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Understanding Wellbeing through the lens of Karuna (Compassion), Mindfulness and Calling.

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INTRODUCTION

The Indian ideaology of Karuna (compassion) and mindfulness meditation has its roots in Buddhism, Hinduism and Jainism are being explored to study wellbeing. Buddist perspective of compassion involves awareneess of anguish and suffering and a desire to alleviate it towards self and for others. It includes an genuineinclination to fade away the sufering, rather than denying or whirling away form it, and toacknowledgetheimperfections and adversities are universal human experiences(Goldstein 2001). Hinduism literature explains compassion in three terms that are *daya, karuna and anukampa. Daya* is defined by Padma Puranaas the righteousyearning to alleviate the grief and adversities of others by putting forth whatever effort necessary. Matsya Purna describes *daya* as the value that treats all living beings as one's own self, wanting the welfare and good of the other living beings and it doctrines to practice compassion as a way to being happy. Ekadashi Tattvam explains *daya* is treating a guest, a relative, a friend and a foe as one's own self; it argues that compassion is that state when one sees all living beings as part of one's own self, and when everyone's suffering is seen as one's own suffering. *Karuna*, another word for compassion means placing one's mind in other's favor, thereby seeking to understand the other from their perspective. *Anukampa* , isone more word for compassion, denotes to one's ability to seen and understand the pain and suffering in others. Jainism perspective of compassion for all life, human and non-human to be considered sacred and it also emphasizes on nonviolence. Compassion is defined "as a feeling of concern for the suffering of others that is associated with the motivation to help" (Keltner& Goetz, 2007). Recent studies found that training on compassion fosters wellbeing(Fredrickson et al., 2008) , prosocial behavior (Leiberg, 2011), and enhances positive emotions(Klimecki, 2012). Compassion emerges as a promising strategy to develop personal reosurces (Fredrickson 2008). Compassion love is type of love that leads to the most social good for those who are its recipients. Compassion love towards humanity is defined as an attitude towards humanity that involves behavior, feeling, and thinking that focuses on concern, caring, and support for humanity, as well as motivation to understand and help humanity (strangers) when they are most in need. Compassionate love can be developed through pracitce of nonjudgemental meditation i.e. mindfulness that will help an individual to overcome stress, burnout, and fatigue (Klimecki, 2013).

Mindfulness is defined as a form of nonjudgemental and nonreactive awareness of present-moment expereinces, including congnition, emotions, sensations and external conditions (Kabat-Zinn, 2005). Mindfulness helps to maintain the balanced awareness of painful thoughts and feeelings rather than avoiding suppressing or overidentifying with them.Studies on mindfulness proved positive effect on psyhcological health such as wellbeing(Ruth A. Bear, 2012), openness, equanimity, and compassion (Goldstein 2001; Brown, Ryan, & Creswell, 2007; Keng, 2011).

Growing literature proved that mindfulness and compassion as predictors of psychological wellbeing (Neff 2003a; Nef 2011) and can be developed into personal resources through practice (Fredrickson 2008; Nef 2011). Calling is a sense of direction that a person expereince towards some kind of personal meaningful or socially engaging activities within the different roles including work role.Calling was positive realted to life satisfaction (Peterson 2009), career and organizational commitment and inversely related to intentions to quite job (Duffy, Allan & Dik, 2011).Although most of the emperical evidences on benefits of calling are established predominantly in western culture against eastern context (Duffy & Dik, 2013) and very few studies indicate differential findings. Such as a study by Ahn and Dik (2014)among USA and Korean employees found that prosocial behavior and purpose, component of calling explaining the variance of overall satisfaction respectively.Calling is gaining the interest of scholars in management and counseling psycholgoy (Zhang, Dik, & Zhang, 2015) more specifically in eastern cultural context (Zhang, et al., 2015).

Well-being is well researched topic and is proved to positively linked to personal and organizational factors(Lent, Brown, & Hackett, 1994; Spector, 1997; Duffy & Lent, 2009; Allan, Autin, & Duffy, 2014). Recent study by Dik and Duffy(2009) realized that perceiving and living a calling are positively associated with wellbeing including work and career satisfaction (Duffy, Allan & Dik, 2011). Recent studies emphasized to explore the relationships among on well-being, mindfulness and compassion and calling (Dik & Duffy, 2009; Bear, Lykins, & Peters, 2012).Therefore, the article explores wellbeing through the lens of calling, compassion and mindfulnessin Indian context.

METHODOLOGY

Calling

Broadly speaking a "calling" refers to a person's belief that she or he is called upon (by the needs of society, by a person's own inner potential, by God, by Higher Power etc. to do a particular kind of work. Brief calling scale was developed by Dik, Eldridge, Steger and Duffy (2012) consisting of four items to be rated on 5 being totally true for me and 1 being not at all true of me. An item from the scale include " I have a calling to a particular kind of work".

Compassionate love

Compassionate love towards humanity is an attitude towards humanity and the measurement consisting of 5 items to be rated on 7 point Likert scale ranging from 7 being very true of me and 1 being not at all true of me.

Mindfulness Attention Awareness Scale (MAAS)

A 15 item scale developed by Brown and Ryan (2003) measuring trait mindfulness characteristics of awareness and attention. It measures individual tendency to enter into mindfulness state by

measuring the individual's frequency of having experience related to mindfulness. Respondents need to rate on a scale of 6 being almost never and 1 being almost always and an include " I break or spill things because of carelessness, not paying attention, or thinking of something else".

Well-being

The Satisfaction with Life Scale (Diener, Emmnos, Larsen, & Griffin, 1985) consisting of 5 item to be rated on 7 being strongly agree and 1 being strongly disagree was used to measure subjective well-being (SWB). An item from the scale include " In most ways my life is close to my ideal".

RESULTS

Analysis

Correlations analysis betweeen the four variables of the study will be processed by using SPSS 20.0 software to test the relationship between calling and well-being, mindfulness, and compassionate love. And also correlations between mindfulness and compassionate love with well-being will be tested. Lated the mediating effect of mindfulness and compassionate love between calling and well-being will be tested using SPSS PROCESS macro. The expected results might have a strong correlations among the variables linking calling with well-being, mindfulness, and compassionate love and further the results might prove the mediation effect of mindfulness and compassionate love between calling and well-being.

DISCUSSION

The article explores wellbeing through the lens of calling, compassion and mindfulnessin Indian context. Calling is a sense of direction that a person expereince towards some kind of personal meaningful or socially engaging activities within the different roles including work role.Calling was positive realted to life satisfaction (Peterson 2009), career and organizational commitment and inversely related to intentions to quite job (Duffy, Allan & Dik, 2011). Compassion is defined "as a feeling of concern for the suffering of others that is associated with the motivation to help" (Keltner& Goetz, 2007). Recent studies found that training on compassion fosters wellbeing(Fredrickson et al., 2008) , prosocial behavior (Leiberg, 2011), and enhances positive emotions(Klimecki, 2012). Mindfulness is defined as a form of nonjudgemental and nonreactive awareness of present-moment expereinces, including congnition, emotions, sensations and external conditions (Kabat-Zinn, 2005). Studies on mindfulness proved positive effect on psyhcological health such as wellbeing(Ruth A. Bear, 2012), openness, equanimity, and compassion (Goldstein 2001; Brown, Ryan, & Creswell, 2007; Keng, 2011). Well-being is well researched topic and is proved to positively linked to personal and organizational factors(Lent, Brown, & Hackett, 1994; Spector, 1997; Duffy & Lent, 2009; Allan, Autin, & Duffy, 2014). Recent study by Dik and Duffy(2009) realized that perceiving and living a calling are positively associated with wellbeing including work and career satisfaction (Duffy, Allan & Dik, 2011). The expected results might have a strong correlations among the variables linking calling with well-

being, mindfulness, and compassionate love and further the results might prove the mediation effect of mindfulness and compassionate love between calling and well-being.

Managing The Mind in the VUCA World: Insights from Indian Wisdom

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Introduction

"Asmankan Karyani Asmanasavadhikarishayanti"

This means only action defines us. Action is the product of thought. Thought is the product of mind. Hence in everything we do, which is action, mind becomes very important. As the root, so is the fruit. As the mind, so is going to be action/behaviour. In this light, it becomes very important to examine what is mind, what are its constituents, how does it get build. Why so for Management graduates? Management is a lot about strategic thinking with long term vision. Management graduates have an important role to play in building the value foundations of society. They hold key responsible positions of power and influence and their decisions have implications on mankind across the globe. They are expected to deliver any task with full responsibility, keeping in mind the productivity and performance of the organization along with maintaining a healthy environment of trust and transparency. Time and again it has been proven that leaders have huge impact on the overall functioning of the organization.

History tells us how in the great leadership of Mahatma Gandhi India won independence. In the popular book '21 Irrefutable Laws of Leadership', John C Maxwell, a world recognized Leadership trainer and coach, puts forth the first law as 'The Law of Lid' wherein he says that the capability of the Leader decides the capability of the organization. Interestingly, he is known to have derived his Laws from Bible which he served while serving as a Senior Pastor at various churches. The silent Leader Krishna, who did not pick up any weapon in the great battle of Mahabharata, subtly showed how one can impact the entire battle which was fought by approximately 3.94 million soldiers and still ensured that Dharma be the winner. Rama, who gave up everything that he actually deserved as a king of the empire, for his integrity and truthfulness, gave up everything and even today we teach his virtues generation after generation.

Through a balanced mind, I propose to say a mind which has clarity, can have a 360 degree outlook, demonstrate long term vision, is emotionally intelligent and has a raised awareness. Management education must ensure that the leaders it produces are equipped with all this awareness about their own mind and its functioning. Indian wisdom is aimed at changing the very fundamental qualities of mind from fear, greed, lust, competition, and jealousy to a mind that Rabindranath Tagore talks of - 'Where The Mind Is Without Fear'. A mind that is full of love and compassion. A mind that sees through a non-judgemental space. A mind that is welfare centric and not profit centric.

This study focuses on the basic nature of mind and how knowing the mind can help in producing efficient managers through the process of stress alleviation.

Literature Review

Mind is composed of 4 parts, Mann, Buddhi, Chitta and Ahamkaar (Hajime, 2004). All the four of these have specific characteristics and are responsible for specific actions in us. *Manas* is that which doubts. This is the instrument of perception which constantly keeps moving between subjects of desire creating doubts and impairing decision making. *Buddhi* or

intellect is that which decides, a faculty of decisions. *Chitta* is memory which is collective knowledge or the data that we wish to refer or access while taking decisions. *Ahankaar* is the sense of doership. These do not function in isolation but in certain cohesiveness. The interesting thing about Antahkarana or the mind is that it is also a bridge between the soul and the world. When coloured with perception, mind is considered impure and is called worldly in nature, but when the same mind is surrendered, it gets the power to discriminate between real and unreal and then it dissolves into Atman.

'A human being psychologically is the whole of mankind' (Krishnamurti, 1986). He wanted to bring up that everyone's mind is full of fear, hatred, guilt, shame, anger, jealousy, competition, comparison, etc. Our current state of mind does not know love and lives in fear and insecurity. Our current state of mind has no perception of what infinite is, but if you take a closer look you would know that it is always chasing the infinite. Goals after goals, milestones after milestones, achievement after achievements to feel happy, complete, and contended. The cycle continues. There is no end to it. Seems something within us is demanding expansion, always. And so with the current state of mind we only experience anxiety, stress, unsettlement. Observation would tell how much we long for settlement, how much we long for love, how much we long for peace.

Dissolving is the process of Nirvana (Carrithers, 2001) and it literally means 'to fade away'. This process has also been called as 'Shoonyata'. Expanding is the path followed by Upanishads which talk about 'Pooranata' or 'completeness' which is realising one's infinite nature.

The first towards dissolving the mind is to let go of ego (Sigmund, 1999). Our mind has certain tendencies and the express themselves in the external world as emotional traits. We all recognise hatred, fear, jealousy, anger, possessiveness, competition, rage etc as some kind of emotion. In this world we are always trying to secure our place. This attitude of trying to secure ones place does not allow feelings like togetherness, collaboration, gratitude, openness et cetera to find expression because one get so engaged in securing on position that the entire life is spent doing so.

According to Sharma (2011), the American paradigm's Vision of Life is rooted in Struggle for Existence and Survival of the Fittest. Japanese paradigm's Vision of Life, is rooted in Struggle for betterment and Indian paradigm's Vision of Life is rooted in 'Struggle for Co-existence'. In Indian paradigm, idea of sustainability is inherent in its spiritual traditions.

The concept of mindfulness has existed in Buddhist traditions for 2,500 years. Mindfulness meditation is an attitude and a method for reducing personal suffering and developing insight, compassion, and wisdom. In contemporary psychology, mindfulness is seen as a means of increasing awareness and responding optimally to mental processes that contribute to emotional distress and maladaptive behaviour (Janssen et.al, 2018). Chatterjee (2009) highlights the significance of ancient Indian tradition and wisdom for developing an Indian model of management. His proposed model thrives on seven pillars of wisdom, where the individual becomes the source of transformation and for laying the foundation for higher values not only in society but also in organization and at the individual level. The pillars are as in the following (a) niskama karma or action without desires, (b) chittasuddhi or quality of mind and character, (c) karma or action, (d) guna (quality—goodness, passion and ignorance) dynamics, (e) striving for pure or holistic development and self-mastery, (f) lokasangraha—enlightened collective welfare (this is highly relevant for GSR or global social responsibility) and (g) darshan or integrated vision.

Conceptual Model

Mind

Alert, Aware,
Centre of operation - love and
Compassion

Mindfulness

- 360 degree perspective,
- Calm and composed,
- Appetite for faults,
- Looks for potential in people
- Free from Biases and Prejudices
- Non judgemental
- Long term perspective
- Realistic
- Builds transparent culture

- Can foresee dynamic changing environment
- Enjoys environment of trust and support
- Gets constant genuine feedback

- High efficiency and effectiveness, productivity is a by-product
- Stress free
- Work is fun, play and passion
- Genuinely contributes to the real growth

I-centric,
Centre of operation -
Identity (ego)

Mindlessness

- Profit centric
- Treats people as resource
- Unforgiving
- Makes opinion and judges
- Demanding
- Can compromise long term perspective for short term benefit
- Positive
- Everything in closed room

- Short-sighted
- Don't have a pulse of the mind-set of employees
- Environment of uncertainty and distrust

- Low efficiency and effectiveness
- Badly stressed
- Work is load and
- May achieve high numbers but fails at creating culture of trust and contribution

Discussion

We propose that people who do spiritual practices are more efficient managers. This is because spiritual practices makes people dissolve their identities. Identities tell us 'who we are'. 'Who am I' has infinite answers. It is answered based on our beliefs, hobbies, interests, skill sets and behaviour. We are the identities that we assume at any given point of time, depending upon the demand of the environment. Concretised. And so when any conflict arises, we feel a threat to our identities and we have huge issues on the level of cooperation. This is where we hear statements like 'I can't help! He is not willing to understand at all!' Problem-centricity instead of solution-centricity. The ego, which is nothing but a derivative

of the sense of 'Who am I' gets hurt, we feel bad and the story goes on. More someone is self-aware, knows his mind, knows his patterns, more such a person is going to be emotionally intelligent, stress free, effective everywhere – personal life or professional life.

Conclusion

Imagine how beautiful this mind would be which has the quality of compassion, empathy, which does not feel suffocated and is free. Such mind is the pursuit of Indian wisdom. A poor language might call it building mind, however in real terms this is dissolving mind.

For such a mind only Kabir says –

कबीरा मन निर्मल भया जैसे गंगा नीर ।

पाछे पाछे हरि फिरे कहत कबीर कबीर ॥

Managerial Implications

Management is certainly about creating economy, and bring convenience to our lifestyle. So it needs a mind which can connect with the bigger aspirations of mankind and can also understand and recognise the future implications of their actions. An interesting example is the invention of electric bulb by Edison. It was not just a scientific creative expression, it was a business plan. Today it is known as the war of currents. Study of wisdom literature brings certain balance, wisdom, clarity and courage to recognise the facts and act accordingly. We created mobiles and they have heaps of electrical waste. We created laptops, keep ingraining new technology in it, and the old ones are just thrown with all the precious copper and other metals in it creating toxic waste. We created plastic and are suffering from plastic pollution today. We created Green Revolution and cancer has expressed itself as a social menace today. We created pesticides and lots and lots of trees were felled. We proposed tasty non vegetarian foods, and lost forests for cattle rearing. Man went inside the ocean and destroyed marine habitat. The list can go on and on. It's not about technology but about the mind that's using it (irresponsibly). But it needs to be stopped. We don't have much time on earth given the current pace of destruction. Management graduates can play a crucial role because they hold positions of influence, power and decision making. It's time they learn not to just be cooperation and profitability centric but give first priority to existence at large. This cannot happen by talks. This needs 180 degree shift in the mind-set that runs these corporations. This surely needs inspiration from Indian wisdom.

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Globalizing Indian Thought: Role and relevance of Swami Vivekananda's value based Leadership

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Introduction

The purpose of human life is meaningfully analysed in diverse ways by different schools of Philosophy in the East as well as the West. Several philosophers have contemplated upon various meaningful dimensions of purposeful good life. The perspective of Indian Philosophy in context to the purpose of life is deep, interesting and significant. Its reflections are seen through different schools of Indian thought as well as by the approach of Indian thinkers.'

The spiritual framework of Indian thought is intricate and engaging. It often indulges and attempts to reflect upon some of these questions:

(a) What is the Ultimate purpose of human life?

(b) Whether another life emerges after death?

(c) Why bad things happen to good people?

(d) Why should we look within?

(e) Why should we be concerned about the other (fellow beings, Nature etc.)?

The perspective of Indian Philosophy on the above questions initiates the possibility of deep introspection, establishes the scope of synthesis and conveys the concern for the other in all possible ways across countries. Thus, the praxis aspect of Indian Philosophy improves the scope to integrate deeper thoughts about life and living from the wisdom perspective. It is in this context, the paper emphasizes the need to prevent erosion of human values amongst people and focus upon the role of value based leadership to in it. ''Sin' is the negative vasana which creates agitations in the mind. Such a man becomes taintless.'[1]

The paper intends to contemplate and analyse these research questions:

1. What is the role of Philosophy in context to nurturing good life?
2. Is the role of Indian philosophy crucial today in context to resolving conflicts and preventing erosion of human values?
3. Is Value base leadership a myth or a reality in context to the world in general and India in particular?
4. In what way can - insight from great Indian leaders –(especially from Swami Vivekananda's thoughts) help in developing value based leaders in India today?

Thus, this paper will make an attempt to reflect deeply on globalizing Indian thought from the perspective of Swami Vivekananda in context to development of the human person in context to nurturing value based leadership.

Literature Review

Complete works of Swami Vivekananda (8 Volumes) is a treatise on value based life.

Books by S.K. Chakraborty focus on the dimensions of Indian thought from the viewpoint of Management and leadership.

Content analysis from news in National newspapers.

Conceptual Model:

Value based leadership is not a myth but reality. In this section an attempt is made to focus on the value based leadership by sharing a conceptual module and the aspects of praxis that emerge from it.

1.Objective of the Conceptual Model

Objective: To nurture Value based leadership in the world by deeply reflecting on Swami Vivekananda's thoughts (Four Yogas).

The author of the paper has developed a conceptual model to convey the essence of Swami Vivekananda's Value based leadership.

To study the model- it is necessary to study the core contents of Swami Vivekananda's philosophy and the important components relevant to develop Value based leadership.

2.Important contents of the conceptual model based on the thoughts of Swami Vivekananda (EEE)

Rationale

The paper intends to focus on the core components necessary to nurture value based leadership. This EEE conceptual model based on Swami Vivekananda's thoughts reflects on the dimensions of **Exploration, Elimination and Elevation.** This is, in context to human personality in general and with reference to leaders in particular.

'Each one of our Yogas is fitted to make man perfect even without the help of others, because they all have the same goal in view.'[2]

It is due to lot of ignorance –we hardly know our Self. This ignorance blocks the possibility of clear thought and meaningful actions. It tempts people to hoard more, to be rich at any cost, to dedicate one's life only to earn money, to be desire centric etc. This also gives rise to

opportunistic /selfish leadership. Such leaders are a liability to the country as well as the world. They even do not mind indulging in wrong practice. Such leaders are slaves of one's own weaknesses (fear, anger, greed, insecurity, power, prestige etc.).

3. **Theoretical base of Swami Vivekananda's thoughts –its connect to value based leadership**

EXPLORATION: WHO AM I? WHAT IS MY PURPOSE IN LIFE?

Human being: Am I: only the body, or the mind or the Soul?

Swami Vivekananda's reflections on human person :

Each Soul is potentially Divine

Swami Vivekananda's focuses on an impressive thought from the Indian philosophical perspective.

Swami Vivekananda conveys with emphasis about the potentialities which are implicit in each human person but one is hardly aware about it.

The more one travels inside –the more one explores the unexplored aspect of oneself. When the leader explores the potentialities within – the leader is able to rise higher. The leader then begins his journey to become extra ordinary.

From leadership perspective:

Leaders who indulge in deep introspection are able to explore the unexplored potentialities within.

ELIMINATION: TO REMOVE THE NEGATIVE ENERGY & THE NEGATIVE THOUGHTS WHICH AGITATE THE MIND OR BLOCK PROGRESS FROM WITHIN

To see God in man

It is human tendency to see bad in the other. Most often, many are judgmental about the other. This also gives rise to gossip, hatred and disharmony.

Swami Vivekananda urges people to see God in man-which implies in simple way to develop more meaningful relations with others.

Fear, jealousy, hatred, greed, anxiety blocks the possibility of knowing oneself. It also reduces the possibility to know oneself through the other.

From leadership perspective:

If the leader is wicked, shrewd, dishonest, and always angry –the leader can never be happy from within. The sole aim of the self-proclaimed leader is to beg, borrow and steal. The leader of this kind is Self-centered and not progressive in the deeper sense.

Indifferent and Self-centered leaders are most vulnerable to vices. They are easy victims of corruption at the thought as well as action level.

To see God in oneself and to see God in others –is not an easy exercise but it is not impossible either.

Will power & Virtues

Weak you think…weaker you will be. Strong you think, stronger you will be. The choice is yours (Swami Vivekananda)

It is necessary to eliminate fear and negative thoughts especially about oneself and others. It is also essential to eliminate greed and control desires of different kind.

From leadership perspective:

Many impurities in the leader may distract the leader in all possible ways. It may compel the leader to choose the wrong and ignore the right. Leaders with such tendencies have increased in India today.

ELEVATION IS POSSIBLE ONLY WHEN EXPLORATION AND ELIMINATION TAKES PLACE IN THE HUMAN PERSON AND NOT OTHERWISE.

To know and be

Every human being can transform at any time in life from bad to becoming good. Elevation implies negating one's ignorance and moving towards light. People in general and leaders in particular must work hard to elevate. Elevation is necessary to move from the gross to the refined. It also helps people to develop purposefulness in life. Ancient Indian texts have shared many suggestions to develop value based approach to life.

From leadership perspective

Swami Vivekananda emphasized on the study as well as practice of the four Yoga-namely, Bhakti, nana, Raja and Karma Yoga. All the four Yoga are important for overall development of human beings in particular. It is an essential transformation based mechanism for leaders to become value based in thought and action as well. This helps the body and the mind to become more purified in thought and action.

Relevance of the four Yoga to leaders:

1. **Karma Yoga :For positive attitude formation & Selfless action**

Some important thoughts shared by Vivekananda on Karma Yoga focus on the intricacies of our elevation. Swami Vivekananda reflects on the dimensions of duty, detached work and performing action just for itself. This is essential for the leader to be more duty centric and not to get distracted by name, fame or status. The benefits of practice of Karma Yoga are very deep and distinct. It is only by performing actions in that way-that, the leader can becomes more powerful and humane.

2. **Bhakti Yoga : For development of humility and Strong will**

'Bhakti Yoga is the science of higher love.' [3] Dynamism of devotion is amazing. It unknowingly encourages each one of us to surrender. Total dedication and devotion is necessary for leader's everyday all the time. Thus, practice of value based leadership is enhanced in a different way.

3. **Jnana Yoga : The path of Virtue and Values**
The leader should be wisdom directed. Thus, the leader should progress from information to transformation. The deeper dimensions of human life are discussed in through this Yoga which is essential to understand the purpose of life, path towards progress etc.

1. **Raja Yoga : Sharpening inner instruments & Development of intuition**

4. **Raja Yoga : Revisiting within and deeper reflections on the unexplored potentialities.**
The value based leader should take utmost care to purify the body so as to develop sanctity of senses, control anger, and eliminate laziness. The dimensions of Raja Yoga are essential everyday –every minute of the day.

In the next section is shared a holistic training program for elevation of leaders .This training program has emerged from the conceptual model discussed in this section.

II

HOLISTIC TRAINING PROGRAM FOR ELEVATION OF LEADERS (BASED ON THE THOUGHTS OF SWAMI VIVEKANANDA)

The need of the hour in the world as well as the country today is to develop value based leaders (family, city, country and the world). The rich inputs of Indian philosophy in general as well as thoughts of Swami Vivekananada can help leaders to develop value based lifestyle –essential for Self-development and progress of the society.

21 Days training program for leaders based on the thoughts of Swami Vivekananda can improve the possibility of developing Value based leaders in the future. This program will enable

the future leaders to indulge in deeper exploration about one's potentialities. It can guide leaders to eliminate those aspects which can hamper the progress of the leader from within. Elevation can become consistent and continuous. Thus, leaders have to be more dedicated and devoted in whatever they decide to do.

Swami Vivekananda and formation of The Ramakrishna Mission

Swami Vivekananda did not merely preach about the four Yoga but he himself practiced it in a rigorous way. Swami Vivekananda emphasized on practice of each Yoga and all Yoga together as the key towards improved learning. The Ramakrishna Mission's vision and mission continues to cater the poor and the needy in all possible ways. Its formation and development since so many years reflects Swami Vivekananda's rigorous Yoga practice, selfless love to the motherland helped him to develop strong will and experience freedom of and from many aspects.

METHODOLOGY

The methodology used is qualitative and quantitative. It reflects on the pragmatic as well as interpretative method. It focuses on the problem of erosion of human values, it states thoughts of Swami Vivekananda – to trace the problem, suggest ways to prevent the problem and also learn to enrich the possibility of nurturing value based leadership.

The following steps are necessary:

1. To explore the dimensions of value orientation amongst leaders (Questionnaire: General and Values specific questions .Focus on five values Truth, Justice, Equality, Co-operation, Self-awareness) [Before training –to evaluate the score] [after training – feedback mechanisms.
2. To extend training based on the Self-made training model based on Swami Vivekananda's thoughts.

MANAGERIAL IMPLICATIONS

The above mentioned model can be used to empower managers in different companies. A curriculum can also be developed for Management trainees based on Indian philosophical thought.

TRAINING & RESEARCH REFLECTIONS

The author of this paper has conducted more than 47 workshops and 3 training programs based on the application of Indian thought so as to reach out to different groups of people. The author has conducted around 20 workshops for State Government employees on Ethical Governance. The 20 workshops were based on Swami Vivekananda's thoughts –its role was to develop awareness amongst Government employees.

Conclusion

It is possible to advance this world with more machines. But the advancement of machines has not advanced human mind. The unethical practices continue to disturb and damage human life in all possible ways. The need of the hour is to develop value based leaders so that freedom and happiness manifest in a more meaningful way. The role of Indian philosophy and Indian thinkers in development of such models is crucial. These models will have local and global relevance in years to come in the area of nurturing values.

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An Indian Perspective on Mainstream Entrepreneurship Narratives

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Abstract

Most narratives on entrepreneurship developed under the mainstream liberal economics are based on the assumption that economic rationality on the part of entrepreneurs, big and small, would promote economic activity which would lead to economic development of countries. The assumption of economic rationality is seriously questioned by insights from the emerging field of behavioral economics. The present paper attempts to interrogate the assumption of economic rationality on the part of the prototypical entrepreneur in the Indian perspective and to provide some insights on the theoretical and policy implications of this exercise. Some of the important behavioral economic concepts are used in the discussion. Entrepreneurship challenges in developing countries like India may be analyzed in terms of 'Easterlin Paradox' also. Positional entrepreneurship is a new concept introduced in the present paper on the basis of behavioral economics insights to develop an Indian perspective on the theme. At the end of the paper, policy implications and suggestions for further research are given.

Keywords: Entrepreneurship Narratives, Behavioral Economics, Positional Entrepreneurship.

Introduction

Entrepreneurship is a contentious attribute which theorists and practitioners confer on successful businessmen. Having done that, they go ahead to describe such successful individuals as entrepreneurs. These entrepreneurs, big and small, develop their businesses and in doing so they promote economic activity which leads to progress of the economy and society. Hence it is argued that entrepreneurs should be encouraged and entrepreneurship should be developed through training programmes including running incubation centers. This narrative involves several basic assumptions and application of these assumptions in the Indian context are seriously questioned in this paper. Insights from the emerging field of behavioral economics are used in this exercise. Alternative policy implications are mentioned at the end of the paper. In India we find "Positional entrepreneurs". Positional entrepreneurship is a new concept introduced in this paper to interrogate the mainstream narratives in the field of entrepreneurship development theory and practice. The paper is divided into four parts. In the first part a brief review of entrepreneurship as a distinct discipline emerging along with the growth of social sciences in the recent past is given. The basic assumptions of mainstream narrative of entrepreneurship are questioned in the Indian context with the help of insights from behavioral economics in the second part. In the third part positional entrepreneurship concept is explained along with the mention of policy implications in developing countries like India. Major interferences and suggestions for further research are given in the conclusion.

1. Entrepreneurship – Almost a Distinct Discipline

With contributions from different fields like economics, sociology, social psychology and decision sciences, study of entrepreneurship is emerging as a distinct area of scholarship taught in institutions of higher education, both in India and abroad. Joseph A Schumpeter, who may be called the pioneer in the study of entrepreneurship and the role of entrepreneur in economic development, described an entrepreneur as "the hero capitalist drama" (Schumpeter 1947). The source of profit was a contentious question for early economists. Adam Smith and other classical economists thought that profit was a deduction from value created by labour and capital. Karl Max called capital "dead labour" because all physical capital in the form of machinery, buildings, raw materials etc. were made by labourers in the past. In his view profit arises from surplus value which is unpaid labour. Schumpeter came

forward with a wonderful answer to the question on the origin of profit. He said that profit did not arise from the exploitation of labour but through disruptions in a static economy made by innovations introduced by entrepreneurs.

In Schumpeter's [1934] view capitalism moves forward not because of the bourgeois capitalist but because of the disruptive entrepreneur. There are five forms of innovation namely introduction of a new product, introduction of a new method of producing existing product, a new form of business organization, a new source of raw material supply and a new market. Any change that brings an increase in profit can be called an innovation. However, Schumpeter [1947] was not very optimistic about the future development of capitalism. In his view innovation would slow down and disappear due to the growth of a critical frame of mind under capitalism. Capitalism emerges as an economic success but later it turns out to be a sociological disaster. Everything would be standardised under mass production and creativity would be lost as people become more rational and less imaginative. The fact of economic history, however, is that capitalism did develop and does develop even though the number of Schumpeterian entrepreneurs is falling over the years.

A brief account of contributions of other major thinkers in the field of entrepreneurship is necessary in order to place our discussion on the concept of positional entrepreneurship observed in the Indian context in the proper perspective. Harvard University psychologist David McClelland introduced the concept of n-Achievement to measure achievement motivation of individuals and groups which get reflected in business success and economic growth. He and his team of researchers could find positive correlation between high n-Achievement score of a community or nation and economic progress. This and similar findings led McClelland to the conclusion that if a country wants to accelerate economic growth, it is necessary first to change motives, values and priorities of its people. The basic assumption here is that entrepreneurship is an engine of economic growth and that certain psychological pre-conditions exist to promote entrepreneurship among individuals. Prof. Everett Hagen (1962) has given a theory of the transition to economic growth based on sociological and psychological factors of positive motivation. His theory highlights a kind of psycho-sociological dualism between a traditional peasant society and a modern technological progressive society. The most important difference between the two is motivation. In technologically progressive society there is high need autonomy (need to be independent of others' influence) and high need – dominance (need to be a leader of others) is contrast to peasant society in which there are high need affiliations (need to please others) and high need dependency (need to always depend on others). According to Hagen, lack of Schumpeterian entrepreneurship in peasant society is the result of the differences in motivation and value systems.

