambridge Scholars Publishing)

Genius Talent : A capability that is considered to be extraordinary, difficult to replicate and beyond the capabilities of those who can gain a perceived value from the talent. It is well known that Albert Einstein, someone who is generally acknowledged as a genius when measured by the norms of academic achievement actually was considered a failure at school. The fact that his discoveries, theories and experiments have added something above and beyond the norm suggests that his 'talent' is extraordinary. Where individuals are recognized, as being Genius it would appear that their capability is a result of a combination of heightened natural ability and their environment.

These factors result in the individual contributing something that is valuable beyond that of those who can gain a perceived value from the talent. For example, Einstein's Theory of Relativity does not add much value to HR, but even someone who does not understand the theory or its implications recognizes his talent. Moreover, Genius Talent has an individualistic element that no amount of training, development or experience can replicate; the elusive X-Factor. A person either has the capability to do something that way, or you do not. Genius talent has a quality that, to our knowledge, only the Genius holds. Genius Talent is readily accepted in fields such as music, arts and in sports.

In any field of expertise, corporate, academic or sport there are those who not only work hard but also demonstrate another level of talent, to that which others would struggle to achieve, regardless of development and experience. Genius is perhaps less applied in organizational or corporate realms but it is perhaps not unreasonable to suggest that there is scope to do so.

Unrecognized Talent : Unrecognized Talent presents perhaps the greatest challenge within the status quo of extant strategic talent management systems. It is, of course, possible that this form of talent may, when seen and identified, take any of the above-mentioned forms. In other words, akin to the tale of Einstein's life, a genius, for example, may be occluded and not facilitated by organizational processes. It is, it should be stated, also the possibility that those individuals with talent that has not been recognized do not wish that skill or capability to be publically seen. Even less, may they want it to be managed or employed for their organizational lives? One of the ways in which Unrecognized Talent might be nurtured or coaxed will be to rethink the ways in which the scan for talent traditionally takes place.

There is a real need for spaces to be created that engender and facilitate willing talent to be presented and shown in a manner in which it is, itself, comfortable with. This mean inevitably, as indicated above, as in the cases, for example, of Semco and Oticon, the introduction of processes that are shaped round individuals and groups of individuals rather than artefacts, structures and products. (DemetrisVrontis and Alkis Thrassou,2013)

Remodelling Talent Management:

The purported 'War for Talent' is therefore a war for capabilities that are perceived to be in short supply and also perceived to be of value to organizations in driving performance and strategic objectives of an organization. The below model outlines a synthesis of the current approach to talent management in organizations; Perceived Value The Perceived Value axis shows whether the talent of an individual is higher or lower value within the organizational setting.

The Context axis relates to whether the talent is considered to be of value at an operational level or at a strategic level. This generates four quadrant:

Perceived High Value / Strategic Context: Strategic talent management – A capability that has been recognized as important in the delivery of strategic objectives resulting in additional investment and recognition usually within the organizational setting. For example, Leadership Development Programme Participants (Collings and Mellahi, 2009).

Perceived High Value / Operational Context: Recognized Talent High Potentials : A capability that has been recognized as important in the delivery of tactical objectives, resulting in additional investment in training and development. For example, High Potential and Apprenticeship programmes.

Perceived Low Value in Strategic Context: Recognized Talent High Performance Working : A capability that has been recognized and is rewarded for consistently delivering performance objectives, though this may not warrant additional investment or recognition beyond that available to any who reach the required performance level.

Perceived Low Value / Operational Context: Unrecognized Talent : A capability that has not been discovered or adds no perceived discernable value to an organization's competitive advantage. This may refer to capability that is considered 'normal' or 'un-extraordinary' and, in regards to recruitment and selection, may be viewed as a low value 'easily replaceable' skill and/or area of knowledge. (DemetrisVrontis and Alkis Thrassou, 2013)

Recent Trends In Talent Management

Talent War : Finding and retaining the best talent is the most difficult aspect of Management.

Globally are facing a dearth of talented employees and it is often more difficult to retain them. Further, research has also shown that there is clear link between talent issues and overall productivity. Ms. Kinjal Bhatt ", 2015).

Technology and Talent Management : Technology is increasingly getting integrated with people development. Online employee portals have become common place in organizations to offer easy access to employees to various benefits and schemes. In addition, employees can also manage their careers through these portals and it also helps organizations understand their employees better.

Promoting Talent Internally : An individual is hired, when his abilities or skills are matched with the requirements of the organization. Next stage is learning & development in organisation This is employee retention. An enabled or empowered means an empowered organization.

Population Worries Globally : World populations are either young or aging. For example, statistics have it that by 2050, 60% of Europe's working population will be over 60! Still more researches have predicted that demographic changes in United States will lead to shortage of 10 million workers in the near future!

Talent Management to rescue HR: Hr is more about qualitative aspect then quantitative aspect. Through talent management, more effort is now being laid on designing and maintaining employee scorecards and employee surveys for ensuring that talent is nurtured and grown perpetually.

Increase in Employer of Choice Initiatives : An organization perceived value as an employer as helps improve its brand value in the eyes of its consumer. Most importantly, it helps in attracting the right talent. (R. Santhoshkumar,2013)

Asic Terms Of Research Study:

Human Resource Management:

Human resource Management [HRM] is concerned with the "people" dimension in management. Since every organization is made up of people, acquiring their service, developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true regardless of the type of organization-government, business, education, health, recreation, or social action.

Talent Management:

Talent Management as the name itself suggests is managing the ability, competency and power of employees within an organization. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of employees and developing and nurturing them to get the desired results (Senthil Kumar R., 2012). There is no shortage of talented people in the world; but there is a shortage of the right people in the right place'' emphasize. According to the Oxford (2012) dictionary, talent is defined as "natural aptitude or skill". Natural is also defined by Oxford as "existing in or derived from nature". Aptitude is "a natural ability or inclination" while skill is defined as "the ability to do something well",TM has no clear meaning''. However, a more complex definition of TM is given by Evans, as ''deliberate actions to attract, recruit, develop, and retain those individuals who, individually or collectively, have the capability to make a significant impact on the results of the firm, and whose skills are firm-specific''.

Boundary-less Approach to Talent management

According to Stokes (2011): "…usually indicates the limits of a domain or area encompassed by the confines of the boundary…. it is important not to think of boundaries as simply physical entities or artefacts. Boundaries can be created in a wide range of manners – for example, spatially, linguistically and temporally." Creating a talent management system that accommodates talent built around the individual requires some consideration. Indeed a primary issue in recognizing and working with individual talent is the need to redefine and re-contextualize talent to encompass elements that lay outside of mainstream categorizations In order to achieve this we propose that organizations should expand their notions of what constitutes talent and adopt alternative typologies such as Strategic Talent, Talent Within, Expert Talent and Genius Talent. DemetrisVrontis and AlkisThrassou (2013)

Review Of Literature:

"The War for Talent," According to McKinsey (Michaels, Handfield-Jones, & Axelrod, 2001). This study, reflecting the high tech boom times of the late 1990s, suggested that demand for talented employees exceeded the available supply, thus leading to the problem of talent shortage. HR practitioners recognized the importance of it, and as a result, excellent studies were done in subsequent years by human resource practitioners and consultants to examine talent shortages (Tarique & Schuler, 2010). As a consequence of this, the phrases ''talent acquisition, retention and management'' and "attracting, retaining, and developing talent" become popular among human resource management community.

According to Beardwell and Claydon talent management in the organizational setting has tended to develop into a strategic management tool aimed at delivering the skills and knowledge that the organization supposedly requires at a time when they believe they will require it. By focusing on recruitment and retention strategies the organization seeks to construct the future shape of the talent that the organization requires to remain competitive and deliver strategic objectives. Indeed, the emergence of the very notion of talent management developed around the same time as HRM practices started to become influential. talent management is aligned with metric-oriented and reductionist approaches of 'Hard HRM' which emphasises the deployment of the organization's human capital to achieve strategic goals and tends to dedicate less space to more critical notions of variety, irregularity, shifting boundaries and delineations (Beardwell and Claydon, 2010; Stokes, 2011).

According to Fleming and Asplund being naturally pre-disposed to an area of ability can potentially be applied to any human activity whether that is the ability to excel in science, maths, social skills, organization, child rearing, and animal husbandry and so on and so forth (Fleming and Asplund, 2008). It might indeed be argued that everybody has an innate talent at something. It is just that in our society some forms of talent are considered to be more valuable and highly prized compared to different or mundane but nevertheless important, skills such as the ability to, for example, dust and vacuum. Those talents that we possess innately (often supported by the things we are interested in) can be improved upon by training and personal development. Talent can be 'wasted' if practice and focus is not given in the area in which an individual possesses a natural gifting. Whether the innate talent is great or not, research has demonstrated that 10,000 hours or ten years of practice, coupled with feedback and opportunity can lead to world class excellence in most areas (Fleming and Asplund, 2008; Syed, 2011).

According to Korkki Attitude towards work are changing dramatically in some countries Traditionally employees rotated through a set of jobs or positions with an occupation or a company, lateral and/or horizontal movement was within the employer, and the employer invested considerable resources in training and developing employees. In return, the employees displayed loyalty to their employer and expected continued job security. The picture now is very different. Workers are frequently changing jobs or moving across employers and occupations, are taking major responsibility to manage their own careers, and assume little or no job security, regardless of performance. Employee loyalty seems to be very low, or as some would say employee loyalty seems to be dead (Korkki, 2011)

Research Gap:

A consequence of recognizing, developing and labelling a small select group as 'talent' is that it may have a negative effect upon employee retention targets. By focusing efforts on nurturing the talent of the top 10% of senior employees' talent management has limited its chances of success to the few, and will be unlikely to impact very much on managerial performance as a whole. A key lesson emerging from the above discussion is the identification, recruitment and retention of the right knowledge and skills for the organization's needs as it requires it, which will always outpace traditional talent management methodologies.

Traditional organization design and structure being replaced with more flexible matrix structures, the modern economy has seen the traditional boundaries between the organization, its' market, customer base and even competitors soften and, in some cases, merge. Globalization, collaboration between competitors, the breakdown of barriers with suppliers and the inclusion of the customer in product and service design is resulting in the emergence of the boundary-less organization and boundary-less talent

Implications:

Most of the organizations today are unable to tap into that limitless human potential because of a series of self-imposed boundaries. Unlocking this potential. **From to leadership:** Lifting boundaries isn't a matter of executive direction. It's about re-constructing management and shifting perspective from availing people what to do to getting them excited to want to do it. We don't need more managers, we need more leaders. Today, any employee can become that leader. The goal of all of this, of course, is to get a tighter grip on the organization, to enforce control. The original goal of management was simply to make sure that employees showed up to work on time to do their tasks, to not ask questions, to not cause problems, and then to leave and do that over and over again. Management wasn't focused on innovation, the voice of the employee, engagement, or creativity. That was the case 100 years ago & it's still the case in too many organizations today. This is why it's so crucial to create leadership capacity in every aspect of the business.

Valuing your Talent: valuable talent potential and repudiates unrecognized or distinct talent. Talent becomes delineated by homogenized competencies that have to be both something that can be applied over a number of dissimilar roles and at the same time provide distinct capabilities which provide the organization with a competitive advantage. The result is a contradictory talent process that permits a large proportion of the employee population to have unidentified, unrecognized and underutilized talent. The effectiveness of boundary-less talent cannot be based on traditional people measures and requires a different set of criteria. Boundary-less talent is needed in the organization due to knowledge, skills or expertise of all individuals can contribute positively to organizational competitive advantage.

Areas Which Need Further Research:

Talent management processes mean that individuals are 'chosen' as being future leaders based on their performance in their current role, Two whilst others are overlooked or denied the same development opportunities because they do not conform to current perceived leadership talent requirements or strictures. This reduces the opportunity for diversity in leadership and produces homogenized 'talent' which is restricted to a reductionist strict set of criteria. Essentially the individuals as talent or non-talent regardless of future performance potential and/or the changing knowledge and skill sets required by the organization may jeopardize future success. So one can do Research on every era of HR like Boundryless Potential Management, BoundlessRecruitment etc.

Concluding Remarks:

Talent management has evolved from a simple HR process focused on recruitment and selection to a methodology encompassing HR practices that explore how the human capital in an organization can be utilized for competitive advantage (Lawler, 2008; Collings and Mellahi, 2009). In traditional talent management an organization, and more specifically a select number of organizational leaders, hold the keys to the progression of individuals who have been selected to be part of their talent management programme. It is the organization that decides who should be included on the programme, how and when talent should be developed, and what opportunities the individual will have to pursue to release their talent potential. Trying to control the talent, rather than offer support and nurturing means that the talent may become stifled and fail to deliver its full potential. However, successful talent management is not about controlling access, rather it is about creating a work environment in which employees are engaged and feel valued for the contributions they make (Altman, 2008) To achieve enhanced organizational effectiveness it is recommended that talent management strategies adopt an inclusive approach which is focused upon liberating talent potential within the organizational context. This has resulted in the emergence of new career structures and employment pathways that in turn have produced a world, which is more rhizomatic, than, fixed in nature. By focusing on the environment and liberating talent, managers must ignore the clarion call to focus on what the organization wants (Powell and Lubitsh, 2007). Boundary-less talent shifts the focus of talent management from exclusion by selection to inclusion and liberation of the individuals' talent, within the context of the organization as a whole, which may include the management of talent that is both internal and external to traditional organizational boundaries.

Managing talent outside of traditional perceptions of organization boundaries is a substantial challenge for modern entities but not one always recognized. Inherent in this are a number of tensions including the paradoxical need to collaborate yet compare, to protect intellectual property yet share knowledge to grow; and the need for companies to retain talent but move in and out of boundaries in order to fully release their talent potential. These create new challenges for managing talent and necessitate HR policies and procedures that are flexible, creative, inclusive and diverse. This discussion has proposed that Boundary-less Talent Management to be considered as a soft-HRM approach and not only encompasses the traditional proposition of strategic talent management which focuses on those regarded as strategically important but also encompasses the employees which offer talent potential which is outside of the 'norm' that is to say Expert, Measuring the effectiveness of boundary-less talent cannot be based on traditional people measures and requires a different set of criteria. Boundary-less talent is desired in the organizational due to knowledge, skills or expertise of all individuals can contribute positively to organizational competitive advantage. Rather it is designing and advocating an alternative to the limitations and myopias of existing approaches. Perhaps a key reality and challenge of motivating and managing the performance of talent potential comes if the individual's talent has no commercial value. In these instances other areas of performance, such as their competence at the task in hand, the support they give to their peers and colleagues and their awareness of the organizational requirements, will need to be assessed.

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Implementation of Best Practices In Boundary-less organizations: a Study of challenges in the Indian context

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Abstract

This is an era of ever-changing business scenario, rapidly evolving technologies and new products becoming obsolete in days. The success in this new economy is entirely dependent on innovation and rapid adaption to change. To combat this new order, companies are involved in a variety of actions such as product innovation, reinvention of marketing strategies, strategic alliances etc. To keep up with the speed of the change, the organizations are swapping vertical hierarchies with horizontal networks; connecting traditional functions of the organization through inter-functional teams; and forming alliances with competitors.

A single word has come to embody this approach: "Boundary-less Organization." General Electric was the first company which started implementing this approach way back in 1990s. But boundary-less in India presents unique challenges for the organizations. If we take Hofstede's Cultural Dimensions Theory, India is a collectivist, high power-distance country with high uncertainty avoidance. Eliminating boundaries will lead to loss of authority and thus more confusion. Also, the roles are not clearly defined which presents ambiguity in taking responsibility. This paper aims at studying these challenges in depth and coming up with pragmatic solutions.

Keywords:

Boundary-less organization, India, Hofstede, change, innovation, challenge

Introduction

This is an era of constant creation, evolution, innovation and disruption. If there is one word which can embody and truly reflect the spirit of today's business scenario, it is 'Change'. The technology is changing every day. New products and technologies are introduced every week. A trending product becomes obsolete in a couple of weeks. Product life spans are reducing, economies are facing unprecedented challenges, the world is moving from local to global and again back to glocal, major countries are moving away from trading blocks, terrorism, fluctuating oil prices etc. are affecting the business and last but not the least, the internet and social media have provided the organizations a greater reach to the customer base and given a voice to the common man to raise their concern. Some of these things as well as other factors are creating a lot of uncertainty in the environment. And organizational experts have come up with a solution to handle this constant change. The solution is 'boundary-less' organizations. If we consider some of the prominent trends of year 2015, they are without boundaries,the Internet of Things,Cloud services, 3D printing, big data analytics and smart machines. As the boundaries of nations and technology come crashing down or coming up, organizations are now dwelling on exploring new business possibilities.

Literature Review

What is a boundary-less organization?

In the very beginning it is extremely vital to mention that "boundarylessness" must not be taken literally. 'Boundary-less organization' does not imply a totally amorphous organization. Rather, it has evolved and learned to permeate the boundary types given below to better capitalize on good ideas and serve its customers. For a large part of the 20th century, role clarity, size, control, and specialization were among the critical dimensions against which organizations compared themselves to become successful. Economies of scale were one of the most decisive drivers here, and organizations became as big and as specialized as possible to take advantage of them. (Ashkenas et al., 1995) But in the late 1980's and early 1990's, the business world's competitive landscape changed completely, and new parameters defined success or failure.(Ashkenas et al., 1995)

The concept of boundarylessness can be primarily understood along four dimensions: horizontal, vertical, external, and geographic. (Falk, S., 2001) Horizontal boundaries divide departments and divisions within an organization. Vertical boundaries divide layers of management from each other. External boundaries separate a company from other organizations in its value chain. Geographic boundaries are boundaries posed by presence of a company in different geographies. (Falk, S., 2001) Champions of boundarylessness believe that old-fashioned boundaries between layers of management and partitions between functional areas have muffled the flow of ideas and information among employees. A boundary-less culture strives to overcome the limits imposed by these dimensions. (Falk, S., 2001)

Let us understand the major types of boundaries present in an organization in order to comprehend the boundary-less one better:

Vertical Boundaries – The promoters of boundary-less organizations do not advocate complete removal of vertical hierarchy. Rather, it stresses upon the creation of "healthy hierarchies." Since the beginning of industrial revolution, hierarchies were designed around the principles of specialization, role clarity, size, and control. And usually they have been extremely successful. Boundary-less theory states that in today's era, similarly planned hierarchies are incompatible and cumbersome with the virtues of flexibility, speed, innovation, and integration. Corporations where vertical boundaries are too rigid, observable status such as position or rank carries more authority and privilege than less observable but more significant qualities such as experience, expertise, and knowledge. A boundary-less company endeavors to give power and authority to those employees who are equipped with the appropriate experience, expertise, and knowledge to handle a situation, not to the one with the highest designation. The military is a classic example. (Falk, S., 2001)

Horizontal Boundaries -

Adam Smith has defined the efficiencies achieved in a pin factory where each worker focused on a portion of the process and handed over the remaining in-process job to other workers. Horizontal boundaries can divide employees along dimensions such as union vs. non-union, exempt vs. non-exempt, full-time vs. part-time, etc.(Ashkenas et al., 1995). But primarily they divide specializations into different departments such as HR, marketing, finance etc. Strong horizontal boundaries result in several difficulties in today's competitive environment. Also they are more of an "inhibitor of evolution" than the strong vertical boundaries. Let us understand it with the help of an example. Product development is one of the most prominent examples here. Research & development develops the designs of a product and passes it to engineering. Engineering department redoes the design, forms a prototype and passes it to manufacturing. Instead of doing the product development in the traditional way, doing product development using cross-functional teams is likely to reduce cycle times and eliminate redundant work. When we view product design using a holistic perspective, R & D cannot design new things without input from manufacturing, marketing, and engineering. Holistic processes are interdisciplinary, and the combination that is a result of interdisciplinary work improves the product (or service), the process and the employees who develop it. (Falk, S., 2001)

The boundaries can be described in one more way. It is given as follows:

The authority boundary is the boundary which clearly defines who leads and who follows. The task boundary clearly tells who does what, how the work is divided up and sequence of activities that give best results. The political boundary becomes evident when professional and occupational groups protect their legitimate economic interests. And the identity boundary which deals with a person's emotional connections to different groups, the groups with whom a person feels most comfortable and loyal. (Gilmore, T. N., Hirschhorn, L., and O'Connor, M., 2016)

"Boundarylessness implies both a receptivity and openness to ideas, no matter their source, and a bias to actively search beyond your immediate confines for best practices when approaching problems. It also means aggressively sharing your own ideas wherever you think they might add value." (Falk, S., 2001)

Boundary-less and Individual Career

The commitment to the organization has been replaced by business transactions. De-layering, rightsizing and downsizing has weakened the loyalty and ties to employers (Thomas and Dunkerley, 1999). Employees have embarked on entrepreneurial and professional careers (Kanter, 1989) and want to satisfy their career goals in or out of the organization (Hall, 2002). Thus, boundary-less careers have become the norm (Arthur and Rousseau, 1996).

"The classic boundary-less career is characterized by a career identity that is independent of the employer; the accumulation of employment-flexible know-how; and the development of networks that are independent of the firm, non-hierarchic, and worker enacted" (DeFillippi and Arthur, 1996).

Under this model, employees individually take charge of their careers. They search for employment that supports them to pursue excellence and one that gives enough flexibility to accomplish their own career's growth. The employees make sure that they are trained regularly and skilled at their work so that their skills and competencies are transferable, and they do not shy away in working for a series of companies that need their up-to-date skills. Finally, the boundary-less career managers judge accomplishment by experiencing psychologically meaningful work (Arthur, Claman, and DePhillippi 1995; Sullivan 1999). High level of commitment exists for the period of the mutually beneficial relationship, and in which inter-organizational mobility is rarely seen as disloyalty or betrayal. (Waterman, Waterman, and Collard, 1994)

Problems of putting the boundaries away

Vertical Boundaries - This de-emphasis of hierarchies is problematic when organizational evolution is comes into picture. The corporate hierarchy is organization's most powerful pushing and pointing mechanism. Therefore, one would expect boundary-less organizations to employ ether pointing or pushing mechanism to compensate. In healthy hierarchies, progression in the hierarchy is no longer the only reward for which workers strive. "People in healthy hierarchies are still motivated by money and/or power, but they can earn those rewards by being high performers and managing important processes effectively. They can benefit from staying in one job and doing it well."(Ashkenas et al., 1995) Thus, they can be compensated without promoting up the ladder. The motivation here is to avoid employees from being advanced up the organizational ladder into roles for which they are not well-suited. Boundarylessness does not indicate to the organization about the top, medium and low contributors. Reward systems can be called one of the drivers of employee behavior. Thus, it is vital to have congruence between organization's reward systems and performance. (Kerr, 1999) Healthy hierarchies promote flexible reward systems that allow managers to allocate compensation at different levels based on performance, not position. Thus, boundary-less organizations employ pointing and pushing in the rewards and compensation. Boundary-less organization literature stresses that managers should always publicly recognize good boundary-less behavior in employees to establish and maintain a boundary-less culture. (Ashkenas et al., 1995)

Boundarylessness and culture

This is a global age and technology has brought everyone much closer together. Due to globalization people of different ethnicities and cultures are working together and communicating much more than a decade ago. It is very exciting to interact with new people, work in a different country and travel to exotic locations but it can also be frustrating, challenging and fraught with uncertainty. Building connections and communicating with people from different parts of the world is just one part of cultural diversity. Organizations also need to learn the techniques of motivating people, developing strategy, & structuring projects. (https://www.oregon.gov)

Hofstede's Cultural Dimensions Theory

Norms of culture play a crucial part in the interpersonal relationships and mechanics of the workplace. When a person grows up in a culture, he/she take the norms of behavior for granted. They never think about the reactions, feelings, and preferences. Hofstede analyzed the results of the study he conducted in IBM and found flawless patterns of similarities and differences in the responses along these five dimensions. As his research was conducted on staff of IBM only, the problem of differences in company culture was largely eliminated. The five dimensions are given below:

1. Power/Distance

This talks about the degree of inequality that exists and accepted among employees with or without power. A high power distance score shows that society/ organization/nation accepts an unequal distribution of power. It denotes that people are aware of "their place" in the society/organization. Low power distance score means that power is shared and dispersed in the society. It also shows that society/organizational members view themselves as equals. (https://www.oregon.gov)

2. Individualism

This shows the strength of the ties people have to other people within the same community. A high individualism score specifies loose connections. In countries with a high individualism score there is little sharing of obligation beyond family and a few friends and a lack of interpersonal connection. A society with a low individualism score has strong group cohesion. There is a large amount of respect and loyalty for people of the community. The community is also larger and members take more responsibility for each other's well-being. (https://www.oregon.gov)

3. Masculinity

This shows how much a society values traditional male and female roles. High masculinity scores are generally found in countries/societies where men are expected to be the provider and to be assertive. If women are employed/work outside the home in these societies, they tend to have distinct professions from men. Low masculinity scores do not result in reversal of the gender roles. In a low masculinity society, the roles are not clearly demarcated. Men and women can be seen working together equally across different professions. (https://www.oregon.gov)

4. Uncertainty/Avoidance Index

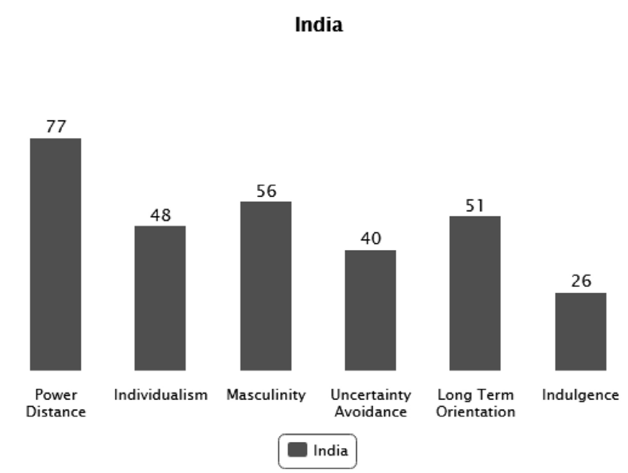
This refers to the degree of anxiety that people feel when in unknown or uncertain situations. People belonging to high scoring nations try to avoid uncertain situations whenever possible. They are guided by rules and order. Low scores indicate that the members of the society enjoy new events and value differences. The rules are very less and people are encouraged to learn their own truth. (https://www.oregon.gov)

5. Long Term Orientation

This shows how much any society values long-standing values and traditions. This dimension was added by Hofstede in the 1990s. In countries with a high score, avoiding "loss of face" and delivering on social obligations are considered very important. (https://www.oregon.gov)

Hofstede's Model and India

Figure 1: Measure of Hofstede's dimensions for India https://geert-hofstede.com/india.html



1. Power Distance

India scores high on this dimension, 77, showing an appreciation for chain of command and a distinct top-down structure in organizations and society. To summarize the Indian attitude, following words and phrases can be used: dependent for direction on the supervisor/boss or the power holder, acceptance of un-equal rights between the supervisor and subordinates, superiors high up in the hierarchy not accessible, paternalistic leader/ management directs, ones work life and gives rewards in exchange for faithfulness from employees. Power is centralized and managers expect obedience of their team members. Employees also expect to be given directions clearly as to what is expected of them. Control is expected and becomes a psychological security. The attitude towards managers is formal. Communication is directive in its style and top down and often negative feedback is never given up the ladder. (https://geert-hofstede.com/india.html)

2. Individualism

This aspect of Indian society is seen as a result of its dominant religion/philosophy - Hinduism. People are individually accountable for the way they live their lives (because of the concept of death and rebirth) and the influence it will have upon their rebirth. This emphasis on individualism along with the otherwise collectivist inclinations of the Indian society results in its intermediate score on this dimension. (https://geert-hofstede.com/india.html)

3. Masculinity

India scores 56 on this parameter and is thus considered a masculine society. India is very masculine in terms of display of power and success. India is an ancient country with one of the longest remaining culture. This culture gives people ample lessons in the value of abstinence and humility. This reigns in people from indulging in masculine displays to the level that they might be naturally inclined to. Masculine countries promote focus on success and achievements which are validated by material gains. (https://geert-hofstede.com/india.html)

4. Uncertainty Avoidance

India scores 40 on this parameter and has a medium to low preference for avoiding uncertainty. India is conventionally a patient country where acceptance for the unexpected is high; sometimes even welcomed as a break from monotony. Individuals generally do not feel driven or compelled to take initiatives. They comfortably settle into conventional rolls and routines without questioning. Rules are in place just to be circumvented. One relies on creative techniques to “bypass the system”. A word which is used often is “adjust” and means a wide variety of things, from finding a exceptional and ingenious solution to a seemingly impossible problem to turning a blind eye to rules being broken. It is this particular attitude that is both the source of misery as well as the most empowering feature of the country. There is a maxim that “nothing is impossible” in India, so long as one knows how to “adjust”. (https://geert-hofstede.com/india.html)

5. Long Term Orientation

With a midway score of 51 in this parameter, a prevailing preference in Indian culture cannot be determined. In India the idea of “karma” influences philosophical and religious thought. Time is not linear, and thus is not as significant as to western societies. Countries like India have a great tolerance for religious views from all over the world. Societies that have a high score on pragmatism usually forgive a absence of punctuality, a changing game-plan based on evolving reality and a general comfort with walking down the fated path as one goes along rather than playing to an exact plan. (https://geert-hofstede.com/india.html)

Identification of Research Gap

As we have seen earlier, there is a tremendous rise in the industry sectors in India. IT companies as well as startups are coming up fast. Small organizations now have better access to venture capitalists and angel investors. The access to foreign markets and sourcing advanced technologies has also become extremely easy. With the introduction of campaigns such as ‘Make in India’ and ‘Digital India’, a lot of organizations are setting their shop here. But all this will result in increased competition. Also with the global volatility and unstable economic scenario, the organizations will have to adapt fast to the changing environment. They will have to design innovative solutions to handle these challenges.

‘Boundary-less Organizations’ is one of the promising solutions. Most of the studies discuss the utility and features of having boundary-less organizations and different aspects which need to be taken into account while building one. But the research is fragmented and there are very less studies which have a focused approach towards building a boundary-less organization in India and the related challenges posed by the culture.

Research Objective

The objectives of this research are:

- To discover the issues and challenges in building a boundary-less organization in India
- Suggest ways to address those issues and challenges

- Recommendations for efficient functioning of boundary-less organizations in India

Data Analysis

Out of the total respondents maximum belong to 30 – 45 years age group followed by 25 – 30 years age group. Out of the total responses we have 63% males and 37% females. The respondents work in a variety of sectors including manufacturing (15%), academics (5%), hospitality (10%), start-ups (23%) and IT sector (47%). Maximum respondents were from IT sector. They are more interested in their personal growth (73%) than loyalty to the organization (25%). 2% of the people were not able to decide. People are ready to change organizations if the organizations offered better package, learning, flexibility and opportunity to build their own products. They do not consider career as a linear progression of different stages. They believe in skipping the ranks and climbing to the top of the pyramid.

The questions related to Hofstede's Cultural dimensions and boundary-less organizations invoked following responses:

Power Distance - A majority of respondents are dependent on their bosses for direction and guidance (63%) and feel that presence of boss in office is extremely important for smooth functioning. They also believe that the communication in the office is also primarily top-down and thus presence of teams in multiple locations proves to be a major issue.

Individualism - In India, people want to be a part of the group but they will not compromise their career or leave any opportunity for the group. They are majorly interested in personal growth (73%) over loyalty to the organization. Thus, they may feel comfortable to work individually or in a group, as and when required.

Masculinity - Indian people give a lot of importance to what others think of them. They like to show their accomplishments and success to their counterparts, subordinates and superiors in the group (85%). In case of boundary-less organizations which are not bound by geographical, vertical and horizontal boundaries, it becomes very difficult for the employees to identify the group where they can share their achievements. This leads to lack of motivation and disinterest in the employee.

Uncertainty Avoidance – India has low-medium preference for avoiding uncertainty. People generally want to avoid ambiguous situations related to their work (69%). Doing away with the boundaries creates a very confusing scenario in the workplace and can lower the productivity of the employees. But if they are forced to face an uncertain situation, they adapt very fast and come to accept the situation (59%).

Long Term Orientation – India has an intermediate score on this parameter and this is displayed in the response to the relevant question. People are open to change and accept new cultures and philosophies with open arms (58%). At the same time a lot of importance is given to education, performance in the workplace and societal status as well (71%). This means going boundary-less will not pose a lot of trouble for the organizations because of this openness to change. Better still employees will try to perform well to maintain their societal status.