Culture is acquired knowledge which influences how people think and behave and culture plays a crucial role in the growth of entrepreneurship, according to a few influential thinkers. Hofstede (1991) has given a popular theory, on the basis of his survey of 1, 16,000 employees from 70 countries, that there are five dimensions of culture which explain entrepreneurial activity and economic progress in different countries. These dimensions are power distance, uncertainty avoidance, individualism, masculinity and time orientation. Differences in entrepreneurial activities among different communities and countries may be understood and explained in terms of Hofstede's dimensions mentioned above. Masculinity is defined as a situation in which the dominant values in a society are "concern, money and things" and femininity is defined as a situation in which the dominant values are "caring for others and the quality of life". Another researcher Fons Trompenaars (1994) explains five relationship orientations and their impact on entrepreneurship activities in different cultures. These relationship orientations are universalism vs particularism, individualism vs communitarianism, neutral vs emotional, specific vs diffuse and achievement vs ascription. Trompenaars also explains four organizational cultures in MNCs namely family culture, Eiffel tower culture, guided missile culture and incubator culture. On the basis of his empirical study Tromperaas says that India is high in family culture and the USA is high in incubator culture.

Experts with different academic backgrounds have made extensive contributions to the understanding of entrepreneurship and its impact on the economic progress and social transformation. Theories and concepts used in disciplines like economics, sociology, psychology, engineering, management and decision sciences are used in this exercise. In recent years the focus is increasingly on small business activity and performance especially in developing countries. The question why entrepreneurial activity thrives in one culture and region and not in another culture and region is addressed by the researchers taking insights from various academic fields. The role of innovation in business success is given special emphasize in these studies. There are significant studies made, for example, by Collins and Moore (1979) Kirzner (1973) Leibenstein (1978) Drucker (1985) Timmons (1989) Manimala (1999) Koepp (2002) and Bornstein (2007). There are scholarly articles published in specialized journals like *Journal of Business Venturing, Journal of Small Business Management, Creativity and Innovation Management* and *International Small Business Journal* in addition to other management journals which devote special issues on entrepreneurship themes. As the result of these efforts, entrepreneurship is emerging as a separate academic field even though it is yet to get established as an independent discipline in Indian universities and institutions of higher education. Insights on entrepreneurship from the emerging field of behavioural economics are briefly reviewed in the next section.

2. Entrepreneurship in the Indian context – Behavioural Economics Insights

Entrepreneurship is one of the most popular topics of public discussion. According to one estimate there are about 37 crore references in the Google about entrepreneurship, which is more than the number of references on 'nationalism', 'secularism' and 'slowdown' (the terms very much used in debates in India today) put together. Many people think that entrepreneurship can transform a country from poverty to prosperity. Sometimes it is almost taken for granted that a country is less developed because it is less entrepreneurial. Schumpeter, for example, argues that entrepreneurs are the dynamic force behind the progress of an economy and society. Hofstede and Trompenaars discuss how a cultural transformation may be needed in order to make individuals and organizations more entrepreneurial, more successful and more prosperous. Many other management thinkers also emphasize the crucial role of entrepreneurs and the social, cultural and psychological factors which contribute towards growth of entrepreneurship in a society. These arguments are, in a broad sense, based on the assumptions of economic rationality and maximising behaviour on the part of economic agents. One wonders to what extent these narratives explain much of the entrepreneurial activity happening in the Indian context. These assumptions are seriously questioned by practitioners of behavioural economics. A brief account of this interrogation of these assumptions is presented below.

Economists in general make a strong claim that the concepts and theories of economics have universal validity and application in all places and varied issues. Other social sciences generally make only humble claims that under particular situations certain theories will explain reality. Further economic variables are capable of precise measurement and quantification for the purpose of analysis. Mathematical and statistical techniques are extensively used in economic analysis. The two key premises are that economic agents always try to optimise the outcome of their efforts and to arrive at a point of equilibrium. One can make a simple generalization, namely optimization + equilibrium = economics. These basic premises are seriously questioned by behavioural economists. A number of theorists have contributed to develop this alternative analysis of socio-economic reality. The paper argues that these insights from behavioural economics are highly relevant in the Indian context.

Behavioural economics developed as a distinct branch of economic analysis mainly due to the pioneering works of Herbert Simon, Daniel Kahneman and Amos Trersky. Herbert Simon's book *'Models of man, social and rational: mathematical essays on rational human behaviour in a social setting'* (1957) and his concept of 'bounded rationality' influenced other pioneers to work on behavioural aspects of economic actions. Kahneman introduced 'Prospect theory' in his famous paper "Prospect theory: An Analysis of Decision under Risk" published in *Econometrica* in 1979. Prospect theory breaks from the traditional view that a single theory of human behaviour can be both normative

and descriptive. Later Amos Trevsky joined with Richard H Thaler and published significant papers in economics and business journals. Some of the important behavioural economics concepts and theories such as endowment effect, loss aversion, status quo bias, fairness, anchoring and availability heuristics were developed by these pioneers. Daniel Kahneman's major books are *"Choices, values and frames"* (2000) and *"Thinking fast and slow* (2011)"*. Richard Thaler's book *"Nudge: improving decisions about health, wealth and happiness" (2009)* gives the famous example of a 'nudge' that proved successful in Schiphol International Airpot in Amsterdam. A nudge is a small feature in an environment that attracts one's attention, influences one's behaviour and leads to a distinct outcome. A nudge is necessary for ordinary humans but not necessary for an 'economic man' an imaginary rational being assumed in traditional economic theory. It is the challenge and responsibility of policy makers to devise effective nudges to bring about desired results. Robert Shiller's influential book *'Irrational Exuberance'* (2000) also contains valuable insights, especially on the behaviour pattern in financial sector of the economy.

In the entrepreneurship narrative, big names like Thomas Edison, Bill Gates, Steve Jobs and Narayana Murthy appear to influence and inspire individuals, especially the young to venture into business and achieve personal success and contribute to country's progress. A conventional wisdom has developed over the years in the academic circles that a country's development depends, to a large extent, on the number of entrepreneurs the country produces and the degree and quality of entrepreneurship displayed by the entrepreneurs of the country. This conventional wisdom has a huge impact on policy makers at different levels. Incentives of various kinds like tax concessions, grant of land at subsidised prices, technical advice, marketing assistance and concessional finance are provided to prospective entrepreneurs. Entrepreneurship training or development programmes and incubation centres are some of the other initiatives. The basic assumption of these exercises is that developing countries like India, lack entrepreneurship and by promoting entrepreneurship skills in individuals, the country can experience rapid economic progress. This assumption is seriously questioned in the context of our discussion on insights from behavioural economics.

Contrary to general perception promoted by mainstream entrepreneurship scholarship, people living in developing countries like India display a fairly high degree of entrepreneurship. This is especially so in the case of poor people. Poor people in poor countries have to remain entrepreneurial in order to make both ends meet. They have to sell something or other to get money to survive. They sell their labour time but unfortunately nobody is prepared to pay a reasonable price for their effort. They have to sell something in order to survive. Tribal people, for example, sell forest products to survive. On the streets of Indian villages and small towns men, women and even children sell all sorts of things to make a living. Discarded things, old clothes, old newspapers, plastic covers, milk bottles etc. are all bought and sold. In railway stations, people 'reserve' seats in train compartments by placing a towel and 'sell' the seat for a small sum of money to train passengers who could not reserve tickets. Any open place in a street corner is "owned" and then "rented" out to make a good amount of money. Even beggars in public places have to pay a sum of money to one who claims to control a particular area. One finds a "rent seeking" society where entrepreneurship flourishes at different degrees of moral standards. There are business schools which "sell" MBA seats to parents of students and ironically entrepreneurship is taught as a subject to the students. Private medical colleges are famous for their collection of huge sums of money to offer medical admission to students. In advanced countries, one has to make special efforts to become an entrepreneur. On the other hand, in developing countries one has to be some sort of an entrepreneur in order to make a living.

One may wonder why in spite of so much entrepreneurship talent available and displayed, countries remain so poor and underdeveloped. The reason is economic backwardness is a structural problem of the economy and society in poor countries. Advanced technologies, modern organisations, efficient institutions and well developed physical infrastructural facilities are not available for all people in India. Individuals who are fortunate to get access to these advanced facilities and display entrepreneurial talents become successful in business and contribute to economic progress of the country. A large number of professionals like IT engineers, accountants, lawyers etc work in big

corporates and thereby get a decent compensation and fulfil other peoples' entrepreneurial dreams. But this number is only about eight per cent of the labour force in India. The remaining ninety-two percent work in unorganised sector with low wages and poor working conditions. A large percentage of these workers are miserable and they may be called the working poor. They remain poor in spite of working somewhere. The political economy nature of the free market system is such that neither their work gets a reward according to its productivity nor the products which they manage to produce and sell get a reasonable price. However, they are very entrepreneurial. The talent they display is called 'positional entrepreneurship' in this paper. The nature of positional entrepreneurship, how the people who display this attribute can be helped to improve their condition and how their progress will lead to development of the country are explained in the third part of the paper.

3. Positional Entrepreneurship in India

In literature, one comes across characters in dramas and novels that are heroes but display "unheroic "and sometimes "anti-heroic" activities. For example, the hero of Emily Bronte's only novel *Wuthering Heights* is Heath Cliff but his unheroic actions put Catherine in great difficulties. A better example would be Shakespeare's *Macbeth*, and A.C Bradley writes about the fall of Macbeth in the following words, "his death was not a tragedy, but his life was". There are several other examples of a hero who is not heroic. In our present study, we have 'positional entrepreneur', who is very entrepreneurial in his activities but unfortunately neither his economic condition improves nor the country experiences development.

It is necessary to differentiate positional entrepreneurship from non-positional entrepreneurship. In most entrepreneurship studies it is the non-positional or absolute entrepreneurship is given focus. Absolute entrepreneurs and relative or positional entrepreneurs are two different economic agents with different motivations, priorities, orientations, performance achievements and impacts on the economy. Entrepreneurship in the absolute sense is displayed by individuals with exceptional abilities and opportunities. Traditionally an entrepreneur is one who performs certain important functions. These are decision making, introducing successful innovations and risk taking. These functions he performs with exceptional efficiency. He disrupts the static economy by introducing dynamism through innovation and this is the main reason for profits to arise. This narrative is a familiar one and it does not need further elaboration. The focus of the present paper is on positional entrepreneur.

Positional entrepreneur is one who becomes an entrepreneur by default. He runs his business with low technology, little innovation and no big future in his mind. His prime concern is to make a living and show to his immediate family members and community that he is not a failure. Therefore, high sounding phrases which surround entrepreneurship do not inspire him. E.F. Schumacher (1989) described poor people in developing countries, as "survival artists". He popularised the concept of 'appropriate technology' and in fact, romanticised the small business activities in poor countries. Influenced by Mahatma Gandhi, he argued that prosperity in the real sense would be achieved when local materials were used by local talent to meet local requirements of ordinary people. One of his famous statements was "any intelligent fool can make things bigger, more complex and more violent. It takes a touch of genius-and a lot of courage-to move in the opposite direction". A positional entrepreneur is as intelligent, smart and hard working as a prototype entrepreneur described in management textbooks. However, he remains poor most of the time. His competitors, suppliers and customers are no different from him. A positional entrepreneur positions himself or herself in the local context. Positional entrepreneurs are found almost everywhere in Indian villages, towns and cities.

Entrepreneurial success is relative and not absolute. Contexts matter. Entrepreneurial outcomes, both monetary and non-monetary are valued on a relative basis. Adam Smith's famous 'invisible hand' theorem does not hold good in poor countries. His celebrated statement was "we expect our dinner not because of the benevolence of the butcher, baker or the brewer but because of their regard for their own self-interest". The butchers and bakers of Indian villages, for example, are directed more

by customs, traditions and habits than by self-interest. A village woman whose sister's husband is running a tea shop but not her husband, is more likely to start a tea shop herself, in another street corner near her house, than other women in her neighbourhood. If a business man runs an engineering college in the name of his first wife, his second wife will pester him to start a business school in her name. There are plenty of examples to show the prevalence of positional entrepreneurship at different levels of economic activity in India.

Positional entrepreneurship can be explained also in terms of certain concepts developed in behavioural economics. For example, there is an 'anchoring effect'. Decisions frequently depend on the context and information available. Anchoring refers to the tendency to relay on one prior (suggested/perceived) piece of information when making a decision. This can be explained with an example. In batch 24, section A of PGDM class one experiment was conducted. The results proved the existence of anchoring effect. A faculty (one of the authors of the present paper) asked the students to write down the last two digits of their mobile phone numbers in a piece of paper. Then the faculty displayed his wrist watch and said that he was to sell the watch and his expected price was rupees hundred. He asked the students to write down the amount of money they would be willing to pay for the watch if they get a chance to buy it. A comparison of these amounts was made. It was found that by and large, the students who had relatively large numbers as the last two digits of their mobile phone numbers (for example 99, 98, 89, 88 etc.) had offered relatively bigger amounts for the watch and vice versa. A related concept is availability heuristics and it explains how rationality assumption is not very helpful in explaining human behaviour in several situations. Suggestions and opinions given by people who matter have big impact on decision making in general and positional entrepreneurial decision making in particular.

Another insight is endowment effect. In one class room experiment, half of the students were given a free marker by the faculty and the other half got nothing. Students with the marker were asked the price at which they would sell it back to the faculty and the second group was asked the minimum amount of money that they would accept in lieu of the marker. The decision to be made by the two groups was similar. But the reference point was different. For the first group whose reference point was possession of a marker, the average selling price was rupees seven. For the second group which did not have the marker, the average amount desired in lieu of the marker was rupees three. This gap in prices shows that giving up the marker is perceived to be a greater "loss" to those who have it than the "gain" from obtaining a marker for those without a marker. This kind of endorsement effect one can identify in the case of positional entrepreneurship also. For example, in villages and small towns, one can see old hotels and photo studios with little business which refuse to get closed down. In such establishments sound business principles do not apply. The context, nostalgia, tradition and position alone matter. There is a tendency to romanticize the past, fantasize the present and trivialize the future in the case of positional entrepreneurs. In Malayalam movies one finds such scenes. In Tamil and Hindi movies also stories are built on such themes.

This brings us to a brief discussion on the relationship between income and happiness. There is an 'Easterlin paradox' which says that contrary to general perception, the relationship between income and happiness is not direct. Richard Easterlin (2001) argues that the relationship is culture specific. He quotes an empirical study to show how the relationship is puzzling. Households are divided on the basis of income and at the top there are households which get dollars seventy-five thousand and above and at the bottom there are households which get less than dollars ten thousand. About sixty-two percent of the poorest, said that they were pretty happy while the percentage was only forty-nine among the richest. In the Indian context the gap could be wider. The parameters of business success and happiness have to be very different in the Indian context especially because of the prevalence of positional entrepreneurship. There are limited horizons. In view of these facts, policies should be framed accordingly. A few suggestions are mentioned in the conclusion.

Conclusion

Entrepreneurship training programmes and business incubation efforts have to be renewed in the light of widespread prevalence of positional entrepreneurship in developing countries like India. It may be mentioned that there is no lack of entrepreneurship even in the most backward villages of the country. People are hardworking and enterprising, but the opportunities and reward systems are missing due to inadequate institutions, lack of physical infrastructure and general poverty of collective economic structure. The time, effort and money spent on entrepreneurship training, motivation campaigns and business incubation may more wisely be spent on vocational training and skill development initiatives. Both at the individual and social levels, it is better to be a relatively well paid employee of an establishment of the organized sector of the economy than being a positional entrepreneur in the rural or urban areas of the country. The present paper is a small attempt to develop an Indian perspective on some of the inadequacies of main stream entrepreneurship narratives. Further research is necessary in this exiting area of study.

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Women Entrepreneurship in India: A Socio-Cultural Perspective

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Purpose

With an intention to propose a conceptual framework for strengthening women entrepreneurship in India, this paper explores the status of women entrepreneurship in the country through the socio-cultural lens. The study is based on a comparative analysis of the Global Entrepreneurship Monitor data (India) of last four years. While indicating the gender gap in entrepreneurship, the paper further aims to highlight the reasons behind the rate of socio-cultural aspects effecting woman entrepreneurship in the country.

Background

Entrepreneurship is said to be one of the key drivers for socio-economic growth of a country. But Involving women in Entrepreneurship is still progressing comparatively slowly and with hiccups. Considering that almost half the population of India comprises females, the percentage of women entrepreneurs are only 14% (according to Women's Web survey 2018-19). While many women possess the intention to become entrepreneurs, yet, it is often, more difficult for women to succeed in comparison to men. More women entrepreneurs will alleviate gender disparity and will augment economic diversity (Verheul etal., 2004), making the country's growth a sustainable and an inclusive one. Moreover, entrepreneurship remains critical to harness the economic potential of women and thus, achieve the sustainable development goals (SDGs) by 2030 (Ellina Samantroy and J.S. Tomar)

Global Entrepreneurship Monitor (GEM) Survey is the largest annual study of entrepreneurial dynamics in the world. The findings and inferences of the paper are based on GEM India study, measuring entrepreneurial activity of adult population survey in India. GEM concentrates on generating comparative data of entrepreneurial activity. It identifies factors that influence entrepreneurial activities.

Literature Review

Women entrepreneurs make an important contribution to the development of the world economy (Allen et al., 2007). According to the GEM reports, globally, women are behind men in terms of entrepreneurial activities and these are equally applicable for Indian entrepreneurship scenario. The literature survey of women entrepreneurs in India divides them into different categories, such as, affluent entrepreneurs, pull factors, push factors, rural entrepreneurs, marginalized women entrepreneurs, and self-employed entrepreneurs. The problems and challenges of the women entrepreneurs are related to issues such as, limited access to resources, marketing problems, funding issues, prioritization, and male dominated society. It is seen that though there have been many cases and stories of Indian women entrepreneurs related to specific sectors, there is a dearth of a comprehensive study of the present status of women entrepreneurship and a framework to boost and strengthen the situation further to augment the socio-economic scenario of the country

Below are the list of research journals that contributed in the same area of research and suggested diverse structures to assess the field of women entrepreneurship.

Article Title	Authors	Journal	Year of publication	objective
Gender differences in entrepreneurship Equality, diversity and inclusion in times of global crisis	Ayala Malach Pines, et.al	Emerald Insight	2010	"To examine the implications of the global crisis for women's Entrepreneurship, from the perspective of equality, diversity and inclusion."
Women entrepreneurship: research review and future directions	Vanita Yadav, Jeemol Unni	Springer	2016	"To assess the growth of the field by specifically reviewing literature reviews published from 1980s till 2016 and put forward future research directions."
Advancing a Framework for Coherent Research on Women's Entrepreneurship	Anne De Bruin, Candida G. Brush, Friederike Welter	Sage Journals Entrepreneurship Theory and Practice	2007	"To suggest a framework so as to further research"
Political reservations and women's entrepreneurship in India	EjazGhania, William R.Kerr, Stephen D.O'Connelle	Elsevier Journal of Development Economics	2014	"We measure and discuss the extent to which this heightened entrepreneurship is due to channels like greater finance access or heightened inspiration for women entrepreneurs."
Empowering Women through Social Entrepreneurship: Case Study of a Women's Cooperative in India	Punita Bhatt Datta, Robert Gailey	Sage Journals Entrepreneurship Theory and Practice	2012	"This article seeks to broaden existing understandings of women's entrepreneurship by focusing on less studied types of ventures and

				contexts—namely, a social entrepreneurial venture in India."
Constraints faced by women entrepreneurs in developing countries: review and ranking Swati Panda	Swati Panda	Emerald Insight	2018	"To identify and ranks constraints faced by women entrepreneurs in developing countries. It offers a framework to differentiate between the constraints faced by male and female entrepreneurs."
Women entrepreneurship in India: a case study of Phoenix soft toys creation	Bulsara, Hemantkumar P. Gandhi, Shailesh Pandurengan, Vaidehi Porey, P. D.	IIMA Institutional Repository	2009	"To broaden existing understandings of women's entrepreneurship by focusing on less studied types of ventures and contexts—namely, a social entrepreneurial venture in India."
Entrepreneurial intention among science & technology students in India: extending the theory of planned behavior	Rajib Roy, Fatima Akhtar & Niladri Das	Springer	2017	"We attempted to integrate three additional constructs (perceived career option, entrepreneurial knowledge and entrepreneurial personality traits) to explain the relationship between a list of antecedents and entrepreneurial intention (EI)."

From the literature survey it is comprehended that further research is needed to build a strong theoretical base for research on women entrepreneurship, and it is equally crucial to conceptualize and frame diverse activities and interventions to strengthen the area.

The Study

Utilizing the data acquired from Global Entrepreneurship Monitor project (GEM) for last four years, the paper evaluates the behavioral as well as socio-cultural aspects that influence women entrepreneurship in India. The study affiliates the framework of theories of social behavior and institutional economics.

The research advances the knowledge of socio cultural and behavioral factors that are often shaped by gender with relation to entrepreneurship. Also this knowledge further facilitate educational programmes and support interventions to promote and strengthen women entrepreneurship.

Entrepreneurial activity occurs in context and is deeply entrenched in the cultural and social context. And there is a significant amount of influence of the society in shaping individual's attitude for starting a business (Reynold, 1992; Comeche & Loras, 2010; Kwon & Arenius, 2010). In the Gem survey societal values towards entrepreneurship are measured through the following dimensions: A) Women's perception of societal values regarding entrepreneurship. B) Self-perception (women) to start a business in India

Women's perception of societal values regarding entrepreneurship deals with aspects like entrepreneurship as a good career choice, high status of successful entrepreneurs, and media attention to entrepreneurship. In addition to this, Self-perception of women to start a business in India includes perceived opportunity, perceived capability, fear of failure, entrepreneurial intention rate. For Indian women, this fear is intrinsic personality as well as extrinsic, and lies in the societal norms and cultural regulations.

Methodology and Findings

GEM measures entrepreneurship through questionnaire survey and series of structured and semi-structured interviews of various experts from relevant fields. The report is a result of Adult Population Survey (APS) as well as (National Expert Survey). As a GEM consortium team member, Entrepreneurship Development Institute of India (EDII) has provided permission to conduct this study that compiles and evaluates the data of last four years of factors that has influenced the socio cultural and behavioral tendencies of women entrepreneurship. The targeted population for the study is between 18 – 64 years of age.

The evaluative study of the collected data of four years reveals that the i) perception of entrepreneurship is consistently lower among females in comparison to males, though there are marginal increases every year and gradually the differences are alleviating. Also, ii) potential women entrepreneurs who perceive good opportunities for starting business as well as possessing required skills are not increasing over the period of a time. And iii) unfortunately, almost for every parameter the percentage is decreasing with the period of time.

The following is a year-wise comparative data of male and female:
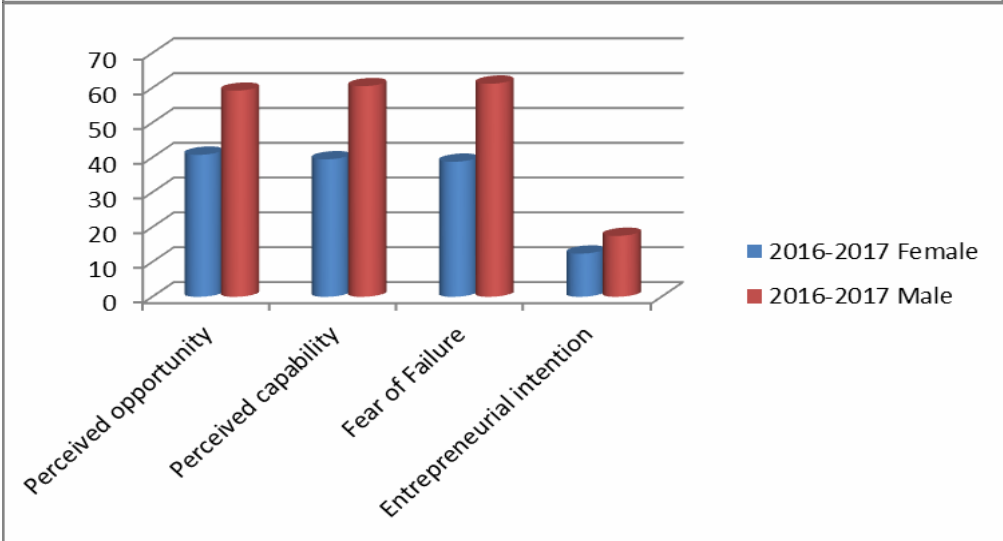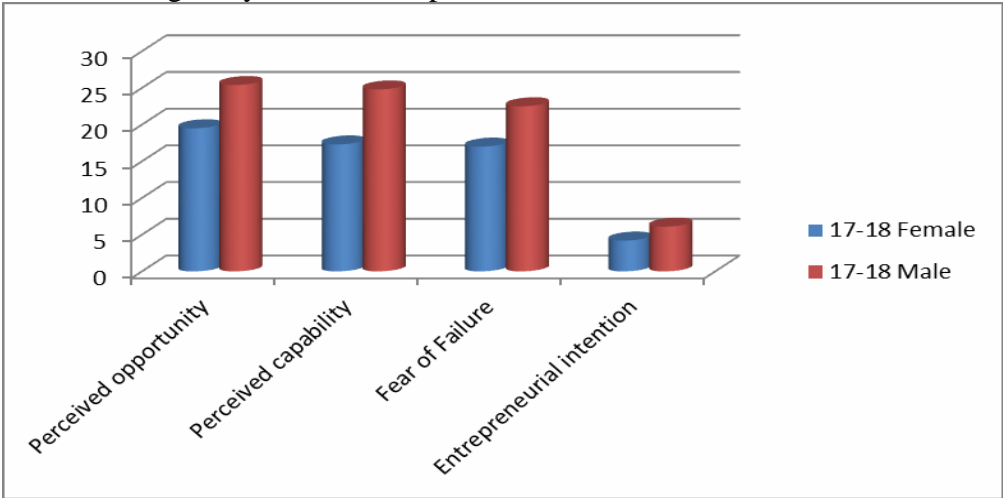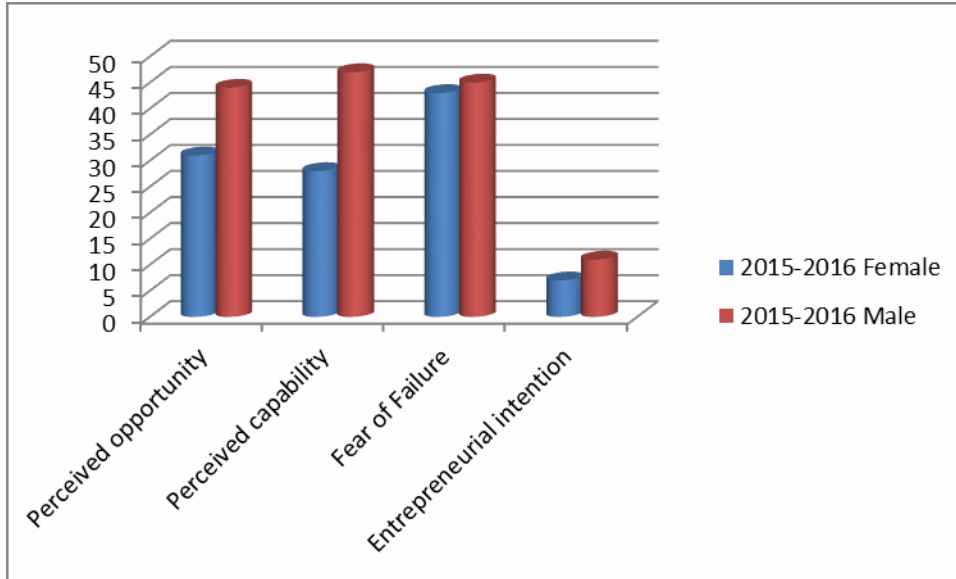
The following is year-wise compiled data of female entrepreneurship tendencies:
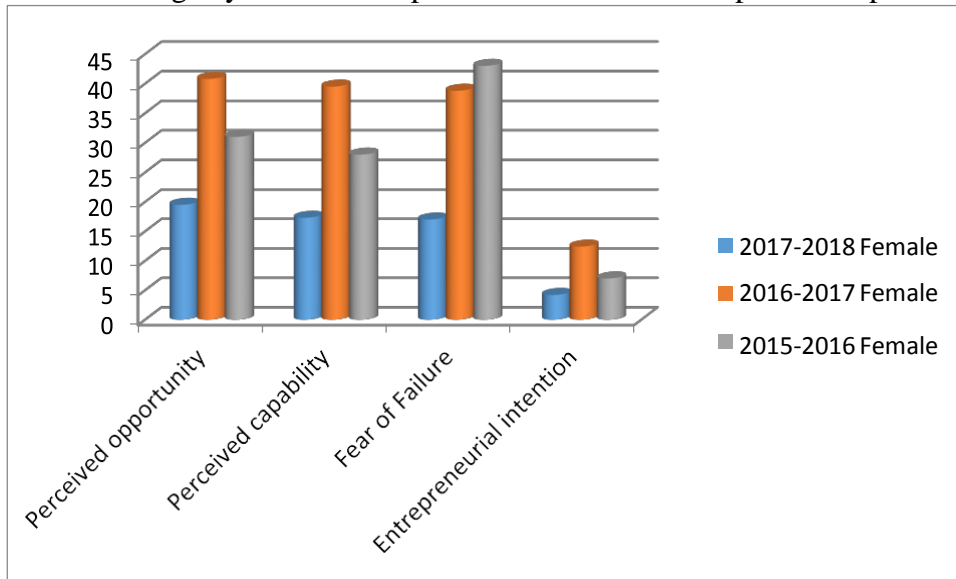
The above data shows that despite continuous interventions from policy makers and advisory committee, though there have been considerable increase during 2016-2017, yet there is a steady decrease of these socio-cultural factors in the recent past.

Following is the year-wise comparison of perception of societal values regarding entrepreneurship by women:
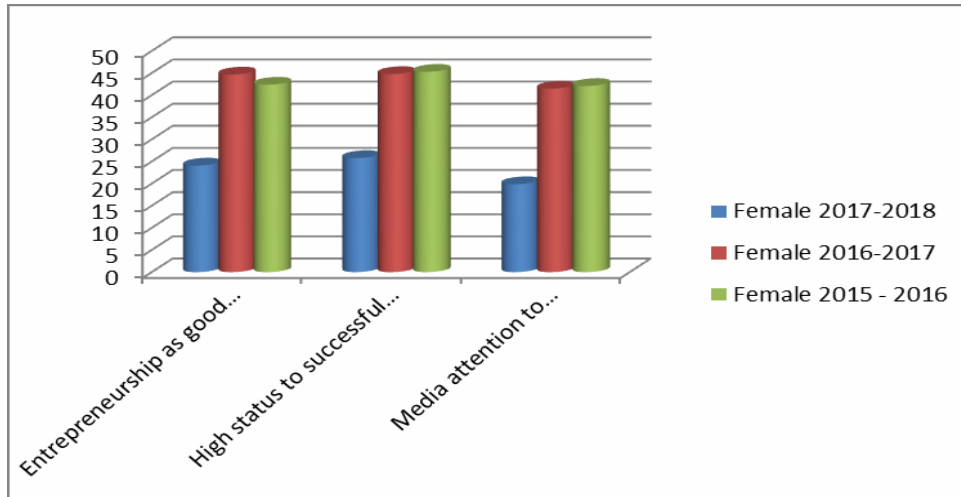
The above data also exhibits a gradual decrease in recent years in comparison to the previous.

The paper delves into gender based issues like, safety and security, cultural stereotypes, disparity in attitude, social perception, awareness, level of education etc. as influencing factors for the above results.

Recommendation

The paper concludes by recommending a framework of educational/vocational programmes and other interventions that may assist the entrepreneurship policy makers in coming up with a policy rigor that will boost women entrepreneurship in India.

The paper explores issues of the impediments that causes low female entrepreneurship rates in India and moves forward to propose a framework that may excite and encourage women to be entrepreneurs, which in turn will add to the socio-economic growth of the country.