Suggestions for Potential Pitfalls

1. Boundary-less organizations or teams may have communication barriers. This is because organizations consist of diverse people belonging to varying backgrounds who are bound to work with each other while being separated geographically. They can also crop up because most of the organizations have a top-down communication approach and high power distance society. When such organizations start becoming boundary-less an ambiguity is created which in turn produces these barriers.

Firstly, a strong communication policy should be put in place which should take into account all the basic tenets of a boundary-less organization. This should include the guidelines for communication channels. The use of innovative and social channels should be promoted. People should be encouraged and incentivized to follow the communication policy. Clear, transparent and meaningful dialogue must be promoted by the top management

2. In India, people like to get recognized and rewarded in front of their team or reference group. It gives them a sense of belongingness and pride. It is difficult in case of boundary-less organizations to reward or recognize

the employee in the traditional manner because of multiple locations or absence of reference group.

In that case innovative ways of reward and recognition should be employed. Rewarding techniques can employ social media and internal notice board as well as inter-group meetings or conferences for conferring awards etc.

3. It is extremely difficult to create uniform organizational culture. If the office locations are at different places then the culture is influenced by external forces. It affects the overall office environment, employee morale and employee engagement. The culture of different countries is bound to affect the organizational culture.

The organizational culture policy should be developed by the central HR team and circulated across various locations. The office arrangement and décor should complement the policy. Along with that, the culture policy should also imbibe local culture so that none of the employees feel offended.

4. People in India like to avoid uncertain situations. Going boundary-less creates a lot of uncertainty in terms of leadership, group, hierarchy etc. The uncertainty in such situations can be avoided by creating a virtual environment or making elaborate guidelines for every employee. The teams should be developed in such a way that ambiguity is minimized. Also, the HR department should be available for the employees if they have any query.

5. A sense of belongingness is as important as a sense of purpose.Voicemail and Email have many charms, including quick response, but they are not the same as watching the person. Even gossip and office politics have their attractions. Individual feelings must be expressed and acknowledged. Team meetings, pot-lunch, picnics, offsite get-togethers and gatherings can play a crucial role to maintain this sense of belongingness.

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A Study on factors of Employee Satisfaction & Its impact on Employee Engagement in Hospitality Industry

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Abstract

The hospitality industry is a multibillion-dollar industry that depends on the availability of leisure time and disposable income. The hospitality industry's backbone is comprised of customer service, a concept shared by all segments of the industry. The success depends on the level of accomplishment of the employees in the industry However, though costs and challenges will increase, owning or managing several facets of hospitality can provide with many more opportunities to generate success. Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees satisfied with their careers should be a major priority for every employer. Organizational productivity and efficiency is achieved through employee satisfaction and attention to employees physical, physiological and socio emotional needs. Employee loyalty is very important role in an organization to improve the efficiency and effectiveness of organization operations. So, organization needs to focus more on career development, compensation and rewards, job security and workplace environment to improve their employees' engagement towards their organization. The hospitality industry has higher turnover rate issue from the loyalty of employees towards the company. This may be linked with the employees' job satisfaction that the company gives. Therefore, organizations should be concerned about their employees' level of job satisfaction because employees' satisfaction increases employee retention.

The present research is conducted to study about the factors of employee satisfaction and its impact on Employee Engagement which can reduce the employee turnover rate in the hospitality industry. The employee satisfaction of employees was measured by using the primary data for the research was collected using a standard questionnaire, measuring the Employee Satisfaction as independent variables and Employee Engagement as dependent variable.

Key words: Job Satisfaction; Employee Engagement; Hospitality industry; Turnover

Introduction

Employee satisfaction is the employees who enjoy their position and feels rewarded for their efforts and will ultimately be the most successful, as well as the most beneficial to their companies. Employee satisfaction is also used to describe the employees ''happiness, contented, fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

Organizational and Personal Determinants of Employee Satisfaction:

The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. Employee satisfaction is dependent on benefits package, training and development, relationship with supervisor, working conditions, teamwork and cooperation, recognition and rewards, empowerment and communication. The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees.

Employee Engagement

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

David Macleod: "This is about how we create the conditions in which employees offer more of their capability and potential".

Employee engagement is based on trust, integrity, two way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can lost and thrown away.

Organizational and Personal Determinants of Employee Engagement:

Employees can represent an important investment and vital resource for all organization because the salaries, bonuses and employees' benefits can enhance the employees work hard and loyalty to the organization. Rewards also very important for enhance the employees' loyalty. It could be from the view of individual performance, team performance, and the loyalty and length of service in the firm. For the individual performance, employees reward system is important to encourage them take personal responsibility to achieve the goals set by the organization. Employee loyalty is a result of the satisfaction that stems from satisfaction variables such as, recognition and rewards, working conditions, teamwork and cooperation, and relationship with supervisor.

Need for Employee Satisfaction

Everyone from managers, retention agents to HR need to get a handle on employee loyalty and satisfaction– how committed is the workforce to the organization and if workers are contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies must make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service. The litmus test is to study turnover and average length of service. If turnover is on the rise, loyalty levels are low and vice versa. Comparing them to industry averages gives good idea of attrition probabilities. Staff attendance, compliance with policies and confidence in leadership are other indirect indicators of allegiance while excessive theft and sabotage spell obvious lack of commitment.

Objectives

The objectives of the study are as follows:A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.

- To analyse the satisfaction level of the employees and employee engagement
- Comparison of Employee Satisfaction on various demographic variables namely Gender, Age, Marital Status, Education Level, Experience and Job Designation.
- To identify the effect of employees' satisfaction on employee engagement
- To identify the factors which improve the satisfaction level of employees

Literature Review

Hughes' research (as cited in Al-Anzi, 2009), employees in different organizations have different office designs. Every organization office has lighting and heating arrangements, unique furniture and spatial arrangements, and different levels of noise. Comfortable and ergonomic office design is one of the ways to motivate employees increase their performance substantially. In another research, it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002). The success of any company is directly link to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization, Freeman, (2005).

Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job or other related issues (e.g., no annual increment or promotion due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees. Rewards, financial or otherwise, should be valued and must be perceived as based on performance. Perhaps there is no hitch in acknowledging this principle. But most organizations have far to go in implementing them.

Ritchie and O'Malley (2009) indicated that supervisors play an important role on employee's satisfaction. It is important to know how supervisors may influence on the perception between the organization and employees. Brandford, Crant and Philips (2009) also perceived the importance of a customer interaction with a satisfied salesperson. The quality of that interaction could help an employee to gain the motivation to work better.

(Spillane, James J., 2001) The spirituality of work for hospitality professionals needs to be considered in relation to the general concept of job satisfaction. Using Simon's concept of satisficing behaviour, hospitality work needs to be seen simultaneously in all its dimensions: economic, human, professional, moral, cultural and spiritual. Because of the interpersonal nature of their work, hospitality workers need to consider the guests they serve. In other words, hospitality is a single phenomenon that simultaneously involves three components--employers, employees and guests--in different and interacting ways.

(Sally Sledgea*, Angela K. Milesb and Samuel Coppage, 2008) Job satisfaction has been associated with positive organizational outcomes such as increased employee productivity, higher innovation and reduced turnover, all of which are linked to improved firm performance. Motivation is a primary determinant of job satisfaction. Yet little research has focused on the links between motivation, job satisfaction and the impact of culture in the workplace. This qualitative research uses Herzberg's Two-Factor Theory of Motivation to assess job satisfaction in the Brazilian hotel industry. The results partially support the theory and suggest that culture influences the degree of job satisfaction.

(Rien, Gregory B.) Comments on factors which may cause the shortage of employees in the United States hospitality industry. Qualifications for the job; Lack of employee motivation; Absence of job satisfaction.

Research Methodology

Types of Study The present study is partly exploratory, partly descriptive and partly causal:

• It is exploratory because it is concerned with identifying level of employee satisfaction.

• It is descriptive because it aims to describe the various internal and external factors that contribute to employee satisfaction.

• It is causal as it aims to analyse to maintain employee satisfaction and its effects on employee loyalty.

Target Population : Defining the target population is the first step of the sampling design. Target population is the how the vital characteristics of the population respond to the question in this research. Target population is very important in this research because it has well-defined the volume of sampling and group which involved in the research. In this research, the target population is the employees who're working in the 5-star hotel

Sample Size : The sample sizes comprise of 100 employees of the selected Hotel industry in Mumbai. The data has been collected from employees belonging to the hotels like Taj GVK, The Retreat Hotel, and Marriott Hotel etc. Male and Females sample comprises of various levels, using standard questionnaire..

Questionnaire : The employee satisfaction of employees was measured by using the primary data for the research was collected using a standard questionnaire. Questions comprises of so many items measuring the following components of Employee Satisfaction as independent variables and the Employee Loyalty of the same sample employees was also measured as dependent variable:

- Workplace Environment
- Career development
- Compensation and Rewards
- Job Security
- Employee Loyalty

Scale: Descriptive Statistics:

The data collected from the Employees of Hotel Industries with the help of questionnaire will be analysed using descriptive statistics. This means that the answers which will be in form of 5 Likert Scale
1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree.

This was analysed with the help of descriptive statistical tools like bar charts or pie charts to analyse various factors related to Employee Satisfaction and its effects on Employee engagement in Hotel Industry.

Findings :

The study employed a quantitative design in which a survey questionnaire was administered to employees in Hotel Industry. Using a combination of correlation and regression analysis, positive and significant relationship was observed between Employee Satisfaction and Employee Loyalty.

- The p value calculated on various factors and overall between male and female has been found greater than the value at 0.05 level of significance. Therefore, the null hypothesis is accepted in respect of all the factors of Employee Satisfaction and overall. Hence, no significant difference between Employee Satisfaction of male and female has been found.
- After knowing the value through the chi-square test of
- Gender and level of Employee Satisfaction, there is relation between them,
- Experience and level of Employee Satisfaction, there is no relation between them,
- Marital Status and level of Employee Satisfaction, there is relation between them,
- Job Designation and level of Employee Satisfaction, we can say that there is no relation between them.
- The regression between Employee Satisfaction and Employee Engagement is significant
- The equation can be used to predict the loyalty if we know the Employee Satisfaction of our employee. Y (Engagement) = 0.8427x (ES) + 0.7583
- The significant correlation between Employee Satisfaction and Employee Engagement prove that there is effect of Employee Satisfaction on Employee Engagement in Hospitality Industry.

Recommendations

The factors in this research are career development, compensation and rewards, job security, and workplace environment which are influenced the employee loyalty in the hotel industry. Steps or things which we can do to increase employee satisfaction and loyalty thereby increasing our business revenue and profit are as follows:

1. It is suggested to improve the depth of training and it must involve more in career Programmes

2. It is suggested that by opening channels for feedback and assessing employee satisfaction, management can make informed decisions that will allow for increased productivity, job satisfaction, and loyalty by targeting key areas of concern.

3. The future research can target on a larger sample where questionnaire can be distributed to more hotels. So, that, the data obtained will generate the result more accurate and comprehensive from the respondents

4. The future research can be done by focus on other related factors since the main factors in this research are career development, compensation and rewards, job security and workplace environment that affect the employee loyalty in hotel industry.

5. Organization can gather information by the way of open surveys, asking suggestions and determining the practical problems faced to improve the existing system.

Conclusion

Job satisfaction is a crucial area that needs to be identified and understood to ensure there is a continuity of supply for manpower to the industry and continuity of service standards where staffs are provided with their needs for sustenance. The research revealed that Job Performance influenced Turnover where Choice of Work does not influence turnover and the main factors of Job Satisfaction that lead to turnover were Wages/Salary and Opportunity for advancement/Career progression. The analysis also revealed that there need to be a balance in order to attract and maintain potential employees as all factors that affect Job Satisfaction directly leads to turnover. Job satisfaction and effect on employees is an area that should be respected and developments for these areas should be priority to the hotel industry to be sustainable for futures to come in providing manpower and maintaining service standards.

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A Study on factors affecting online consumer trust

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Abstract:

Due to development of internet Electronic commerce has becomes a new mean for business organizations to sell the products online. Internet shopping has been widely accepted as a way of purchasing products and services. It has become a more popular means in the Internet world. Many people like to shop various products online because of the convenience in shopping. When consumer shops online some concerns emerge, such as worries about payment, security of online site, misuse of data shared online, trust of Website, authenticity of the product, unable to touch, feel, or see real products to evaluate quality etc. All these factors affect online consumer trust and then affect online consumer purchase behavior. The study emphasizes on identification of the factors that affect online behavior of the shoppers. This is a concern occurring on the Electronic Commerce worldwide. Therefore the sellers have to face challenges to attract worldwide potential shoppers to Websites, increase confidence and trust of online shoppers. This study is relevant today as people are shifting from traditional shopping to online shopping. This study will help to understand the criteria people use to assess products and services in different situation like urgency, comfort, convenience, choices, discounts etc.

Key Words:

Internet, Electronic Commerce, Trust, Shopping, Purchase Behaviour, Challenges

Introduction:

Internet usage is increasing in India rapidly over the last few years. India has the second largest internet users behind China. It is expected that the usage of internet will increase two fold by 2020, with rural population contributing more to this growth. With the introduction of 3G & 4G services in India, high speed internet is available now in many medium and small cities, including the rural areas, where once internet was a distance dream. Similarly Smart phone users are increasing in India. India has surpassed the US market in terms of smart phone users and has become the second biggest smart phone market. Even though the total population using the Smartphone's in India is still less than 30%, the growth is significant in last few years. That also indicates huge potential for Smartphone market in India in coming years. With the increase in Smartphone users and Internet users in India, online purchasing is becoming more popular in India. After the demonetization in India, Government of India is also giving big push towards digital India and cashless economy. As a result people have started using debit cards5 , credit cards, mobile wallet for shopping.

In last several years India has seen many online shopping portals and many of them have started their mobile phone Apps . With the availability of App based shopping on mobile, consumers can now search on the portals even while travelling in Trains, Buses or other means of transport. Mobile Apps has made the life simple for the online shopping consumers. While online shopping has become convenient with the introduction of Apps on smart phones, the trust factors affecting the purchase decision is still worrying factor for many Indian consumers. The current trend in India customers browse various products in offline stores to have a touch and feel of the product and later they buy them online at less price or discount. People compare prices in online portals and then review rating of the product before making the actual purchase.

Consumer behavior has changed post liberalization in India. Consumer buying behavior has changed due to changes in education, age, Income, technology etc. With large numbers of Indian consumers are educated and youths with age group of less than 40 years, ways of shopping has changed significantly. People now have many choices and different brands to choose from.

Indian consumers first find the information about the products, alternatives and where to shop from friends and relatives. Indian consumers like to touch & feel the product and ensure the good quality of the product before purchasing the product. Indian consumers are concerned about the quality of the product because traditionally consumers have experience of reading the statement on the shops & invoice “Products once sold will not be taken back”. In traditional way of shopping Indian consumers are more worried about the return policy of the products as many shop owners don’t allow to return or sometime don’t even exchange the goods. Trust plays an important role in shopping in India.

This study is focused towards the concern or the trust factors in the buying process. Major concerns in online shopping are:-

Payments: Payment is one of the major concern for the online shopping. While, paying through credit or debit card is the most convenient method, however consumers still fears the misuse of data. Some of the online shopping sites have introduced cash on delivery method, however one need to be present with the cash at delivery address at the time of the delivery. In addition to that, companies are charging extra for cash on delivery charges. Even though the central bank of India (Reserve Bank of India) has introduced extra security features for online shopping like OTP (One Time Password), yet there has been concern as the credit card details can be leaked and misused.

Security of website : Consumers fear of their personal data being misused or shared with others, which may be serious security concern for the consumers.

Trust of Website : Many new shopping sites have cropped up in last few years giving the doubts and concerns in the minds of the consumers about the authenticity of the sites. Customers like to know who are the promoters of the company, complete address of the company, contact numbers etc.

Authenticity of the products: Consumers are always worried about the authenticity of the products, warranties and the features of the products shown on the website and the actual features and the services offered by the suppliers. Some of the sites are offering heavy discounts raising the doubts in the minds of the customers about the authenticity of the products. Some of the websites provides the feedback review of the customers however consumers are worried about the authenticity of the reviews as well.

Touch & Feel of the product: Consumers worry about the glossy pictures shown on the website and the description of the real products. Products may appear better in the pictures shown on the website, however in reality they may differ. Although website may provide exaggerated good description of the product, however in reality product may not be up to the expectation of the customer, when seen in reality.

Return or Exchange Policy: Consumers may prefer to purchase the products from those online portals, which support good exchange or return or money back policy. Consumers are assured in case, if they are dissatisfied with the product, product can be returned. That increases the trust on the company.

Objectives:

1. To study the factors affecting consumer trust in online shopping.

2. To study the motivations for consumers to purchase the products online.

3. To study the frequently of people surfing internet for online shopping

4. To study the major reasons for avoiding online shopping.

Hypothesis:-

1. H0 There is no positive motivation of online purchases of product on consumers.

H1 There is positive motivation of online purchases of product on consumers.

2. H0 There are no significant factors affecting consumer trust in online shopping.

H1 There are significant factors affecting consumer trust in online shopping.

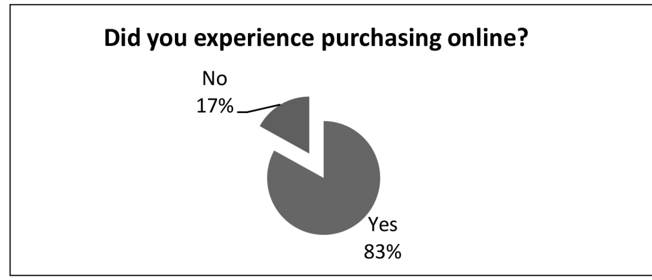
Research Methodology:

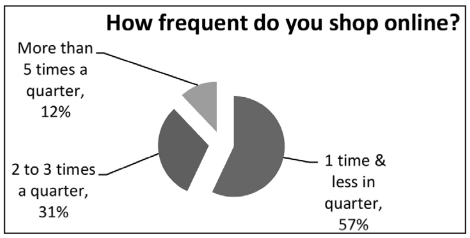
Data is collected from:

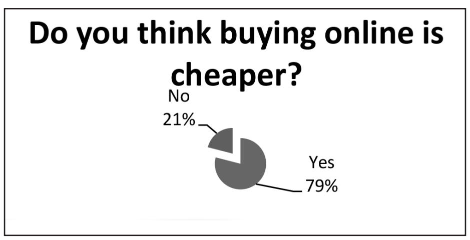
• Primary source: Sample size was of 100 people, and non-probability Judgmental convenience sampling method of data collection was used with the help of open and close ended questionnaire.

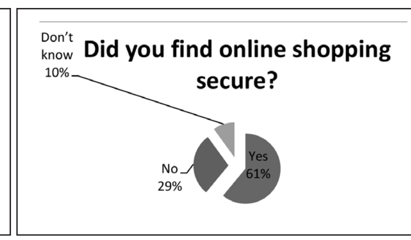
• Secondary Source: Books and websites

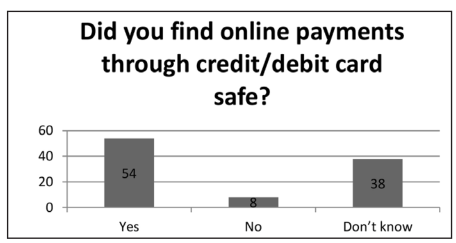
• Analysis of Data:

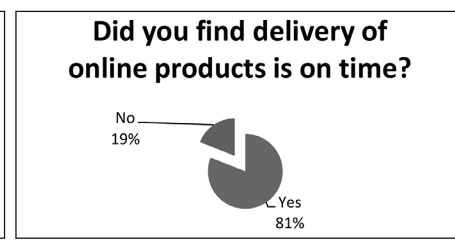












The primary data have been collected from 100 respondents from the Mumbai suburban for which both open and closed ended questionnaire. The data has been collected from respondents between the age of 18 and 50 years with open and closed ended questionnaire. Analysis shows the following:-

• 83% of the respondents have experienced online shopping

• Frequency of respondents purchasing online is 57% of the respondents buy online once or less in quarter, 31% of the respondents buy 1 to 3 times in quarter and 12% of the respondents buy more than 5 times in quarter.

• 69% of the respondents find online shopping is better than offline shopping.

• 67% of the respondents find online shopping convenient.

• 79% of the respondent mentioned online shopping is cheaper, as shopping sites offer better price and discounts.

• 67% of the respondents find online shopping time saving.

• 61% of the respondents find online shopping secure.

• 54% of the respondents find online shopping with debit/credit card safe, 8% find it unsafe so they select COD option and 38% respondents are not aware whether use of credit or debit card in online shopping is safe or unsafe.

• 81% of the respondents find online delivery of products is on time.

• 64% think goods return policy of online shopping sites is trustworthy 5% find it non-trustworthy, while 31% as said don't know.

• Amazon, Flipcart, Snapdeal, eBay, Jabong, Mintra are the websites consumer trusts and shop regularly.

• H1 There is positive motivation of online purchases of product on consumers is proved as convenience, time saving, timely delivery of the products are the motivating factors for the respondents buying online.

• H1 There are significant factors affecting consumer trust in online shopping is proved as security of website, mode of payment, authentic quality of online products are the few factors affecting online shopping trust.

Conclusion:

This study examines factors affecting online consumer trust. It has shown that motivation for shopping online is comfort, convenience, time saving, less price, availability of various options, comparison of the options possible etc. Even though large number of people mentioned it is trust worthy and safe to shop online, people still felt some or the other concerns about the trust worthiness of the sites, products, return policy etc. In this paper various factors like security, online payment, return policy are listed which has significant impact on trust. A survey was conducted to know the impact of various factors on consumers. The result indicated better price, discount, timely delivery of product are motivating factors for consumers to buy online. Respondents mentioned that Amazon, Flipcart, Snapdeal, eBay, Jabong, Mintra are the websites they trust and shop regularly.

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Impact of Corporate Social Responsibility on Performance of Public Sector and Private Sector Banks in India

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Abstract

The study investigated the effect of corporate social responsibility (CSR) on performance of public and private sector banks in banking industry. The objective of the research work was to determine the relationship between the dimensions of corporate social responsibility and bank performance. The findings of the study revealed that the dimensions of corporate social responsibility have effect on performance of banks. On the basis of findings of the study it was recommended that public and private sector banks should adequately involve its employees in taking decisions regarding the setting of their attainable goals. There should be intensive public enlightenment and organization of seminars and conferences to make various corporate aware about their social obligation which does not end with profit-making and maximization of shareholder wealth. This will enable the business unit mangers to be more aware and conscious of social needs of their immediate environment and the community at large.

Keywords: corporate social responsibility (CSR), public sector banks, private sector banks, priority sector lending, net income, net profit

Introduction

Overview of Corporate Social Responsibility
Corporate social responsibility (CSR) may be defined as "the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life."

In current business environment, corporations try to find the ways of optimization to triple bottom line concept of sustainability management. Triple bottom line (TBL) is an important concept to create a positive impact of business organization in the society, environment, and the business community. The objective is to achieve sustainability by equally balancing economic, environmental and social criteria. Corporations bridge interrelationship between economic, social and environmental aspects through their business. This concept is famously known as CSR, and is focus on business literature since recent decades.

Overview of Public Sector Bank, Private Sector Bank

Public Sector Banks

Public sector banks are those in which the majority (51%) stake is held by the Government of India (GOI). Public sector banks together make up the largest category in the Indian banking system. There are currently 27 nationalized public sector banks in India. State Bank of India, Bank of Baroda and Punjab National Bank are some of the public sector banks.

State Bank of India

State Bank of India (SBI) is an Indian multinational, public sector banking and financial services company. With a 200 year history, is the largest commercial bank in India in terms of assets, deposits, profits, branches, customers and employees. The Government of India is the single largest shareholder of this Fortune 500

entity with 60.18% ownership.

Bank of Baroda

It is the second largest bank in India, next to State Bank of India. Bank of Baroda is a pioneer in various customer centric initiatives in the Indian banking sector. In bank of Baroda, the government holding is 59.24%.

Punjab National Bank

Punjab National Bank, with their mission to provide banking services to the un-banked, they aim to be the leading player in global banking. This bank has continued to maintain their leadership position for its strong fundamentals, superior brand image as well as huge franchise value. The government holding of Bank of India is 62.08%.

Private Sector Banks

The majority of share capital i.e. 51% is held by private individuals and corporate. However, since liberalization in government banking policy in the 1990s, old and new private sector banks have re-emerged. They have grown faster & bigger over the two decades since liberalization using the latest technology, providing contemporary innovations and monetary tools and techniques. Axis Bank, Kotak Mahindra Bank and ICICI Bank are some example of private sector bank.

Axis Bank

Axis Bank is the third largest private sector bank in India. Axis Bank was the first of the new private banks to have begun operations in 1994, after the Government of India allowed new private banks to be established. The government stake is 30.81%.

Kotak Mahindra Bank

In February 2003, Reserve Bank of India (RBI) gave the license to Kotak Mahindra Finance Ltd., the group's flagship company, to carry on banking business. It offers a wide range of banking products and financial services for corporate and retail customers through a variety of delivery channels and specialized subsidiaries in the areas of personal finance, investment banking, life insurance, and wealth management. The government n Kotak Mahindra Bank is 33.68%.

ICICI Bank

ICICI Bank (Industrial Credit and Investment

CSR Activities in Indian Banking Institute in FY 2015-16

State Bank of India	Bank of Baroda	punjab national bank	AXIS BANK	kotak Kotak Mahindra Bank	ICICI Bank
1. Supporting Health	1. Poverty Alleviation Through Self Employment	1. Medical Camps	1. Reduce Inequalities	1. Promoting education – primary focus area	1. Promoting Preventive Healthcare
2. Supporting Education	2. Financial Counseling Services	2. Tree Plantation	2. Eradicate Poverty	2. Clean India	2. Promoting Education
3. Supporting Persons with Disabilities	3. Education	3. Distribution of Artificial Limbs	3. Awareness on Prevention of Fraud	3. Promoting Preventive Healthcare and Sanitation	3. Rural Development
4. Skill Development and Livelihood Creation	4. Human Welfare	4. Blood Donation Camps	4. Capacity Building and Skill Building of people	4. Enhancing Vocational Skills and Livelihood	4. Livelihood Enhancement
5.Environment Protection	5. Other Social Activities	5. Rural Self Employment Training	5. Enhance Environment		5. Promoting Education

Corporation of India) is an Indian multinational banking and financial services company. In 2014, it was the second largest bank in India in terms of assets and third in term of market capitalization. Government has no stake in ICICI Bank.

Research Methodology

Review of Literature

Deepika Dhingra and Rama Mittal in their paper on CSR Practices in Indian Banking Sector (2014) have highlighted that corporate social responsibility (CSR) refers to strategies that corporations or firms employ to conduct their business in a way that is ethical, society friendly and beneficial to community in terms of development. It is a concept where Business organizations apart from their profitability and growth show interest in societal and environmental welfare by taking the responsibility of impact of their activities on stakeholders, employees, shareholders, customers, suppliers, and civil society. It takes into consideration the social and environmental implications of corporate financial decisions. With the increasing need for economic development across the globe, there is Demand for Financial Institutions to take central role in the efforts to eliminate poverty, achieve equitable and accountable systems of governance and ensure environmental security.

Corporate Social Responsibility of Banks in India by Mrs.V. Carolin Juliya Pushpam, Dr.R. Karthi and Ms.B. Asha Daisy (2015) has analyzed the corporate social responsibility (CSR) activities carried out by Indian banks. The ultimate aim is to guide companies to be strategic in their CRS so that they benefit from the process. The study concluded that banking sector in India is showing interest in integrating sustainability into their business models but its CSR reporting practices are far from satisfaction

Kaur, Sukhpreet; Bhaskaran in their paper titled Corporate Social Responsibility Disclosure Practices of Public and Private Sector Banks in India: A Comparative Analysis (2015) Corporate Social Responsibility (CSR) activities of 10 public sector and 10 private sector banks have been analyzed and their performances have been ranked based on 10 parameters. Among the public sector banks, State Bank of India and Indian Overseas Bank are the top performers, while among the private sector banks, ICICI Bank is the top performer. In the case of public sector banks, CSR activities are mostly carried out in the field of education, community welfare, financial inclusion and rural development. On the other hand, private sector banks are concentrating more on community welfare, education and rural development activities.

Corporate Social Responsibility Role of Public and Private Sector Banks by Srikanth, R; Rao, Kankipati Srinivasa (2015) have discussed in their paper that Success is the main mantra of every corporate business house. Corporate Social Responsibility is to contribute towards the society while working with in ethics. In developing country like India, banking sector plays a very important role in upgrading the economy of the country by imposing new practices called corporate social responsibility (CSR).

Khodaparasti, Ramin Bashir; Forouzanfar, Elnaz; Forouzanfar, Elham in their paper on Impact of Corporate Social Responsibility on Financial Performance of a Bank (2015) have highlighted the nature of relationship between corporate social responsibility (CSR) and financial performance of a bank. Corporate social responsibility was measured through a questionnaire containing 52 questions to customers, employees, and the environment. The results showed that return on assets (ROA) of CSR banks was higher when compared against the non-CSR banks. So, the P/E of CSR banks are lower when compared to NCSR banks. It can be observed that CSR banks are performing better than the NCSR ones.

CSR Practices & CSR Reporting in Indian Banking Sector by Namrata Singh, Rajlaxmi Srivastava and Rajni Rastogi (2013) have highlighted in their study that in developing country like India, banking sector plays a very important role in upgrading the economy of the country not only by lending money or increasing the liquidity in the country but also by imposing a new practice called corporate social responsibility (CSR).RBI played a important role in supporting the concept of CSR by passing a circular in the year 2007,December, directed banks to undertake CSR initiatives for sustainable development.

Corporate Social Responsibility: An Analysis of Indian Commercial Banks by Eliza Sharma and Dr. Mukta Mani (2013) has analyzed the corporate social responsibility (CSR) activities carried out by Indian commercial banks. Variables used in the study are: rural branch expansion, priority sector lending, environment protection, community welfare, and women welfare, new initiative related to CSR, financial literacy, education and farmers' welfare. The analysis shows that though the Indian banks are making efforts in the CSR areas but still there is a requirement of more emphasis on CSR. There are some banks which are not even meeting the regulatory requirements. The public sector banks have overall highest contribution in CSR activities. Private sector banks and foreign banks are still lagging in this area. The study has a scope of further research where the CSR performance of banks can be related to financial performance of the banks

Research Objective

- To explore various CSR initiatives taken by top leading banks like Axis Bank, Kotak Mahindra Bank and ICICI bank from Private sector and State Bank of India, Bank of Baroda and Bank of India from Public sector in order to connect emotionally with the customers in 2015-16.
- To identify how CSR activities of public sector bank and private sector bank affects the bank performance.
- To give suggestions for enhancing the role of banks in promoting economically and socially sustainable business that will decide the direction of future growth.
- To study the impact of CSR initiatives on various stakeholders, society and environment at large

Type of Research

The CSR impact on bank performance is done for the three public sector banks and three private sector banks. The data used in the study relate to the banks which are among the list of "Top Five Indian Public Sector Banks by Market Capitalization" and "Top Five Indian Private Sector Banks by Market Capitalization" – each a good investment for different reasons as per moneycontrol.com and are listed on Bombay Stock Exchange (BSE).

Data Sources

The secondary data have used for the study. The secondary data is based various journals and the bank annual report and RBI reports. This paper is to know the status, strategies adopted and impact of CSR activities in the banking sector. The reference period of the study is of three financial years i.e. 2013-14, 2014-15 and 2015-16.

Methodology

- The methodology is to understand how the CSR spending can impact positively or negatively on the firm's performance.
- The data collected through secondary method also shows that how the bifurcation of CSR spending has been done over our country and in different aspects of Schedule VII mentioned for CSR.

Data Analysis/Comparative Analysis

Corporate Social Responsibility (CSR)

The CSR provisions within the Act is applicable to companies with an annual turnover of 1,000 crore INR and more, or a net worth of 500 crores INR and more, or a net profit of five crore INR and more. The Act encourages companies to spend at least 2% of their average net profit in the previous three years on CSR activities.