Based on the inferences of the findings, a Centre for Women Entrepreneurial Leadership and Gender Studies (CWELGS) for providing necessary thrust and focus on developing and sustaining women entrepreneurs is proposed. Accordingly, the activities of the Centre will be founded on facilitating women to become self-reliant and sustain their career/livelihood. Further, in-depth analysis of national contexts for women's entrepreneurship through research on the circumstances of, barriers to and strategies for successful women entrepreneurship is proposed to be pursued at CWELGS. In a nutshell, the premiere engagements of the Centre at a national level will be i) closing the gender gap in business, ii) empowering women to create social and economic impact through industry and innovation, iii) research and enlightening the global community about the importance of female leadership for prosperity and progress, iv) enabling women to reach their full potential through innovative education programs and events, v) developing resource/knowledge-base of all research, policy, and educator information about women's entrepreneurship, vi) developing a CWELGS circle, spanning from classrooms to start- up ecosystem that aims to create opportunities for a diverse set of stakeholders to participate, develop, and learn.

The specific proposed interventions that may boost the present scenario are as below:

- Research, documentation, publication, and dissemination
- Impact assessment study, Policy advocacy
- Creating online platform for entrepreneurial networking and support
- Empowerment for independent living and well-being by vocational training/skill development programmes
- Educational programmes/certificate courses on entrepreneurship
- Capacity building for entrepreneurship, self-employment and other income generating activities
- Soft skill development programmes for rural women
- Workshop on entrepreneurial sensitizing and awareness creation
- Bootcamp for identifying potential entrepreneurs
- Handholding and incubating start-up ventures

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Business Excellence in Indian SMEs: Issues and Challenges

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1. Introduction

Contribution from Small and Medium Enterprises (SMEs) to the economic growth and development of India is very significant. In today's highly competitive global business environment, SMEs are finding difficulty in continually enhancing their performance and achieving excellence. Large organizations embrace various performance enhancement initiatives such as Total Quality Management (TQM) and business excellence models to achieve excellence. Purpose of this paper is to evaluate to what extend Indian manufacturing and service SMEs are practicing business excellence initiatives for enhancing their performance and also to identify the difficulties faced by these organizations in implementing various improvement initiatives. Aim is to come up with a simple, cost effective and easy to implement business excellence model for SMEs for enhancing their performance in a sustainable and continuous basis.

2. Literature review

SME sector is very vital for the industrial and economic development of a country. SMEs also contributes to the social uplifting and political stability of nations (Khalique *et al*., 2011). SMEs in India contributes significantly to the Indian economy by way of employment generation, enhancing manufacturing, service and export potential throughout the country without any demarcation between the rural and urban areas and there by contributing to the national GDP (Mukherjee and Neela, 2000).

Though majority of the SMEs are struggling to survive, there are few very successful SMEs in India and it is worth noting that majority of them are implementing one or other improvement initiatives which helps them to achieve continued success. Implementing business excellence models is one of the ways for enhancing performance and an important mechanism for raising the economic prosperity of a country (Calingo, 2002).

In general, in industrialized countries, small and medium enterprises (SMEs) contributes significantly to the industrial output and economic growth. From this context, SMEs can be considered as the back bone of national economy (Peters and Waterman, 1982; Amini, 2004; Radam *et al*., 2008).

2.1 SMEs in India

A study conducted by Srinivas, 2013 on the performance of micro, small and medium enterprises and their contribution to India's economic growth concluded that MSMEs play a significant role in inclusive growth of Indian economy.

The SME sector in India holds a substantial space in Indian Industry today. Being part of the global supply chain, SMEs in India can no longer afford to remain isolated or live with outdated technology or inadequate management tools and techniques (Bates *et al*., 2012). There is a need

to enhance their performance by adopting business excellence practices to be at par or ahead of their competition.

Until mid-1990s, Indian SMEs were operating in a much safer and protected business environment where there was only limited competition. This has resulted in SMEs not focusing on enhancing their efficiencies, improving product quality, adopting newer technologies, and improving professional business practices (Ranganathan and Kannabiran, 2004). Economic liberalization and opening up of economy to foreign multinationals changed the scenario altogether. SMEs need to develop competitive capabilities to tackle the domestic and global competition and fast changing customer demands to survive and succeed (Kale *et al.,* 2010).

2.2 Current status of SMEs in India

Growth of SMEs is very significant for the economic growth of India and Government is coming up with many initiatives for promoting SMEs (Khalique *et al*., 2011; Singh, 2011). In spite of providing all the facilities and enhancement programs to strengthen SMEs, the progress of Indian SMEs continues to be hindered by constraints such as poor credit availability, low levels of technology, low product quality and inadequate basic infrastructure (Das, 2007).

Various studies done by researchers in different countries identified many challenges faced by SME in a globalized business environment such as recession, non-accessible to global sourcing, low productivity, lack of managerial capabilities, and lack of financing, technology and heavy regulatory burden (Decker *et al.,* 2006; Muhammad *et al.,* 2010). By suitably addressing the issues and challenges and utilizing the full potential of SMEs, developing countries like India can achieve much higher levels of economic growth than today.

2.3 Business Excellence

The concept of Business Excellence has originated from TQM which was practiced by organizations right from early 1980s. In the mid-1990's name TQM got replaced with Business Excellence in the West with the earlier Quality management models renamed as Business Excellence Models (Mann *et al*., 2011).

In order to survive and excel in today's globalized economy, SMEs need to continuously enhance their performance and attain competitive advantage. Implementation of Business excellence practices has become one of the main performance improvement initiative and survival tool for manufacturing industries (Majumdar and Manohar, 2016). Adopting such business excellence practices helps organizations to improve the quality of their products, processes, lead time and employee morale (Singh and Ahuja 2012).

2.4 Business excellence and performance enhancement of SMEs

EFQM, 2014 defines business excellence as the relentless pursuit of continuous improvement in both organization's results and the way in which the results are achieved. Studies conducted to understand the benefits of using business excellence models clearly indicates that organizations which adopts business excellence practices obtains significant operational and financial benefits (Mann and Mohammad, 2012). Studies also shown that SMEs obtain the benefits more quickly than large organizations as they are more flexible and capable of making quick changes based on the business requirements.

"Revitalizing inclusive growth of small businesses is decisive for income generation, job creation and self-employment opportunities for millions of prevailing and potential entrepreneurs, and ensuring optimum utilization of available resources in the country" (Khan, 2016).

Studies shows that there are very few SMEs in India which implemented TQM and business excellence models for enhancing their performance though it is very common in large scale organizations (Seth and Tripathi, 2005).

The business environment, issues and challenges faced by SMEs are very different from large organizations. Hence, deriving the business excellence models for SMEs from business excellence models designed for large organizations is not the right approach. SMEs won't be able to implement such models and get the desired benefits. This is one of the main reasons for the failure of business excellence implementation in many SMEs.

3   Research methodology

This research is exploratory in nature and is a qualitative research. This study is based on an extensive literature review, secondary data collected from the official websites of selected SMEs and data collected through interviews with industry experts and academicians. Data is also collected from SMEs by conducting a questionnaire survey. Attended various SME conferences and summits organized at different parts of India by ministry of MSME, government of India and various SME associations and collected valuable information from more than 300 participants attended these programs. Participants shared their success stories, difficulties, problems, aspirations and future plans. Discussion were also carried out with participants from various SMEs to get their view on implementation of business excellence models.

Semi structured interviews were conducted with five industry experts and three academicians on the topic of business excellence in SMEs. Majority of the experts expressed their view that there is a pressing need for SMEs to adopt improvement initiatives such as business excellence for enhancing their performance to remain competitive in today's global economy.

Eight out of ten organizations participated in a questionnaire survey were unaware of the business excellence practices and the benefits it can bring to organizations and two out of ten organizations were practicing business excellence initiatives. Business growth has been flat in first eight organizations over the last three years whereas the two organizations where they have implemented business excellence initiatives showed significant business growth.

4   Findings

SMEs in India are today fully sunken in routine operational issues and are struggling to keep their head above water. This was evident from the views expressed by these SMEs in various conferences and summits. Though government is providing many benefits and facilities, many of the SMEs are not able to avail the facilities as they have not registered as SMEs in the government portals. Out of 63 Million MSMEs in India today, 85 % are still in the informal sector as they haven't registered. SMEs in India need to focus and work on various initiatives including operational excellence to overcome the challenges and come out successful in the long run.

4.1 Challenges faced by India SME Sector

Majority of the SMEs are not putting focus on implementing long term strategic plans. They mainly rely on quick and temporary solutions. Few of the challenges identified through interaction with industry experts and SMEs are listed in table 1

Table1: Challenges faced by India SMEs

S No	Challenges faced by Indian SMEs
1	Lack of finance. Getting funding from bank and other institutions in very cumbersome and time consuming
2	Getting on-time payment from large multinational, Indian and government organizations is a challenge
3	Brining all MSMEs under the formal umbrella. 85 % MSMEs are still not registered and remains in the informal sector.
4	Lack of market access for SMEs. Globalization and e commerce has created this challenge for SMEs.
5	Majority of Indian SMEs are still using outdated technology and manual processes. Their counterparts in other countries have already changed over to newer technologies & automated processes. This poses challenge to meet the cost competitiveness, consistency and quality.
6	Availability and retention of skilled manpower is a major challenge. Millennial generation employees prefers to work in large organizations.
7	Competition for MSMEs are mainly from companies outside of India.
8	MSMEs manufacture and supply products to large organizations and these large organizations decides the future of SMEs.
9	New generation millennials are not ready to take over the family business. They are more interested in getting employed in large organizations forcing current owners to wind up their business
10	Lack of awareness of standards, regulations, documentation, testing accreditation causing difficulty to compete in international market
11	Lack of financial discipline. This is mainly due to lack of qualified resources

Government and other institutions such as CII are working very closely with SMEs to make them aware of the challenges and to help them to initiate actions to overcome the difficulties to enhance their performance.

4.2 Transforming SMEs – need of the hour

Time has come for the transformation of SMEs. Without embracing newer digital technology, SMEs can no longer excel in the global economy. Along with the digital transformation, SMEs also need to look for enhancing their performance by introducing improvement initiatives. Improvement ideas for SMEs gathered during this research study are summarized in table 2.

Table 2: Improvement ideas for MSMEs

S No	Improvement ideas for MSMEs
1	Use of IT and e commerce for managing their business. Necessary for entering into the global value chain.
2	Use of newer technology, improved processes, automation and digitization to improve productivity, lead-time and quality.
3	Aim to get into the global value chain. Being part of the global value chain will helps to achieve growth and excellence.
4	Focus on skill development. This is necessary to use new technology and digitization
5	Focus on getting necessary certifications and accreditations to improve quality to meet international standards
6	Collaborate with each other and work together as one large cluster to gain bargaining power

7	Collaborate with large organizations including organizations outside India for faster growth
8	Introduce data analytics
9	Improving energy efficiency by replacing old and worn-out equipment and save energy cost
10	Introducing 'Design thinking' in SMEs to foster innovation and continuous improvement
11	Embrace performance enhancement initiatives such as Lean manufacturing, Six sigma and kaizen.

These improvement initiatives will help to transform SMEs and help to achieve operational excellence. There is also a need to change the mindset of owners from self-employment to business mindset. Developing leadership skill, building and retaining effective teams and putting financial discipline are other areas SMEs need to focus. Putting all these initiatives in place will drive SMEs towards business excellence and sustained success.

4.3 Business excellence practices in Indian SMEs

Based on the details gathered from various SMEs, it is evident that only a few percentage of SMEs in India practices business excellence. The main reasons for SMEs not implementing business excellence models and other improvement initiatives as gathered from this study are listed in table 3 below.

Table 3: Main reasons for SMEs not implementing improvement initiatives

S No	Reasons for not implementing improvement initiatives
1	Lack of awareness of business excellence and other improvement initiatives
2	Lack of awareness of the benefits these initiative can bring to the company
3	Insufficient resources for implementing improvement initiatives
4	Lack of focus by top management
5	Not considered it as a priority today
6	Lack of finance
7	Lack of employee involvement

Improving awareness on business excellence and evoking interest in the minds of business owners of SMEs is the starting point.

4.4 Success factors of business excellence

Success factors of business excellence in SMEs identified by industry experts, academicians and SMEs which implemented business excellence are listed in table 4.

Table 4: Success factors

S No	Success factors	Factors specific to MSME
1	Vision of leaders	
2	Entrepreneurial thinking / Business mindset of leaders	MSME
3	Ownership and accountability of the leaders	MSME
4	Implementation of new technology & digitization	MSME
4	Employee engagement	
5	Customer satisfaction	
6	Quality focus	
7	Ethics and values	

| 8 | Key processes and measures | |
| 10 | Results | |

It is important to note that there are three success factors which are not figuring out in the common category of success factors identified from literature. These factors are 'entrepreneurial thinking, ownership and accountability of leaders and implementation of new technology and digitization'. These factors are very important and to be addressed for the successful implementation of business excellence in SMEs.

5. Conclusion and future research directions

A bottom up approach is suggested by majority of the industry experts and academicians for the implementation of business excellence in SMEs. The bottom up approach focuses on improving the already existing good practices in SMEs. This approach helps to get better involvement from the team. Taking input from SMEs and superimposing the business excellence initiatives over the good practices is the best approach.

Ultimate aim of this research is to come up with a very simple, cost effective and easy to implement business excellence model for SMEs. This is not an easy task considering the challenges MSMEs are facing today. Starting point is focusing on points identified through this study.

Future plan is to conduct similar studies in SMEs covering different industries and clusters located at different parts of India to get a diverse view on the topic. This will help to come up with models best suited to SMEs for enhancing their performance and achieving excellence.

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Qualitative Analysis of Stigma Associated to People with Disabilities at Workplace

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Organizations have started recognizing the skills and abilities possessed by employees with disabilities; but they still undergo discrimination at workplace. Disability has been defined differently by groups; it is believed to be a physical or mental inability suffered by a person. Although PwDs are now hired in organizations; but has to suffer enormous challenges at workplace.

Therefore, the research study intends to explore the challenges and discrimination faced by People with disabilities at workplace. In order to understand the types of discriminations faced, the study conducts a qualitative research. The research is conducted through focused group interview of People with disabilities working in the Retail Sector, Hospitality Sector and Government Sector in NCR region. In order to draw the conclusions for the research, the data analysis will be based on the responses collected through focused group interviews and analyzed using sentiment analysis to understand the kinds of discrimination faced by people with disabilities at work place. Hereby, these results and finding will enable us to recommend the strategies for organizations to deal with issues related to discrimination at workplace.

Keywords: Disabilities, Discrimination, Challenges, Managing Discrimination.

Transforming The Gendered Workplace

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1. Introduction

Contemporary society faces various challenges with regard to protection and promotion of the fundamental human rights of the individuals, especially in relation to individuals who are discriminated because of 'sexual orientation'[2] and 'gender identity'[3]. For the past one and half decades, India witnessed various efforts by human rights activists and lawyers who have been vehemently arguing for combating all forms of discrimination and violence against sexual minorities. At the instance when the gamut of international human rights law have become inclusive and mindful of the need to address the issues concerning individuals who identify their sexual orientation and gender identity within either same-sex, bisexual or transsexual relationships, India has been addressing this matter in terms of criminality. Historically, people belonging to lesbian, gay or bisexual and transgender ("LGBT") social groups have experienced various human rights violations such as violence, harassment, discrimination, exclusion, stigmatisation and right to privacy. Further, such violations also include killings, rape and physical attacks, torture, arbitrary detention, the denial of rights to assembly, expression and information, and discrimination in employment, health and education. Often, the anti-LGBT supporters have challenged the sexual orientation of the LGBT group as immoral, deviant behaviour, and indecent behaviour. Thus, more than 80 States have premised homosexuality as a criminal offence. The national laws criminalising such behaviour considers it either as sodomy, public scandals, immoral or indecent behaviour and thereby are used to penalise people for looking, dressing or behaving differently from imbedded social norms. The attempt, however, must be to repeal or amend the laws which penalise differed gender identity.

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[2] The Preamble of the "Yogyakarta Principles on the Application of International Law in Relation to Issues of Sexual Orientation and Gender Identity" provides definition of sexual orientation as, "Sexual orientation is understood to refer to each person's capacity for profound emotional, affectional and sexual attraction to, and intimate and sexual relations with, individuals of a different gender or the same gender or more than one gender."

[3] The Preamble of the "Yogyakarta Principles on the Application of International Law in Relation to Issues of Sexual Orientation and Gender Identity" provides the definition of Gender Identity as "Gender identity is understood to refer to each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means) and other expressions of gender, including dress, speech and mannerisms."

The human rights of the individuals belonging to the transgender community are still in the nascent stage of evolution. The initial attempt by the LGBT defenders and human rights activists were to argue for social inclusion through expanding the definition of diverse sexual orientation and gender identity. This is manifestly evident from the decided case laws of the Indian Supreme Court, where on the one hand, people belonging to transgender community were given the status of 'third gender' (2014) and criminal law criminalizing homosexuality was declared void in 2018.

The eminence of identity has been succinctly stated in *National Legal Services Authority* v *Union Of India & Ors,*[4] popularly known as NALSA case, wherein the Court was dwelling upon the status of identity of the transgenders. Radhakrishnan, J., after referring to catena of judgments and certain International Covenants, opined that:

> "gender identity is one of the most fundamental aspects of life which refers to a person's intrinsic sense of being male, female or transgender or transsexual person. A person's sex is usually assigned at birth, but a relatively small group of persons may be born with bodies which incorporate both or certain aspects of both male and female physiology."

Padmini Prakash became India's first transgender television anchor; Kamla Jaan became the world's first eunuch mayor but was asked by the High Court to step down, as the post was reserved for a female candidate. She was the mayor of Katni district for two and a half years since January, 2000; Shabnam 'Mausi' Bano was the first transgender Indian to be an elected member of the Madhya Pradesh State Legislative Assembly from 1998 to 2003; Kalki Subramaniam is India's first entrepreneur. There are many more and still counting. On the issue of rights of the transgender community in relation to their gender identity, the Supreme Court of India in NALSA case upheld their concerns. The court declared the individuals from the transgender community, apart from binary genders, be considered as third gender for safeguarding their rights guaranteed under Part III of the Indian Constitution[5]. The three important decisions dealing with the issue of decriminalizing homosexuality and transsexuality had referred to the Yogyakarta Principles in order to reiterate the basic human rights of the individuals belonging to diverse sexual orientation and gender identities. In August 2019, India passed the Transgender Persons (Protection of Rights) Act, 2019. This legislation was the need of the hour but still is subject to various criticisms by the activists in the field.

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[4]   [2014] 5 SCC 438.
[5]   Ministry of Social Justice and Empowerment, Government of India, *Report of the Expert Committee on the Issues relating to Transgender Persons,* Released on 27 January 2014 accessible at http://socialjustice.nic.in/transgenderpersons.php.

2. Literature Review

Law is a social tool for transformation and vice-versa. Social transformation has paved way for adoption of a law relating to protection of transgender persons in India (Babbar, 2016; Bhat, 2009). The exploitation and social exclusion faced by transgender persons in the mainstream society is a well-researched area (Baxi, 1994; Verma, 2015; Chettiar, 2016). There have been various academic scholarly articles on transgender's rights soon after the 2014 judgment came into effect. However, there has been not any research work to check whether transgender's rights as perceived by the Indian judiciary have been truly incorporated in letter and spirit into the law. A manifesto has been worked on for trans-inclusion in Indian workplace (Nambiar and Shahani, 2018).

3. Objective of the Study

Primary objective is to understand the reasons for criticism of this newly enacted law. Also, to evaluate the significance this legislation attributes to fundamental right to work and basic rights guaranteed at workplace. A comparison will be drawn with certain developing countries for analysing the approach of the employers in 'trans'forming their workplace by making space for third gender.

4. Methodology

The paper will analyze the existing debates on the legislation and regulation on transgender persons in India. The study is based on doctrinal research with an analysis of the primary sources comprising of Indian legislation relating to transgender persons. Doctrinal research is of primary concern to a legal searcher. It involves analysis of case law, arranging, ordering and systematizing legal propositions and study of legal institutions, but it does more-it creates law and its major tool through legal reasoning and rational deduction (Jain, 2001). The Paper will review the recently passed law in the light of the intent of the judgment passed by the Honourable Supreme Court of India recognising transgender persons as 'third gender'.

It is essential to understand the legal framework. The secondary sources include journal articles, research articles, books and other materials. It will decipher the following queries to be addressed legally as, what are the rights of the transgender persons, content and critical analysis of the legislation passed, how business entities could make way for inclusiveness and gender diversity in workplace.

5. Conclusions

The judgment of the Honourable Supreme Court has paved for undoing the historic injustice towards transgender community by recognizing them as third gender and according status as a 'person'. The passage of the legislation was a requirement under

this judgment. There are various measures which an employer could initiate to employ them in workplace and grant them their basic human right. In India, Tata steel has initiated the process and converted this legal doctrine into praxis. The judgment said that "The Constitution is a dynamic document, having the primary objective of establishing a dynamic and inclusive society". While judiciary has taken a significant step to remove the stigma attached to the third gender, it is our turn to recognize the true implication of this judgment and prioritize its enforcement. Inclusiveness and diversity must be the pillars of a country like India which has a history of unity in diversity.

6. Managerial Implications

There are various corporate entities like Kochi Metro, VLCC Hyderabad, Tata Steel, Lalit Hotels, Thoughtworks, Third Eye Café, etc, who have made sexual orientation and gender diversity a new-normal through their policies. LGBTQ inclusive policies and benefits that some Indian companies already have inlcude: (i) Equal opportunity policy: which covers sexual orientation and gender identity without any discrimination, (ii) Same-sex partnership benefits: the company recognizes same-sex partners and gives them equal benefits at par with married spouses; and (iii) Gender neutral adoption leave: Leave of 3 months be given to the primary care-giving.

- Take adequate measures to make inclusive and diverse workplace;
- Accord basic rights to the employees belonging to transgender community in terms of infrastructure and facilities; and
- Gender budgeting must include transgender communities concerns; and
- Most importantly to make anti-discrimination policy a norm in workplace.

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Portrayal of Men and Women in Indian Television Commercials

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INTRODUCTION

Globally, several studies in the past have established a relationship between gender stereotyping in advertising and its negative effects on the society (Oppliger, 2007). Such stereotyping of women in particular – which is a result of the advertisers' ignorance about or indifference towards the gender role changes – may have a damaging effect on the society in the long run (Silverstein & Silverstein, 1974).

India has entered a new age in which increasing number of women are pursuing careers and more number of men are sharing household responsibilities (Bhan, 2019). Very few studies have been conducted on gender roles in Indian television advertising. The primary objective set for this study is to find out whether advertisers in India promote balanced portrayal of men and women in their television commercials in accordance with such social changes and the media guidelines in the National Policy for the Empowerment of Women 2001 and the Draft National Policy for Women 2016 (Ministry of Women and Child Development, Government of India, 2019). The guidelines specify that media should desist from stereotyping women vis-à-vis men and portray them with dignity.

Television has been selected as the medium for this study as exposure to television advertising results in the development of notions about idealised gender behavior and roles (Gunter, 1995). Unlike many previous studies (eg. Gupta & Jain, 1998; Munshi, 1998), findings of this study are not compared with those of other countries. Instead, conclusions are drawn in Indian context and with respect to the country's socio-economic factors, government policy guidelines, and stance of advertisers and concerned regulatory bodies.

LITERATURE REVIEW

There are more men than women as central figures in television commercials (Eisend, 2010), and male voiceovers are used more often than female voiceovers (Das, 2011).

Women have been portrayed younger than men and this stereotype persists (Jha Dang & Vohra, 2005). Moreover, it is with women and not men that sex appeals are used more frequently in advertising (Reichert et al., 1999).

India as a nation scores high on masculinity (Hofstede, 2001), a variable that has a strong relationship with gender stereotyping. This, perhaps, is the reason why Indian women in advertising are shown in subordinate and domestic roles while men are shown outdoors (Gupta & Jain, 1998). While women are portrayed as product users, men are portrayed as having more

product details and knowledge (Lindner, 2004). Men also give scientific arguments about products more frequently as compared to women (McArthur & Resko, 1975).

Women are more likely to be shown at home (Eisend, 2010), while men are more likely to be shown at work (Gunter, 1995) or at leisure (Furnham & Farragher, 2000) or outdoors (Milner & Higgs, 2004).

Women are shown using personal care (Jha Dang & Vohra, 2005), housekeeping, housecleaning, and other domestic products (Ibroscheva, 2007). Men, on the other hand, are linked more frequently to computers, telecommunication, technology, electronics, cars (Ganahl et al., 2003) and financial services (Das, 2011).

Hypotheses

H1: Men appear more often than women in Indian television commercials.

H2: Women are represented more often as younger than men.

H3: (a) Women are portrayed more frequently in relationship roles and as homemakers, (b) whereas men are portrayed more frequently in occupational roles, as celebrities, and as narrators.

H4: Women are more often portrayed as sexual objects.

H5: Women appear more frequently as product users, whereas, men appear more frequently as product authorities.

H6: Men give scientific arguments more often, whereas women give non-scientific arguments more often.

H7: There are more male voiceovers than female voiceovers in the television commercials.

H8: (a) Women appear more frequently at home, (b) whereas men appear more frequently at office/workplace, out-of-home, and at leisure.

H9: (a) Women appear more often for body care and domestic products, (b) whereas men appear more often for automobile/automotive products; technology-based products and services; and financial services.

METHODOLOGY

To create a sample that best represented the universe of television commercials on air and different portrayals within, top ten all-India television channels in terms of their impressions in Week 40 – September 29 to October 5, 2018 (https://barcindia.co.in/) – were selected. The channels were – Hindi programs: Star Utsav, Zee Anmol, Star Bharat, Star Plus, Zee TV, Sony Pal, Colors, Sony Entertainment Television; Tamil programs: Sun TV; and Telugu programs: Star Maa. Every day, from October 6 to October 15, 2018, one different channel out of these ten was selected and programming broadcast by it during prime time (6 p.m. to 11 p.m.) was recorded. The total programming recorded across these ten channels was for fifty hours. Out of all the commercials recorded during these programs, all repeats were excluded (eg. Matthes et al., 2016). Those shorter than 15 seconds or not having a single adult human character (eg.

Verhellen et al., 2016) or not for a consumer product/service were also excluded (eg. Kim & Lowry, 2005).

Subsequently, in each of these commercials, not more than two central figures (irrespective of the gender) were identified. Essentially, these figures had at least one line of dialogue and/or they appeared for at least 3 seconds (Milner & Higgs, 2004). Commercials not qualifying on this criterion were also excluded from the study. Random sampling procedure was followed and every fifth commercial (Verhellen, et al., 2016) in the database was included in the sample. In all, 696 commercials and 966 central figures in them (564 men and 402 women) formed the sample for coding based on a coding scheme (eg. Milner & Higgs, 2004). Each commercial was to be coded once if there was one central figure, or twice if there were two.

Coding

Two coders, one male and one female, each proficient in Hindi, English, Tamil and Telugu (languages spoken in the commercials aired on the ten channels selected) were appointed for content analysis of the commercials, which included coding of central-figure- and commercial-specific variables as per the coding scheme. Copies of the scheme were handed to the coders and they were then trained using a few trial commercials not included in the sample. Each coder was then handed a CD containing all 696 commercials. In about two months, each coder submitted to the author his/her independently filled-in coding sheet for all the variables. The inter-coder reliability (Cohen, 1968) indicated (κ > .75 for all variables) that the quality of coding was acceptable for each variable (Luyt, 2011). Later, in a meeting, the coders discussed the discrepancies, reached a consensus concerning all the variables, and established a final coding sheet. This sheet was used for data analysis.

RESULTS

In all, nine chi-square (χ2) tests were performed for all variables (Table 1 and 2). For a chi-square analysis with a significant result ($p < .001$ or $p < .01$ or $p < .05$) and degrees of freedom (df) greater than one (H2, H3, H6, H8 and H9), post-hoc chi-square tests were performed to ascertain the cause of such a significance, wherein the p-value of each adjusted standardized residual (z-score) was compared with the adjusted-Bonferroni p-value (eg. Liu, 2008).

H1: Gender

The χ2 test was significant [χ2 (1, N=966)=27.17, p<.001]. Out of 966 central figures, 58.4 percent were men and 41.6 percent women. H1 is supported.

H2: Age

The χ2 test was significant [χ2 (2, N=966)=24.3, p<.001]. Post-hoc tests showed that women were significantly younger (positive adjusted standardized residual at p<.008) but were significantly underrepresented above 34 years (negative standardized residual at p<.008) as compared to the expected frequencies. H2 is supported.

H3: Role

The χ2 test was significant [χ2 (8, N=966)=79.89, p<.001]. Post-hoc tests revealed that except in two cases, women were significantly overrepresented in all other relationship roles. Men were significantly overrepresented in worker/professional/expert/businessperson/entertainer/sportsperson roles and as celebrities and narrators. H3a is partially supported and H3b is fully supported.

Table 1: Characteristics of Men and Women

Variables	Men		Women		Total		Post-hoc Tests
	N	%	N	%	N	%	
Gender[H1]	564	58.4	402	41.6	966	100.0	-
χ2 (1, N=966)=27.17, p<.001							
Age[H2]							
18-34 years	366	64.9	318	79.1	684	70.8	p<.008*
35-50 years	126	22.3	60	14.9	186	19.3	p<.008*
Above 50 years	72	12.8	24	6.0	96	9.9	p<.008*
χ2 (2, N=966)=24.3, p<.001							
Role[H3]							
Relationship partner	72	12.7	84	20.9	156	16.1	p<.002*
Daughter/son	6	1.1	18	4.5	24	2.5	p<.002*
Parent/guardian	48	8.5	72	17.9	120	12.4	p<.002*
Grandparent	3	0.5	6	1.5	9	0.9	n.s.
Sibling/friend	85	15.1	48	11.9	133	13.8	n.s.
Homemaker	8	1.4	18	4.5	26	2.7	n.s.
Worker/professional/expert/businessperson/entertainer/sportsperson	36	6.4	7	1.7	43	4.5	p<.002*
Celebrity	246	43.6	132	32.8	378	39.1	p<.002*
Narrator	60	10.6	17	4.2	77	8.0	p<.002*
χ2 (8, N=966)=79.89, p<.001							
Sexual objectification[H4]							
Yes	0	0	14	3.5	14	1.4	-
No	564	100	388	96.5	952	98.6	-
χ2 (1, N=966)=19.93, p<.001							
Credibility[H5]							
Product user	270	56.2	198	61.1	468	58.2	-
Product authority	210	43.8	126	38.9	336	41.8	-
χ2 (1, N=804)=1.88, p=.097							
Arguments[H6]							
Scientific	192	34	96	23.9	288	29.8	p<.008*
Non-scientific	126	22.3	114	28.4	240	24.8	n.s.
None	246	43.6	192	47.8	438	45.3	n.s.
χ2 (2, N=966)=12.44, p<.01							
*Bonferroni-adjusted p-value (p < .01)							

H4: Sexual objectification

The χ2 test was significant [χ2 (1, N=966)=19.93, p<.001] as 3.5 percent of women appeared as sexual objects as compared to zero percent of men. H4 is supported.

H5: Credibility

Central figures whose status was unclear as product users or authorities (N=162) were removed from this χ2 test. The test was not significant [χ2 (1, N=804)=1.88, p=.097]. H5 is not supported.

H6: Arguments

The χ2 test was significant [χ2 (2, N=966)=12.44, p<.01]. Post-hoc tests confirmed that men gave significantly more scientific arguments. H6 is partially supported.

H7: Voiceover

There were 204 commercials without any adult voiceover and these were removed from further analysis. Of the remaining 492 commercials, 318 (64.6 percent) had male voiceover, 168 (34.1) had female voiceover, and 6 (1.2 percent) had both. The χ2 test was significant [χ2 (2, N=492)=296.9, p<.001]. H7 is supported.

Table 2: Commercial-Specific Characteristics

Variables	Men		Women		Total		Post-hoc Tests
	N	%	N	%	N	%	
Voiceover[H7]	318	64.6	168	34.1	486	100	-
χ2 (2, N=492)=296.9, p<.001							
Location[H8]							
Home	222	39.4	228	56.7	450	46.6	p<.004*
Out-of-home	48	8.5	42	10.4	90	9.3	n.s.
Office/workplace	102	18.1	36	9.0	138	14.3	p<.004*
Leisure	126	22.3	66	16.4	192	19.9	n.s.
Limbo	24	4.3	12	3.0	36	3.7	n.s.
Other	42	7.4	18	4.5	60	6.2	n.s.
χ2 (5, N=966)=38.31, p<.001							
Products & services[H9]							
Automobile/automotive products; technology-based products and services	198	35.2	126	31.3	324	33.5	n.s.
Body care and domestic products	144	25.5	192	47.8	336	34.8	p<.006*
Financial services	156	27.7	48	11.9	204	21.1	p<.006*
Other	66	11.7	36	9.0	102	10.6	n.s.
χ2 (3, N=966)=63.48, p<.001							
*Bonferroni-adjusted p-value (p < .01)							
**6 ads (1.2%) having both male and female voiceovers, not shown in the table.							