Priority Sector Lending (PSL)

As described by the Reserve Bank of India, Priority Sector Lending means lending to the agriculture, small scale and ancillary industries, new and renewable sources of energy, cottage industries, artisans, food and agro based processing, education, housing and weaker section. While for domestic banks, both the public and private sectors are required to lend 40 per cent of their net bank credit (NBC) to the priority sector. Thus it is given by Priority Sector Lending/ Adjusted Net Bank Credit

Net Profit

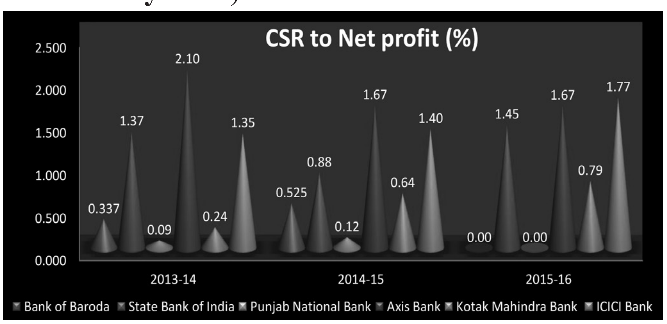
Net Profit referred as the bottom-line, is a measure of the profitability of the company after deducting all its expenses from income. Here, CSR is compared with net profit of different banks which shows the relationship between CSR and bank's Net Profit to know its effects on banks performance. Thus it is given by CSR/Net Profit (Net Loss)

Net Income

Net Income consist of interest income and other income which include commission received, profit/loss on sale of investment, profit/loss on exchange transaction etc., CSR is compared with bank's Net Income of the banks which impact the bank performance. Hence, it is given by CSR/Net Income

Public Sector Bank	Market Capitalization as on 21/09/16	Private Sector Bank	Market Capitalization as on 21/09/16
1) State Bank of India	1,95,117.40	1) ICICI Bank	1,56,891.32
2) Bank of Baroda	38,053.11	2) Kotak Mahindra Bank	1,44,771.45
3) Punjab National Bank	28,897.81	3) Axis Bank	1,42,888.41

Ratio Analysis 01) CSR to Net Profit



Analysis and Interpretation:

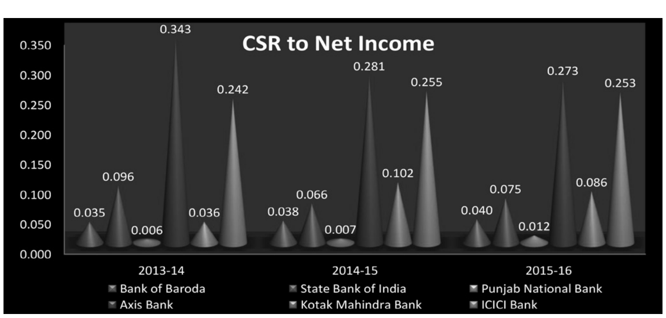
Corporate Social Responsibility (CSR) to Net profit ratio explains how financial performance is affects due to contribution in CSR. Thus, it has been notice that in the financial year 2013-14 and 2014-15 Axis Bank has contributed more to CSR compare to other bank assuming that Axis Bank want to enhance its social image thus improving financial performance on similar note Punjab National Bank has contributed less to CSR. But in Financial year 2015-16 ICICI bank has contributed more CSR activities because of higher sales, premium prices and better attraction / retention of staff, amongst other things

1) CSR to Net Profit (%)

Banks / Years	State Bank of India	Bank of Baroda	Punjab National Bank	Axis Bank	Kotak Mahindra Bank	ICICI Bank
2013-14	1.37	0.337	0.09	2.10	0.24	1.35
2014-15	0.88	0.525	0.12	1.67	0.64	1.40
2015-16	1.45	N.A	N.A	1.67	0.79	1.77
Total	3.7	0.862	0.21	5.44	1.67	4.52
Average	1.23	0.29	0.07	1.81	0.56	1.51
Rank	3	5	6	1	4	2

(Source: Annual Report)

2) CSR to Net Income



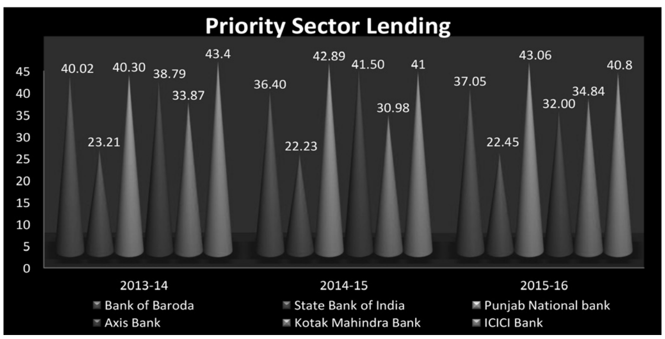
Analysis and Interpretation:

Nature of CSR relates to Net Income, as there is relationship between an investment in CSR and financial benefit can be established. Hence, from financial year 2013-14 to 2015-16 Axis Bank have contributed more to CSR in comparison to other bank assuming that it has been receiving some form of benefit, either in a wealth enhancing or wealth protective way, that explains the continued interest and investment in CSR. On the other side Punjab National Bank has contributed less to CSR activities because of less income.

2) CSR to Net Income (%)						
Banks / **Years**	**State Bank of India**	**Bank of Baroda**	**Punjab National Bank**	**Axis Bank**	**Kotak Mahindra Bank**	**ICICI Bank**
2013-14	0.096	0.035	0.006	0.343	0.036	0.242
2014-15	0.066	0.038	0.007	0.281	0.102	0.255
2015-16	0.075	0.040	0.012	0.273	0.086	0.253
Total	0.237	0.113	0.025	0.897	0.224	0.75
Average	0.079	0.038	0.038	0.299	0.075	0.250
Rank	3	5	6	1	4	2

(Source: Annual Report)

3) Priority Sector Lending Ratio



Banking sector spend mainly on priority sector areas. They count the 40% mandatory priority sector lending as a part of their CSR activities. Thus ICIC bank is lending more to priority sectors with 43.4% of Adjusted Net Bank Credit (ANBC) assuming that disburse loans of small value to various sectors will aid the development of overall Indian economy while State bank of India is lending least in financial year 2013-14. In financial year 2014-15 and 2015-16 Punjab National Bank is ahead Axis Bank and ICICI Bank respectively thus Punjab National Bank tend to take on more priority sector lending activities to signal better market performance, while relatively less profitable in terms of contribution to CSR activities. Also, sub-target is been achieved by State Bank of India which is to disburse 18% of their ANBC to agriculture and associated service.

Analysis and Interpretation:

3) Priority Sector Lending Ratio (%)						
Banks / **Years**	**State Bank of India**	**Bank of Baroda**	**Punjab National Bank**	**Axis Bank**	**Kotak Mahindra Bank**	**ICICI Bank**
2013-14	23.21	40.02	40.30	38.79	33.87	43.4
2014-15	22.23	36.40	42.89	41.50	30.98	41.00
2015-16	22.45	37.05	43.06	32.00	34.84	40.8
Total	67.89	113.47	126.25	112.29	99.69	125.2
Average	22.63	37.82	42.08	37.43	33.23	41.73
Rank	6	3	1	4	5	2

(Source: Annual Report)

3.2 Ranking

1) Contributed to CSR Rs. in crores						
Banks / **Years**	**State Bank of India**	**Bank of Baroda**	**Punjab National Bank**	**Axis Bank**	**Kotak Mahindra Bank**	**ICICI Bank**
2013-14	148.93	15.30	2.94	130.38	3.63	132.00
2014-15	115.80	17.83	3.75	123.22	11.97	156.00
2015-16	143.92	19.40	6.77	137.41	16.41	172.00
Total	408.65	52.53	13.46	391.01	32.01	460.00
Average	136.22	17.51	4.49	130.34	10.67	153.33
Rank	2	4	6	3	5	1

(Source: Annual Report)

Analysis and Interpretation:

RBI prescribes banks to contribute to Corporate Social Responsibility (CSR) of atleast 2% with regards to their Profit after Tax (PAT) of previous three financial years. Thus, from above data it can be said that ICICI Bank has contributed more to CSR activity followed by State Bank of India and Axis Bank is on 3rd position followed by Bank of Baroda & Kotak Mahindra Bank.

2) Net Profit/-Loss Rs. in crores

Banks / Years	State Bank of India	Bank of Baroda	Punjab National Bank	Axis Bank	Kotak Mahindra Bank	ICICI Bank
2013-14	10,891.17	4,541.08	3,342.57	6,217.67	1,502.52	9,810.48
2014-15	13,101.57	3,398.43	3,016.58	7,357.82	1,865.98	11,175.35
2015-16	9,950.65	-5,395.54	-3,974.00	8,223.66	2,089.78	9,726.29
Total	33,943.39	2,543.97	2,385.15	21,799.15	5,458.28	30,712.12
Average	11,314.46	847.99	795.05	7,266.38	1,819.43	10,237.37
Rank	1	5	6	3	4	2

(Source: Annual Report)

Analysis and Interpretation:

On the basis of group averages State Bank of India has more profit compared to other five banks. ICICI Bank net profit is also good. Bank of Baroda and Punjab National Bank is facing loss in FY 2015-16 because of which their net profit is affected, thus they stands at last position due to its poor management.

3) Net Income Rs. in crores

Banks / Years	State Bank of India	Bank of Baroda	Punjab National Bank	Axis Bank	Kotak Mahindra Bank	ICICI Bank
2013-14	1,54,903.72	43,402.45	47,799.97	38,046.38	10,166.83	54,606.02
2014-15	1,74,972.97	47,365.55	52,206.09	43,843.64	11,748.32	61,267.27
2015-16	1,91,843.67	49,060.14	54,301.37	50,359.50	18,996.42	68,062.49
Total	5,21,720.36	1,39,828.14	1,54,307.43	1,32,249.52	40,911.57	1,83,935.78
Average	1,73,906.79	46,609.38	51,435.81	44,083.17	13,637.19	61,311.93
Rank	1	4	3	5	6	2

(Source: Annual Report)

Analysis and Interpretation:

From the above information, it is clear that the Net Income of all the banks has increased from 2013 to 2016. The highest Net Income is with State bank of India followed by ICICI Bank and then Punjab National Bank. Bank of Baroda is fairly stable. Axis Bank and Kotak Mahindra Bank have least Net Income as compared to other Banks.

4) Priority Sector Lending Rs. in crores

Banks / Years	State Bank of India	Bank of Baroda	Punjab National Bank	Axis Bank	Kotak Mahindra Bank	ICICI Bank
2013-14	2,80,819.50	90,488.00	1,20,008	53,338.00	17,957.81	1,01,030
2014-15	2,88,952.35	1,03,342.67	1,35,812	1,52,583.00	20,495.92	1,13,007
2015-16	3,28,551.50	1,13,121.13	1,47,122	1,83,390.00	41,344.91	1,31,190
Total	8,98,323.35	3,06,951.80	4,02,942.00	3,89,311.00	79,798.64	3,45,227.00
Average	2,99,441.12	1,02,317.27	1,34,314.00	129770.33	26,599.55	1,15,075.67
Rank	1	5	2	3	6	4

(Source: Annual Report)

Analysis and Interpretation:

Again State Bank of India stands at first position compared to other banks. State Bank of India is lending higher amount in to the agriculture, small scale and ancillary industries, food and agro based processing, education, housing and weaker section of society. Kotak Mahindra Bank has contributed least to Priority Sector Lending.

Conclusion and Suggestions

- Along with globalization, increasing competition requires customer oriented approaches from banks to up-bring the society.
- One should not under-estimate the positive impact of Corporate Social Responsibility activities have on financial performance to be one step ahead in competition.
- As a key element in current marketing condition, CSR activities are crucial for companies to differentiate themselves and strength their image. Once they differentiate themselves and sustain a positive image, bank increase their profitability.
- Private Sector Banks have overall highest contribution in CSR activities. However, Public sector banks and foreign banks are still lagging in this area according to ratio.
- There are a number of benefits provided for the banking institutions performing CSR, including: economic efficiency, improved company reputation, employee loyalty, communication between the banking industry and society, attracting new opportunities and increase organizational commitment.

Future Outlook

- The government will remain the key driver of CSR development in the next decade, but that the role of the public will continue to grow in importance.
- It is also anticipated that the private sector will be more proactive in implementing CSR initiatives as the understanding of the potential business benefits continues to increase.
- The government is expected to strengthen enforcement of legislation and regulations, especially in the areas of environmental pollution controls, working conditions, education and labour.
- More engagement and collaborative initiatives are expected to be developed within and among different stakeholder groups, including strategic long-term partnerships between government, businesses & civil society.
- Thus, this study is expected to contribute greatly to encourage CSR adaptability and success of CSR implementation in banks.

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A Study on the Interpersonal skills of the Manager during the Change

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Abstract:

This is the age of discontinuity. The only thing that is consistent in today's rapidly changing world is change. The most successful organizations are those that focuses on doing whatever it takes to adapt to the changing conditions. Organizations have no choice because the message is very clear. Change or disappear. Managers often experience a dilemma on the issue of change. On one hand they are expected to continuously introduce change so as to develop a better and fitter organization. They are expected to anticipate events, initiate change and take care of the organizations future. At the same time managers are expected to maintain and restore equilibrium within his work group which has to adapt to these changes. The researchers had made an attempt to study the Leader's Interpersonal skills (Ability to Motivate, Communicate, and Build Team) and its effectiveness at different levels of Management during the change.

Keywords:

leader/manager, organization change, interpersonal skills, multicultural, cross-cultural, effectiveness.

Introduction

The leader plays a very vital role in bringing change in the organization. He is either the change agent who is hired within the organization or an external personnel. As it is known that the interpersonal skills and soft skills which helps to motivate, communicate and build team are interrelated and complementary and that's why leadership leads to development in these areas (Gilley, Mamillan and Gilley, 2009). So as a result for effective change development the concentration of the leader to be effective in the study is focused on interpersonal skills, Multi-cultural skills and cross-cultural skills so that these engagement skills will help the employees to cultivate success during the change for boundary less organizations. While traditional organizations structures have defined vertical and horizontal borders and hierarchies, boundary less organizations are defined specifically by a lack of structures and an approach to business that is based on the free flow of information and ideas to drive innovation, efficiency and growth in the world that constantly changing. Hence adaptability and flexibility are important criteria of boundary less organizations. It makes use of the latest technology and tools to facilitate the breaking down of traditional borders such as virtual collaboration and flexible working. With regards to employees, they have more responsibilities for their own projects and targets and be more able to achieve results in a way that's appropriate for the project at hand. Because many boundary less organizations are dispersed across geographic borders, employees may be from different cultures and countries but most work together. Because of this, boundary less organizations requires a strong set of core values and a strong vision i.e every organization which goes boundary less should focus on the development of interpersonal skills of the employee to introduce the change effectively hence the researchers have made an attempt to study the various interpersonal, multicultural and cross cultural skills required by the leader/manager during the change taking place.

Boundary less organizations

1. Globalization has seen the reduction of boundaries between nations and organizations. They have evolved to improve the information flow, reduce response time and facilitate problem solving and decision making around the globe.

2. The challenge for global organizations is to look for opportunities to capitalize on the increasing borderless nature. Managers, supervisors and team leaders within global organizations must adjust their leadership

styles and management approaches to accommodate the diversity in the global business environment

3. The researchers have made an attempt to study the core skills of management for the managers, supervision and team leaders so that they can keep a touch with and keep track of the progress.

Elements of a leader for effective change Management in a boundary less organization

1. Interpersonal Skills

a) It is the Manager who acts as a consultant (coach) for an organization and works to evaluate, analyze and implement necessary changes to organizational procedures during the change. He serves as a researcher, counselor, trainer or teacher within the organization.

b) Basically the change agents are often hired from outside the company. But if the company decides to select or hire an existing employee to re-evaluate operations during the course of his evaluation the change agent must actsensitive/motivatorto the needs of the employees and company, willing to listen and form.

c) The manger also acts as a rewarder hence he has to identify the need for rewards. Rajan et al. (1998) cited by scar borough et al. (1999) suggested that employees must be able to see the link between sharing and immediate gains. The need for rewards is a people issue whereas the mechanism for conferring rewards is an organizational one.

d) The manager acts as an involver who engages various personnel to do the task and accomplish the necessary part of the job to be done effectively.

2. Multi-cultural Skills

Global leaders must be equipped with the leadership skills required in the multicultural workplace. In other words, important leadership components and significant global leadership skills need to be identified to enhance international leaders' competitiveness and performance efficiency. A wide range of people brings different challenges and advantages in terms of ideas, creativities, styles, and innovations into the workplace. Effective global leaders must increase their capabilities to manage the complexity of diverse people, understand and respect differences, make necessary adjustment in the leadership, and be ready for opportunities and challenges that come alone. Work ethics, behaviors, communication styles, and management-labor relationships are different from country to country. In accordance with different cultural expectations, different cultural groups have different expectations of leadership, and this can affect the behaviors of employees and managers.

Essential Leadership Skills for Success as a Global Leader-

a) Develop Self-Awareness

a. Appreciate individual differences

b. Close the cultural gap by looking at similarities,

b) Understand Cultural Stereotypes

a. Avoid stereotyping and personal biases

b. Lead people with respect

c) Increase Self-Assurance

a. Understand competitors

b. Stay one step ahead of the game and be enthusiastic to challenges

c. Create a Vision and Be Able to Sell It

d) Gain and Offer Supports

a. Gain ongoing support from all levels of the organization

b. Provide supports to people and organizations.

e) Build Effective Communication Skills

a. Develop verbal and nonverbal communication skills

3. Cross Cultural Skills

Hear the leader must switch between cultures so that they can work well with their foreign colleagues, where the leader may feel risky in being inauthentic and incompetent and hence the effective influence of online network will be crucial to success. Hence the leader instead of battling the distraction, should embrace the brains proclivity for it. In a cross cultural situation during the change he should exercise integrity, openness, trustworthy, behavior and candor in all his interpersonal dealings. He should also be patient in working with other people's needs and timetable by keeping his focus on long term goals and not wasting his goodwill capital on getting immediate result.

a) Self-knowledge: understanding your own cultural values and how they affect your attitudes and behaviors

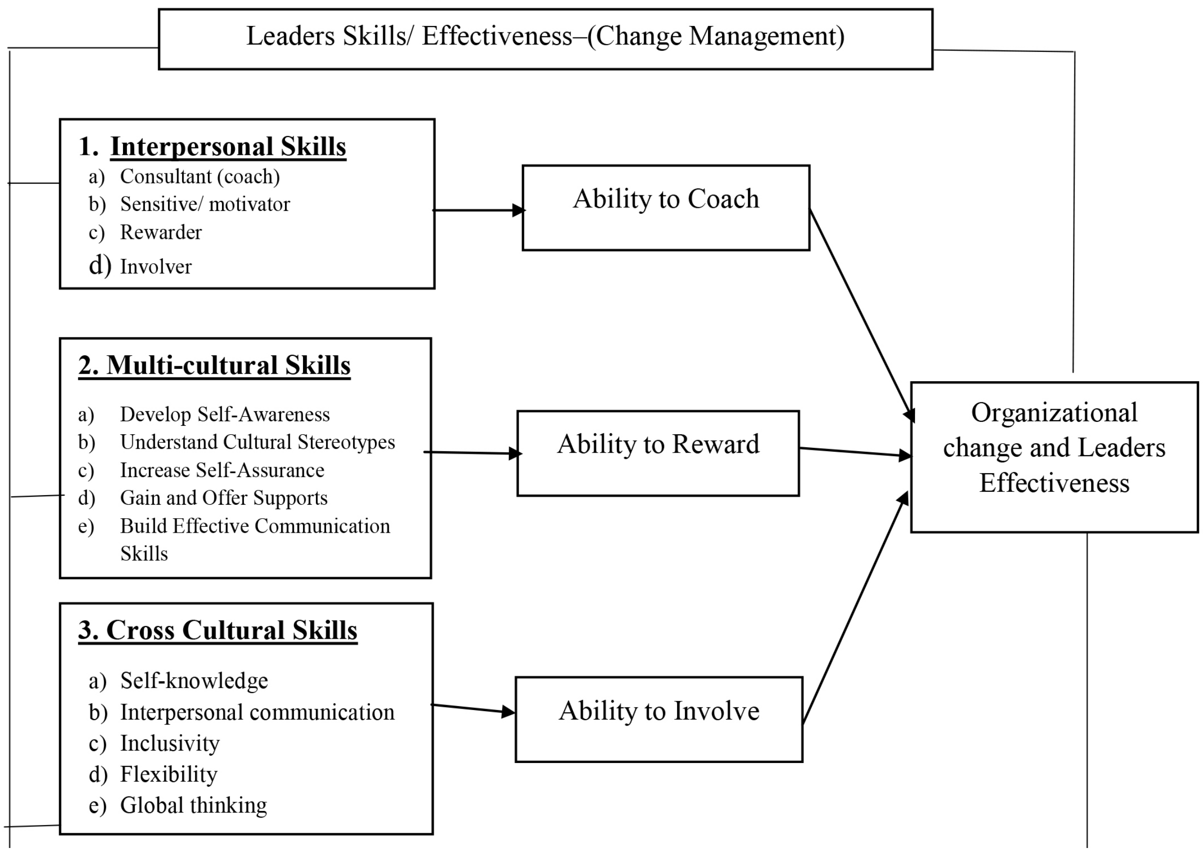
b) Interpersonal communication: expressing yourself persuasively while genuinely hearing what others are communicating to you.

c) Inclusivity: making people of different backgrounds feel at ease, understood, and valued for their perspectives

d) Flexibility: adapting gracefully to a wide spectrum of operational practices, business styles, and social environments

e) Global thinking: staying informed on global trends and events

Figure 1: Theoretical Model



1. Leaders with the use of various attributes of interpersonal skills will have greater ability to coach personnels and they would be more effective to drive the change management process.

2. Whereas leaders using the multicultural skills and their attributes will be able to reward and create a vision through effective motivational drive. So that the personnel can adapt change positively in a multicultural environment.

3. Leaders will have greater ability to engage and involve through the application of the attributes of cross cultural skills so that they can manage the global change optimistically.

Conclusion

In today's hectic complex business environment mangers and leaders need to focus on influencing and persuading others by creating successful and effective working relationship. Hence the research was conducted on the basis of secondary data. Here the researchers have emphasized and found that if the leader improves his ability to coach, reward and involve, through the effective use of various interpersonal, multicultural and cross cultural skills he can be more productive and can effectively handle change management in a boundary less organization. Thus this study significantly contributed to the knowledge of the attributes required by the manager/ leader to act effectively as a change agent.

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A Study Of Structures Of Boundaryless Organizations-Cases from Global Industry

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Introduction

Today, business has become extremely competitive and complex. Rapid advances in technology and globalization have caused a sea change in the way people do business. As a result of these changes, the linkages in Organizations both within them (intra) as well as between Organizations (inter) have evolved to a great degree. This has resulted in businesses becoming more connected while at the same time less controlled.

The concept of a boundary less Organization is not new. It was first mooted by Jack Welch in his company General Electric in 1992 wherein he described 'boundarylessness' in his words thus:

"GE's diversity creates a huge laboratory of innovation and ideas that reside in each of the businesses, and mining them is both our challenge and an awesome opportunity. Boundary less behavior is what integrates us and turns this opportunity into reality, creating the real value of a multi-business company -- the big competitive advantage we call Integrated Diversity".

Jack Welch believed that rigid, hierarchical organizations were poorly structured to compete in the fast-moving, information-centric, customer-focused competitive environment of the 1990s and beyond. He also recognized that General Electric's people, and especially their diversity of knowledge, talents, and ideas could become a tremendous competitive weapon for the company in the new business environment. Work-Out, GE's boundary-breaking program of the early 1990s, made GE into a boundary less company and launched boundarylessness both as a management philosophy and a potential field of study. We can see how far reaching Jack Welch's Vision was, he saw beyond his times. In today's fast moving and technologically enabled environment, people are the key differentiators and thus if they are allowed to take part actively in decision making without fetters of structure, they will prove to be winners for their company

Boundaryless organizations communicate chiefly through virtual rather than traditional methods. They also make use of the latest technology such as virtual collaboration and flexible working and tools to facilitate the breaking down of traditional borders. The freedom to telecommute with international employees removes geographical barriers to productivity and allows for schedule flexibility. By organizing expert employees in groups and decentralizing, meaning imparting decision-making authority to them , these companies are more nimble and therefore find it easier to meet needs and function efficiently even in a VUCA environment.

As regards employees, they may have greater responsibilities and also be able to achieve better results because of greater autonomy. Also it is seen that when employees manage and coordinate their own projects, it fosters a sense of pride in the ability to change and meet the demands of the situation fostering a strong work ethic. These days, boundary less organizations are dispersed across geographic borders, therefore employees may be from different cultures and countries and need to work together. Hence, boundary less organizations require a strong set of core values and a strong vision.

Structure of Boundary less Organizations

Organizational structure has come a long way and evolved from a hierarchical and bureaucratic setup to a much more flexible flat and transparent structure to suit the fast changing business environment. Modular, Virtual, and Boundary less organizational structures are optimized for faster information creation and sharing. In today's information driven world, it makes sense to have an organizational structure to exploit faster movement of information.

Modular structures rely on outsourcing non-critical functions, namely those which do not affect the company's long term competitive advantages. Outsourcing enables the Organization to use relatively smaller amounts of capital, have a contained management team and yet achieve goals that seemed impossible to attain. Such organizations keep their core value chain activities (meaning those that add value to the company and stakeholders) in-house, and outsource any activity which adds no value or minor value to its activities.

Virtual organizations consist of strategic alliances formed by companies with customers, suppliers and even competitors to build new capabilities. Thus the organization appears to have more capabilities than it really possesses. Strategic alliances form a network of organizations. Firms in this network of organizations may be performing a different value creating activities such as production, R&D, IT infrastructure support, distribution etc. Each company in the network offers its core competence as a service to other members in the network. The alliances in this network are maintained as long as they meet the required goals and objectives. In such a frame work, companies can win only when the other members in the alliance win. This strategic interdependence makes everyone in the alliance work for a common gain. Interdependence is built up over a period of time when organizations learn from each other as to what the other member in the alliance wants in future and builds up the required capability to do so.

Recreating Organizational Boundaries

What are the invisible boundaries that managers should pay attention to in flexible organizations? We call them the "authority" boundary, the "task" boundary, the "political" boundary, and the "identity" boundary. Each is rooted in one of the four dimensions common to all work experiences. And each boundary can be recognized by the characteristic feelings it evokes. If managers are attentive, they can use these feelings as clues to assess whether their relationships at the boundary are working effectively.

Even in the most boundary less Organization, Managers lead and employees follow, some provide direction while others have responsibility for execution. When managers and employees take up these roles and act as superiors and subordinates, they meet at the authority boundary.

The authority boundary creates a query: "Who is responsible or in control of what?" In most companies earlier, that question would be relatively easy to answer as those in authority were easy to identify. Seniors issued orders, and juniors followed them. Management was mostly a question of effective monitoring and control. But in more flexible organizations, issuing and following orders is no longer in vogue as the individual with the formal authority is not always the one with the most up-to-date information about a business problem or customer need. In such situations, subordinates face the far more complicated task of adequately informing their superiors and helping them to think clearly and rationally, even as they work to implement their superiors' requests. Paradoxically, being an effective follower often means that subordinates have to challenge their superiors.

The Task Boundary

Work in complex organizations requires a highly specialized defining of tasks. Yet, the more specialized the work becomes; the harder it is to give people a sense of a common goal. This contradiction between specialized tasks helps us to understand why teams have become such a popular form of work organization in recent years. Teams provide a mechanism for bringing together people with varied but complementary skills and working towards a common goal, like, for example designing and manufacturing a new product, or providing an integrated service to an important customer.

In order that teams work efficiently, it is imperative that those involved must manage their relationships well at the task boundary. People in task relationships divide the work they share and then coordinate their efforts so that the resulting product or service has congruence and perfection.

In production oriented organizations, managing task relationships consisted largely in overseeing the formal interactions among R&D, manufacturing, marketing, supply chain and other classical functions. But in the current team environment, people from all functional areas are frequently teamed together and need to interact informally to ensure speed in decision making. Often, individuals have to depend on people who have skills and resources they cannot control and often don't even have adequate knowledge about. So, while focusing primarily on their own task, they must also know what others do and take a genuine interest in the challenges and problems facing all those who contribute in different ways to the final product or service.

When task relationships with team members are good, team members feel proud of their work, comfortable about their inter-dependence on each other, and confident that they have the resources and the skills necessary to get the job done.

The Identity Boundary

An Organization without boundaries often seeks to offer employees a common identity, the kind that Jack Welch suggests when he talks about erasing the "group labels which get in the way of people working together." People have multiple identities or roles at work. Often these identities are a product of a particular occupational or professional culture, for example lawyers, engineers, software programmers, or shop-floor workers. At times they are based on the local work group like the team, department, or the local office. On other occasions their origins are more personal, grounded in the individual's identity and experiences as a member of a particular race, gender, or nationality.

Unlike the political boundary, which involves interests, the identity boundary is about values. This means the identity boundary creates the feeling, "Who is and isn't part of 'us'?" It is more about identifying and defining the culture.

People acting at the identity boundary trust insiders but are wary of outsiders. They seek out people who are like them and value their own group perspective. For example, women managers may be convinced that their male colleagues do not value their distinctive style of managing. Further, foreign nationals in a multinational company may believe that the parent company overseas cannot really grasp the subtleties of the local market.

Identity relationships are important because they tend to be extremely energizing and motivating. In a workplace where effective performance is becoming increasingly dependent on employee commitment and engagement on the job, organizations need to tap this energy source and put it to productive use. That's why companies like Xerox, Corning, and Levi Strauss have encouraged diversity at all levels of the organization.

However, relationships at the identity boundary also run the risk of weakening the broader relationships necessary to work together. For this reason, creating

A Manager's Guide to the Boundaries That Matter

Key Questions		Necessary Tensions	Characteristic Feelings
"Who is in charge of what?" →	AUTHORITY BOUNDARY	How to lead but remain open to criticism. How to follow but still challenge superiors.	trustful open rigid rebellious passive
"Who does what?" →	TASK BOUNDARY	How to depend on others you don't control. How to specialize yet understand other people's jobs.	confident competent proud anxious incompetent ashamed
"What's in it for us?" →	POLITICAL BOUNDARY	How to defend one's interests without undermining the organization. How to differentiate between win-win and win-lose situations.	empowered treated fairly powerless exploited
"Who is–and isn't–'us'?" →	IDENTITY BOUNDARY	How to feel pride without devaluing others. How to remain loyal without undermining outsiders.	proud loyal tolerant distrusting contemptuous

Excerpted from "A Manager's Guide to the Boundaries That Matter"- From "The New Boundaries of the Boundaryless Company", 'Larry Hirschhon', 'Thomas Gilmore' and supporting a sense of team spirit—“we are the best group”-without undervaluing the potential contribution of other groups is the real challenge of work at the identity boundary.

The Political Boundary

In most companies, “politics” is a term of hate and avoidance. Indeed, one of the promises of an Organization without boundaries is to make the company into “one happy family” and eliminate politics from the workplace once and for all. But this promise contains a potentially dangerous mistake. This is because politics involves the interaction of groups with different interests, and any large complex organization contains many such groups. For example, R & D has a legitimate interest in long-term research, manufacturing in the producibility of a product, marketing in customer acceptance.

These relationships can be extremely useful to managers, because they mobilize the different interests and perspectives that together add up to a holistic view of the entire situation. Political activity becomes detrimental only when people are unable to negotiate and bargain in productive ways and when they are not able to define their interests well enough to discover mutually beneficial solutions. This makes them work at cross purposes to work to the detriment of Organizational interests.

When groups in a company do this effectively, people tend to feel powerful. Staff members believe they are treated fairly and rewarded adequately. But when political relationships go awry, members of a particular work group can feel unrecognized, underrepresented in important decisions, and exploited.

The Evolution of the Boundary less Structure

In the traditional company, boundaries were clearly mapped into the structure of the organization. The hierarchy of occupational designations defined the outlines of power and authority. Independent functional departments managed teams of specialized expertise. Dedicated business units were a representation of a company’s products and markets.

This organizational structure was rigid, but it had a major advantage in that the roles of managers and employees were clear, simple and relatively stable. Company boundaries functioned like markers on a map. By clearly laying down the reporting structure and indicating who was responsible for what, individual behavior was well coordinated and channelized towards the objectives of the company as a whole.

Sadly however this traditional organizational map no longer exists. New technologies, rapid-changing markets, and global competition are transforming business relationships. As companies merge their traditional boundaries to respond to this more fluid business environment, the roles that people play at work and the tasks they perform also become blurred and ambiguous.

However, just because work roles are no longer defined by the formal organizational structure, this does not mean that differences in authority, skill, talent, and perspective are no longer relevant. In fact, these differences present both managers and employees with new challenges. Each one in the Organization must now decide what kind of roles they need to play and what kind of relationships they need to maintain in order to use those differences effectively for creating productive work.