H8: Location

The χ2 test was significant [χ2 (5, N=966)=38.31, p<.001]. Post-hoc tests demonstrated that women were significantly overrepresented at home, while men were significantly overrepresented at office/workplace. H8a is fully supported and H8b is partially supported.

H9: Products and services

The χ2 test was significant [χ2 (3, N=966)=63.48, p<.001]. Post-hoc tests revealed that women were significantly overrepresented with body care and domestic products, whereas men were significantly overrepresented with financial services. H9a is fully supported and H9b is partially supported.

CONCLUSIONS

A general conclusion of this study is that gender stereotyping in television advertising exists in India (Gupta & Jain, 1998; Das, 2011).

Women appear less often in commercials but are more often portrayed younger than men. This only suggests that advertisers select them more frequently for their beauty or youth and less frequently for reasons central to a commercial's message.

As compared to men, there is an overrepresentation of women in relationship roles; and underrepresentation of women as professionals and for financial services. Women are underrepresented as celebrities. Such appearances only portray women as subservient and lacking adequate knowledge, intelligence and exposure – certainly a discouraging trend for any nation that envisions a rapid socio-economic growth.

More women than men are portrayed as sexual objects – though the frequency (N=14) was not high in this study, and so is in agreement with Srivastava and Maheswarappa (2017). Social-cultural values dissuade advertisers for such objectification (Nelson & Paek, 2005).

While the abovementioned findings could be attributed to India being a masculine nation (Hofstede, 2001), these are not in agreement with the gender role changes occurring in India (Bhan, 2019) and the government's policy against gender stereotyping (Ministry of Women and Child Development, Government of India, 2019).

As per the cultivation theory, with an increase in the exposure to media portrayals, there is also an increase in the impact of such portrayals on people (Shrum, 1996). It seems the advertisers are only mirroring the traditional social landscape (Courtney & Whipple, 1983) and not considering molding it (Pollay, 1986 and 1987).

MANAGERIAL IMPLICATIONS

Advertisers and bodies such as the Indian Broadcasting Foundation and the Advertising Standards Council of India (Dhawan, 2013) have to fathom that it's not men, but women who are more vulnerable here. A progressive and balanced gender role portrayal in Indian television advertising can certainly contribute significantly towards motivating women to work, and also towards men accepting such gender role changes. Unless the current 205 million women under 60 years of age, doing domestic duties begin to work, India will not reach its optimum potential. If the number of working women equals to that of men, the GDP of India can increase by 27 percent (Barry, 2016). Advertisers must mold India's traditional social landscape.

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Are Educated Urban Working Women In India Empowered? Evidence From The State Of Kerala

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This study is based on Naila Kabeer's (1999) three principal elements of empowerment and examines whether women in India with resources such as education, earnings, and professional engagement are adequately empowered. Pretested, semi-structured, questionnaire-based in-depth interviews were conducted among 100 married professional women in the Indian state of Kerala. The study reveals that educated working women is empowered to become actively participate in all household decision-making. However, women who live with husband's parents have a lesser voice in decision-making. Education and earning their own income do not guarantee that women will have financial independence and freedom of mobility. Further, in contrast to the general notion of 'doing gender,' women in the study possess the power to require that their spouses are involved in the upbringing of children. The findings of the study emphasize the need for women to leave their in-laws' homes and gain freedom from the patriarchal structure of society.

Improving Municipal Solid Waste Management in Industry 4.0 Age - A Stakeholder's Perspective

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Introduction

The world generates 2.01 billion tonnes of Municipal Solid Waste (MSW) annually. Of these high income countries generate 34% only and rest are shared between other income countries (The World Bank, 2018). World Bank (2018) also indicated that waste generated by upper middle income countries has 30% and 54% of their MSW in Open dump and Landfill respectively. Whereas, lower middle income counties has 66% open dump and 18% landfill from their MSW. This situation is grim as one move to lower income countries with 93% of its MSW as open dump. According to the United Nations Environment Programme, around 12 million people have employment in countries like Brazil, China, and the United States alone (Pardini et al., 2019). Pardini et al. (2019) also highlighted that these cities generated around 1.2 billion tonnes of solid waste per day. India generates 62 million tonnes of waste every year, of which less than 60% is collected and around 15% processed (Swaminathan, 2018). Hence, with the increase in the MSW generation it is essential that efficient waste management must become a priority for both practitioner as well as the researcher.

With the advent of smart cities, intelligent solid waste management has been trending in the research domain with individual focus to various aspects of MSW management. In some of technologically developed countries: attempts were made to understand application of new digital technologies like Internet of Things (IoT) to enhance the efficiency of solid waste management; technological advancements have been made to enable the development of smart garbage bins with an expectation that such developments would help the municipal bodies in quick waste collection. Practitioners have developed some of the solutions to be used in developing various elements of intelligent solid waste management system. Anagnostopoulos et al. (2017) in his study indicated that increased focus has been given to design of technical solution (using Industry 4.0 technologies). Successful execution of developing an efficient MSW management system is the wilful participation of all the stakeholders like consumers, recyclers, waste collectors and segregators, regulators etc. Literature studying any aspects of such perspective could not be traced.

This study aims to identify the perspectives of the stakeholders involved in waste management on the adoption of various aspects of new technologies to make waste management more efficient. Moreover, it is an attempt towards suggesting various ways to influence the decision making of the stakeholders to participate in the smart waste management initiatives.

Methodology

The existing literature focusing on the smart municipal solid waste management with the modern Industry 4.0 technologies was searched from the EBSCO and SCOPUS database. The keywords searched for the selection of papers are: Solid waste Management with Industry 4.0; Solid waste management with Internet of Things; Smart Waste Management System; Stakeholders in solid waste management etc. Around 31 published papers could be found. With such limited number of studies identified, the authors decided to consider all these articles for review. The major issues addressed in the literatures are: The models proposed by the researchers demonstrated the advantages like cost reduction, timely collection of the garbage,

real-time information of the dustbins getting filled, routing optimization and a cleaner environment (Anagnostopoulos et al., 2017). It could be seen that most of the articles discusses the IoT model for the solid waste management system. But no paper discussed the stakeholder's decision making or factors to develop in the system which could provide a win-win scenario for all important stakeholders. Since there is not enough literature talking about the economic benefits for the stakeholders while adopting the smart waste management system, in future, we may intend to go for an inductive research methodology. In such a case, the stakeholders will be surveyed (as extension of this study), and their perspective about the smart garbage waste bins and what all economic, social, and environmental benefits they will receive from the implementation of the digital technologies in waste management will be recorded. Hence, the present study provides hypothesis and discussion on managing MSW by using Industry 4.0 technologies as enablers to enhance sustainability.

Conceptual Framework and Discussion

The plan of designing a smart city must consider the management of the MSW using Smart Municipal Waste Management idea. Various stakeholders as well as systems required for the proper management of MSW in proposed smart cities as well as extended to other cities are provided in Figure 1. Technology partners have to provide sensor driven solution using IoT and other technologies, whereas financers are expected to invest. These stakeholders are expected to develop and invest in solution like smart waste logistics as well as smart garbage bins based on the guidance's provided by the regulators. The regulators along with solution providers are expected formulate and implement/monitor policies which understand the consumer (source of waste) psychology to increasingly participate in the process.
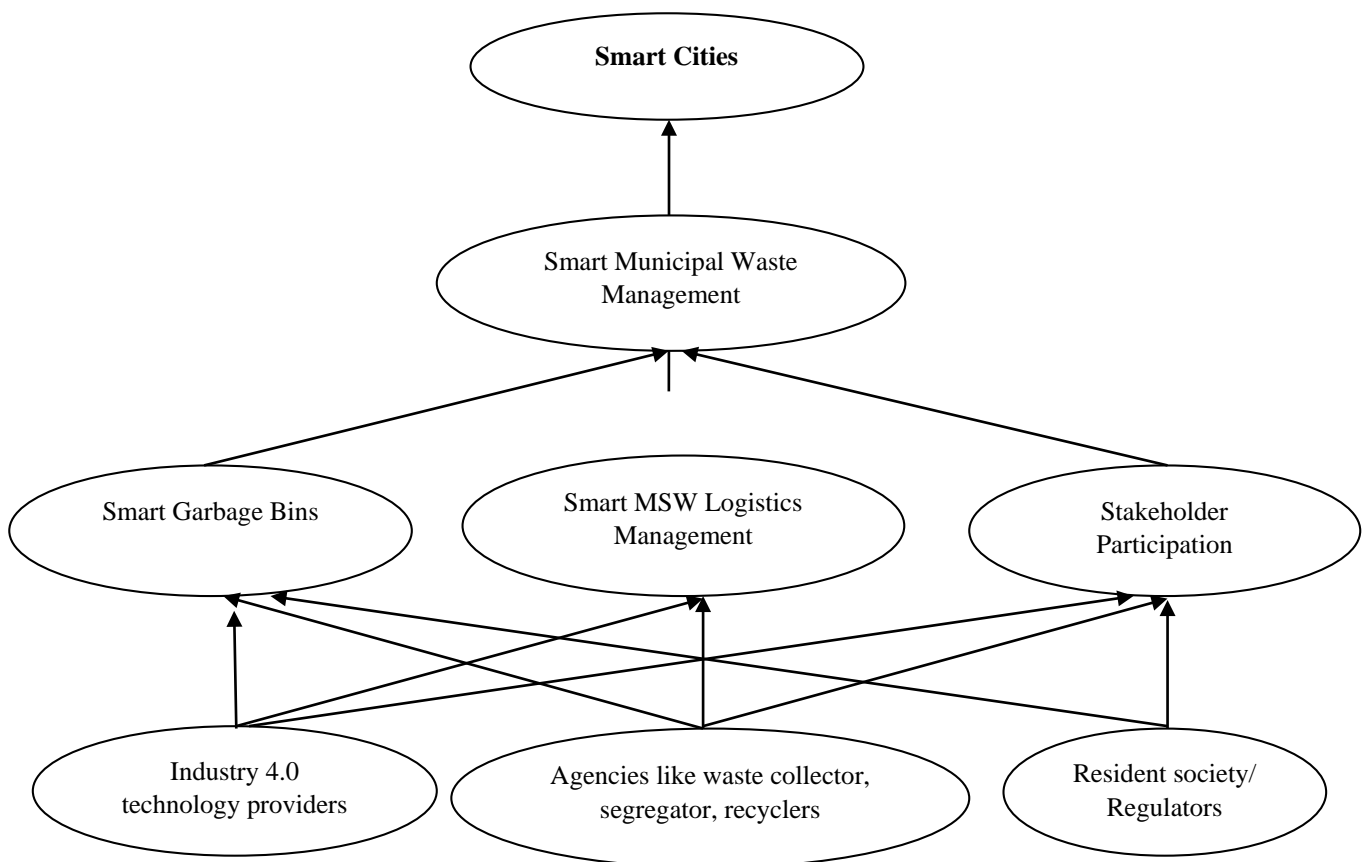
Figure 1: Framework Indicating Applications and Stakeholders for Developing a Smart City with Smart Waste Management System

The impact of Industry 4.0 technologies in solid waste management will be checked against three pillars of Triple Bottom Line (Social, Environmental and Economy) principle of sustainability. Based on the resource based view theory, it is expected that the technology innovations like use of IoT in solid waste management systems would use the resources optimally leading to economic benefits like reduction in costs, fuel usage, and time for the collection of waste. Moreover, the environmental benefit has also been observed as these efficient systems lead to the collection of garbage on time which reduces the foul-smelling and reducing pollution. In contrary, stakeholder theory indicates that stakeholder's perspective should be considered while framing any policy level decision to expect them to participate in the process. On a system level, the IoT based systems helps in the identification and the collection of the waste. This study tries to discuss the role and expectations of stakeholders for better implementation and participation in smart waste management systems.
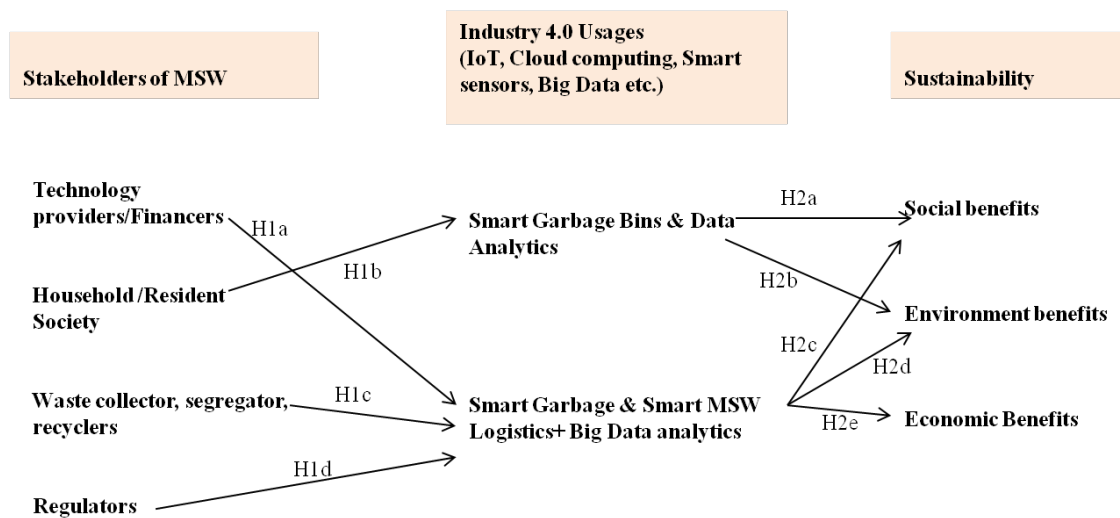
Figure 2: Conceptual Framework

Considering the stakeholders of MSW, Industry 4.0 usages and sustainability multiple hypotheses is proposed to be developed to indicate the interrelationship between these aspects. However, the decision making of the stakeholders will eventually come if they can visualize the sustainable benefits, more importantly, the economic benefits for adopting smart garbage bins in their households. On the other hand, the municipal bodies (like municipal regulators, waste collectors, segregators etc.) will be benefited in terms of cost reduction because of the optimizing routes and the identifier that helps to locate whether the nearby garbage bin is full or not. Hence, every stakeholder's view regarding the IoT based waste management becomes a crucial role. Increase in accuracy of quantum of segregated waste (at source), better will be the preparedness for the recyclers. In such scenario, the recyclers can accordingly invest in proper capacity planning and hence, enhanced productivity from the recycling facilities with higher profit margin. Availability of such segregated inputs also reduces the consumption of water and other chemical used for cleaning the non-segregated waste and thus enhances the economic benefits. The role of adoption theory becomes crucial, which focuses on the factors which influence the adoption of new technologies by a specified customer or in this case, the waste management stakeholders.

Policy makers as well as technology solution providers have perception that all the stakeholders are expected to happily adopt the new technologies. The survey (to be conducted) from all

stakeholders is expected to provide interesting insight to such assumption. Whether such technologies provide win-win situation for all stakeholders with various benefits from expected sustainability benefits? Moreover, since the adoption is in the early phase, the Diffusion of Innovation theory will help us to understand the adoption process and the reasons for the innovation spread.

This study is expected to bridge the gap between the diffusion of innovation theory, the stakeholder theory and resource based view theory. Basically, how external parties like private organizations affect households to effectively use smart garbage bins and subsequently how the data captured by these bins helps in recording residents contribution to segregation and MSW management. Moreover, opening the technological frontier in the waste management domain enables stakeholders (private organizations) to adopt big data analytics. Big data analytics will help the organizations to cluster the customer's or household's behaviour data and helps in forecasting the demand for smart devices. It will eventually bring the resource-based theory in this context, such that the organizations start using their resources more efficiently. Also, the innovation enhances the awareness and the sustainable advantages for the firms as well as for the other stakeholders. Innovation leads to the proper on time recycling of the waste. Currently, the bodies do not know about whether the garbage bins in a locality are full or not, and hence they have to visit the localities daily or on a regular interval. Having smart garbage bins allows municipal bodies to predict the garbage collection time.

According to (Guerrero et al., 2013), there are three most essential components regarding the separation of waste. They are awareness, knowledge, and equipment. The smart garbage bin will handle the awareness component as the product will help the households to separate the waste based on its degradability. The pilot study and testing done with smart garbage bins help to inform the stakeholders regarding the positive impact of the bins. Equipment involves the availability of the machinery to process and recycle the waste. Anyhow, the smart garbage devices help to predict and inform the garbage collection time to the municipal bodies. The garbage collection also depends on the area to area, and the commercial sites have higher garbage waste relative to household areas. In such cases, the smart devices ease the municipal bodies task of the garbage collection.

Conclusion

To enhance the technological inclusion in the solid waste management system, the stakeholder's roles become a crucial aspect. The impact of technological innovation on the stakeholders gives an insight into the areas to focus on. Implementing IoT based systems in waste management helps in the shortest route identification for the garbage collection, identification of the garbage containers, prediction of the waste, and monitoring of the waste deposited. Technically, there are various advantages of IoT based systems, but the adoption of those systems becomes a crucial role. This study helps to identify the stakeholder's perspective and how to bridge those perceptions with the growing technological advancement.

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Project Indian Nationalism: Synthesis of Indic Civilization and European Governance?

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Origin of Nation

The idea of nation is a story the Europeans have told us for the last a few centuries since the Treaty of Westphalia. The medieval Europe was suffering from religious wars, notably between the Catholics and the Protestant forces. After much bloodshed—an estimated eight million people perished in the Thirty Years' War till the Treaty of Westphalia—the Europeans realised that instead of arriving at a common religious principle for all man, it is wise to banish religion from the sphere of governance altogether. Along with this secularisation, the sovereignties for political system were created. Before secularization of the European polity, the kings used to derive their legitimacy from God's mandate. After secularization, the legitimacy of the kings needed creation of nations. The kings, now, were understood to be the first member of their respective nations. The Treaty of Westphalia was the watershed moment for recognition of nation as a sovereign structure in the present age. After this treaty, it was understood that none of the sovereignties should invade another one.

In the secularised European worldview dominated by nationality, glorification of religion was not a goal to be pursued by the governments but was rather replaced by the idea of glorification of own nation. The genesis of nationalism can be detected to twofold phenomenon of recognition of nation as the independent and sovereign unit of governance and gradual strengthening of democracy in European governance post French revolution (1789–99). The population needs to be told a story for receiving their consent toward aggressive imperialistic policies used by the European powers in a government. Of course, this necessity grew with strengthening of democracy. In a government where the populace has some say, the decision maker must take them on-board for effective implementation and cooperation. Therefore, the narrative of nationalism started dominating European political system.

A nation is an imaginary political community as Benedict Anderson famously stated . The idea of nation comes with a prefixed geographic boundary, a shared history, a particular cultural outlook and a preferred language . All these are deemed as ideal by nationalism. A nation is the sovereign unit of governance. The word independence denotes if a nation is capable of governing itself. What exactly is the goal of governance for a nationalist? Government must aim for development and glorification of the nation. Nationalism combines civilization, history, geography, language and government in a melting pot, and infuses a nation out of it.

This simplification is tempting for a simple soul. Indeed yes. And then, pages after pages, books after books, have been written to discuss the problems of hyper nationalism. How nationalism makes that proverbial simple soul equate his own entity and own ego to that of an imaginary entity called a nation. Acting out of imagination without reality is a potential source of danger. That by an imaginary narrative people can be misled, is the argument presented by the critics of nationalism. Our goal does not necessarily involve to endorse or oppose nationalism but simply to demonstrate that there was no such construct called nationalism in our civilizational domain.

A civilization need not have one centralised government

Indic civilisation does consider good governance of the motherland as a worthy goal which we will elaborate in Chapter 4. However, Indic civilization's idea of governance has three significant differences with nationalism. The first difference is that the civilizational or cultural unit need not be same as unit of government. A nationalist says proudly that his nation is his state. In the same breath, he says that his nation is his culture. A nation infuses cultural

hegemony to governance. But for the Indic civilization, the cultural world could be called Bharat-varṣa or Aryavarta or Jambudvip—the different names of the geography under Indic civilization. The concept of the ten dikpālas are pertinent here who represent forces of the same Indic civilization but are located in different regions to oversee that region. This decentralized protection of the civilization is unimaginable for a nation but readily appreciated in the Indic civilization.

Some from the nationalist camp may counter my hypothesis of non-existence of the idea of nation in India. In his defence, he could cite examples of Hindu emperors who have conquered India and tried to forge an empire. What did exactly Chanakya imagine when he attempted to create unification of Indian states and make his disciple Chandragupta Maurya the emperor? Was not that like forging a nation when none existed at all? Was that not exactly what Giuseppe Mazzini did for Italy? How was not Chanakya India's Mazzini? Why did Samudragupta conquer India if not to forge a nation? How was not Samudragupta India's Otto von Bismarck? One could go on and on and call each of India's emperors India's _____ (fill up the gap with one's favourite European statesman of eminence)!

At this point is time, it is imperative to remember that external observation wise similarity may not at all mean a similar conceptual idea. Many examples in different disciplines testify to this phenomenon of external observational similarity in spite of no internal connection. Here is a good example from linguistics. Persian 'bad' (as in Persian-Urdu badmāś, badnām) sounds similar to English "bad", and for these cited words, the two also have the same meaning. From this external similarity, one would feel like concluding about their inner similarity of being cognate words; yet on closer examination, these words are not at all cognate. It is concluded that Persian 'bad' is unrelated to English bad, despite phonetic and semantic identity. In biology, a whale, externally speaking, behaves like a giant fish but the internal evolutionary story is very different—a whale is a mammal whereas fishes are oviparous. Unification or conquering of states to forge an empire and unification of states to give rise to a nation may externally look somewhat similar but internally they are not simply comparable.

Nations tend to emphasize on uniformity of law. Each individual from a nation has the exact same relationship to the state which is why uniformity of law for any and every citizen of the nation is considered a characterization of the national identity. However, in the Indic civilization, the uniformization of the code of law was not attempted. The idea of law was always context specific. Manu is one of the first persons to offer the philosophy of law. He offers four sources for making the law of the land : the Vedas (Sruti), tradition (Smrti) of the civil society, the customs of the respected persons and lastly individual pursuit of happiness. The first two sources were stated to be superior compared to the last two sources in case of some contradiction between them.

The Vedas are essentially the spiritual tradition of the land whereas like the Smrtis represent the social tradition. These traditions evolve. The Smrtis are time-specific. If we go for a written description of the living tradition, the written description would, understandably, depend upon time and place. This is exactly why the Smṛtis were rewritten in every age. The idea of rewriting is acknowledged by awarding the tradition as the highest source of legal code. This is quite bottom-up approach of making a law. If "modern" is an adjective to describe a positive thing then use of tradition as law is definitely a modern notion, even though it was an ancient phenomenon. However, this law violates the idea of nation in which all citizens are the same. For a particular land, the custom handed down in regular succession among the varṇas (occupation and education wise division of man) is called the conduct of virtuous men. No nation-specific law but an assortment of laws based on place, age, occupation and education is the essence of Indic civilizational idea.

Purpose of Governance: Swaraj

The second difference between nationalism and governance by the notion of Indic civilization lies in the purpose of governance. What is the purpose of the nation? Welfare of the citizens of the nation, what else! What exactly constitutes this welfare is perhaps not easy to address but definitely nationalism, by its nature, will not have any higher goal to look beyond nation. The purpose of governance in Indic civilization is promotion of True Self (called ātman) as the human life goal, as is with all the institutions of Indic civilization. All Indic schools consider present plain of existence as manifestation of a deeper reality which is permanent and free from other deficiencies of present plain of existence resulting in grief and misery. The goal is to return back to that deeper reality rather than keep hopping from one state of present plane of existence to another one. Development of daivi sampads (divine characteristics) is desired to reach this goal of returning to "original state" of deeper reality rather than being stuck in its manifested state and suffer. A Buddhist calls this deeper reality as Śūnya (pervasive emptiness) while the Upanishads will call it Brahmaṇ (ubiquitous consciousness); similar terminology exists for other Indic philosophies.

The governance which serves this above-mentioned human life-goal for all, is called Swaraj. Swaraj consists of two words, Sva + Rāj. "Sva" means the deepest human existence or True Self or ātman. The True Self must not change by definition. Can our body be called our True self? Indeed, No, as our body changes continuously over time – from childhood to youth to old age. Can our mind be called our true self? Again, No. Our mind too changes continuously, coloured by different emotions in different situations. Only pure consciousness can be called Sva. The rule of this pure consciousness brings no problem to anyone as this True Self—the pure consciousness—is the self-same for all. The second syllable, Rāj means governance. Swaraj connotes the governance of the True Self.

No absolute sovereignty

Nations are sovereign. For a nationalist, a different nation's sovereignty needs to be respected if it causes to harm to his own nation. In Indic civilization, someone negating and extinguishing the universal natural order ("Ṛta") should be punished in tandem with the idea of the daivī sampads. One of the divine qualities namely "tejas" requires man to oppose oppressors with due strength. And, yet again, the protagonist needs to be careful about maintaining various daivī sampads like modesty, gentleness and ahiṃsā while continuing his opposition to the oppressor. This notion of duty to humanity marks the third difference between Swaraj and Nationalism.

This particular anti-oppression notion as a policy of governance was demonstrated by Śrī Kṛṣṇa in Mahābhārata. Jarāsandha was the king of Magadha who harboured an ambition to be unconquerable. Śrī Kṛṣṇa reprimanded him severely for imprisoning those eighty six kings and also for his plan to kill them in a ritual to please Śiva. Here are Śrī Kṛṣṇa's exact words from Mahabharata (Jarasandha Vadha Parva, Sabha Parva, chapter 20):

"…O king! The Kshatriyas who live in this world have been abducted by you. Having committed this cruel act, how can you think of yourself as innocent? O supreme among kings! How can a king do violence to honest kings? Having oppressed the kings, you wish to sacrifice them to Rudra. O Brihadratha's son! This act of yours may touch us too. We follow dharma and are capable of protecting dharma. Human sacrifices have never been seen. Why do you wish to sacrifice humans to the god Shankara? You are of the same varna. Yet, you are treating those of the same varna as animals. O Jarasandha! Is there any other mind that is as perverted as yours? We help all those who are distressed. For the protection of our kin, we have come here to counter you, the one who is acting so as to destroy our kin. O king! If you think that

there is no man among the kshatriyas of the world who can do this, your mind is greatly deluded….”

How "Indian Nationalism" was born

If India had her understanding of Swaraj, how has the myth of Swaraj being Indian Nationalism developed? No suitable word exists—in Indic dictionary—for nation. In the colonial times, India encountered the political system called nationalism when British education system replaced our system. Bankim Chandra Chatterjee was the first graduate of Calcutta University. A man of distinction by his own right, he was one of the pioneers of the Bengali Renaissance. It may be mentioned here that when "Indian nationalism" grew in the early twentieth century with Indian National Congress, Bengal was at the forefront of Indic cultural revival. Bankim Chandra's iconic novel Anandamath, published in 1882 CE, is considered his masterpiece on "Indian Nationalism". One of the characters of the novel describes the motivation for their rebel movement :

"If you place your feet on a serpent, even that serpent raises its hood. Do you ever lose your patience? Look at all the lands—Magadha, Mithila, Kashi, Kanchi, Delhi, Kashmir. In which of these countries, do people eat grass? Or weed? Or parts of termite mound? In which of these lands, do people eat jackals and dogs? In which land, do people eat corpses? In which country, do people face problems to have money in chest, to use sacred stones for rituals, or to even keep wives and daughters at home? Dire consequences await for our pregnant wives and daughters at home. Their bellies are made open to take the embryo out. In all countries, the king as his duty must protect the subjects. Where is our Muslim king to save us from these miseries of life? We lost our virtuous conducts, lost the tradition of our jāti (caste), lost dignity, lost family tradition, now even our life is on the verge of being lost. How can we save the Hinduness of the Hindus without driving out these inebriated bearded men (slag targeted to Muslims)?"

This clearly shows that the speaker is not worried about having a Muslim king per se. He is worried about terrible law and order condition and governance. His complaint against the Muslim king is that he and his administration failed the loyal subjects. Many consider Bankim Chandra's works, most notably Anandamath, as the genesis of Hindu nationalism. The speaker indeed considers himself a Hindu and worried about protecting Hindu Culture. But where is an iota of Indian (or Hindu) nationalism in his statement? It may hereby be noted that he considers all the different regions of India as separate lands and appreciates the good governance in those lands. He does not have any goal for a single government in the entire India. He is only worried about good governance or about Swaraj.

Meanwhile, the Westerners were watching at growing Indian civilizational consciousness. To fit this civilizational aspiration for Swaraj into their own framework, they called it a Nationalism. Once it is a nationalism, it has to be that of "Indian" variety. Allan Octavian Hume, a retired British civil servant, founded the Indian National Congress in 1885 and this is possibly the official recognition for the term of "Indian nation" or "Indian nationalism". For the Indians, the term was quite confusing from their understanding of the civilizational consciousness and they interpreted it in their own way. At that moment for a colonised country, to challenge the Western framework of governance was a luxury that they could not afford, particularly when all they wanted was to be heard by the British rulers. Being born out of Indic civilizational ideas, they, understandably, interpreted the word "nation" in their own way as they deem it fit. Hindus attempted to fit it as in the sense of their own civilizational entity. Therefore, we see Bal Gangadhara Tilak, the fierce "Indian Nationalist", did not ask for his nation's independence but said, "Swaraj is my birthright and I shall have it.

Gandhi and the Final Seal at the Indian Naitonalism

It is not only about Tilak but who's who of "Indian nationalism" of those times, all were hesitant to use the Western terms like "independence. The famous extremist nationalist leader Aurobindo Ghose —in his Uttarpara speech in 1909—explained why "Hindu Nation" is something different from other nations. It is because of "Sanatana Dharma". Since nationalism for India was a settled fact, the only way out is that it is a different nationalism.

 At the same time, Muslims in India understood the word "Nation" from their own perspective. In 1888, at Meerut, Sir Syed Ahmed delivered an influential speech in which he effectively described the Muslims of the world as a nation—Islamic Ummah, so to say. For example, regarding the population distribution of Bengal, he commented:

"As regards Bengal, there is, as far as I am aware, in Lower Bengal a much larger proportion of Mahomedans than Bengalis. And if you take the population of the whole of Bengal, nearly half are Mahomedans and something over half are Bengalis."

Clearly the Muslim Bengalis for whom the native language is Bengali, could not be Bengalis for Sir Syed Ahmed but only Muslims. He rather categorically found that India "is inhabited by two different nations — who drink from the same well, breathe the air of the same city, and depend on each other for its life."

Gandhi and the Final Seal in Indian Nationalism

Gandhi put the final seal to this project of Indian Nationalism. In his book *Hind Swaraj*, he laid down the plan. The plan is a continuation of the story told before. This story is made complete with the Government of India Act 1935.

Managerial Take Offs

Since Indian nationalism is a young one without the necessary solidification of the concepts, governance on the principle of Indian nationalism may fail to arouse emotive public response. On the other hand, speaking in the language of Indic civilizational terms may develop some faultiness for governance. What should be the response for a manager of governance?

The solution may be a decentralization of power between regions so as to enable them enough understanding of governance. Simultaneously, along with decentralization, we can develop educational outlook about civilizational outlook and governance.

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Governance And Leadership

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Abstract: The aim of this paper is to explain the concept of Rajarishi leadership as provided in Kautilya Arthashastra and on application of same, the leadership ethics would improvise, thereby applying Governance in true spirit.

(I) INTRODUCTION

Philosophy reflects upon analysis of life and beyond. Philosophy in general and Indian philosophy in particular indulges in exploring the elusive aspects of human life. The matter – spirit essence of Indian philosophy conveys the material as well as the spiritual realm of human life. Indian philosophy comprises of Samkhya, Lokayat and Yoga. Samkhya deals with "values" and is based on Dharma, Artha, Kama and Moksa. Dharma means "duty". Our Indian society has been always a "Duty centric" society, where everyone in the society is required to follow and comply with their duties. It deeply reflects upon human engagement with oneself and society at large. A leader plays a very vital role in the society. Acharya Chanakya in his book Kautilya Arthashastra, written around in 300 BC, has advocated about the duties and qualities of the leader along with the Governance.

(II) LITERATURE REVIEW

(i) Sutra in Kautilya Arthashastra

Kautilya Arthashastra – Book One – Chapter Seven – Section 3 provides the concept of Raja Rishi a Sage-like King.

(ii) Who is Raja?

Raja is from Sanskrit word *Rājan*, is a title for a king. In current scenario he is the one who leads the organisation, known as Director / CEO.

(iii) Who is Rishi?

He is an Enlightened Leader who carries out intense meditation, realised supreme truth and eternal knowledge. They were also Scientists. Currently they are called as Sadhu / Saint.

(iv) Who is Raja-Rishi?

'Rajarishi' is a combination of 'Raja' and 'Rishi'. Rishi (seer, visionary) one who sacrifices every day and Raja who is Sovereign and all powerful (who ensures the happiness of the people).

Kautilya Arthashastra, Book 6.1.2 to 6 provides for qualities of a King / Leader. Broadly speaking there are 4 categories of qualities of a leader. They are

1. Qualities of Approachable
2. Qualities of Intellect
3. Qualities of Energy
4. Qualities of Personal Excellence

ESSENCE OF LEADERSHIP

The Sanskrit dictum, "*svarat samrat bhavati*" means, one who can rule or govern oneself can also lead others well. This entails bringing forth the hidden spiritual being of the leader into the forefront of his personality. The Indian civilization is founded on the groundwork laid by such leaders, called Rajarishis; i.e., king-sages. Chanakya also stated that a King should be an enlightened leader and provided the Rajarishi concept.

Rajarishi signifies a synthesis of 'Raja' (king) being representative of the secular dimension and 'Rishi' (sage) denoting the sacred dimension. The emphasis of this model is on external glory (performance of all duties of the king successfully) as well as internal glory (self realization) with internal glory driving the external glory.

Internal glory is achieved through sage dimension where a leader perform all his duties remaining unattached to material pursuits for himself, free of selfish desires, controlling all his sense organs and the mind.

Rishi dimension in Rajarishi enables the leader to see himself in others and others in himself. In this state there is no rigid individuality, no sense of separateness. The ego is gone and the leader in such a state, show great compassion and establish loving relationships with others. He become master of desires and distorted emotions. He gets filled with wisdom and selfless desires with complete self-control and peace of mind.

Rajarishi comprises of **Vidyasamuddesha** and **Rajarshi Vrttam**

Vidyasamuddesha includes

1. Ānviksikī - which means art of Critical Thinking which may be Discriminative or Rational.
2. Trayi – will include Vedas imparting Spiritual Knowledge (Wisdom) and Ethical Values (Dharma).
3. Varta – relates to Economics which includes Trade, Commerce, Agriculture, and Material Progress.
4. Dandaniti – means Politics which includes Rule of Law.

Rajarshi Vrttam means life of a Sage like King. It further includes following:

i. **Vriddha Samyogah**
Vriddha Samyogah means association with wise elders for the sake of improving knowledge and seeking advice.

ii. **Indriyajaya**
A Leader should have control over the senses and thereby sacrifice six enemies

iii. **Arisadvargatyaga** - Six enemies are

1. Kama - Lust
2. Krodha - Anger
3. Lobha - Greed
4. Mada - Pride
5. Mana - Arrogance
6. Harsha - Fool hardiness -reckless, foolishness

Kautilya says, "If king has no control on these six enemies he will not only perish but will also be responsible for destruction of the Kingdom".

iv.   Charena Chakshu
The king should be vigilant through use of spies and should confirm any news after getting message from three spies.

v.   Yogakshema
Security and well being of society.

vi.   Swadharma
The King should be duty centric and also try to make his people duty centric.

vii.   Vinayam Vidyopadesena
The King should be disciplined by training and updating his knowledge.

viii.   Artha Samyoga
King should watch on material prosperity i.e., finance of Kingdom.

ix.   Hitena Victim
The mindset of a ruler should be total wellbeing of his people.

Rajarishi advocates the leader's 'role' (societal interest) to precede the 'self' (individual interest) in case they happen to conflict. He improves his discipline by continuously learning in all branches of knowledge and endears himself to his people by enriching them and doing well to them.

Kautilya Arthashastra also states that **"Praja sukhe sukham Raja"** means "*In the happiness of the subject lies the benefit of the king, and in what is beneficial to the subjects is his own benefit*". Thus for the total well being of the subjects what is required is Dharma, Artha, Kama and to control the subjects Dandaniti. The operation of rule of law should be pursued on verification and punished if found guilty. By doing so, 'Dharma' will be established. This is also a basic principal of Governance. Oxford Dictionary defines governance as "the activity of governing a country or controlling a company or an organization; the way in which a country is governed or a company or institution is controlled."

As per my analysis, Governance is established when Dharma i.e., duty is carried out, applying ethical principles. Accordingly, the concept of Governance can be implemented when ethics are followed while performance of duties. Similarly a leader needs to take care of all those who are dealing with him or his organisation, directly or indirectly. Thus in case of any organisation, Governance would mean implementation of best global practices for safe guarding interests of all stakeholders including regulators, creditors, vendors, employees,

suppliers, customers and all other parties. As per Kautilya Arthashastra a King should follow following four fold duties which should be also followed by current leaders.

1. Raksha – means protection and in the corporate scenario it can be equated with the risk management aspect.

2. Vriddhi – means growth, in the present day context can be equated to stakeholder value enhancement.

3. Palana – means maintenance/compliance, which can be equated to compliance to the law in letter and spirit.

4. Yogakshema – means well-being and in Kautilya's Arthashastra it is used in context of a social security system. In the present day context it can be equated to corporate social responsibility.

In 2005, Clause 49 of Listing Agreement to the Indian stock exchange came into effect and the same was formulated for the improvement of corporate governance in all listed companies. Currently Securities Exchange Board of India, the Capital Market regulator have replaced clause 49 by prescribing SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 which provides for Corporate Governance Regulations. This forms as a compliance requirement, however inculcating Rajarishi characteristics, through leader a corporate will apply best global practices of Environmental, Social and Corporate Governance responsibilities. All organisations should also adopt Integrated Reporting whose primary purpose is to explain how an organization creates value over time, including employees, customers, suppliers, business partners, local communities, legislators, regulators and policy-makers.

(III)   THE   MODEL

20 questions were asked in a survey which depicted one of the human qualities and abilities related to different characteristics of Rajarishi. These questions would reflect the governance levels and the training's influence at individual level which have an ultimate impact on society.

Sr. No	Question	Quality
1	When anybody makes mistakes or anything wrong is done, it is good to be angry on them to avoid repetition of mistakes?	**Anger**
2	It's ok to make more profits by making my employees work more at same compensation?	**Greed**
3	A leader must have a control over lust and should always abstain or restrain from sexual / sensory cravings	**Lust**
4	When we achieve something then it's nothing wrong to be proud about it before others	**Pride**
5	It's better to be slow and lazy, after all tortoise won the race	**Lazy**

6	It's ok to break promises, since everything is fair in love and war.	**Integrity**
7	One needs to be always full of great energy at work	**Energetic**
8	It's acceptable to compromise ones truthful in speech in case of dilemma or problem	**Truthful**
9	The boss should always listen patiently to all his juniors	**Listening**
10	Will you be interested to learn new jobs which may not be immediately useful in your work.	**Learning**
11	If your junior answers you back, it's ok to hate or dislike him	**Hate**
12	We should carry out actions only after consulting elders	**Given to seeing elders**
13	It's acceptable to laugh on juniors	**Laughing sarcastically**
14	I should always speak sweetly with everyone	**Sweet in speech**
15	Hard work implies neglecting health and that's acceptable to me	**Non Violence**
16	We should always aim for big bank balances so that our next few generations are well taken care of.	**Non possessiveness**
17	We should not only follow cleanliness of body but also the mind.	**Self Hygiene**
18	As a Boss I should not be content or satisfied with what I have and its all acceptable to eye what belongs to others	**Contentment**
19	One should develop an attitude of learning of the inner and the outer working of self.	**Introspection**
20	I should follow daily Pranayam and yoga asana for a healthy body and a healthy mind.	**Asana**

(IV) METHODOLOGY

Sampling

Simple sampling has been used and it's being done on a continuous basis.

Steps followed for conducting research

Three stages were followed to conduct the research.

Stage 1 :
A sample of 31 Professionals from different fields were taken. Each of them filled up a Survey Form before training. The sessions were held physically and online.

Stage 2 :
Then a video prepared by me on Rajarishi was shown to 16 of them and a personal session was given to 15 participants. The video was uploaded on Youtube and following link was sent.

https://www.youtube.com/watch?v=0PTnJf1kI7Q

Participants both Indians and Foreigners went through the video or presentation.

Stage 3 :
Then participants filled up form with same questions and I had a personal discussion.

This helped to understand the impact of the session.

Data Gathering Technique

The research involves data gathering using a questionnaire and direct interview.

Likert scale was used. Twenty questions asked were answered in form of

   (i)   Strongly Agree
   (ii)   Agree
   (iii)   Neutral
   (iv)   Disagree
   (v)   Strong Disagree

Then a table comparing both Surveys individually and points were assigned to each answer.

The participants were also divided into two groups on the basis of their age, i.e., "below 35 years" and "above 35 years". Then their feedback were analysed and a separate report was prepared showing the impact on Junior and Senior participants.

(V)   DATA   ANALYSIS

RESEARCH FINDINGS & CONCLUSION

Sr. No.	Qualities	Pre training	Post Training	Change	below 35 yrs 19 participants			above 35 yrs 12 participants		
					Pre	Post	% change	Pre	Post	% change
1	Anger	60	55	5%	31	32	14	23	23	=

#	Quality									
2	Greed	52	43	17%	28	24	14	24	19	21
3	Lust	56	54	4%	27	24	11	29	30	3
4	Pride	94	69	27%	53	40	25	41	29	29
5	Lazy	59	52	12%	35	30	14	24	22	8
6	Integrity	137	136	1%	86	86		51	50	2
7	Energetic	125	126	1%	27	82	14	53	52	2
8	Truthful	101	114	13%	63	74	17	38	40	5
9	Listening	129	134	4%	81	83	2	48	51	6
10	Learning	130	137	5%	82	84	2	48	53	10
11	Hate	59	57	3%	35	28	20	24	29	21
12	Given to seeing elders	89	113	27%	53	69	33	37	44	19
13	Laughing sarcastically	86	86	=	47	50	6	39	36	8
14	Sweet in speech	111	132	19%	70	85	21	41	47	15
15	Non Violence	136	141	4%	84	91	8	52	50	4
16	Non possessiveness	102	122	20%	60	78	30	42	44	5
17	Self Hygiene	146	149	2%	90	93	3	56	56	=
18	Contentment	116	126	9%	76	76	4	40	47	18
19	Introspection	144	144	=	89	92	3	55	52	5
20	Asana	119	128	8%	74	83	12	45	45	=

On analysing total scores, it was observed that there has been change in 18 qualities and no change in case of 2 qualities.

Further following changes have been noted

1. Maximum positive change has been observed in case of Pride and Given to seeing elders = 27%
2. Second major positive change has been noticed in Non - possessiveness = 20%
3. Third positive change is in speaking sweetly = 19%
4. Next improvement is in Greed = 17%
5. The quality of Truthfulness improved by 13%
6. The concept of Laziness has reduced by 12%
7. The quality of Contentment has improved by 9%
8. Next improvement is in case of Asana = 8%
9. In 2 cases the improvement is same i.e., in case of Anger and Learning = 5%
10. The 3 qualities of Lust, Non Violence and Listening has improved marginally by 4%

11. The quality of Hatred has reduced by = 3%

12. The quality of Self Hygiene which was already at higher level has marginally improved by = 2%

13. The 2 qualities of Energetic and Integrity which were also high have marginally improved by 1%

14. There has been no change in Introspection at 144 and Laughing sarcastically at 86

(VI) RESULTS & DISCUSSION

Research Analysis on the basis of Age

There were 19 participants in Junior's (below 35 years) and 12 participants in Senior's (above 35 years) group.

The results were as follows:

1. Out of 20 qualities in case of Juniors there was only 1 instance in case of Integrity, however in case of Seniors there were 3 instances, like Anger, Self Hygiene and Asana, where they didn't change. This indicated that Juniors were more prone to changes after imparting training and the seniors were a bit   stubborn.

2. Amongst Juniors there has been 33% improvement in respect of Given to seeing elders, where as amongst Seniors it increased only by 19%.

3. Amongst Juniors Non possessiveness has increased by 30%, while in case of Seniors it only increased by 5%.

4. To be Sweet in Speech has increased in Juniors by 21%, while it increased by only 15% amongst Seniors.

5. Truthfulness has increased by 17% amongst Juniors, whereas it increased by 5% only amongst Seniors.

6. In Juniors – Anger and Laziness has reduced by 14%, while in case of seniors there was no change in Anger and laziness reduced by 8% only.

7. The quality of Pride has reduced more in case of Seniors by 29% compared to 25% in Juniors.
8. The characteristic of Greed has reduced by 21% comparing to Juniors where it reduced only by 14%

9. Reduction of Lust was only by 3% in Seniors compared to 11% in case of Juniors.

10. The improvement in Learning and Listening is 10% and 6% respectively in case   of Seniors and marginally increased by 2% in case of Juniors in both cases.

11. The quality of Contentment increased by 18% in Seniors whereas   it   increased   only by 4% in Juniors.

12. The feature of working energetically improved by 14% in case of Juniors, whereas it marginally improved 2% in case of Seniors.

13. In four instances the impact on both classes is opposite.
   - ✓ In Juniors the quality of Hate has reduced by 20%, however in case of Seniors it has increased by 21%.
   - ✓ Similarly laughing sarcastically has improved by 6% in case of Juniors whereas its fallen down by 8% in case of Seniors.
   - ✓ The quality of Non Violence has increased by 8% while it has fallen down by 4% in case of Seniors.
   - ✓ In case of Introspection the Juniors improved by 3% while it fell down in case of Seniors by 5%.

   Thus we find that Juniors are more adaptable to changes and they can me moulded more effectively than the seniors.

(VII) CONCLUSION

1. It is observed that on applying teachings of Rajarishi the participants thought process has changed, which has an ultimate impact on governance, in all aspects of life.

2. The training's impact is more on the Juniors which shows leadership skills and values must be developed from childhood. This will build a better future generation, bringing a bright future to our society.

(VIII) MANAGERIAL IMPLICATIONS

In today's world it has been observed that the sustenance of an organisation depends primarily on its leadership. On applying the characteristics of Rajarishi amongst the exiting managerial personnel it will not only lead to application of Governance in true spirit in an organisation but also in its environment, thereby benefiting the society and nation at large.

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Mentoring 4.0: A Conceptual Model

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ABSTRACT

This conceptual paper focusses on the critical factors that are required in bringing about the outcome of satisfaction in a mentoring relationship. We have taken into consideration a few variables based on our literature review and insights from the academic and industrial fraternity. We have then attempted to create a model of mentoring in the era of industry 4.0. Through our model we try to find out the critical factors that impact the curiosity of the mentee as well as the factors that impact the satisfaction levels of the mentee in particular since this model is meant for mentee satisfaction and their sustainability in the mentoring relation.

Keywords: mentor, mentee, experiential learning, mentoring 4.0, satisfaction, achievement, sustainability, curiosity.

Introduction

Fourth industrial revolution contributed to education system and gave us Education 4.0 (Anggraeni 2018). Technology based learning is gaining ground and the phenomenon is extended in education 4.0 (Markauskaite 2003). Education 4.0 can enhance teaching and learning effectiveness (Halili, 2019), will improve the learning experience of students (Cullingford & Blewitt, 2013). It includes artificial intelligence, data interpretation, e-learning, project based learning and experiential learning.

Experiential learning in particular, enables learning through field experience such as industry internships involving industry, academia and live projects, thus projected to play a vital role in higher education (Blaschke, 2012). Experience is the impetus to learning (Jarvis, Hollford & Griffin, 2003), consequently industry is allocating mentor to the young and inexperienced employees.

The impact of education 4.0 can also be seen on mentoring. These mentors based on their experiential learning provide technical and managerial competency to the younger lot.

There are many ways to mentoring but mentoring through experiential learning is looked upon as the most effective way of transferring knowledge and enabling mentee to acquire required skills and competency (Lee 2007). It is a progressive and voluntary relationship between the mentor and the mentee (Morton 2000). The mentee learns how to productively manage and thrive in organizations (Murrary & Owen, 1991). Mentoring also creates learning organizations (Cumings & Worley (1997). Mentors contribute to the personal development of the mentee (Burke 1984). The quality of relationship is of importance in both formal and informal mentoring (Clutterbuck & Ragins 2002). We, on the basis of today's trend and literature intend to propose a conceptual model of mentoring 4.0. Through our model we try to ascertain the critical factors that bring about satisfaction in a mentoring relationship. We have incorporated e-mentoring in our model since this is the preferred learning style of Gen Y.

Conceptual Model of Mentoring 4.0:
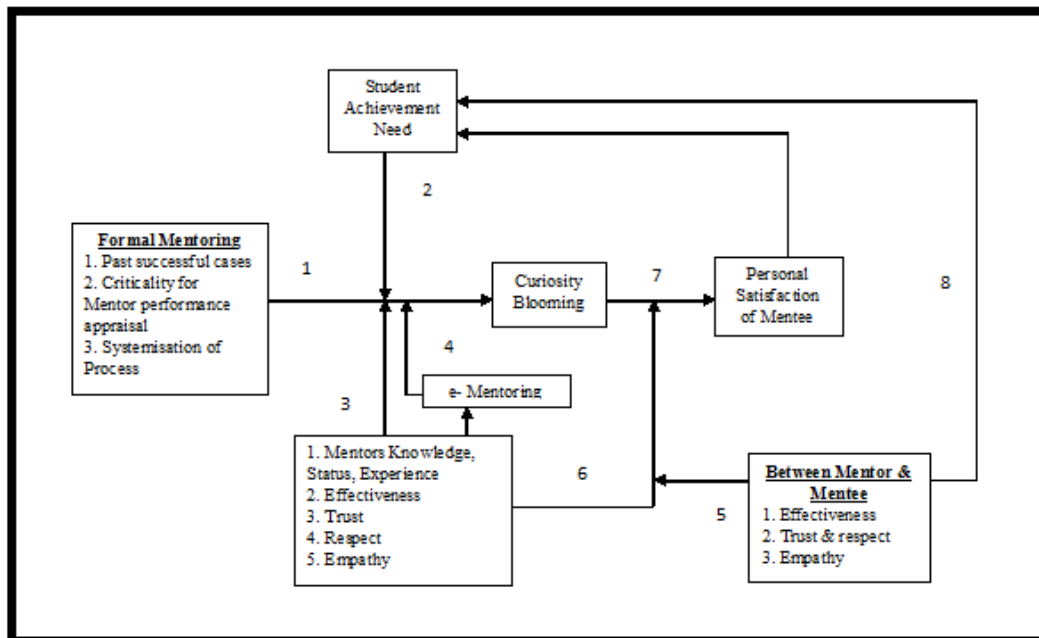
Figure: Mentoring 4.0

Mentoring increases effectiveness at work (Kram, 1985) and thereby leads to success at work (Fagenson, 1989) The conceptual model on mentorship 4.0 is based on the insights obtained gained from the systematic review of literature. Consequently, our model focusses on mentoring using technology is via e- mentoring and focus on the various critical parameters that lead to the outcome of satisfaction for the mentee in a formal mentoring relationship. We have considered taking the relationship variables such as mentors' knowledge, status, experience, effectiveness, trust and empathy as well as the achievement need of the mentee in the context of the formal mentoring process via e-mentoring. We intend to explore the vital factors that contribute to the maximum satisfaction of the mentee in a mentoring relationship. This model would help mentors to sustain the experiential learning process in a fruitful way so that both the mentor and mentee are mutually benefitted and this would ultimately lead to successful mentoring. We intend to propose a model for mentoring 4.0 as shown in the figure above. This model would be of great value for mentoring students in the education sector.

Methodology

Premising the benefits of mentoring, we, through our research tried to dig out the factors which influence mentorship. We have relied on the methodology of theory building research. We took perspective from industry and education fraternity to understand the critical factors for mentoring. We have attempted to create a model of mentorship which can be used to design

mentorship programs for students which will result in efficiency and effectiveness of the mentoring process and thus contribute to career success and enhanced performance of the mentees.

Literature Review & Proposition Development

Formal Mentoring and Curiosity Blooming

Organizations set up formal mentoring systems to help their employees achieve growth and development on the personal as well as the professional front. To derive the gains of mentoring organisations have realized the need for the existence of a structured and systemized formal mentor programme (Allen, Eby, & Lentz, 2006). Formal mentoring has existed in the past in both private and public sector organizational set ups (Phillips-Jones, 1982) with the intention of aligning employees with the organizational work context and also assist in their personal development.(Phillips-Jones, 1982).

Proposition 1: Better the, systemization of mentoring process, past results and significance of such programmes in performance evaluation of the mentor higher will be the curiosity blooming among the mentees.

Need Achievement:

An individual's goals and objectives in life are the deciding factors for his or her career path. The career involves a sequence of processes that help an individual towards their achievement need for the desired career goal both inside and outside the organizational set up (Allen et al., 2004)

Propostion2: Mentees high in achievement needs will have high curiosity and willingness to learn and will be more actively involved in the mentoring relationship.

Mentor Qualities

Mentor Experience: It was found that mentors who had previous mentoring experience were more willing to take up mentoring than those without (Allen, 2003). This may be attributed to the fact that the past experience may reflect the future behavior (Wernimont & Campbell, 1968). More so mentors who have successfully motivated mentees tend to extend this help to other mentees also (Allen, Poteet, & Dobbins, 1997). The past experience of mentoring also impacts the mentoring process (Fagenson-Eland et. al.1997).

Mentors Knowledge:

The competitive advantage of an organization depends on its core capabilities (Leonard-Barton,1995). These core capabilities are developed over a long period of time in people's mind and it is based on several years of expertise. This vast expanse of knowledge is tacit in nature, intangible and its unstructured and therefore, these cannot be incorporated in a formal training program. (Lesser & Prusak L, 2000)

Mentor Status

Mullen (1994) found that mentors whose subordinates were their mentees were at ease in the relationship than those who weren't related. This is because the mentors had both personal and professional knowledge about their mentees as they worked in the same environment (Ragins and Mc Farlin, 1990).

Effectiveness in Mentoring

Cull (2006) opines that effective mentorship can happen if there is existence of a "safe zone" for the mentee in the relationship. This 'safe zone' should be a space wherein the mentee is at ease to share his or her interests to the mentor, is able to question as and when the need arises , is being listened to.

Trust and Respect:

A research on mentoring of entrepreneurs revealed that mutual respect as well as honesty were the vital for good bonding between the mentor and the mentee (Cull, 2006).

Empathy:

There is limited research being done in this relationship variable of empathy and helpfulness of the mentor. Mentors having high self-esteem provided more mentoring to the mentee (Mullen, 1994).

> *Proposition 3: Mentor characteristics such as mentor's knowledge, status and experience, effectiveness, trust, respect and empathy impact the curiosity blooming of the mentee.*

E-Mentoring

A self- motivated mentee might be curious to look out for guidance and career support with relation to academic assignments such as internship projects online (Asgari &O'Neill, 2004).

> *Proposition 4: Curiosity blooming in e-mentoring is influenced by the need achievement of the student and the availability of the mentor's presence online.*

Satisfaction in Mentor Relationship:

It was found that mentor satisfaction increased when mentees took their advice and put in efforts while performing the work (Xu, X., & Payne, S. C. 2013).

> *Proposition 5: Personal satisfaction of the mentee and mentor is dependent on the degree of respect, trust, empathy and responsiveness between them.*

E- Mentoring and satisfaction

The only knowledge exchange that happens in e-mentoring is the tacit knowledge of the mentor (Shpigelman, Weiss, & Reiter, 2009). E-mentoring can be personalized (Miller & Griffiths, 2005). The feedback and perceived support provided by the mentor may result in positive behavioural outcomes such as increased curiosity and willingness to learn by the mentee. The positive outcomes might prove to be source of positive motivation for both the mentee and the mentor.

> *Proposition 6: E-mentoring adds to the personal satisfaction of the mentor and the mentee.*

Satisfaction of mentor and mentee

Positive mentoring outcome also leads to higher performance and salaries of the mentors (Whitely, Dougherty, & Dreher, 1988). Based on the available literature there is enough evidence to substantiate that positive outcome of satisfaction in a mentoring relationship is mutually beneficial for both the mentor and the mentee.

Proposition 7: *The knowledge, status, experience and responsiveness of the mentor adds to the satisfaction of the mentee and this in turn may also increase the satisfaction of the mentor.*

Satisfaction of mentee:

The past positive experience and level of competency acquired by the mentee in the mentoring relationship reinforces the achievement need of the mentee. This would also include the positive psychosocial support as well as the technical skills gained by the mentee in the relationship**.**

Proposition 8: *Personal satisfaction of the mentee may reinforce the achievement need of the student to come for more learning experience from the mentor.*

Discussion & Conclusion:

In our model we have focused on the formal and one to one mentoring. Formal mentoring would be more effective with the presence of past history of successful cases, positive and constructive outcomes, and well- established systemization of the mentoring process. Further, the presence of an appropriate reward system to acknowledge the mentor's efforts towards mentoring and if this is linked to the mentor's performance appraisal system it would bear more value. Thus, the quality of formal mentoring would lead to curiosity blooming in the mentee which in turn would foster personal satisfaction for the mentee. The personal satisfaction of the mentee and the curiosity blooming .in him or her will be moderated by the mentee's own achievement need. Higher the achievement need of the mentee greater will be the commitment, effort and curiosity to learn by the mentee.

The mentor's knowledge, status and experience are the other sources of influence on the curiosity blooming and personal satisfaction of the mentee. To add on the effectiveness of the mentor, i.e the way the mentor creates the safe zone and ease for the mentee to express freely, acts as another moderator in curiosity blooming and personal satisfaction of the mentee. So is the case with the trust factor, empathy, and respect that the mentor enjoys with the mentee. All the factors mentioned so far also has an impact on the sustainability of e-mentoring where trust and empathy are crucial factors since there is no face to face interaction between the individuals involved. Further, the use of emoticons to express feedback positively affects the mentees psychological need for assurance and support. This support system will sustain the curiosity blooming and lead to personal satisfaction of the mentee. The personal satisfaction of the mentee and the quality of relationship i.e the effectiveness, trust, respect and empathy shared between the mentor and mentee will in turn reinforce the achievement need of the mentee.

In the present context most of the workforce would comprise of GenY. The attitude of Gen Y towards technology becomes the deciding factor in curiosity development. Mentoring 4.0 will prove beneficial for the mentee in terms of convenient learning since in e-mentoring learners can make use of their suitable time for learning.

Managerial Implications:

Industry is spending lot on human resource development through training and mentorship. This model will add to the body of literature on mentoring and will also help in reducing the gap between academics and industry. Most importantly, it will enhance the knowledge base and may provide directions to both mentor and mentee, hereby increasing the efficiency of mentorship process.

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An Essay on India's Role as a Non-Permanent Member of the United Nations Security Council

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INTRODUCTION

On 26 June 1945 when the Charter at the United Nations Conference on International Organisation (UNCIO) in San Francisco signed, India then a British Colony, became its founder member. Because Britain agreed to accommodate it as a member of the United Nations General Assembly (UNGA) to build its lobby at the United Nations Security Council (UNSC). The leaders of the Indian National Congress (INC) imagined it as an opportunity to ally with other colonial territories and raise their voices against masters. INC went on to support the Republic of China (RoC), India's neighbour, for the permanent United Nations Security Council (UNSC) seat as a suitable represener of Asia in the United Nations (UN). The essay is on India's subsequent contribution to the United Nations Peacekeeping Force (UNPKF), with the Group of Four (G4) countries.

STATEMENT

The motive for this essay came from inquisitiveness to India's effort for a permanent UNSC seat. The essay answers a question: Why, despite all its effort, India is unsuccessful in get- ting a permanent UNSC seat. Starting with examining the arguments for India's candidature towards its contribution to the UN. The essay examines India's competence as a non-permanent UNSC member among contesting G4 countries. The essay takes dominant explanations which disclaim India's candidature and analyse India's loyalty towards the UN. The essay is not an anti-drive for India's UNSC seat. It describes the problematic issues which disallow India to play a more significant role in the current world stage. The essay only covers India's periodic participation at the UNSC in particular and its profound participation in the UNGA in general. Based on it, the essay analyses argument for its permanent UNSC seat. The essay concludes by counting India's achievement and failures for a permanent UNSC seat.

DEFINITION

The UN, as an organisation, primarily deals with the question of war and peace. The UNSC is the centre of all the six organs of the UN. The Permanent Five (P5) countries function along with ten non-permanent members chosen by roaster for a term of two years. The P5 poster the pre-Cold War world structure. So the newly developing countries demand their share in the UN for their population and economic size. The UNSC reforms are in debate for sometimes as reforms made in 1963. Since then, countries that contribute and capacitate the UN demand their inclusion as a permanent UNSC member. It results in the G4 countries to push their voice where each one supports each other's UNSC candidature. However, the strategic equation and power possession of Global West led by P5, debar new entries and possession of the veto power. This essay underlines India's loophole in the light of its ardent effort to get a permanent UNSC seat.

SCOPE

The essay covers India's UN tenure from 1945 to 2015. As India is the founding member of the UN at San Francisco, the time frame signifies India's presence from the beginning. The essay also covers India's monetary input and military assistance in various United Nations Peace- keeping Missions (UNPKMs). The essay highlights India's seven

tenures of two years each as a non-permanent member of the UNSC. Also, the essay talks on India's UN participation among contesting G4 countries. Moreover, the essay discusses the dominant explanations as to why India is unsuccessful so far. So, the essay has tried to find essentialities that India needs to execute at home before it takes any global task.

REVIEW OF THE LITERATURE

The available literature talks on India's distinctive contribution to the world body. However, it does not say; why India is unable to succeed. Literature talks on India's soft power like - cuisine, cinema and recently popularised yoga to the world. Literature gives details of India's active participation in war zones as the UN peacekeeping operations (UNPKOs). However, un- like India's soft power, its hard power is not talked much that potentially required to contribute to the power equation at the UNSC. Thus, available literature shows India's achievement but does not indicate its underachievement.

Brecher (1963) argues that Afro-Asian bloc at the UN lacked organic unity or even a prevailing attitude to the Dominant System and its conflicts.

Haas (1970) argues that in order to understand India's growing ambition, it is imperative to have a clear understanding of Indian strategic culture which refers to modes of thought and action concerning force, derived from the perception of national historical experience, self- characterisation as an Indian.

Choedon (2007) argues that in this reactivated and expanded the role of the UNSC - the P5 frequently meets in closed-door consultations and develops a trend towards increasing unanimity among them. As such, developing countries declared their deep dissatisfaction with the Council's (UNSC) unrepresentative character and arrogant exercise of power by the P5. The author says the UNSC reform should also take into account the population of a state and the size of its economy. She further talks to represent all forms of civilisation to reflect the diversity of humanity and unique contribution of universal value, rights and responsibility.

Bilgrami (2010) argues by quoting Narayan, "The non-colonial power approach is to characterize by a curious mixture of emotionalism confused with realism." India has believed that this world co-operation must be based on a free 'give and take' and must not have any reservations regarding political, economic or territorial rights.

Dubey (2010) argues that more inclusive participation in the UN deliberations and decision making is an indispensable part of the process of the democratisation of the UN organisations. The reforms have been essential of an administrative, budgetary and financial character.

Murthy (2010) argues that the most prominent feature of India's participation in the Council (UNSC) is its steadfast pursuit of the project of universalising the membership of the UN. Also, the principle of the inadmissibility of territorial acquisition by force is fundamental to its approach. India considered that the purpose of peacekeeping was "not to enable the parties concerned to negotiate a lasting peace". By taking the instance of 'Little Assembly' (UNGA) and 'Uniting for Peace' resolutions, the author held that organs under the UN system should play the role which the Charter assigned to them without overrunning each other. He says it was only within the framework of such consensus and through no other means that the UNSC could work effectively. It means, the threats to peace emanating from the proliferation of nuclear weapons in its current global dimension. He further says that voting behaviour of it as

a permanent member (if and when it materialises) may not be any different. India does not seem to come out as overactive or overbearing discussant.