Let us consider an engineer who is a part of an inter-functional product design team. To be an effective participant on the team, the engineer must play a variety of roles. Sometimes he acts as a specialist to assess the viability of the team’s product design; at other times he acts as an administrative representative of the engineering department to ensure that engineering does not get saddled with additional responsibility while not receiving adequate resources; yet again, in other situations he may act as a loyal team member to contribute to the team’s work with his colleagues.

In an Organization without boundaries, therefore, creating the right kind of relationships at the right time is the key to productivity, innovation, and effectiveness. But good working relationships don’t happen easily; they are not a simple outcome of good attitudes, team spirit, and hard work. Rather, opportunities for confusion and conflict are more likely in a boundary less organization.

Boundary-less organizations Structures can be of three main kinds, namely hollow, modular and virtual organizations.

Hollow Structure Organizations

Hollow structures divide work and employees into core and non-core competencies. Hollow structures are an outsourcing model in which the organization maintains its core processes internally but outsources non-core processes. Hollow structures are effective when the industry is price competitive and choices for outsourcing exist. An example of a hollow structure is a sports company that has its HR functions (like payroll and benefits) handled by outsourced agencies.

Modular organizations. Modular structures differ from hollow organizations in that here components of a product are outsourced. Modular structures may keep a core part of the product in-house and outsource noncore portions of the product. Networks are added or subtracted as needs change. For a modular structure to be an option, the product must be able to be broken into chunks. For example, computer manufacturer Dell buys parts from various suppliers and assembles them at one central location. Suppliers at one end and customers at the other become part of the organization; the organization shares information and innovations with all. Customization of products and services results from flexibility, creativity, teamwork and responsiveness. Business decisions are made at corporate, divisional, project and individual team

Virtual organizations. A virtual organization is cooperation among companies, institutions or individuals delivering a product or service under a common business understanding. Organizations form partnerships with others—often competitors—that complement each other. The collaborating units present themselves as a unified organization.

Virtual structures are collaborative and created to respond to an exceptional and often temporary marketing opportunity. An example of a virtual structure is an environmental conservancy in which multiple organizations supply a virtual organization with employees to save, for example, a historic site, possibly with the intent of economic gain for the partners.

This type of organization is popular in Japan, the U.S.A. and countries that are technologically advanced. In India too, Maruti Udyog, Wipro, Larsen and Toubro use a networking structure in their organization.

Advantages of a Boundary less Organization

The following are the advantages of a boundary less Organization

(a) Motivated functioning at the hub: Because of the absence of vertical and horizontal boundaries within the hub or central part of the Organization, there are very few status and rank differentials. Therefore, team members work with a greater sense of enthusiasm.

(b) Utilization of best capabilities: A boundary less Organization allows different self managed work teams to bring out their best capabilities as they have more freedom to perform their tasks.

(c) Reduced Environmental uncertainty: The environmental uncertainty gets reduced in a networked Organization as responsibilities are subcontracted to partners in this structure.

(d) Flexibility: There is more flexibility in a boundary less Organization because it is more adaptive to changes in eternal environment due to removal of restrictions from the central office.

(e) Ideal for smaller start ups: A start up can survive a harsh environment and its initial unstable state by being a partner to a much larger networked Organization. Thus it’s a win - win situation for both parties.

Limitations of a Boundary less Organization

The following are the disadvantages of a boundary less Organization:

(a) Coordination – the major problem: This is because each partner in a networked Organization is concerned only about his area of work and because of the independence given to partners; it becomes very difficult to coordinate these towards the common goals of the Organization.

(b) Reliability: Reliability of information is another major challenge in networked Organizations as the tasks are outsourced to external agents and the veracity of information cannot be vouched for in these circumstances.

(c) Lack of close Control: This may result in a drop in performance on the part of the teams that have been engaged by the central hub. However, this is subject to the capability and maturity of teams chosen for the task.

Examples of Boundary less Organizations

IKEA has the smartest furniture assemblers in the business

One of the biggest logistic challenges of the furniture business is that products like desks and bookcases are difficult, expensive and fragile to transport when fully assembled.

IKEA, a Swedish company, eliminated that problem by selling furniture in flat packs and having customers to carry and assembly it themselves once they get home.

In this case, the company included their own customers in the value delivery chain and, by doing that, was able to deliver relatively stylish and high-quality furniture at very low-cost and an overall better customer experience. Because delivery of the product is a huge pain point in traditional business, for many customers, the extra work (or fun, perhaps) of assembling furniture is offset by the benefits.

Indian entrepreneur, Venky Venkatesh Iyer, joined the session by conference call to discuss his company, **Goli Vada Pav,** which sells vegetable-like patties in a bun. The company evolved from an ethnic fast-food restaurant, consisting of a single 60 m2 shop, to a franchise brand with over 100 outlets in 26 cities. During its history, Goli Vada Pav faced many problems, which were all solved by outsourcing. For example, when it first started to scale up operations, the cooks made the patties. However, the quality was variable, and there was wastage and pilfering. Venky discussed the quality problems with a neighbor who supplied frozen potatoes for McDonald's and who had spare capacity. The neighbor suggested using his plant to make standardized, frozen patties. Over time, Goli Vada Pav thus evolved into a hollow organizational design, and the only part that has not been outsourced is the brand and the proprietary spice mix used in the patties. The hollow organizational design allowed Goli Vada Pav the flexibility to provide ethnic fast food prepared in hygienic conditions in India and to achieve spectacular growth.

In 2008 **Disney Publishing Worldwide** launched the first Disney English learning center in Shanghai. The curriculum, developed in the US, is taught by native English-speaking trainers and targeted at children aged 2 to 10. The kids learn English using interactive technologies and appropriate suppliers; and finally assemble the different parts into the finished product

Disney discovered that parents who were unwilling to spend more than a few yuan on a movie (entertainment) would willingly spend considerable sums to invest in the best education for their children. So Disney reframed its product proposition in response to a specific consumer need: equipping kids from an early age to deal with the globalizing world in a fun environment. Interestingly, Disney in China was the only company with the brand, resources and position to create and deliver a compelling "product mix" that helped solve this problem. Three years into operation, Disney English has opened more than 30 centers around the country.

Xerox now develops new products through multidisciplinary teams that work in a single process instead of around narrow functional tasks. Similarly some, AT&T units are now doing annual budgets based not on functions or departmental but no processes such as the maintenance of a worldwide telecommunications net work. Another way management can cut through horizontal barriers is to use lateral transfers, rating people into and out of different functional areas. This approach turns socialists into generalists.

Firms such as NEC Corp, Boeing and Apple Computer each have strategic alliances or joint partnership with dozens of companies. These alliances blur the distinction between one organization and another as employees work on joint projects.

Xilinx, a leading programmable logic chip maker outsources manufacturing and some IT support functions. For Xilinx, major value addition takes place in R&D of the products and in customer interaction areas. Xilinx's customers value its support in form of design assistance, FPGA logic synthesis, logic functionality, timing and software. Xilinix helps its customers bring their designs to market, have flexibility in the final product design and beat the narrow time-to-market window. This high level of customer interaction and in cases a handholding and guiding customers to achieve their aims adds value. Manufacturing of the chips itself does not add any significant value for Xilinx. Accordingly, the organizational structure at Xilinx follows their value chain Model

The security analysts with **Merrill Lynch** who does his job from his ranch in Montana or the software designer who works for a San Francisco company but does her job in Boulder Colorado, are just two examples of the millions of workers who are now doing their jobs outside the physical boundaries of their employers' premises.

Pixar, the animation studio, partnered with Walt Disney Pictures to produce a number of highly successful animated feature films, including Toy Story, Monsters,Inc., Finding Nemo, and Cars. Finding Nemogenerated $865 million in global box office revenue and received the Academy Award for Best Animated Feature Film. The partnership combined Pixar's expertise in computer animation with Disney's strength in marketing to reduce the risk of producing animated features.

Airbus Industries is a boundary less organizational design that consists of a partnership of European firms from four countries (France, Germany, England, and Spain) that worked together to market and develop commercial jet aircraft to compete with Boeing and become a leading producer of passenger jets.

Apple Inc. partners with Foxconn, a Taiwanese electronics firm to manufacture Apple's iPods, iMacs, and iPhones in China. Apple designs and markets the products, and its Asian partner builds and assembles them according to the design specifications and ships the finished products back to the United States.

Case Study – Company "X"

Company "X" has its business in more than 100 countries and provides computers and peripherals (hardware as well as software) to both companies as well as individual users. The company was experiencing diminishing sales in South East Asia and had just bought a company in Malaysia. An analysis of the business revealed the company had many customers but almost as many partners. Therefore communication and networking among different departments as well as between partners was a major challenge. Conflict and communication gaps were the order of the day. After an analysis of the situation, Management decided to create a virtual organization with a local partner it had been working with for more than a year using advanced Internet as well as Mobile technology. The key advantage of this strategy was that it resulted in speed and flexibility; it kept the fixed costs down with a revenue sharing model; there was mutual trust and the partner had recently lost one of its main sources of revenue, hence they were more than happy with the arrangement. However, there were difficulties in alignment of IT systems, which were quickly resolved. Also, the company needed the partner to make daily decisions for hiring and training staff to reach their upgraded targets. In effect, the company representative understood that this information sharing should have been done in a better manner across the organization right from the beginning. In such a situation, the virtual organization provided the flexibility needed in the existing environment. The virtual structure made it easier for the company to react to the challenges to HR that occurred. This was because the Virtual Organization made communication and decision making much faster than in conventional Structures. For example, one employee had to quickly leave for his home country following the sad demise of his close relative. The company was able to quickly make amendments to his contract so as to permit him to continue working for the company from his home. For the company, there were two main learnings. First, alignment between partners is essential for success in business, and the most effective way to achieve this was through communication, motivation and creating mutual trust. The second was the importance of being fair and transparent in all actions with one another, which is so essential to achieving mutual trust.

Virtual Organizations create a seamless interface between team members that tremendously boost the confidence and comfort level in the working of employees and partners. It enables a tremendous saving of time and other resources like those spent on travelling to work or meet people for business. At the same time, there is a high level of transparency as everything is recordable, hence efficiency automatically improves.

Conclusion

We have seen in this paper how boundary less Organizations have evolved in business over time due to the competitive nature of business and the advent of technology breaking down structural barriers and creating new relationships between companies for mutual\benefit, thus creating new challenges in managing teams. Different types of boundaries were discussed as were the various boundaryless structures explained. The evolution of a boundary less Organization was explained, as also the advantages and disadvantages of boundary less Organizations were discussed. Finally examples of some boundary less organizations and their business models were enumerated.

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Leveraging HR Technology: Issues and Challenges

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Abstract:

HRM (human resource management) is especially important in a knowledge-based economy, where ideas and expertise are greatly valued, and a creative and innovative workforce is necessary to meet the challenges of this new economy. HR professionals need to turn individual talent into stronger organizations. Talent is not enough. The whole organization should be greater than the separate parts. Teams outperform individuals. Individuals are champions, but teams win championships. People matter; organizations matter more.

Today, the goal is the same, but a greater utilization of technology is required to "fend off competitors, reinforce an existing competitive advantage, leapfrog competitors, or just make money in new markets" (Afuah&Tucci, 2003). Any company that isn't constantly developing, or adapting new technology is likely to be out of business in a few years (Daft, 2001). e-HRM is an umbrella term covering the integration of HRM and IT, aimed at creating value for targeted employees and managers. E-HRM makes the HR function more strategic. HRM which is a primarily administrative HR function is likely to become more strategic with the addition of e-HRM. This paper explores the relationship between E-HRM and HRM Effectiveness along with the key issues and challenges in e-HRM research.

Key words:

HR functions, strategic partner, Strategic HRM, E-HRM, HRM Effectiveness.

Introduction:

Historically, business have been defined as the organized effort of individuals to produce and sell, for a profit, products and services that satisfy society's needs (Canzer, 2003).The 21st C is witnessing the emergence of a lot of advanced technologies that are affecting the social fabric and the workplace. These changes are manifold and affect lifestyles, work patterns, thought processes, and values of the masses. Technology has changed the paradigms of globalization. With theadvent of technology, business men can coordinate satellite offices even in the remotest part of the world that has internet facilities. Consequently, there is a growing competition for providing internet access to developing nations. This in turn is creating job openings in regions previously deprived of business opportunities due to lack of communication devices. Information technology has become integral to our lives, and it is unlikely that we will revert to old methods of conducting business. It therefore follows that 21st C workplaces will not only look different but will also function in a different manner. New HR policies need to be framed that will help develop and retain sustainable businesses and communities. Information technology completely infuses HRM processes and HRM departments in today's global networking timeframe. For more than a decade now, digital possibilities have been challenging traditional ways of delivering HRM services within business and public organizations. The impact of the current economic climate is clearly pushing more organizations to centralize their administration and standardize their processes, thereby gaining efficiencies and cost savings in their HR operations and technology infrastructure.

Review of Literature

Strohmeier (2007), for example, defines e-HRM as the '[planning, implementation and] application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities'.

Rue¨l, Bondarouk and Looise (2004) define e-HRM as ‘a way of implementing HRM strategies, policies, and practices in organizations through the conscious and direct support of and/or with the full use of channels based on web-technologies’ (p. 16)

Thus, we can define e-HRM as: an umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management.

Lepak and Snell (1998) used the term ‘virtual HR’ to describe a ‘network-based structure built on partnerships and mediated by information technologies to help the organization acquire, develop, and deploy intellectual capital’ (p. 216).

A major study of HR in large organizations conducted by the Human Resource Planning Society and the Center for Effective Organizations (CEO) study of HR in large corporations concluded that there is a critical need for organizational leaders to focus on the development of a business partner relationship and the use of information Technology to help increase profitability (Lawler &Mohrman, 2000). To support the call for more of an integration between HR and IT, Coates (2001) stated that in most firms, human resource (HR) departments are an underperforming and underdeveloped resource, and suggests that HR departments engage in strategic planning to create new opportunities including the integration of information technology. Furthermore, a study by the Society for Human Resource Management (2002) identified technology as the primary trend within the HR profession.

As early as in 1980s, HR used IT primarily for administrative processes, like payroll processing, without considering the transformational HR practices (DeSanctis 1986).

In 2006, as the CedarCrestone 2006 HCM Survey shows, companies tried to apply IT in various HRM applications: although administrative e-HRM was the most widely used area (62% of companies from where data was collected), many companies usedIT for recruitment services (61%), performance management (52%), or compensation management (49%) (CedarCrestone 2006).

There have been significant budgetary allocations in e-HRM in 2006 mostly towards buying simple management reporting tools as 11% for the next year, while they planned to increase their budgets, for example, in career planning activities by 15% and 19% for competency enhancing process (ibid).

According to sources, budgets allocated earlier to HR were about 4% on annual basis (HRFocus 2003), and sales of the HR technologies were estimated to be worth US$300 billion over the last decade (Hawkin, Stein and Foster 2004).

Thus, it is no longer new to invest in integrating IT with HRM but Top management readily allocates funds for the same. E- HRM is an integrated part of ERP systems where HR modules are applied with finance and marketing modules. Also there are some innovative ways of applying e-HRM and enhancing the Organizational Productivity through self-service portals; HR user friendly database management; HRIS modules, etc. Moreover, skillful and competent manpower is required to run these e HRM applications.

2.1 Applications of E HRM

Nowadays, at any given second, thousands of people are zipping around the Internet in search of employment opportunities, forcing organizations to direct e-HRM effort towards potential candidates (HRFocus 2003). It means that modern e-HRM broadens its target and goes beyond the organization’s borders to address the needs of all stakeholders. At this point, researchers are supposed to focus on a specific stakeholder group as the e-HRM target in their studies.

A. E-recruiting: It is one of the most successful e-commerce applications as a method for quickly reaching a large pool of the potential job seekers. The capability of advanced e-recruiting tools has enabled recruiters to quickly identify and hire qualified candidates, and to build ongoing relationships with prospective employees. Major advantages cited for the successful adoption of e-recruiting methods include cost savings, efficiency, and convenience for both recruiters and job seekers (Tomlinson, 2002; Miller, 2001; Gale, 2001)

E-recruiting can be divided into six categories:

(1) General purpose job board: The general-purpose job board provides a comprehensive online recruiting solution to both employers and job seekers across different industries. Monster, HotJobs, and Career builder are leaders in this category. Job seekers can search for jobs by category, experience, education, location, or any combination of these job attributes

(2) Niche job board: The niche job board serves highly specialized job markets such as a particular profession, industry, education, location, or any combination of these specialties. Sample profession-oriented niche job boards include JournalismJobs.com, MarketingJobs.com, AllRetailJobs.com, and JobsInLogistics.com. Locationoriented niche job boards include NJ.com, TexasJobs.com, and ArizonaJobs.com. The advantage of the niche job board is a focused search with which recruiters can reach a large pool of qualified candidates most effectively.