Narang and Staniland (2012) argue that the most crucial aspect of this 'strategic core' (UNSC) is a strong preference for security via autonomy rather than security via alliance, engagement in international security organisations. They say a vast country like India could not possibly become a camp follower of some high power and instead it pursues 'alignment with all'. They quote Hindu ideologue M S Golwalkar who vociferously opposes tight involvement in the UN because of its views on the Kashmir issue, and far more than J L Nehru castigates China and communism as profound threats to the Hindu way of life. It considers the last six years that have witnessed India adopting a somewhat schizophrenic approach to international affairs.

Mishra (2014) argues that the UN should become a broad-based organisation that reflects the realities of the world. India advocates the principle of universality of membership; it believes in the existence of an imbalance in the UN. So India desire was to minimize the western domination over it. Therefore, the efforts at reducing the imbalance stem from the belief that India's contribution, hence its influence, would be higher in an organisation not dominated by any single block of powers. By financing the UN system, Indian delegates maintain that the developed nations should bear a more significant proportion of the expenses. India insists that the assessment of contribution should be based on the principle of capacity to pay. The author discusses the problem of the UNSC that the world body continues to confront since the end of the Cold War, especially related to the Third World. Thus, he boosts India's case for the permanent UNSC seat.

India has been a keen player to discuss, debate and deliberate on the question of harmony among nations before it turned a sovereign state. So, the literature available on the subject makes a descriptive study of India's participation in various organs of the UN from time to time. The literature discusses, for instance, when Indian representative held the chairmanship of the Trusteeship Council (TC) or when India get a chance to become the UNSC non-permanent member for two-year terms. Besides, when did India's proposal get programmed or when its initiatives incorporated into the UN declarations or resolutions.

Interestingly, literature does mention some cases where incentive taken by India is rejected by the P5: for instance, when it tries to pass a resolution for peace in Libya. Available literature only tells when India inducted into various committees in the UN organs. However, what is the areas where India did not perform is less covered.

GAP

The essay takes a question: why India has not been successful in getting a permanent UNSC seat? The essay tries to fill a gap in the existing literature, which mostly highlights the success story of India's sixty-seven years in the UN. Available texts on India's role as the UNSC non- permanent member is not explicit whether India has taken any individual stand on its cherished notion of world order. The literature highlights India's voting pattern on UN resolutions. Most importantly, it is not that India has always supported the purpose and principles of the UN. Sometimes, it has reserved its stand based on its national interest and domestic compulsions.

Meanwhile, India has earned through its diplomacy the support of major powers for its permanent UNSC candidature. Russia, for instance, is prominent wants India to become a permanent member. It has hardly withdrawn support. France (French Fifth Republic) has also shown its willingness to get India into the UNSC as a permanent member. India has entered

with France, firstly into an agreement on civil nuclear cooperation following the waiver given by the Nuclear Suppliers' Group (NSG). It enables India to resume full civil nuclear cooperation with the international community. The UK (United Kingdom of Great Britain and Northern Ireland) though being a colonial master of India in the nineteenth and twentieth century, now understands the changed scenario of the twenty-first century. Today Britain accepts India's presence at the UN-based on interests and loyalties. China (People's Republic of China) is the only P5 member who has not expressed vocally on its permanent UNSC seat. Though in many instances, it has dealt with this issue; China's official line has not been positive. Reasons like Asian supremacy between them or Japan's presence in the G4; China's stand on India's aspiration is not voluntarily. The USA (United States of America) has in recent time expressed most professedly support to India. President Barack Obama says "We salute India's long history as a leading contributor to the UN peacekeeping missions and we welcome India as it prepares to take its seat on the UNSC" (Obama, 2010).

Nevertheless, there is a secure reservation among the P5 members on the issue of veto. No one wants to share this exclusive power with any newly-inducted member in fear of destabilizing the entire decision making of the UNSC. Also, India's engagement with Iran makes the P5 members sceptical about its UNSC role. Thus, India's position as the UNSC permanent member remains a source of much speculation. If the US is willing to see India at the UNSC, will it then see it as an independent sovereign state, a strategic partner or a satellite state to ensure its dominance over land and sea? Answer to such questions are missing in the existing literature. The essay tries to fill such gaps by analysing the performance of India as a non-permanent member of the UNSC.

RATIONALE

The essay considers whether India's effort to get a permanent UNSC seat has any sound evidence or not. The unbeatable support by the UN members in the international structure is what India's candidature is prominently based. It requires a reality check. So, the essay takes a deductive path to narrate India's role in the UN until 2018. As political leaders continue to cheer India's UN stories and local sections thrill on its glory, peoples' real challenges within the country in terms of higher opportunities ignored. So primarily, the essay tells in detail India's participation as a non-permanent UNSC member.

RESEARCH METHODS

This essay considers both historical and analytical as methods. First, to tell about India's involvement in the UNPKOs, the essay relies on primary sources like the UN official website and subsidiary links. For secondary sources, it considers journals, books, newspaper articles, and magazines were Indian peacekeeping efforts is described. The essay consults reports and articles published by the UN. Second, the essay covers India's seven tenures of two years each at the UNSC. Third, the essay explains India's UN record by examining various arguments that contradict its quest for a permanent UNSC seat. For this, the essay covers various explanations given by scholars and experts. The above exercise brings India's current position, possession and performance to get a permanent UNSC seat. The essay attempts to collect facts and add fresh inputs to the current discourse on UNSC reforms.

HYPOTHESIS

It is because India is a non-permanent member of the UNSC it has not been given its due share in accordance to its contribution towards the United Nations.

FINDINGS AND CONCLUSION

As a founding member, India is an active performer in the UNPKOs. However, it is no exception to the countries that pursue a national interest in the name of an international call for humanitarian action. India has taken part in the UNPKOs without having vital interests. Still, it was meant to show to the world that India stands for humanitarian assistance despite significant domestic challenges like cross border terrorism, homegrown insurgencies, police reforms, unified service command (Indian Army, Indian Navy, Indian Air Force). Also, India has been consistently critical of military action in conflict zones, yet it never uses its non-permanent membership at the UNSC to raise the concern at the 'high table'. Primarily, India is vocal only at the UNGA for reforms like other members from the G4. Its role as a UNSC non-permanent did not exemplify its case to become a permanent member of the UNSC.

MANAGERIAL IMPLICATIONS

This essay tries to tell policymakers with evidence that India although is a prominent player in soft power in terms of cuisine, Bollywood and currently acknowledge Yoga; its hard power potential is not ready to take the global role as permanent UNSC member. Therefore, statesman should focus on internal challenges first before taking any adventure outside.

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India and the World: Understanding the Role of Educational Institutions in shaping International Relations

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Abstract: International relations have been a buzz for long now. The interaction amongst countries may further determine the likely impact of globalization on their national policies as well. While bureaucrats and diplomats take a lead in crafting the different permutations and combinations of how countries engage with each other, educational institutions too appear to affect their relations. There may further exist a relationship between the international programs offered by educational institutions and engagement of nations with each other. For bureaucracy and diplomacy of a nation are always at work, we propose that the educational institutions are also engaged in nurturing friendly relations across the globe and simultaneously in the development of a global mindset. This paper attempts to find the role of educational institutions (as a part of soft-power diplomacy) in shaping the international relations among nations besides the regular engagement of diplomats at different forums or in bilateral talks.

Keywords: International Relations, Educational Institutions, Soft-Power Diplomacy.

Introduction: The 21st century has been witnessing different strides of globalization. Besides trade-wars, the world over is gripped in a race to achieve the UN-Sustainable Development Goals (SDGs), surmounting issues of refugees, growing unemployment and much more.

Nelson Mandela was of the opinion that 'Education' is the most potent weapon to change the world. This still holds ground and arguably would continue to be one. While utilising the 'Soft-Power' diplomacy to alter ways the nations deal with one another, assumingly a tried and tested strategy, today's world is depending largely upon the technical know-how and skills of the employees. It is a well known fact that diplomacy does not depend upon weaponry and talks are the way forward for the diplomats. So, to put "Education" as a vital tool to reform the international relations would be prudent than a drone-strike or a vassal seizure or even an out-right war!

This implies that we need a greater intervention of the educational institutions that can help develop a global mindset among the students who would then eventually shape the destiny of the world at large. We can also mention that while culture is a response to the geographical differentials as witnessed through dressing, food, language and celebrations among others (Jafa, 2019), education has a great impact on learning and spreading the same.

We should also be mentioning that the civil servants and police officers from Bhutan are entitled to take up training at our Lal Bhadur Shastri National Academy of Administration (LBSNAA) and Sardar Vallabh Bhai Patel National Police Academy (SVPNPA) just like other Indians. This is truly a tribute to international diplomacy and surely education has its roots deeply imbibed in the very practice itself. We further argue that there can be positive developments in cross-country relations when education flourishes across frontiers.

Literature Review

The literature review brings out the essence of international relations and soft-power diplomacy besides the role of educational insitution and international programs in establishing relationship among nations.

International relations and soft-power diplomacy:

In a well-carved out world geography, territorial claims, to a great extent, direct and cater to the international relations. One of the primary tools that the bureaucrats and administrators deploy to caliberate their relations with other countries is the 'Soft-Power Diplomacy'.

Nye (2004) defined 'soft-power diplomacy' as the capability of influencing the behaviour of others for getting a desired outcome. According to Nye (2008), the term 'soft-power' encompasses 'Culture', 'Political Values' and 'Policies'.

Huq (2019) states that while the factors like nationalistic tendencies, excessive consumerism etc., have put the utilization of hard-power to redundancy, the concept of soft-power is being eyed as a viable tool to strengthen relations among the nations. For Mishra (2018), India's soft power diplomacy involves winning 'hearts and minds" as he highlights the nation's relationship with Afghanistan.

Mumbai (India) recently hosted the 15th edition of World Education Summit, 2019 which is reckoned as the premier international platform dedicated to innovations and creative actions in the education sector. India aspires to lead the path of purusing 'soft-power diplomacy' and the success of this Summit marks a step ahead in this regard besides channelising the Indian population in developmental works.

Educational Insitutions and International Programs

It is no secret that education can lead to development. While educational institutions are raising the bar to inculcate knowledge among students, a brief international program may offer them a lifetime opportunity to make new friends, explore new ideas and cities, create a professional network and immerse in a new culture besides gaining new knowledge all the while.

We can mention about how a renowned Scholarship Program viz. 'The Fulbright Scholar Program' running since 1946, with the support of the U.S government and binational partnerships with foreign governments has lead the way in fostering better academic relations among the countries (Bureau of Educational and Cultural Affairs, 2019).

Indian government too, has supported state-of-the-art educational institutions by offering scholarship programs to foreign nationals besides funding its own citizens to pursue fellowships abroad. For example, Ministry of Human Resource Development (2019) facilitates the students seeking scholarships offered by the foreign countries under Cultural/Educational Exchange Programs like Ms. Agatha Harrison Memorial Fellowship

which is fully funded by the Government of India to pursue courses in the University of Oxford, United Kingdom.

Further, India being a founder member of the regional bloc SAARC (South-Asian Association for Regional Cooperation), has contributed a lot for the progress of the bloc and the region at far as well. This is evident from the fact that during the 13th SAARC Summit in Dhaka in 2005, the then Indian Prime Minister mooted the idea of establishing a South Asian University (SAU) and today, students from across the globe form the part of this university.

According to Peterson (2014), countries have endeavoured much to extend their national interests (economic, political, social among others) through education. He opines that while it is not feasible to employ force for cementing relationship with other nations, 'soft power' remains a suitable option.

However, there remain several important questions to be addressed viz. to determine how the scholarship programs facilitate the reviving of broken bilateral or multilateral ties among nations? Does the development of a global mindset truly take place while one pursues an international program? Is soft-power diplomacy an answer to the current world disorders and can educational institutions offering international exchange programs take a lead?

Methodology

This paper is based upon the literature available in the domain that can enable us in understanding and comprehending the relationship between educational institutions, soft-power diplomacy and international relations. The literature has been well used to suggest the following propositions aligned to bring out the essence of education as a key tool towards soft-power diplomacy vis-a-vis. international relations.

Propositions Suggested

The following proposititons can be suggested and are vested in the available literature:

P$_1$: *Educational institutions enhance the development of better relations amongst nations.*

Lane (2018) suggests that engaging in education abroad can help in building international relationships while any avert decision among the governments of the nations can hamper the flow of knowledge. He substantiated his argument by using the example of the Iranian Revolution of 1979.

In India as well, the role of 'Institutions of Eminence', as government's commitment to establish world-class Indian educational institutions, is yet to be analysed and this venture may strengthen India's positioning in international engagements besides offering quality education to all (University Grants Commission, 2018).

Also, India became a signatory to the Washington Accord in 2014 (International Engineering Alliance, 2019) and which has facilitated our engineers from National Board of Accrediatation (NBA) accredited institutions like IITs and NITs to pursue engineering careers in the signatory nations.

Nagarajan (2019) elucidates on the fact that the Indian origin doyens like Sundar Pichai, Satya Nadella, Indra Nooyi have taken the image of Indian scholars and institutes to new heights across the globe. Particularly, the relationships that have been established with countires like the U.S are strengthening much due to technical advancements therein.

Little & Green (2009) have evaluated the role of education (educational institutions) as a policy instrument in China, India, Kenya and Sri Lanka for successful engagement with the global economy. They opine that with such an instrumental leverage upon education, these nations have sustained their development over the years.

Burbules & Torres (2000) suggest that there is no single way in which educational institutions are associated with the conditions of globalization and they can help enhance a cosmoplitan citizenship by encouraging travel to different nations, foreign language study and multicultural tolerance. This simply implies that these institutes are aiding India's march towards a better international presence due to an increase in the Indian diaspora (students) across the globe while simultaneously promoting better national tie-ups. Thus it can be stated that-

P1: *Educational institutions enhance the development of better relations among countries.*

P2: *International study abroad programmes provide an insight for learning about different cultures.*

According to Batey (2013) global diplomacy awareness can be developed through short-term international internships. In his study, students were able to overcome not just surface-level cross-cultural similarities or differences but also gained a better understanding of deep rooted cultural dimensions like migration or poverty.

Maharaja (2018) explored the impact of a semester-long study abroad on the development of intercultural competence. It was observed that the students developed an increased level of self-confidence, global–mindedness besides gaining a better understanding about their own and other countries' culture.

According to Bell, Gibson, Tarrant, Perry III, & Stoner (2014) students undertaking international study abroad programs are able to develop a new socio-cultural awareness, new connections with the world and develop a keen sense of making positive changes in their environment back home.

Tarrant & Lyons (2012) suggest that it requires a well-designed curriculum besides relevant field experiences as ingredients for fostering cultural understanding and global citizenship.

Dunkley (2009) maintains that well-structured study abroad programs help students maximize their own learning potential and facilitate them in resolving social/cultural issues that are beyond personal context.

Carlson & Keith (1988) observed in their study of attitudinal aspects of students taking up study abroad programmes that the students developed an increased level of international

political concern, cross-cultural interest and a cultural cosmopolitan outlook after the completion of their programmes. Thus, We can state that-

P2: *International study abroad programmes provide an insight for learning about different cultures.*

P3: *Soft-power diplomacy helps strengthen people-to-people engagements.*

Nisbett & Doeser (2017) suggest that art and culture can change the way people across nations think, feel and behave. They further put it as Cultural Diplomacy or Soft Power in context of international relations. The authors mention that soft-power and cultural diplomacy help achieve the intangibles like- trust and influence, which are fundamental for the engagement among people across the societies at large.

According to the Soft Power30 Report (USC Center on Public Diplomacy, 2019) while narratives like 'America First' are counter-productive for people-to-people engagement, soft-power tactics like digitalization, entertainment, education etc., can facilitate how people from one country look towards their counterparts in other countries. India stands at the 8th Rank among the Asian countries as per the Report. This signifies the scope we have to improve our soft-power engagements with the world over.

Winter (2016) suggests that as China is pursuing its Belt and Road Initiative, cultural aspects of the project have the possibility to rekindle regional security and political landscape while providing an impetus to heritage diplomacy (an aspect of soft-power diplomacy itself) and foster better interpersonal connections.

Pudarauth (2017) highlights the relevance of music and dance in augmenting harmony in international relations for Mauritius besides country's overall development. He suggests that cultural/soft-power diplomacy can add value to the lives of people across the world as the governments tend to re-kindle their approach towards intangible wealth within a nation.

Purushothaman (2010) argues that the relevance and importance of soft-power diplomacy has increased exponentially in the context of globalization. He also suggests that a calibrated synchronizsation between the elements of soft-poweer diplomacy (like culture, yoga etc.) and India's foreign policy can serve the Indian diaspora. He also talks about encouragimg reconstruction of broken ties with the neighbouring nations through enhanced mobility of the masses. Kugiel (2012), soft-power is all about people's perception and can serve as an asset for India to realise tangible results and shared prosperity across its neighbourhood. The author maintains that soft-power diplomacy is a contested aspect and it is important for both, the government and the people of India, to utilise soft-power diplomacy in maintaining symmetry in their international relations and increasing credibility of the nation. Thus, we can state that-

P3: *Soft-power diplomacy helps strengthen people-to-people engagements.*

Conclusions & Suggestions

The present paper has discussed about how educational institutions aid soft-power diplomacy and strengthen international relations. India has been endeavouring significantly to utilize its demographic dividend while engaging meaningfully with other nations by leveraging upon its soft-power potential. Educational institutions are likely to continue with their legacy of putting India and abroad ahead in this regard besides giving the flow of knowledge a thrust. International study programs can be made a part of the curriculum across various levels in education in India and abroad while the expenses for the same can rather be subsidised for the needful yet talented youth. We argue that this will help nations to realise the aspirations of the citizens besides fostering better relations amongst themselves due to state-sponsored mobility. Cultural ties too can be revived, shared and strengthened by globalizing the thought of 'Vasudhaiva Kutumbakam' (Wikipedia, 2019) and arguably education, as an instrument of soft-power diplomacy, could serve the purpose well.

Managerial Implications

The organizations and educational institutions can leverage upon International Study Abroad Programs to help students and employees find innovative solutions for global challenges like-climate change, regulating artificial intelligence (AI), poverty, agriculture etc. Organisations can help break the shackles of xenophobic mindsets by extending support to their employees seeking such programmes.

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Law is not enough! CEPA as a framework to empower the Sexual Harassment Legislation

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A civilization that is unchecked for uncivility is denied longevity of existence. Sexual Harassment at the workplaces in India continues to be a serious offence due to the structural patriarchy that still dominates the Indian society. It has become one of the common crimes in the country that manifests itself under three categories such as physical violence, verbal conduct and non-verbal aggression.[1]

It must be said here that ancient India was intolerant of any form of sexual aggression against women. In the Mahabharata, when Draupadi was dragged to the Kuru *sabha* (court) by Duhsasana, after she was lost by her husbands in the game of dice, Vidura, the minister admonished and warned the Kauravas, "Rest assured that your offenses will bring disaster, not only upon your own head, but upon the heads of all those following you"[2]. Even Bhima lambasted Yudhisthira for even betting on Draupadi. He remarked, "Out of sense of compassion, even professional gamblers never wager the prostitutes they keep, so what to speak of their wives"[3]. He even proceeded to burn his brother's hands in rage, but was prevented from doing so by Arjuna. This reveals that women enjoyed distinct rights and independence in the society of yore. They were partners and not belongings. They were not to be treated as property open to use, abuse and transaction. Even Draupadi remarked later in the epic to Yudhisthira, after being rescued from Jayadratha, "A man who kidnaps another's wife should never be forgiven, even if he begs for mercy"[4]. Hence, it is a cause of bewilderment to observe India disrespect her women so frequently and uninhibitedly in professional, public and personal spaces.

The protection against sexual harassment and the right to work with dignity are universally recognized Human Rights by International Conventions and instruments such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). The Govt. of India had ratified this on the 25 June, 1993. The Article 11 of the Convention mandates that the State shall take all appropriate measures to eliminate discrimination against women in the field of employment in order to ensure equality of men and women. Further, the Article 11 (a) provides the right to work as an inalienable right of all human beings and Article 11 (f) provides the right to protection of health and to safety in working conditions, including the safeguarding of the function of reproduction.[5] Accordingly, harassment of sexual nature is condemned as a form of violation of the Fundamental Right of Gender Equality and the Right to Life and Liberty enshrined in the Indian Constitution under Articles 14, 15, 19(1) (g) and 2, as well as the right to practice any profession, which includes a right to a safe environment.

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[1] Guide on Prevention of Sexual Harassment in the Workplace, Beijing Zhongze Women's Legal Consultation and Service Center (2010).

[2] As mentioned in Dasa, Purnaprajna (2014). Mahabharata, Sri Sri Sitaram Seva Trust: Mumbai

[3] Ibid

[4] Ibid

[5] http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm#article22 visited on 15.3.2019

The year 1997 brought a revolution in this issue. In the case of Vishakha and Others vs. State of Rajasthan and Others[6], the Supreme Court declared sexual harassment at the workplace as a violation of human rights. Accordingly, it laid the Vishakha guidelines[7], thereby making it mandatory for the employers to provide the right to gender equality of working women. Based on the guidelines, the Government of India passed the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act[8] in 2013. This new legislation makes every effort to be a user friendly instrument in the hands of the employers and women employees, focused on creating a healthy and safe workplace.

However, not much has changed on the ground. We contend that the law suffers from certain limitations, which in turn is responsible for its dulled impact. While we discuss the limitations in the paper, we also suggest a framework, consisting of *Communication, Education, Public Awareness,* and *Action* [CEPA] as a precursor to a win-win strategy for the effective implementation of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. CEPA is needed to bring about public sensitization and participation to spread information and knowledge about the Act. We believe that this will lead to a sense of shared responsibility, beyond the official committees and courts, for implementation of the Act. Public participation alone could lessen this evil in India.

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[6] https://indiankanoon.org/doc/1031794/

[7] https://www.thestatesman.com/supplements/law/vishaka-guidelines-know-what-constitutes-sexual-harassment-at-workplace-1502694883.html

[8] http://wcd.nic.in/act/sexual-harassment-women-workplace-preventionprohibition-and-redressal-act-2013

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Let's have a chair for them: Transgender & Organisations

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Manvendra Singh Gohil is a prince and world's first Gay prince too. This daring and tireless soul works towards the betterment of sexual minorities. Vedic period accepted third sex and incorporated them accordingly into society. They possessed a special place in society.

A part of Dharmasastras called Narada-Smriti urges society to provide a basic need for third sex. We can find and quote more details on the vital role played by the third sex in our culture.

Without missing any intensity we can also figure how society discriminates, illtreats and rejects third sex.

Since 90's policymakers, public forums, and NGOs started working towards the betterment of third sex or the LGBT community. 2018 September 6 become a milestone in the history of the third sex community as the Supreme Court decriminalised homosexuality. It's been a year still the fight continues to find a better world for the third sex. The mission is clear but the question of how it can be achieved is wide open. The majority of the third sex community misled due to the employability issue. Their lives doomed because they were denied the right job and the right opportunity. The third sex community gaining its importance at the global talent pool (Day & Greene, 2008) we have to create better human resource policy for the third sex community. With the help of an organisation called Periferry (https://www.periferry.com), our work describes how important it is to have cultural blended HRM policy for the third sex community for diversity and inclusiveness.

Factors Affecting Faculty Job Satisfaction In Higher Education In Karnataka, India – A Quantitative Study

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1. Introduction

The concept of job satisfaction has been an interesting area for psychologists, academicians, management researchers and human capitalists for the past few decades. Researchers such as Maslow with his Hierarchy of Needs Approach (Maslow, 1943), Frederick Herzberg with his Two Factor Theory (Herzberg, 1987) and Clayton Alderfer's ERG Theory of Motivation (Alderfer, 1969) and the Job Characteristics Model proposed by Greg Oldham and Richard Hackman (Hackman, 1980) have all looked at various aspects that contribute to job satisfaction or dissatisfaction and have also emphasised on the need for role definition for SATISFACTION.

Women and their engagement in the workforce have also been an area of research for the past few decades and the concept of job satisfaction directly links to women's quality of participation and length of engagement in the workforce. Over the past two and a half decades, as per World Bank data, women's participation in the labour force in India has reduced from 35% to 27% (% of female population 15+ years of age) (International Labour Organisation, 2017). This is of course not to be assumed as a lack of work done by women but rather a lack of recognition given to work done by women. For the percentage of women who manage to enter formal employment, the barriers (seen and unseen) are critical and numerous. Certain sectors such as academia and nursing have been traditionally considered women strongholds. Yet within these sectors itself, the glass ceiling is real and a huge hindrance in women's path to economic independence. Within these sectors, women are again typically relegated to 'caring' job roles and women are often not seen in roles requiring leadership and decision making. A recent study by the University Grants Commission, India has also mentioned that phenomena such as 'glass ceiling' and 'fears over promotions' need to be examined critically since they indicate wide-spread discriminating practices against women in India higher academia (University Grants Commission, 2013).

The study looks specifically into job satisfaction through a gender lens in the academic sector in a state of Southern India. The larger objective of the study is to try to understand the major areas of concerns and to analyse their direct or indirect impact on the lack of women's representation in academic leadership roles. Through this, the researchers aim to find concrete policy level intervention which will then work towards narrowing this divide in academic leadership ranks.

2. Literature Review

Studies have focused on a variety of factors that contribute to women's job satisfaction or dissatisfaction. These factors can be broadly categories into factors related to the academic institutions that they work in and factors related to their

family or homes that have an impact on women and the social expectations from them as individuals. Regarding factors dependant on institutional policies – women have reported that infrastructural support in the institution, job clarity, job role definition, mentorship, leadership in the institution, clarity of processes and perceived gender norms are the major contributing factors towards women faculty's job satisfaction.

Researchers in a study conducted in Texas, United States of America (USA) amongst one thousand three hundred nationwide sample of academic law professors have conclusively found that women faculty members reported lower job satisfaction than their male counterparts when they faced job 'uncivility' and discrimination (Zurbrügg & Miner, 2016). Another study by researchers in Harvard Medical School, USA found that women attributed the existence of a women's affairs office within the institution, trust in leadership and satisfaction with mentors as factors that contributed to a positive work climate. On the other hand, the research found that perceived workplace discrimination and work-life conflict lead to a negative work climate and reduction of job satisfaction amongst female academicians (Mccracken & Warner, 2017).

Type of leadership in the institution also seems to have a profound effect on the job satisfaction of female faculty members. In a study conducted amongst seventy-two faculty members in Lithuanian universities, it was found that 'servant' style leadership had a positive effect on job satisfaction of female faculty members while the autocratic style of leadership had the lowest impact on job satisfaction. By 'servant' style leadership, the researcher meant leaders who focus was not on gaining power but rather in 'serving' their team and their clients (Alonderiene & Majauskaite, 2016).

A study amongst two hundred and forty-eight male and female professors in a Mid-Western private research university in the USA found that women drew more job satisfaction from their own understanding of the internal relational support available from the institution while men gave equal importance to internal relational and academic resources in their job satisfaction parameters. This has significant policy implications for leadership development with institutions (Bilimoria et al., 2006).

A study conducted amongst faculty members in Portugal found that women seem to value management support, relationship with colleagues and the institution's prestige as high on the job satisfaction scale. This is contrasted by the fact that their male counterparts weighed teaching and research climate and professional development as more critical. The study also concluded that women were less satisfied with their work life due to pressures of managing their work and family demands simultaneously (MacHado-Taylor, White, & Gouveia, 2014).

With regard to family and home dual role oriented factors that impact the job satisfaction of women faculty in higher education, the pressures of the dual work role, matching up to social expectations and the lack of support from institutions and colleagues have been found as major contributors to a lack of job satisfaction. (Chisholm-Burns et al., 2012) finds that dissatisfaction with work timings and the managing work and home pressures reduced the job satisfaction of women faculty with children as compared to their female counterparts who did not have children. Other factors that affected women faculty's job satisfaction, as identified by the study included family roles they were expected to play, mobility issues with regard to job promotions, unconscious bias and a lack of support from the administration.

An interesting observation to note is the fact that expected social roles from different genders seem to have an implied impact on their job satisfaction. This is visible from the fact that men seem to weigh salary as a higher need with regard to job satisfaction

while women regard flexible timings as a higher need to meet family demands. One study conducted amongst male and female faculty members in the United States of America found that female faculty in specific reported that job satisfaction and salary were not correlated while male faculty reported that job satisfaction and salary were positively correlated. The study also found that male faculty members were more likely to negotiate for promotions and that female faculty member earn lesser than their male counterparts despite the fact that both male and female faculty members were equally inclined to negotiate salaries. Yet, as discussed earlier, this did not necessarily have an impact on female faculty job satisfaction since they prioritized different requirements from their job space (Crothers et al., 2013). This brings to light the need to understand job satisfaction of both the genders from varied and socialized perspectives.

Female faculty members are also known to emphasize more on social relationships within the workplace. This has a significant impact on their job satisfaction levels. (Bataineh, 2014), in a study conducted amongst one hundred and eighteen faculty members in colleges affiliated to Jordanian universities, found that women faculty's job satisfaction was significantly lesser than that of their male counterpart. The researcher attributed this phenomenon to the fact that fewer female faculty members in Jordanian universities meant fewer social relationships and chances of making fewer friends at work. This, along with, the pressures of their dual duties – including those at work and at home, meant that women remained less satisfied than men in their university jobs in the scope of the study.

(Bozeman & Gaughan, 2011) found that having collegial social interactions had a positive impact on job satisfaction of women faculty. Satisfaction of the women faculty depended on their own and their colleagues' perceptions about their work and their relationships with their peers and teammates.

3. Methodology

A quantitative study design using a job satisfaction scale was carried out in government and private colleges of Karnataka state, India. A questionnaire was developed using secondary literature review and verified by experts across the fields of management, sociology and feminist studies. The questionnaire included (i) a structured socio-demographic proforma to collect details of the respondents including age, gender, education, designation, family background and marital status and (ii) a job satisfaction questionnaire consisting of 29 items (compiled from literature reviewed) relating to factors such as pay/salary, promotion, supervision and co-workers amongst others. The objectives of the study were to assess the factors contributing to job satisfaction of higher education faculty.

A total sample of 175 male and 183 female faculty members representing government and private colleges across Karnataka were including in the study. The inclusion criteria for the study was that faculty needed to have a minimum of seven years of experience of teaching in the college and that from each college equal representation of male and female faculty needed to be taken. The sampling technique was stratified random sampling where the Karnataka state educational zones were considered to be the strata. The state has six educational zones and government and private colleges from each zone were chosen based on their geographical representation. From each geographical zone, colleges were chosen randomly and from each college, respondents were chosen randomly as well.

4. Data Analysis

The study used the SPSS software to analyse the data collected. Frequency tables and cross tabulation has been done. Linear regression analysis was used to

understand the relation between the factors and their effect on job satisfaction. Presented below is the linear regression table for the study –

Table 1. Regression analysis showing factors associated with Job satisfaction				
	Estimate	Standard Error	t-value	P-Value
(Intercept)	52.0001	4.3503	20.555	<.001
Age 36-45 years	-1.8872	2.0252	-0.530	0.35300
Age 46 and above	2.4551	3.0430	0.820	0.41300
Gender-Female	-1.1431	1.5740	-0.726	0.46800
Discipline- Social Science	2.2258	1.6231	1.371	0.17100
Disciplines-Commerce	3.3455	2.3255	1.440	0.15100
High Qualification-MPhil	2.5087	2.2074	1.136	0.25700
High Qualifications-Masters	1.3072	1.7564	0.744	0.45700
Designation- Assistant Professor	8.08	2.7866	2.855	0.00400
Designation-Associate Professor	7.27	3.3183	2.152	0.02500
Designations-Professor	6.8025	3.5160	1.535	0.05400
Teaching experience 11-20 Years	2.1635	1.5185	1.128	0.26000
21-30 Years	0.3141	3.2827	0.056	0.52400
Above 30 Years	1.6174	4.8551	0.333	0.73500
Gross Salary 20001-30,000	1.7317	2.5888	0.665	0.50400
31,000-50,000	2.4863	2.5538	0.830	0.40700
Above 50,000	3.3422	2.5617	1.128	0.25600
Respondents with Children between 0-6 years	0.8521	1.7315	0.452	0.62300
Type Family Joint	4.57	1.5557	3.186	<.01
Distance from Home 11-20 Kms	-2.5522	1.8444	-1.405	0.16100
More than 20 Kms	-3.3814	1.8847	-1.754	0.07370
Private	2.5553	1.8846	1.568	0.11800
Nature of Appointment Management Salary	-3.5538	2.5575	-1.522	0.12900
Respondents with Care Responsibilities	-3.41	1.5511	-2.202	0.02800

The regression model was able to account for 21% of the variance in total job satisfaction score, $F_{(23, 334)} = 3.86$, $P < .001$, $R^2 = .21$, Adj- $R^2 = .16$ (Table 3). The analysis indicated higher job satisfaction among Assistant Professor (P=.004) and Associate Professors (P=.025) compared to lecturers. Assistant professors scored 8.08 unit higher and Associate professors scored 7.27 units higher job satisfaction score compared to lecturers.
Participants from joint family scored 4.57 unit higher compared to those from Nuclear family. The difference was statistically significant (P<.01).

Those with caring responsibilities at home scored significantly less compared to the participants without caring responsibility (P=.028). The difference in mean score was 3.41 unit.

5. Results & Discussion

The study finds that faculty members teaching in higher education in the study area show a difference in job satisfaction based on their designation. With further seniority in the designation comes increased job satisfaction. This could be indicative of the fact that with seniority often comes freedom to work and to research and there is further social status attached with the senior designations. Lecturer positions are also common amongst those who have been appointed through the management pay role and hence often see lesser salaries and more dissatisfaction.

There is a significant difference in job satisfaction amongst those who belong to joint families versus those who stay in nuclear families. These could be an indication of the need for additional support from the family, especially when it comes to child-rearing and household management duties.

Similarly, respondents with care responsibilities such as having elderly, ill or disabled members of their family at home to care for, have reported a significantly lower job satisfaction than those with without care responsibilities. This too could be an indication that playing dual roles of a work role and a caring role at home leads to reduced job satisfaction.

6. Conclusions

The study concludes that respondents who have social and familial support to manage households and to manage care responsibilities may be pre-disposed to be better satisfied at their workplace. The study also concludes that those who have a senior designation show better chances of being satisfied with their jobs than those with lower designations.

7. Managerial Implications

Studies on job satisfaction have been used widely by institutions and organisations to improve work life quality, increase employee retention and to improve employee productivity. This study will enable academic institutions, both public and private, to use its findings and implement human resource management policies that ensure improved job satisfaction of women in higher education. In the case of public institutions, the researchers hope to use this study to recommend policy changes that will allow women faculty in public universities to better manage their dual roles and be further satisfied with their jobs.

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Scrutiny On The Impact Of SHRD Practises And How Education Loomed Large In The Hotel Industry To Receive Economic Value

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Abstract

Human Resource Management, an integral part of every organization, often ensures the success of relationship between employees and an organization by identifying and satisfying the needs of the employees. The needs may begin with training and continues throughout the career. This survey based research that aims to analyze the Strategic Human Resource Development practices in hotel and hospitality industry and its implementation impact by analyzing the satisfaction level of customers obtained from the Internet in form of opinion and feedback. A comparative analysis is concluded from observations and results obtained from both question based survey and web scraping technique (Vidhi, 2019).

Keywords: SHRD Practices, Classified hotels, Training.

Introduction

Hospitality is a rapidly expanding industry and it is expected to remain a leading contributor to the global economy by generating desired foreign exchange reserves and as well as creating employment opportunities. Development of human resources (HR) remains the most crucial and significant factor for the success of the hospitality industry regardless of the location. Implementing HR policies that are intended to promote business is a real challenge especially when customer's satisfaction round the clock depends on service provided by the employee. Thus, there is a challenge to develop effective HR practices that can bring forth change in the hospitality sector require not just a human touch and "service with a smile" but also yearn for individuals who are multi-skilled, cross-trained, forward looking in terms of perspective and mindset, and embody strategic creative and systematic thinking. To encourage tourists to choose a specific hotel, the hoteliers must meet or exceed the guests' expectations of service quality (Nankervis and Deborah, 1995). According to Baum (1995), HR progress through education, T&D of employees at all levels is a vital component in sustaining the industry's competitiveness in the international arena. According to Nankervis & Deborah (1995), hotels must develop human resource practices which enable them to recruit, select, and retain competent employees who can contribute to the achievement of desired organizational objectives.

Objectives of the Research

This research endeavours to accomplish the following objectives: consolidate and present the expert views on the role of SHRD practices in the hotel sector; bring to light the significant SHRD related problems faced by classified hotels; better understand the perceptions held by hotel employees on certain key HRD practices; propose suggestive measures for the effective

implementation of SHRD practices; to analyze the implementation impact of proper SHRD in selected hotels by analyzing the satisfaction level of customers by using web scraping techniques from the Internet in form of opinion and feedback.

Review of Literature

Human Resource Management (HRM) is becoming increasingly important to the hospitality industry reasons like increasing demand for high quality staff, increasing consumer demand for high end services, etc. Kusluvan (2003) reviewed on numerous factors associated with HR practices in the hospitality industry including employment instability, perception of skilled, unskilled and semiskilled jobs and evaluations of employee performance. It was observed that there is a strong intention among the hospitality-tourism firms to follow strong HRD practices.

HR to SHRD

The term 'human resource development' was first used by Harbison and Myers in 1964 in the context of human capital theory. In 1961, Schultz in his research on human capital theory proposed that an organization receive economic value from knowledge skill of its employees. According to him, competencies and experience and that human capital can be increased by training and education. Over time, definitions expanded to incorporate organization development. In simple terms, HRD can be defined as an interdisciplinary area of inquiry broadly in three areas of practice; i) Training and Employee Development, ii) Organization Development, and iii) Career Development. This three-area version of HRD is often debated as emerging from either systems theory or adult education, with the differing focus on organizational outcomes and individual development.

Strategic HRD was defined by Walton (1999) as follows: SHRD contains introducing, removing, adjusting, pointing and administrative processes in such a way that all individuals and teams are armed with the abilities, knowledge and capabilities they need to accept current and upcoming tasks required by the organization.

Garavan (2007) expresses, strategic HRD should identify the framework, the significance of multiple partnerships and stakeholders and the improvement of horizontal and vertical links through the organisation. He argues that to achieve an associated vertical and integrated horizontal set of development and learning activities, strategic HRD must satisfy five key underpinning assumptions. First, alignment must be achieved between the organisational mission, corporate plans, and HRD vision. Tseng and McLean (2008) recognize the significance of strategic integration of HRD into each aspect of the institution, such that it boosts positive behaviour that apt with the external and internal environment. Second, environmental scanning should be regularly conducted and reflected in the shape of corporate strategy and HRD. Third, HRD planning should be formal, systematic and integrated with both corporate and firm planning. Fourth, HRD solutions must be appropriate to the problems faced and must add value. Garavan (2007) says that HRD should not be sighted as a solution to prevent all institutional problems but must be organized in a liable operative manner. Finally, sharing ownership of HRD is critical to be a value-adding for its institution.

Strategic HRD role in Hotel Industry

As a part of the official program of ITB, an international workshop on the "Tourism Labour Market" was held in Berlin, Germany in the year 1995, where it was stated that Tourism Industry is facing shortage of skilled manpower and there are many challenges related to development of Human Resources in tourism industry. The conference observed that the people working in the

tourism industry are not much educated or motivated, and can be termed as unskilled due to many reasons like the unattractive working environment, salaries and working hours. According to the estimates by the World Travel and Tourism Council (WTTC), the tourism sector is one of the world's largest employment generator, which is estimated to create about 212 million jobs both directly and indirectly (Lohmann and Jafari, 1996).

Both academics and practitioners advocate that successful hospitality acts require an accepting of the importance to invest in HRD. In recent years, the positions 'workplace learning', 'human resource development' and 'strategic human resource development' are used to broadly explain individual and organisational learning procedures. In the hospitality literature, prior studies (by research - Nolan, 2002; Davidson, McPhail and Barry, 2011; Kalargyrou and Woods, 2011) frequently attention on three aspects of HRD:

i) The identification of core competencies required to see present and future requirements of the organization;
ii) Selection of the best delivery systems to enhance HR competencies; and,
iii) The management and sending of training activities.

Luoma (2000) defines this as 'need-driven' HRD - developmental activities are hurled when a presentation gap or training essential is recognized. Conversely, the successful addition of HRD in business strategy and for improved business attractiveness, require a shift from 'need-driven' to 'capability-driven' HRD. Capability-driven HRD posits trusting on past or present performance and HRD should focus on the targeted future aptitudes definite in strategy (Ross, 1995)." Web scraping is a process to extract data from websites. The extracted data is then stored in local database or spreadsheet, for processing and retrieval (Vidhi, 2019).

Research Methodology

Analysis on Satisfaction with HRD Practices

Data for this study was collected from the managers (role in strategic decision making) and non-managers from selected hotels through a structured questionnaire which has two parts: Part A addresses the problems faced by the employees, expectations and satisfaction towards financial benefits, and intention to quit the organization and was completed by non-managers; and Part B includes different skill dimension and was answered by the managers. Questionnaire is administered with close-ended and one open-ended questions, which is given to the employees of the selected hotels after prior permission was sought from the concerned manager. Participation in this study was voluntary. Personal interviews were conducted with the volunteered managers who came ahead to participate. This was the first step to identify the issues relevant to the industry and HR practices. Based on the information collected from the personal interviews, a questionnaire was developed. This developed questionnaire was further pre-tested for reliability and validity and mailed to the participating managers. 40 managers who were willing to participate in this study were asked to rate the importance of these dimensions on a scale of 1–5 regarding expectations from their employees. Data collected from these 40 managers were presented in Table 1:

Table 1: Satisfaction of Employees with SHRD practices

Sl.No	Satisfaction level with SHRD practices	Frequency	Percentage
1	Extremely Satisfied	8	20%
2	Satisfied	20	50%
3	Dissatisfied	12	30%
Total		40	100%

Analysis on customer satisfaction using Digital Platform

Data (mentioned above under DATASET) for this study was collected from the review based web portals that contains information from diverse sources considering some structured factors used to collect data from 3 top hotel review sites: the Ttripadvisor, Goibibo and Booking.com. The considered factors has 3 parts: Hotel name, traveller review (categorized as Excellent, Good, Average, Poor, Terrible), and no. of reviews on each portal. To start with the survey, we have taken up a list of 10 of the selected hotels in Bhubaneswar. In the dataset mentioned above we get access to the number of reviews given by the customer in each review category. This in turn helped us in understanding, what is the satisfaction percentage of the customers for each of the above mentioned selected 10 hotel groups.

Overall Rating	Hotel Name	Travellers Reviews	No. of Reviews (trip advisor)	No. of Reviews (goibibo)	No. of Reviews (booking.com)
4.6	Mayfair Group of Hotels	E	709	119	78
		G	241	20	27
		A	27	4	6
		P	15	1	3
		T	14	1	1
		AR	4.5	4.8	4.5
3.7	Hotel Hindustan International	E	134	1076	36
		G	134	755	67
		A	103	282	30
		P	42	122	18
		T	32	102	11
		AR	3.5	4.2	3.5
3.4	The Kalinga Ashok	E	14	74	34
		G	51	84	53
		A	24	53	35
		P	6	18	34
		T	8	27	19
		AR	3.5	3.7	3.2
3.7	Hotel Empire	E	41	346	4
		G	60	291	3
		A	29	122	5
		P	8	45	1
		T	4	36	2
		AR	4.0	4.2	3.5
4.5	Hotel Trident	E	418	26	60
		G	128	7	30
		A	13	3	11
		P	4	0	0
		T	1	1	4
		AR	4.5	4.6	4.3

3.9	Swosti Group of Hotels	E	409	294	37
		G	244	260	66
		A	115	89	42
		P	42	55	15
		T	36	46	6
		AR	4.0	4.1	3.6
4.0	The Crown	E	84	99	21
		G	141	96	24
		A	61	29	9
		P	19	9	1
		T	9	6	2
		AR	4.0	4.3	4.0
4.1	La Franklin Hotel	E	127	766	0
		G	17	670	0
		A	36	259	0
		P	7	82	0
		T	10	105	0
		AR	4.5	4.2	0.0
3.9	Ginger Hotel	E	942	571	16
		G	287	569	45
		A	127	286	35
		P	35	129	31
		T	38	128	11
		AR	4.5	3.9	3.5
4.2	Fortune Park Sishmo	E	119	43	77
		G	49	15	92
		A	2	8	22
		P	1	3	10
		T	2	3	2
		AR	4.5	4.1	4.5

(E: Excellent; G: Good; A: Average; P: Poor; T: Terrible; AR: Average Rating)

DATASET: (7th October 2019) review table of the 10 listed hotels in all the three online review portals

Table 2A: Satisfaction of Customer with Hotel services as per TRIP ADVISOR INDIA data.

TRIP ADVISOR			
Serial Number	Hotel Name	Bad review%	satisfaction%
1	Mayfair Group of Hotels	2.97	97.03
2	Hotel Hindustan International	16.44	83.56

3	The Kalinga Ashok	13.59	86.41
4	Hotel Empire	8.45	91.55
5	Hotel Trident	1.5	98.5
6	Swosti Group of Hotels	9.18	90.82
7	The Crown	8.91	91.09
8	La Franklin Hotel	6.4	93.6
9	Ginger Hotel	5.08	94.92
10	Fortune Park Sishmo	1.69	98.31

Customer's maximum satisfaction percentage: The Oberoi Group (Trident) with 98.5%

Table 2B: Satisfaction of Customer with Hotel services as per GOIBIBO data.

GO IBIBO			
Serial Number	Hotel Name	Bad review %	Satisfaction%
1	Mayfair Group of Hotels	1.34	98.66
2	Hotel Hindustan International	9.95	90.05
3	The Kalinga Ashok	1.75	98.25
4	Hotel Empire	9.43	90.57
5	Hotel Trident	2.63	97.37
6	Swosti Group of Hotels	6.71	93.29
7	The Crown	6.58	93.42
8	La Franklin Hotel	9.75	90.25
9	Ginger Hotel	1.49	98.51
10	Fortune Park Sishmo	8.00	92.00

Customer's maximum satisfaction percentage: the Mayfair Group of Hotels with 98.66%

Table 2C: Satisfaction of Customer with Hotel services as per BOOKING.COM data.

BOOKING.COM			
Serial Number	Hotel Name	Bad review %	Satisfaction%
1	Mayfair Group of Hotels	3.66	96.34
2	Hotel Hindustan International	19.87	80.13
3	The Kalinga Ashok	32.10	67.9
4	Hotel Empire	18.75	81.25

5	Hotel Trident	2.70	97.30
6	Swosti Group of Hotels	13.09	86.91
7	The Crown	4.91	95.09
8	La Franklin Hotel	9.75	90.25
9	Ginger Hotel	31.65	68.35
10	Fortune Park Sishmo	6.63	93.37

Customer's maximum satisfaction percentage: The Oberoi Group (Trident) with 97.5%

Conclusion

There are established relationships between recruitment practices and the level of training provided. One of the foremost objective of HRD department of hospitality industry is to identify the training needs of employees and try to conduct proper training programmes for them. Due to the frequent change in business technology, behaviour, traits, perception of clients, it is essential to keep employees updated with the changes. It is the employee who encounters the customers rather than the management. Part of this research observed that The Hotel Oberoi in Bhubaneswar regularly sends staff for taking training to the Hotel Management Institutes in Bhubaneswar or to The Oberoi Group of Hotel Management Institutes in Delhi. And in this endeavour of ours to find out whether or not, training the staff of the hotel is actually making any difference in acquiring the global economy, we analyzed the data from online portals and observed that educating and updating their employees The Hotel Oberoi in Bhubaneswar is making a difference, in terms of the satisfaction level for their customer. The satisfaction level is the maximum compared to rest of the nine 5 star hotels that we took into consideration.

Thus, this approach towards effective implementation of the strategic HRD policies and its outcome is one of the predominant factors that will help the emerging hotel groups not only stand apart from the crowd but become a Hospitality Brand.

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(Nearly) 60 years of business schools in India: A chronicle of the ongoing quest for Indian management knowledge

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Introduction

Management education in India is largely a post-independence phenomenon. Unlike many other disciplines that were part of the Indian university system laid down by the British, management emerged as a separate area of study in India only after independence (Srinivas, 2008). This essay chronicles the history of management education and research in India, focusing in particular on how the historical and political context within India and across the globe shaped the programme designs, curriculum, pedagogy, and research topics and approaches in Indian business schools. The narrative reveals the periphery-centre relationship that exists between Indian management scholarship and the Western, primarily US, management scholarship. It discusses how Indian business scholarship occupies only the inferior, marginal and peripheral positions in management field, and is still dependent on the Western/US scholarship, that assumes the superior, central position. The essay considers the impact of this dynamic, specifically how it conditions the Indian scholars, students and managers to think about and practice management in ways relevant to the Western/US context, rather than Indian context, organisations and people. It also compares the attempts from various quarters at different times in history to strengthen Indian management scholarship, and points out where they have fallen short and why.

Rest of this abstract is organised as follows: It first traces the history of management education and research in India, and concludes highlighting some of the aspects that need addressing to create a substantial body of Indian management knowledge.

History of Indian Management Education and Research

1950s & 60s: Beginning of management education in India

In was in late 1950s, that Indian Government first introduced management education to the country. The leaders of the newly independent India felt we urgently needed suitably trained 'managers' to build the industrial base of the young nation (Srinivas, 2008). The solution found was transfer of the American model of management education to India. America was deemed as the birthplace of management and it was only natural to turn to America for scientifically developed management knowledge (Nkomo, 2011). The first Indian Institutes of Management (IIMs) were established in Ahmedabad in collaboration with Harvard University and in Kolkata with Massachusetts Institute of Technology (MIT) in early 1960s, with the financial support from the Ford Foundation (Srinivas, 2008).

Management education programmes, curriculum and pedagogy followed in these institutions were exact replicas of the American models. Similarly, Indian management research focused on concepts invented in America rather than those relevant to the Indian context, organisations and people (Kothiyal, Bell & Clarke, 2018). If we were to compare this with the spread of management education to the other non-Western parts of the world, especially the other newly de-colonised countries in Asia and Africa, the very same dynamics can be observed in those countries as well (Alcadipani & Caldas, 2012; Cooke, 2006). Researchers on the topic

attribute this to the active role of American foreign policy and state agencies. With the collapse of Europe in the second world war, America was eager to assert its own superiority. Some scholars claim that dissemination of management education to the erstwhile European colonies was an act of American state agencies, done with the help of American universities and foundations, for the purpose of spreading American style capitalism and associated values to these countries and preventing them from adopting the Soviet style of communism and socialism (Westwood & Jack, 2008). True or not, the upshot anyway was the widespread acceptance of American management concepts and theories as universal principles of management, although what constitutes effective management vary from one national-socio-political-economic context to the next. A 'professional manager' was seen as someone who had values and behaviours of an American manager (Jain, 1968). The purpose of management education was inculcating these values and behaviours in the students, which they were expected to spread in their organisations (Joy & Poonamallee, 2013).

1970s & 80s: In search of 'Indian management'

In 1970s and 80s, some of the Indian scholars as well as students began to question the relevance of the imported concepts to the Indian context, and wondered if acting like an American manager was the best way to be effective in India (Kumar, 1982; Rangnekar, 1969, 1971). There was a greater recognition that American concepts and theories did not fully work in Indian organisations and Indian organisations were likely to benefit more from locally grown concepts and theories (Virmani & Guptan, 1991).

There were some conscious attempts to localize the body of management knowledge disseminated to the students and practitioners. The attempts at IIM Ahmedabad were focused more towards modifying the imported concepts to fit Indian ethos and social realities of the time (Garg & Parikh, 1993, 1995). In contrast, the efforts at IIM Calcutta were based on reclaiming and Indian spiritual traditions as the conceptual base for understanding and teaching management practices (Chakraborty, 1991, 1995).

However, years of dependency on American scholarship had left Indian management research under-developed to introduce local concepts and theories to replace the imported ones in transforming the body of knowledge that was widely used in business schools to one that was truly grounded in India. To start with, there has been very little focus on doctoral education for training researchers capable of undertaking fundamental research in Indian context. Much of the Indian research had been replications of American studies rather than newer ways of exploring Indian management challenges and solutions (Kothiyal, Bell & Clarke, 2018). Many of the American or Western research partnerships with Indian schools and scholars were based on tilted power relations, which made it difficult to resist the use of imported concepts and gain acceptance for uniquely Indian perspectives (Bell, Kothiyal & Willmott, 2016). Thus, the chances of generating empirically grounded knowledge from India was compromised. In effect, America continued to be source of new knowledge, and the universality and supremacy of American management scholarship remained unshaken.

1990s: Creating 'global managers'

In 1990s, with the economic reforms which led to liberalisation, privatisation and globalisation, the American model regained popularity. Globalisation of economies around the world and spread of multi-national corporations (MNCs) (Adler & Gundersen, 2008) created the impression that national contexts might not be relevant any longer and what we

required were 'global managers' with cross-cultural competencies (Pitt & Berthon, 1997). The uncontested position of America as the world leader after the demise of Soviet Union, and the dominance of American MNCs after globalisation (Westwood & Jack, 2008) meant that a 'global manager' was someone with an American style management education.

There was a surge in the demand for management education both from the expanding Indian corporate world and ambitious youth who were lured by lucrative corporate careers. Management was perhaps is one of the most sought after professions among the Indian urban youth post liberalisation. There was much hype in the media and among the public around the career opportunities and future earning potential that an MBA opened up. During the period between 1950 and 1980, 118 new business schools were started (annual growth rate of 4 percent); between 1980 and 1995, the growth rate went up to 20 percent; and between 1995 and 2000, it skyrocketed to 64 percent. The focus was yet again on churning managers at a rapid pace to meet with the corporate and student demands. Curriculum had to contain whatever was fashionable among the global management world at the time. India-oriented research took a back seat again.

Post 2000: Back to the search for 'Indian management'

After 2000, with the rise of IT outsourcing industry and India's emergence as a world economic power, there has been another shift. There is now an increased interest among Western scholars to learn about and from the Indian context, organisations and managers. This has led to flocking of foreign academics to India and creation of partnerships in India, increasing the research activity within India. Alongside, the number of business schools has gone up at more accelerated pace - from 1,888 business schools in 2005-06 to 3,858 in 2010-11. This has also created concerns about quality of Indian management education and credentials of faculty. Indian business schools compete for higher positions in the national and international rankings, some of which take the research credentials of faculty as an indicator for quality of the education. The latest policies of the Indian government aim at ranking the business schools based on a number of parameters including the quantity and quality (using journal rankings as a proxy) of research (Kothiyal, Bell & Clarke, 2018, Ojha, 2017). All these together seems to have created a renewed impetus for strengthening management research in India, which holds the potential for contributing to a locally grounded body of knowledge.

In response to the above contextual pressures, Indian scholars, who were traditionally focused on teaching, have had to pay more attention to research. Doctoral programmes in many schools have been strengthened. Indian Academy of Management was formed in 2009 and started having biennial conferences for promoting research. PAN IIM annual conferences were introduced in 2012. Many business schools have included research performance as a parameter for assessing faculty performance. This should have been a great opportunity to refocus on India specific research and curriculum development.

Unfortunately, the power imbalance between Western/American and Indian scholarship still comes in the way. Many of the research partnerships are still based on tilted power relations, and the research often ends up being an exercise of providing Western explanations for Indian context and issues (Bell, Kothiyal & Willmott, 2016). The formal requirements for publishing research in top ranked international journals whose editorial boards are composed predominantly of Western academics (Barnes, Sang & Baruch, 2017; Murphy & Zhu, 2012) also compromise Indian research. Most top ranked journals operate based on Western norms on acceptable research topics, methods, and ways of writing and use of language (Barnes,

Sang & Baruch, 2017; Darley & Luethge, 2019). Indian scholars who are trained differently and are not part of the Western networks are often less equipped to tackle these, and hence unable to publish fundamentally original work that are truly relevant to India and grounded in Indian knowledge traditions. It must also be noted that the financial and other resources available to Western scholars to carry out research are not available to Indian scholars, although the business schools and the Indian government have begun to demand comparable performance from them. As a result, Indian research is still struggling, and has not been able to significantly change the body of knowledge that forms the curriculum. As a result, Indian students and managers remain consumers of management knowledge that is still predominantly American in origin.

Conclusions: Going Forward

At present, the institutional context demand greater research focus from Indian scholars. The government has started ranking systems for educational institutions, one parameter of which is research outputs. Within management schools, the infrastructure for providing resources and support for research has improved (e.g. dedicated Research Offices, Workshops with editorial boards/visiting foreign faculty etc). Thus times seems right for wide-spread knowledge generation that is truly India-based and focused, which can be fed into curriculum in order to slowly move away from the dependency on the Western theories, concepts and resources.

It may be worthwhile to pay attention to some of the remaining issues at this juncture. India does have knowledge traditions from the past that can provide theoretical footing to our research explorations of managerial behaviour (Chakraborty, 1995). But just as any colonised country, these traditions were interrupted in the period of colonisation (Mahbubani, 2010) with the introduction of English style formal public education (Joy, 2011). The task before us is to reclaiming those traditions, rework them as theoretical foundations for exploring contemporary management practices and equip them with tools for empirical inquiry that can truly capture the essence of Indian management, but at the same time capable of engaging with the dominant discourse from the West. This task is however much bigger than individual scholars acting alone can take up on.

There needs to be greater institutional support within India for this to be fruitful. The focus should be on creating academic communities that advance research on different aspects of managerial and organizational practices in India that can collectively generate a body of knowledge, rather than evaluating individual academics on research outputs that often do not feed into curriculum. Although new venues for academic exchange such as Indian Academy of Management (IAM) and PAN IIM conferences have emerged, they are yet to develop into what the annual colloquiums of European Group of Organisation Studies (EGOS) have grown into as a space for nurturing European intellectual traditions as opposed to the American ways of the Academy of Management. Also, it must be recognised that the mainstream journals that currently rank higher in the lists used by the Government as well as management schools, are not open accepting ideas that fall outside of outside of their theoretical or experiential realm (Darley & Luethge, 2019; Kothiyal, Bell & Clarke, 2018). Instead, publishing avenues that promote insightful research on India should be made available and valued equally in performance evaluations. Otherwise, those who want to advance India-focused research will not have any incentives to do so. This is not without precedence – when the Chartered Association of Business Schools (CABS) announced their first journal ranking list, they decided to rank British Journal of Management (BJM) equally with the top rated American

Journals, although BJM was ranked lower in other lists at the time. In addition, there need to be more concerted efforts for translating the home-grown research into teaching. Even after nearly 60 years, the dependency on Western textbooks and Harvard cases is substantial, even though the some of the IIMs have tried to develop case repositories. The aim should be to increasingly create text books that are based on research evidence from India and gradually replace the foreign cases with cases developed from our own original research. My hope is that communities of academics with a shared vision will come together to take this forward.

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Community Based Organisations (CBOs) and Participatory Governance: Insights and best practices from Nenmeni, a rural water supply management CBO in Kerala

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Introduction

The government sector organizations have long been criticized for their inefficiencies in catering to the needs of the people. Ever since the global financial meltdown in 2008, the faith in private sector organizations also has substantially eroded. Organization scholars, especially in the area of social innovations, observe emergence of alternate organizational forms that rely on greater participation of people to solve their problems and cater to their needs (Lawrence, Dover & Gallagher, 2014). These new organizational forms are seen as potential substitutes for government and private sector organizations; capable of overcoming the latter's deficiencies.

Literature Review

This paper explores the alternate organizational form, namely Community Based Organization (CBO), which took roots in India with the nation's move towards decentralized governance since 1990s. In the 1990s, the 73rd and 74th amendments to the constitution transferred a considerable amount of power vested with the central and state governments to the Gram Panchayats (GPs), the lowest tier of local self-government institutions. Along with this, a large number of developmental responsibilities, including those for providing some of the key public services, became part of the GPs' governance portfolio (Mathew, Zachariah & Joseph, 2008). The impetus for this move was the hope of increasing the efficiency, effectiveness and transparency of governance. In different parts of the country, the decentralization opened avenues for more participatory approaches. Unlike decentralized governance based on devolution of power to local self-governments and their elected peoples representatives, participatory governance directly involves members of the community.

Community Based Organizations (CBOs) for community participation in governance were made up of members of the community, who are both beneficiaries of a service, while responsible for their planning and implementation as also post-implementation operations and maintenance. This way CBOs are expected to enable the articulation of needs at the grass root level, generation of locally responsive solutions and long-term sustainability of the outcomes. In the process CBOs encourage greater inclusion and empowerment of traditionally marginalized groups such as women, dalits etc.

CBOs are anticipated to spread widely in India judging by keenness shown by the government of India as well as developmental agencies like World Bank in its promotion. This is supported by NGOs, activist groups and even ordinary citizens, who have been showing increasing interest in and the demand to participate in governance.

In 1998, the Kerala Rural Water Supply and Sanitation Agency (KRWSA) introduced a community based water supply scheme christened *Jalanidhi*[1]. Initiated with assistance of the World Bank in four northern districts of Kozhikode, Palakkad, Malappuram and Thrissur on the basis of water shortage, poor quality of available water, large proportion of poor, disadvantage and marginalized population, the coverage was over three lakhs households, benefiting a population of over 15 lakhs in the 80 selected GPs.

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[1] Jalanidhi meaning a treasure of water

Jalanidhi's devolution of responsibility of water management to CBOs was driven by the failure of the Kerala Water Authority (KWA)[2] to sustainably manage its schemes to the satisfaction of its users (Chakrapani, 2014).

Jalanidhi was an experiment in CBOs wherein users themselves conceptualized, planned, and implemented water supply and management projects on a total cost- recovery basis achieving the twin objectives of community participation and sustainable management of increasingly scarce water resources[3]. As part of these initiatives, the Kerala Rural Water Supply and Sanitation Agency (KRWSA) was constituted as a nodal agency to facilitate the implementation of rural water supply systems by CBOs.

Context of the current research

Kerala, the land of 44 rivers replenished annually by almost six months of monsoon paradoxically faces the problem of water scarcity amidst plenty. Managing its water resources, ensuring its equitable distribution and extending water supply to hilly and far flung areas, most often inhabited by poor and marginalized sections of society, has been a socio-political priority for the government.

Since the 1990s, India has experimented with participatory governance, first through representatives of communities in local GPs and then directly through CBOs constituted of beneficiaries. In response Kerala state in 1996 launched the People's Plan Campaign involving the local government in the state's annual planning. It was decided that 35 percent of the state development budget be allocated to the local governments to be spent on developmental priorities determined by the local people (Mathew, Zachariah & Joseph 2008).

World Bank (2009) reported Kerala was one of the most successful states in implementing the 73rd and 74th amendment devolving responsibilities to the lowest tier of the local self government institutions- the GPs. CBOs as vehicles of devolution efficiently and effectively utilized government funds for addressing their community needs.

Data and Methods

In this paper, we highlight the above through the Nenmeni Jalanidhi Rural Water Supply Scheme (Nenmeni NSJVS), a CBO-managed rural water supply and sanitation scheme operating in Nenmeni panchayat, in Wayanad district, Kerala. To get a good understanding from different perspectives of an investigated phenomenon a triangulation method is used (Alan Bryman, 2018). That would not necessarily mean cross-checking data from at least two sources or methods and confirming it is correct or not. It's more to increase the level of knowledge about something and to strengthen the researcher's standpoint from various aspects. Especially when setting and following the methodological framework of a research. Triangulation is a method used by qualitative researchers to check and establish validity in their studies by analyzing a research question from multiple perspectives (Guion et al, 2011). In Patton's (2002) view, any inconsistencies should not be seen as weakening the evidence, but should be viewed as an opportunity to uncover deeper meaning in the data. For this study different secondary sources were cross-checked with information provided first hand by Nenmeni NSJVS project personnel. This included their documents and presentations as also face-to-face meetings and telephone conversations for clarifications and illustrations. Nenmeni offers an example of how an effective CBO in the long term, which is true to its original conceptualisation, has carved a space for itself as a legitimate body of governance.

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[2] KWA the autonomous body entrusted with the responsibility of planning, implementing and managing water supply systems by the Government of Kerala since April,1984.

[3] https://jalanidhi.kerala.gov.in/

Nenmeni highlights how hitherto unseen benefits emerge for successful CBOs as it continues to expand into areas of operation much wider than those envisaged during its inception. This includes bringing most neglected and poor segments of community under the fold of community care and social responsibility thereby filing an institutional void created when the arms of state machinery fails in reaching far flung areas or the poorest of poor.