(3) E-recruiting application service provider: (ASP) develops and markets to recruiters and job boards a combination of specialized services in recruitment software, recruitment process management, education and training, and management expertise. Specialized recruitment software for the in-house development of larger-scale e-recruiting Web sites is available for recruiters who want to quickly develop career Web sites on their own servers.

(4) Hybrid (online and off-line) recruiting service provider: is the traditional media or recruiting firm that provides e-recruiting services to both recruiters and job seekers. Employment advertising in newspapers has suffered significant percentage declines as recruiters switch to the more efficient and cost effective recruiting methods. The New York Times now offers a variety of e recruiting services including résumé builders, search engines, and job market research reports to both employers and job seekers. CareerJournal.com, developed by the Wall Street Journal, focuses exclusively on the career needs of executives, managers, and professionals, leveraging the Wall Street Journal brand.

(5) E-recruiting consortium: is a cost-effective alternative to the services provided by the job boards. DirectEmployers.com, the first cooperative, employer-owned e-recruiting consortium, was formed by Direct Employers Association, a non-profit organization created by executives from leading U.S. companies. NACElink is another e-recruiting consortium that was created as a result of an alliance between the Direct Employers Association and the National Association of Colleges and Employers.

(6) Corporate career Web site: is the hiring source most widely used by Fortune 500 companies (2002 iLogos Research study). The deployment of the corporate career Web site is a natural extension of the e-commerce applications when companies have already established high-traffic e-commerce Web sites.Among them, the corporate career Web site is the most popular recruiting method used by the Fortune 100 companies.

B. Employee Self Service HR Portal: Most MNC's have realized the relative quick gains which can be achieved through the business-to employee (B2E) model. Employee Self Service (ESS) is a solution based on the B2E model and it enables employee access to the corporate human resource information system. Most MNC's have implemented the ERP system (SAP R/3), and of these many have implemented thehuman resources (HR) module, along with the ESS component.These companies include Toyota, Westpac, RMIT, National Australia Bank,Siemens, Telstra, and Linfox (Hawking & Stein, 2002). Lehman (2000) opines that ESS Transforms labor-intensive, paper-based HR forms to digital-enabled forms, allowing a 50% reduction of transaction costs, 40% reduction in administrative staffing, 80% reduction in management HR duties, and a 10-fold speed-up of HR processes (Workforce, 2001). B2E Employee Self Service (ESS) is an Internet-based solution that providesemployees with a browser interface to relevant HR data and transactions. Thisenables employees' real-time access to their data without leaving their desktop.They can update their personal details, apply for leave, view their pay detailsand associated benefits, view internal job vacancies, and book training andtravel. The benefits of this type of technology have been well documented(Alexander, 2002; McKenna, 2002; Webster Buchanan, 2002; Wiscombe,2001). They include reduced administrative overheads and the freeing of HRstaff for more strategic activities, improved data integrity, and empowerment ofemployees. We have ESS as an example of a B2E system; similarly some more employee applications are M2E (Manager to Employee), E2E (Employee to Employee) and X2E (eXternal to Employee). A sum of all these relationships are considered as a part of the ERM strategy (Doerzaph & Udolph, 2002)

C. Corporate University: Resources for HRM;

Corporations have been in the business of training and developing employeesfor a long time. It was estimated that U.S. companies would spend approximately $56.8 billion (Galvin, 2002) on education and training in 2002 as ameans both for keeping employee skills, knowledge, and abilities updated, andto better retain top employees (Van Buren & Erskine, 2002; Dillich, 2000;Koprowski, 2000). The rapid development of corporate universities, especially during the last few years, has proven effective in meeting these educationalneeds (Vine &Palsule, 1999). During the period of 1950s through the 1960s, Disney University, General Electric's Crotonville Management Development Institute, McDonald's Hamburger University, and several others were established to train and develop the manpower. Corporate universities are found in virtually all industries like consulting, high tech, military, entertainment, financial services, healthcare, automobile, and fast food, to name a few. Many corporate universities are nowextensively involved with their organization's strategic planning processes(Carter, Giber, & Goldsmith, 2001). As a result, leaders of human resourcemanagement and development departments in these organizations are rapidly repositioning themselves to the highest levels of organizational influence anddecision making.

"A corporate university is the strategic umbrella for developing and educating employees, customers, and suppliers in order to meet an organization's business strategies." (Meister, 1998).

D. Knowledge Management: Knowledge management is about maximizing the knowledge assets in a company and recognizing that the combination of information, knowledge, and wisdom that both humans and digital files (e.g., e-mail, Excel spreadsheets, and Word documents) possess represent an asset (Barth, 2002). Knowledge management is the path to better understand a company's mission, competitive environment, and/or performance, and for creating value from knowledge-based assets. Such a process often includes capturing, retaining, and sharing the assets "among employees, departments, and even other companies" (Santosus&Surmacz, 2002), including assets that may exist across many miles. Knowledge management is the path to better understand a company's mission, competitive environment, and/or performance, and for creating value from knowledge-based assets.

Currently KM use has taken two tracks: KM related to information technology and KM related to people (Sveiby, 2001). IT-related KM, that dates back to the late 1980s, focuses on the management of information through sharing information (e.g., via intranets, Web technologies, e-mail, virtual teams, and groupware applications such as Lotus Notes); managing and analyzing large volumes of management-oriented data — past and present (e.g., through databases, data warehousing; data mining; and On-Line Analytic Processing, or OLAP); and tools to create interactive e-commerce applications that can bring the supplier and customer closer to the business than ever before (Allee 2002). People-related KM, a much more recent usage, focuses on "assessing, changing, and improving human individual skills and/or behavior" (Sveiby,2001). This type of KM, tied more closely to corporate universities, is far more difficult to employ since it relates to creating a learning organization, improving the corporate culture, and investing in people and recruitment. Today's knowledge management is a key component of any corporate university. Knowledge competencies are defined and measured by a company. Over time, employees become familiar with the competencies required for their current job and for achieving promotions, and they can then take more responsibility for their own knowledge competencies development (Allee,2002)

E. E – Learning: The American Society for Training and Development (2002) defines E-learning as: "…a wide set of applications and processes, such as Web-based learning, computer-based learning, virtual classrooms, and digital collaboration. It includes the delivery of content via Internet, intranet/ extranet (LAN/ WAN), audio and videotape, satellite broadcast, interactive TV, and CDROM." The benefits of e-learning include cost savings/avoidance; greater flexibility, including 24/7 delivery; and increased productivity, especially where learners are geographically dispersed (Hall, 2002).

The three major trends that are driving the growth of corporate universities are the growing connection between organizational strategy and human resources, knowledge management, and technology/ e-learning.

F. E-Democracy: The Impact of Information Technologies on Communication Effectiveness: e-democracy can be defined as the technological advances in communication media that provides employees with more information and more direct access to other employees (supervisory and subordinate levels) than previously existed. These changes to communication channels provide organizational connections and lead to e-democracy practices that seek to improve the autonomy of organizational members.

G. Social identity theory (SIT): proposes that individuals will tend to make favorableevaluations about their in-group ('us'), but make unfavorable evaluationsconcerning the out-group ('them'). If we identify at the organizational level, weperceive all employees of our organization as in-group members and employees of competing organizations as members of an out-group. More oftenthough, it is at the sub-organizational level that we make the most relevantcomparisons. The result is that employees will then tend to favor theirworkgroup or department and evaluate it more positively than other workgroupsor departments.

2.2 Types of E-HRM:

Based upon the work of Lepak and Snell (1998), there are three types of e-HRM: operational e-HRM, relational e-HRM and transformational e-HRM.

According to Wright and Dyer (2000) there are three types of HRM: transactional, traditional and transformational HRM.Within all thetypes of HRM, choices have to be made in terms of which HRM activities will be offeredface-to-face, and which will be offered through web-based HR (i.e. e-enabled)

3. Conceptual Framework

According to the available literature on e-HRM the three goals of e-HRM are costreduction, improving HR services, and improving strategic orientation (Brockbank 1997; Lepak and Snell, 1998; Rue¨l et al., 2004; Stanton and Coovert, 2004) this can be termed as HRM effectiveness. HRM effectiveness is often mentioned as HRM's contribution to a firm's performance (Kaneet al., 1999; Ostroff and Bowen, 2000; Wrightet al., 2001).

HRM Effectives can be defined as an outcome of e-HRM thatincludes more efficient HRM processes, ahigher level of service delivery and a better strategic contribution.

Innovative HR results in heightened firm performance (Wrightet al.,2005; Hope Hailey, 2005). Huselid's (1995) pioneering study showed that a set of HRpractices, labelled as High Performance Work Systems, were directly related toturnover, accounting profits and a firm's market value. Since then, there are a series of researches attempted to quantify the relationships between HR practicesand firm performance (see the overviews by Delery and Doty, 1996; Ostroff and Bowen,2000; Boselieet al., 2001; Wright et al., 2005)

HRM Practices comprise of a many activities which help in creating the firm's Human Capital. They can be Technical HR practices or Strategic HR activities. Technical activities are shaped through governmental policies and expectations of external stakeholders. The activities which come under the technical ambit are Recruitment, selection, Performance measurement, training and compensation administration.

Strategic HR activities involves designing and implementing a set of consistent internal policies and practices which ensure the contribution of the firm's human capital towards the achievement of its business objectives.

They can use Technical HR activities to select high ability employees, who are inpossession of rare talent (cf. Wright & Mcmahan, 1992) and train them further so that they possess unique skills.

Strategic HRM activities help the organization in ensuring that its Human Resources are not easily imitated. The activities like team based designs, employee empowerment, development and retention of rare talent help in creating a unique pool of Human capital.

Thus, Technical and Strategic HR both contribute to HRM Effectiveness.

Research Question:

1. Will the e-HRM processes have the desired impact on employees'skills, behaviour and attitudes?

2. What are the conditions required to be satisfied by e-HRM to contribute to strategic and technical HRM effectiveness?

4. The research model:

In this study, we will test one main hypothesis: that the assessment of e-HRMapplications determines their contribution to strategic and technical HRMeffectiveness. Also we investigate which factorsaffect the assessment of e-HRM applications.

The assessment of e-HRM is seen as theextent to which e-HRM applications are perceived as appropriate in use.Recent studies on the implementation of e-HRM have shifted towards addressingthe dynamic nature of HRIS implementation, and have used concepts such asinnovation implementation, learning, change management and the TechnologyAcceptance Model (Keebler and Rhodes, 2002). The incorporation of the TechnologyAcceptance Model (Daviset al., 1989) into e-HRM studies has resulted in the idea thatthe use of e-HRM by the targeted employees is largely determined by the level ofusefulness of the HR information technology and the ease of its use (Ruta, 2005;Voermans and Van Veldhoven, 2005). A good recent example is the study into theimplementation of an HR employee portal in the Italian subsidiary of Hewlett-Packard(Ruta, 2005).Inspired by concepts of the Technology Acceptance Model, usefulness and ease ofuse, we distinguish three aspects of e-HRM assessment: its job relevance (slightlydifferent from usefulness), its quality and its ease of use. In particular we have includedquality, referring to the content (HRM policies and practices) and the structure of thee-HRM tools.

Research Model: The Link between E- HRM and HRM Effectiveness.

A more specific hypothesis can be framed as follows:

H1: The assessment of e-HRM, and more specifically the job relevance, qualityand ease of use of e-HRM tools, positively affects technical and strategic HRMeffectiveness

The study is aimed at one central question: Does the assessment of e-HRM affect HRMeffectiveness?

We would like to explore a positive relationship between the assessment of e-HRM andHRM effectiveness.

The questionnaire will be formulated to study the operational aspects of e-HRM assessment (jobrelevance/usefulness, quality of the applications, and ease of use), HRM effectiveness(strategic HRM effectiveness, and technical HRM effectiveness) and participation/involvement.

5. Parameters to be studied

Every item will be "scored" on a five point Likert scale.

1. Job relevance will be studied using four items (example item: "The use of [thename of the e-HRM application] enhances my productivity"),

2. Ease-of-use will be studiedwith five items (example item: "I find [the name of the e-HRMapplication] easy to use").

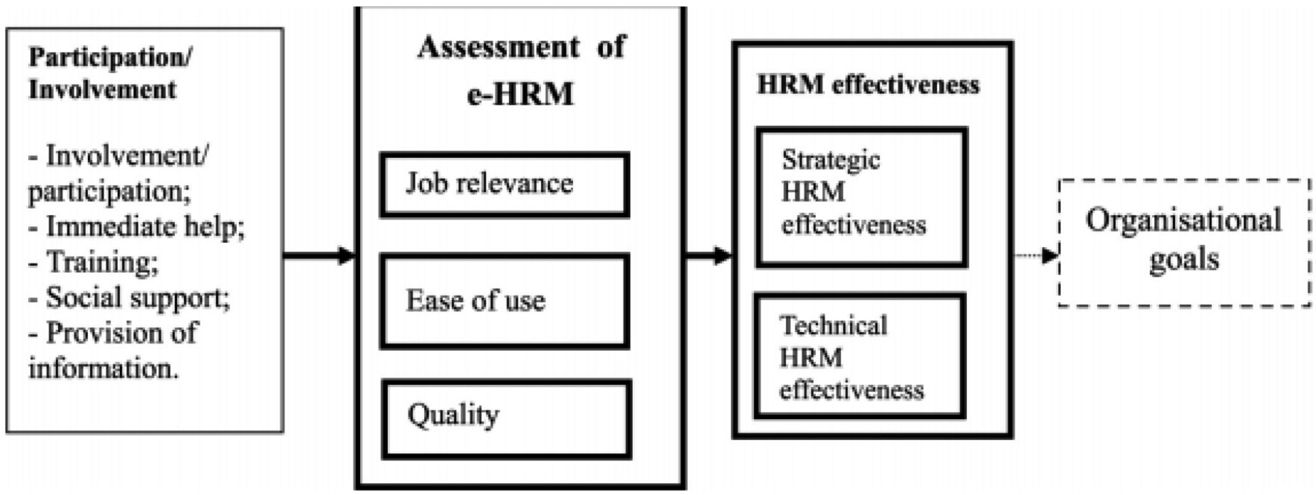
3. The quality of the e-HRM can be studied by analyzing the content functionality and the structure of E-HRM, on a five point scale. (example item: "I like the content of [the name of the e-HRM application]").

4. Technical HRM effectiveness will be studied based on work conditionsand communications, and scored on a five point scale (example: "Within the Organization, are the communications between superiors and subordinates sufficient").

5. Strategic HRM effectiveness will be studied based on commitment, competence development andchange studied and covered by six items (example item:

"Within the Organization are theresufficient number of initiatives to commit employees").

6. Participation (four items): The extent to which users participate in the development and implementation of the e-HRM applications



7. Immediate help (two items): The extent to which users can get immediate help and support while using the e-HRM applications

8. Social support (two items): The extent to which users are supported by colleagues and managers in using the e-HRM applications.

9. Training (two items): The extent to which users can participate in organized instructional sessions for learning to use the e-HRM applications.

10. Provision of information (three items):The extent to which users are provided with information and communications about the e-HRM applications

For the research study Stratified Sampling method will be used and the questionnaires will sent through google forms to zero down no response ratio as all the fields can be made mandatory in these forms. The Hypothesis will be used with appropriate testing tools through SPSS.

- Important challenges in the transition of the organisation towards E-HRM

- Changing the Mindset of the organisation to accept virtualness as a strategic variable.

- The new business models and the IT based systems call for a change in the processes, for the introduction of the systems to be effective.

- Technology introduction requires a change in the processes to align harmoniously and also requires the development of interpersonal and team skills in a virtual environment.

- The development of leaders as coaches is also important in maintaining the organisational culture. Developing systems for Knowledge Sharing, Knowledge Creation and Knowledge Leverage are important for an organisation to be competitive .

- Creativity and innovation management with an acceptable performance evaluation procedure and just and flexible compensation plan is a must for an organisation to survive in the Virtual Environment .

- Continuous training, skill enhancement and providing challenges are critical in retaining the knowledge workers with in the organization.

Discussion:

In this conceptual paper the research has highlighted the contribution of e-HRM towards HRM effectiveness which can be further tested through a quantitative study.This study can be useful for the many HR practitioners dealing withe-HRM implementation.

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