Nenmeni GP, a part of Sulthan Bathery block of Wayanad district covers an area of 69.39sq.kms with a population of 48035 (Oct 2019) with over 2000 SC and ST[4] households. The total number of water supply schemes in Nenmeni GP (2005-2008) was 103, set up with an investment of Indian Rupees 6.9 crores in all. The attempt of the Nenmeni NSJVS has been to expand the reach of water supply schemes through rehabilitation of existing KWA schemes by transferring rights of management to the Gram Panchayat thereby making it a community led and run water supply scheme. The scheme was in turn fully transferred to a CBO in 2007 and since then the scheme has reported full pumping disruption of only 1.52% and partial pumping disruption of only 3.55%, remarkable for a scheme run by grass root community members. There has been a steady increase in the number of households covered under the scheme from an initial 421 to 2802, the credibility of the scheme being the critical factor in attracting more households to seek connections.

The CBO has effectively responded to the needs, emergencies, capacity of system while continually learning from field experiences. Being led and managed by community representatives with no particular management expertise, knowledge or previous experience of managing a water supply project, this learning agility has ensured sustained progress. For example reducing the repair and maintenance time in a scheme spread all over the panchayat necessitated vehicles for swift action which was ensured by acquiring a mobile service van and a Scooty. Changes in institutional structure and organization have also been made to accommodate emerging expectations of service quality.

Discussion
Building institutional credibility: a multipronged approach

The framework used to develop a model that could serve the community best was an adaptation of the Sustainable Livelihood Model provided by Department for International Development (DFID), UK. It views poverty as an outcome of a broad range of resources and to break the poverty cycle and embark on the path of a sustainable livelihood, it is necessary to generate a wider range of capitals, which include not only *financial capital*, but also *human capital, physical capital, social or governance capital,* and *political capital*.

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[4] SC and ST are Scheduled Caste and Scheduled Tribes of India, some of the most backward communities recognized under constitutional schedules.
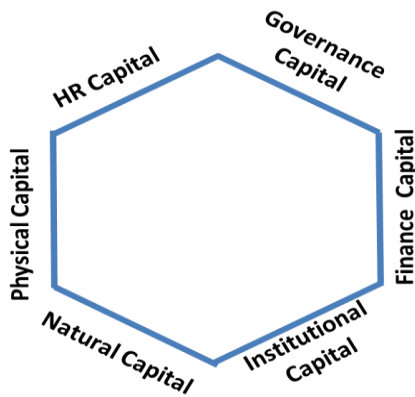
The approach of NJRWSS towards community service involved a management of six different kinds of capitals or resources, which the CBO has built and leveraged.

Natural capital or the water source the Noolpuzha a tributary of Kabini river a perennial source of water and the starting point of action. Though perennial, the water is rather muddy especially during the monsoon due to landslides in the catchment area. The identification of the upstream source point and preservation of the forest cover around it has ensured that the river is protected and continues to be a bankable source.

Physical capital such as storage tanks, water treatment, pumping and distribution infrastructure and facilities that were developed for the project. The water treatment plant combines cost efficient yet advanced processes that yield high quality potable water. NSJVS now functions with a fully automated Software for operations and maintenance management.

Human resource capital representing the emergent leadership and management capability from among the elected office bearers, the capabilities of the staff who are the main operational resource of the CBO, their technical knowledge acquired to efficiently run the scheme. A high level of human capital has ensured that forthcoming threats to the scheme have been proactively managed, including managing local politicians and public sentiment while taking critical decisions like water tariff hike. Expertise in maintenance, expansion and service improvement of the scheme has come through a consistent effort to educate members in management of similar projects. Today the CBO trains other state projects on water supply management.

Governance capital has been built around the institutional framework of by-laws that govern the CBO. Clear operational and maintenance procedures have been developed and institutionalized for undisrupted water distribution. The GP is constantly kept abreast of CBO activities and the transparency has helped the scheme achieve the communities trust. Institutional structure include a GP Board of 23 members, an elected Advisory Board (AB) of six members. Monthly meetings are held with staff and the GPB and AB members to enable timely decision making and transparency. Nenmeni NSJVS is a legal entity registered under the Charitable Society Act. Meetings of the GPB and GC are not just forums for sharing information but tools of transparency and democracy.

Nenmeni NSJVS has maintained close ties with the Gram Panchayat with the GP President being an ex-officio member of the NSJVS. The Gram Panchayat has supported the CBO with a Rs. 30.10 Lakhs grant to extent distribution network. It has further entrusted NSJVS to take

over eight defunct micro water supply schemes thereby extend the reach of the scheme. The cordial relationship with the GP has been maintained irrespective of the political affiliation of the GP.

The critical aspect of the framework is the financial capital. Revenue is generated through an efficient water metering, billing and collection system. Billing and collection is currently done using hand-held devices that has made the system accessible to locals and ensures prompt collections. The major sources of expenditure are hardware replacement, repairs and maintenance of the storage and distribution network, expenses on chemical for water treatment and salaries and consumables. All accounts are professionally audited annually.

The winning model

Since 2008 Nenmeni NSJVS operates in a project area divided into 9 distribution zones for efficient management. With transparency in management through its AB, Nenmeni NSJVS has become the operating agency for three additional rural water supply schemes outside Nenmeni GP, two within Wayanad District-Thondernad GP's Mavally RWSS- 489 HSCs, Panamaram GP's Neervaram RWSS- 470 HSCs and Adimali GP 2759 HSC in Idukky District.

Nenmeni NSJVS as a model CBO was established specifically for the management of the water supply project, but went beyond to provide new connections to poor families improving their quality of life often free of charge for selected Below Poverty Line (BPL) families and institutions like Anganwadis, primary health care centre and schools. While BPL families are given loan support for meter installation and repayment made through ten equal monthly instalments, often the CBO ventured further with the Karunya Health Support Scheme through which it supports 16 very poor patients of the village.

Leveraging community trust and transparency built on the operational efficiency of the water scheme, Nenmeni NSJVS could use its close linkage to GP, its president and AB to secure permission to open up new connections to local community members for a deposit of Rs 1000 to the CBO. The interest revenue from the deposit money corpus funds the CBO's community initiatives for BPL members. Further, through extensive conversations with the community and CBO executive committee members, households coud be be convinced to contribute Rs 5 every month over and above their water charge towards funding pro-poor initiatives like the Karunya Health Support Scheme.

Additionally, a computer training centre was established at Cheeral Village Centre to improve employability of the village youth. The CBO purchased 15 cents of land and set up an office, which doubles up as a field school offering capacity building support to medium and large rural WSS in Kerala. The origin of this idea is interesting. Several customers who came to pay the water charges expressed their need for a photocopying facility as the trip could then be useful for errands. Through informal conversations, it was clear that locals lacked a facility for electronic access of governmental services. These inputs coalesced into the idea of a computer centre not only for enabling electronic payment services but training the youth as well. The success of the Nenmeni NSJVS in understanding local needs and aspirations and converting them into CBO led initiatives is an example of how a CBO in a remote rural area in India can effectively fill in for the institutional voids existing in the infrastructure and resource provision of the government.

For achieving the above any CBO has to build legitimacy among community members like Nenmeni NSJVS that succeeded in prevention of wastage of water through user education and use of better technology besides disciplining through fines and penalties for water wastage. Technology use like mobile remote pumping operations and community water quality testing laboratory has enhanced operational efficiency and water quality respectively to the level of bottled mineral water. A consensus based approach to decision making and discussions before changes are introduced has made the CBO a positive workplace for the staff.

Best practices that are worth emulating from Nenmeni NSJVS are many that primarily rely on creating community ownership and management of the transition and maintenance process. This and further move into developmental activities clearly needs good relationships with the Gram Panchayat and deft management of political capital at the local level as important levers of success. The CBO core members need to play the role of scheme champions, and conduct themselves professionally with all their stakeholders, taking a pro-poor, inclusive and innovative approach to scheme management.

As a forward looking CBO, Nenmeni NSJVS future plans include building an auditorium cum training centre and office at Cheeral Village and establish a *Pathashala,* field school for medium and large water supply schemes managed by community in Kerala. Together with reducing water wastage by replacing old pipelines and expanding reach to include more households, Nenmeni NSJVS ambition is to be able to facilitate the development of a Local Water Policy for Nenmeni GP that will be a model across the state.

Conclusion

As has been highlighted by Nenmeni NSJVS as a successful CBO, a synergistic and complementary role needs to be played by different stakeholders in projects to benefit rural communities that are far flung, lack institutional and infrastructural support and are often economically weak. Besides the CBO this primarily includes the local self government or GP, suppliers and local beneficiaries. In the early stages the CBO's need of hand holding by the GPs should result in creating structures for transparent communication and trust between the GP and CBO through the presence of Panchayat, especially its President, AB etc in majority decisions of CBO. As the CBO expands and more decisions are devolved to it, the CBO through its performance and accumulated knowledge needs to win the trust and support of the community while continuing to cultivate its relationship with GP professionally and above political biases. In its expanded and autonomous role the CBO should progressively undertake more community benefitting activities, leveraging available technology besides leverage on both its community and GP trust to autonomously execute these new activities. Finally for continued support, CBOs should have clear future plans that keeps beneficiaries in the centre but are futuristic, clearly highlighting its role as an effective alternative to institutional voids existing in many of these activities in fulfilling a collective aspiration to improve local livelihoods and community wellbeing. At every stage CBOs in consultation with GP and community adopt effective structures, processes and systems whose underlying purpose is to uphold trust and legitimacy building with its critical stakeholders in its quest to function as an effective autonomous body for the welfare of the community. For this CBOs need to encourage the emergence of a young and progressive leadership early on which help introduce and sustain a growth mind-set as also ensure grass-root level engagement and idea seeking.

In the absence of sustainable CBOs like Nenmeni NSJVS, community based projects of Jalanidhi have faced acute problems like the poorest of the poor have been unable to pay the

beneficiary share of 15% as stipulated in the project and consequently have been kept away from the project. Women from poorest households having availed loans to pay the initial cost, subsequently face difficulties in repaying their loan. Erratic water supply has only added to their woes, fetching water again has left them with little time for income generating activities to pay off their debts. Since they are in minority, their voices have gone unheard by the government authorities. A good number of the BPL beneficiaries without enough education fail to carry out operations and maintenance effectively without the help of the NGOs or support organization. There have been several instances wherein women of such communities are forced to take over such troublesome day-to-day management of the project. If 95% of such CBOs continue to exist, in the absence of formal guidelines for organizational sustenance, it could be assumed that the groups have managed to survive on sub-optimal structures, processes and practices and may cease to exist in future unless Nenmeni NSJVS's core philosophy and operational excellence can offer memetic advantages for such CBOs.

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Rethinking governance of producer companies: looking beyond corporate governance and at the context

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Corporate governance has been an area defined and researched in various ways depending on the domains of the researchers and the paradigms being affiliated to. However, the common thread that binds the various streams is about challenges arising out of owners or principals trying to exercise power over their agents. Recent additions to corporate governance include ideas about stakeholder participation, ethics, accountability etc., triggered by an environment of corporate frauds, economic meltdown and globalized corporations. Governance in enterprises has been theorized predominantly as a principal-agent problem for managing conflicts between the management, the shareholders and other stakeholders. The governance literature provides managers with tools to deal with challenges of decision rights, property rights and residual claims, based on agency theory, stakeholder theory, managerial hegemony theory, game theory, transaction cost economics. In this article, I ask whether the theories and frameworks of corporate governance can be applied to cooperative enterprises. I argue that since the logic of both enterprises, cooperative and investor owned firm (IOF), are very different, the former being complex, hybrid organizations, there is a need to relook at the theory of governance for new generation cooperatives, known as producer companies, that have emerged as a result of reforms in legislation due to a need to cure the ills of traditional cooperatives, and to provide a tool to the farmer to integrate into the value chain and have a say in the market. The new generation cooperatives in India are relatively recent and have manifested as producer organizations or producer companies (known as FPO or FPC). Since FPCs are profit making as well as social entities, managing these hybrids can be challenging. To seek solutions to governance problems and conflicts among managers, directors and the general members, it is most obvious to turn towards the theories used for corporate governance in other investor owned firms (IOF). But an appreciation of the difference in the nature of an FPC and IOF can help us to look for a strategy of stewardship and cooperation rather than competition, to resolve the issues of governance. Theorizing FPCs, can thus draw from ideas from beyond corporate governance literature, and also from case studies of producer companies and farmer collectives, focusing on what governance challenges these organizations face and how do they go about finding solutions. In a sense, the idea is to base the theory of FPC governance in the actual context, rather than basing it in theories of corporate governance.

Crafting social innovations: How do social entrepreneurs produce social innovations and solve complex social problems?

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Abstract: Drawing insights from case study of a social entrepreneurship venture (The Bombay Mothers and Children Welfare Society), this paper explains the decision logic (thought process) of a social entrepreneur in spearheading social innovations for solving complex social problems in several Tribal villages in Maharashtra (India). The thought process involved combining strategic philanthropy and social entrepreneurship. The thought process culminated several innovative ideas for mobilising resources, social venture creation, nurturing human resources, and fostering individual-community- public partnership: the idea of walking the last mile with the government. Such innovations are proved to be productive in turnaround of an ailing social organization and spearheading social change in several Tribal villages. It also helped in engaging a large pool of professionals both in the corporate and government for bringing social change in these villages. The findings have implications for creating social entrepreneurial ventures and crafting strategies for social change.

Keywords: Crafting strategies, Decision logic, Social innovation, Social entrepreneurship, Strategic philanthropy

Introduction

Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. They are ambitious and persistent in tackling social issues and offering new solutions to effect far-reaching change (Eggers and Macmillan, 2013). Instead of leaving societal needs to the government or the business sector, social entrepreneurs take it upon themselves to identify what is not working and offer solutions to the problems by changing/altering or supporting the system. Not content with that, they also persuade all sections of society to be part of this process of social change. Social innovations are integral to these change process (Schubert, 2018). Mulgan (2007) defines social innovations as innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through

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organisations whose primary purposes are social. Social innovations are contextual and cut across all sectors and fields. Grice et al. (2012) view social innovations as new solutions that simultaneously meet a social need and lead to new or improved capabilities and relationships and better use of assets and resources. According to Mulgan (2007) there are three characteristics that make up social innovations: i) social innovations are usually new combinations or hybrids of existing elements, ii) putting social innovations into effect usually involves cutting across organizational, sectoral or disciplinary boundaries and iii) social innovations leave behind compelling new social relations between previously separate groups. According to Grice et al. (2012) to identify a practice as social innovation, five elements should be present -novelty, from ideas to implementation, meets a social need, effectiveness, and enhance society's capacity to act.

Social innovations can be in the form of new products, new services, new processes, new markets, new platforms, new organizational forms, new business models (Grice et al. 2012). Innovations can be incremental or radical in nature. Majumdar and Choi (2015) provide a framework for understanding social innovation. According to them an innovation is identified as social innovation based on three constituent aspects-formalization, change process and social outcome. Mulgan (2007) provides a stage model for innovation process. The first stage involves understanding the social issue which is not addressed and identifying the potential solutions to tackle it. There can be various potential sources for societal needs; each of them has to be tied with new possibilities. New possibilities may be technological; it may also derive from new organizational forms or from new knowledge. New social ideas can also be a combination of old ideas which are not new inherently. The second stage is developing, prototyping and piloting ideas. It is possible that ideas may fail, but many failed idea gives the new direction which will succeed. The third stage is assessing the idea then scaling up and diffusing good ones. The final stage in the innovation process is learning and evolving. It is also important to note that important innovations follow a zigzag manner with the feedback loop associated in many stages. This shows the significance of networks and clusters in innovation. This also indicates that innovation cannot be prescriptive in nature. Commercial markets can also act as a developing route for social innovations sometimes. It starts with production and consumption within a gift economy

and later gets adapted to niche markets; finally, it will be transferred to the mainstream with investment form larger companies.

Social innovations need not be completely unique or original but it should be new to the field, sector, market, region or user, or be applied in a new way which never existed before. In the change process, social innovations are expected to be more effective than existing solutions. There should be a measurable improvement in outcome in terms of quality, user satisfaction, rates of adoption or reduction in costs or level of impact created. Social innovations are also expected to meet social needs. Identifying social innovation to meet social needs is a deficit based approach since we are only looking at what the community lack. However it is suggested that we can use asset-based approach also in social innovations, which focuses on what community have at their disposal or both should go hand in hand. Social innovation also enhances society's capacity to act by establishing new power relations, improved use of resources, or by increasing socio-political capabilities. It is important to note that there can be other elements also along with the ones which are described.

Social innovations can cut across sectors. There are cases in which innovations are developed by nonprofit organizations but later adapted and practiced by social enterprises or business firms. The models developed by distance learning platforms just one example for the cross-sectoral feature of social innovations. New technologies are enabling social innovations to be open and collaborative in nature. It increases the capacity to come together and create better solutions. Co-production is put forward as another feature of social innovations. In many cases boundaries between consumers and producers are blurred. For example, organizations like cooperatives and credit societies gained its importance recently for its impact on improving people lives. These experiences show that individual or collective well-being can be achieved through mutual dependence. Social innovations can create new roles and relationships, it use assets and resources to the optimal potential and it also develops assets and capabilities within the community. Realising these potentials, Seelos and Mair (2012) suggest that it is a high time for social sector organizations to move from considering innovation as an outcome and treating it as a process.

Many of the traditional assumptions about social innovations are misleading. Successful innovations require understanding the organizational process and the context that make innovation work. The paper seeks to answer the question how does a social entrepreneur craft social innovations and solve complex social problems. The paper is organised in the following sections. The second section describes the methodology for the study. This is followed by description of two cases illustrating the thought process of a social entrepreneur for producing social innovations. This is followed by a discussion on key learning and insights.

Methodology

This study adopts qualitative approach involving case study of a social entrepreneurial venture. Single case study method can be useful for studying in-depth of a social phenomenon in its real life context (Yin, 2003). This study is based on Bombay Mothers and Children Welfare Society (Mumbai, India). The organization is selected based on its uniqueness and the suitability for studying the decision-logic involved in crafting of social innovations within the organization. The Bombay Mothers and Children Welfare Society is a social enterprise, established in 1919 in Mumbai. BMCWS has three low-cost ultra-modern hospitals which are located in Mumbai, Rajgurunagar, and Bhilawadi. The Rajgurunagar hospital provides modern medical facilities for the people at affordable prices. The organization also undertaking health and hygiene programmes in rural areas, free medical camps, and distribution of deworming tablets in addition to their regular health services. BMCWS made a significant contribution to the development of education in rural regions of Rajgurunagar. The organization started renovating government schools and equipped it with necessary teaching aids and facilities. With the effort from BMCWS, many schools are electrified and facilitated with digital self-learning curriculum. BMCWS introduced innovative programmes like mobile computer labs, nutrition programme for children, vocational computer training programme for the development of education in the region. BMCWS also undertaking rural development initiatives through projects like rural electrification, reverse risk mitigation programme, and water supply schemes.

The study used interviews, focus group discussion and textual analysis as methods for data collection. The data collection began with interview of the Secretary of BMCWS. The initial interview focused on gathering data on vision, mission, the target groups and programmes of the social venture. This was followed by two rounds of interviews to understand the strategic decision making in the organization. The data collection also involved interview of teachers of rural schools and programme co-ordinators. Interview with teachers covered their involvement in the design and implementation of the programmes and their views on programme outcomes. Besides, the programme co-ordinators were interviewed to get in-depth understanding on implementation process, community participation and their perception about programme outcomes. The data collection also involved three focus group discussions involving the parents, teachers and school children. The objective of the focus group discussions was to unravel the views of participants about the programmes, their involvement and the intended benefits. The data analysis involved a two-step process. The first step in the analysis was developing detailed case description using the field notes and data. In the second stage, the data collected through interviews, focus group discussion and other sources have been analysed by using qualitative content analysis. The qualitative content analysis involved developing coding framework, developing categories and themes. The themes are used for presenting the analysis and drawing analytical conclusions.

The Case of Bombay Mothers and Children Welfare Society

The Bombay Mothers and Children Welfare Society (BMCWS) is one of the oldest social welfare organizations in Mumbai, India. Founded in 1919 by Dr.Bapusaheb Mhaskar, it registered under the Societies Registration Act, 1860 and the Bombay Public Trust Act, 1950. The objective of the society was to provide low cost and affordable healthcare and daycare facilities for the people from lower income groups in Mumbai. BMCSW has earned remarkable goodwill through its hospitals and daycare centres. However, after the death of Dr. Mhaskar, the management could not run the society effectively. The quality of services was affected to a great extent leading to decline in the number of clients and erosion of revenue and reputation of the hospitals and other institutions.

Till 1977, BMCWS paid good wages and other allowances to all its employees. Thereafter it was forced to reduce wages and other allowances that led to labor unrest. Mumbai was known for its militant labour unions. The labor union was demanding higher wages and allowances. However, the society could not meet their demand, because of bad financial condition. This made the labor union to file a case before the industrial tribunal demanding wage increase and other allowances to all employees of the hospitals and daycare centers run by the society. This case went against the society as the tribunal passed an award accepting the demand of the labour union. It also demanded for the closure of the society, if the demands were not met. The society appealed in the Mumbai High Court against the decision of the Tribunal. During the initial hearing of the case, the Judge who was well aware of the society's good work raised a question about the possibility of somebody coming forward to take responsibility and run the society. He mentioned that this case will come for next hearing only after several years, by that time the society and the hospitals under it will be completely collapsed.

Taking this opportunity, a group of few people intervened in the court hearing and requested to handover the Society to them for a turnaround. Dr Madhav Sathe was one among this group. The group suggested that, Dr. Sathe will be the honorary secretary of the Trust. Dr. Sathe was a trained Anesthetist and was working at one of the hospitals under this Trust. Hence, Dr. Sathe was quite reluctant to take over the charge of the Secretary as he had no experience of running a hospital or an ailing Trust like this. He was being persuaded by his friends and colleagues as he was the youngest among them. Dr Sathe recalls that, "after a while analyzing the rationale behind the answer no and after complete analysis of the situation, I thought that fear of defeat was the only reason behind the answer no. But, I had an analytical and logical mind. Now, a time has come to apply this virtue to construct a new turnaround story. So, I decided to give a year or two and try for a turnaround".

The beginning of an experiment of investing in thought process: Dr. Sathe had inherited an ailing Trust with a bad financial condition. The financial condition was such that 'an earning of Rs27000 against an expenditure of Rs40000 per month and a corpus of Rs400, 000'. It had more than 100 workforce including doctors, nurses and para-medics, but completely demotivated and little commitment for reviving the Trust. Setting the

financial condition and motivating the workforce was a huge task. Once took over the charge of the Trust, an immediate task was to set a vision for the Trust. It has five hospitals and four daycare centres. The long years of negligence has made all of them in dilapidated condition. The occupancy rate in the hospitals was very low. Devoid of any financial resources, Dr. Sathe used his analytical thinking for the turnaround of the Trust and its hospitals. Dr Sathe prefers to call this as investing in thought process that involved crafting a turnaround strategy for BMCWS by combining strategic philanthropy and social innovations. This required constructing a vision and setting targets and goals for achieving it in a time bound manner. The vision was to create low cost, affordable ultramodern hospitals and crèches.

As most of the hospitals were in a dilapidated condition, the renovation of the buildings required huge amount of money. It was decided to close down some of the loss-making units and also to do away with subsidies and raise revenue from all its services. Another strategy was to make use of the philanthropy for revival of the Trust and its institutions. In fact the trust had a huge reputation within the society for its work. To begin with one of the hospitals was closed down and converted into a cancer patient convalescent home. Mumbai city was flooded with cancer patients and their relatives from far off places in the rural areas and all over the country. The cancer treatment was available only at the Tata Memorial Hospital in Mumbai. As this hospital was flooded with patients and constrained by space, the patients and their relatives need to live on the streets and pavements. They need to stay for longer periods under these difficult conditions to complete the treatment. In reality, many could not continue to withstand these hardships and were forced to return without completing the treatment. The idea of renovation of the building was to convert the rooms as cancer patient convalescent rooms. This could be a source of revenue to the hospital as well. The patients and their relatives (maximum two) can be given accommodation till they complete the treatment. It was also decided to offer common kitchen facility so that they could cook their food and reduce their expenditure.

Dr Sathe was aware that very few people and trusts would donate funds for civil works, but they will support social and philanthropic cause. Dr Sathe succeeded in convincing one of the prospective but reluctant donors to agree for an interest free loan for the renovation work. Dr Sathe was convinced that the revenue from the cancer patient

convalescent home would be sufficient to repay the loan amount over three years. It can accommodate 100 patients at a time. The Trust charged very nominal amount as rental from the patients. It follows a differentiated payment mechanism depending on the capacity of the patients and their families. It was decided that 20 per cent patients can stay free of cost; 10 per cent patients stay at Rs100 per day; 20 per cent patients stay at Rs300 per day and 50 per cent of the patients stay at 400 per day. The room can accommodate one patient and two of their relatives.

Another initiative for revenue generation was transforming the daycare. Although the city had a number of daycare centers, these were not affordable for the lower income families. It's a reality in the city that both husband and wife need to work so the family could earn a decent income. They need a safe space to take care of their children. The Trust decided to convert the daycare centers into beautiful child-friendly spaces. It was also decided to completely do away with subsidies. The parents were convinced about the need for payment for the services. A daycare facility at affordable cost is most helpful for these families. It was also important for the cognitive development of the child at the formative age. The parents would not be hesitant for spending a portion of their earning on their children's care. This could be a good source of revenue for the Trusts well.

Dr. Sathe sought interest free loan for construction of a new daycare centre at Goregaon. It was able to repay the entire loan amount out of the revenue generation from the daycare centres. The Parle daycare center was renovated with the support of donor fund. However, this donor could not fulfill his commitment. Dr. Sathe could convince another donor to support this project. The new donor had agreed INR2500000 over a period of three years. The Trust needed only INR 800000 for completion of the project. Dr Sathe persuaded the Trust committee to accept this deferred donation to complete the project at the earliest. The donor had supported the project as promised and had also contributed the rest of the amount within two years period.

Nurturing human resources: The second task was to nurture the workforce. The Trust had over 100 workers, but they were completely demotivated. It was urgent to reform the workforce. The trust reached out to the entire workforce through one-to-one personal and group meetings. The workers were also watching the new management. They found real

changes in the hospitals and other institutions. The Trust had adopted a very humane approach towards the workforce. Interaction with the hospital staff, patients and senior doctors was of immensely helpful in dealing with the workers' issues. The strategy was winning the heart of the workforce. It was found that they lacked ownership and driven by negative attitude. They were also influenced by the militant unions. Mumbai city has witnessed some of the most militant trade union movements in the country. Dr Sathe felt that, the only way to reform the workforce was to instill ownership and responsibility among them. This could not be achieved through coercion, but through winning their heart.

One of the strategies was to identify the inner potential of the workforce. It was decided that, rather than hiring people from outside, it is better to train and build the capacities of people within the organization. So, the workers were provided training on operating the computers, hardware maintenance, operating fax, telephone and also developing their social skills. Some of them have been trained as X-ray technicians and ward attendees. Care was also given to instill effective social skills among the workers. The Trust administration was also streamlined to facilitate these changes. Now the workers can communicate the management directly without the intermediation of union leaders.

This strategy worked well. It was able to create a work culture among the staff. In a short period, the entire workforce have become highly motivated and dedicated in their work. They could experience the change. It's a fact that, boys who joined as watchmen are now working as computer technicians who can design, develop and execute all computer related projects in the organization. For example, the development of RFID cards for children in the crèche, software for the hospitals, E- learning packages for the rural schools, all are developed by these in-house trained technicians. Similarly, the boys who had joined as gardener are now computer teachers and also very effective social workers. A watchman is now a hospital manager with adequate computer knowledge.

The turnaround of BMCWS: The last three decades in the history of BMCWS is a remarkable story of turnaround (Table 1). BMCWS today runs three hospitals, two cancer patient convalescent homes and four daycare centers. These hospitals are located in Worli, Rajgurunagar and Bhilwadi. As envisioned, all the hospitals were transformed

into ultra-modern hospitals with facilities and committed doctors and medical staff. The hospitals cater to the healthcare requirements of the lower and middle income population in the city and rural areas. These hospitals are low cost, affordable and also offer quality healthcare facilities.

The Trust also runs two cancer patients convalescent homes. These are located in the urban centres at Lower Parel and Worli. These centers offer a safety centers for cancer patients come to Mumbai city for treatment. It offers facility for longer stay for the cancer patients along with their families. Trust charges only nominal rent for its services. These centers are attached with common kitchen facilities so that the patient and their families can cook their own food. These two centers are fully renovated with clean toilets and wash rooms. It also offers two special wards for children who suffer from cancer. The facilities are free for the children.

All daycare centers are renovated with modern facilities and learning aids. It can provide facilities for 10000 children. The teachers are trained under the *Montessori* methods of instruction. All of them have the facilities such as computer labs, audio-visual equipment and play groups that provide conducive environment for development of the children. It charges only nominal fee for its services, INR400 per child per month, whereas the fee for similar facilities ranges from three to five times in other daycare centres. Two of the daycare centres are subsidized, while the other two charges full fee.

Table 1 Turnaround of Bombay Mothers and Children Welfare Society

Particulars	1985-86	2015-16
Number of workforce	99	150
Number of hospitals	5	3
Number of in-patients in the hospitals	1809	3009
Number of daycare centres	3	4
Number of children in the daycare centres	255	907
Total income (INR lakh)	10.48	480.93
Total expenditure (INR lakh)	13. 45	453. 03

Surplus./Deficit (%)	(28%)	5.80%
Total funds and liabilities (INR lakh)	34. 17	229. 16
Properties (INR lakh)	7. 39	163. 73
Investments (INR lakh)	7.15	266.73
Equipment and stock (INR lakh)	2. 09	108.95
Hospital collection (INR lakh)	5.39	158.38

Source: Internal documents of BMCWS, 2018

Spearheading social innovations in rural areas: BMCWS had spearheaded several social innovations in rural areas of Rajgurunagar. It began with the modified Reproductive and Child Health (RCH) project with the support of a government grant. The project initially covered 39 villages in the Rajgurunagar block of Pune district. The project involved creating awareness and advocacy on reproductive and child health issues. The activities comprised of conducting rural health camps and vaccination, awareness creation on family planning, use of birth control measures, prevention of sexually transmitted diseases, child development and parenting issues. The project staff can complete these works within four hours in a day and they remained idle for the rest of the time. During these idle hours, the project team conducted video shows in schools based on Aesop and Panchtantra fables. These were hit in rural schools and brought the project team closer to the teachers and parents, two important pillars of rural ecosystem. This experience has motivated the project team to work with the Tribal schools in the rural areas of Rajgurunagar. The state government had established schools in almost all the tribal villages. But these schools were in a dilapidated condition; the attendance in schools was very low, there was no effective learning and the dropout rate was very high. The parents were also unwilling to send their children to these schools as they found no value.

BMCWS started its educational interventions through e-learning in tribal schools. The project team developed e-learning modules; loaded the animated and digitised modules on computers. The computers and projectors were installed in schools and the teachers were trained on the use of computers and e-learning modules. This made learning very attractive and joyful. The attendance in schools has improved considerably and the teachers also got

motivated. The parents came to see the changes and they were keen to send their children again to the schools. The dropout rate in these tribal schools has come down to zero. All the children can handle the computer system very well and the learning goes on even after-school hours. The schools have been renovated and painted attractively with the involvement of teachers, parents and community workers. As a result of this intervention, the teachers are motivated and parents are more involved in the school activities. Now all the schools have 100 per cent attendance and better learning outcomes. The educational interventions covered 104 primary schools and 24 secondary schools. This has led to a new public-personal-partnership in which an individual or group of individuals come together to support the e-learning in in the tribal schools.

BMCWS also runs a computer literacy programme. For this, it received 100 refurbished computers from the Tata Consultancy Services (TCS) Ltd. With this support, BMCWS had established a computer lab with 30 computers and distributed the remaining computers in the rural schools. The computer lab has trained more than 3000 students in basic computer skills till date. Around 100 college students were also provided training on hardware and networking. The staff members were also trained in hardware and networking, and handling the e-learning systems. All the teachers in rural schools were also trained on basic computer operations. BMCWS also provide vocational training for young people in rural areas. This enables the young people in rural areas to enhance their skills and seek meaningful employment or set up their self-employment ventures. Over the last four years, it had trained more than 3000 women from 39 villages on various vocational skills, including tailoring, production of sanitary napkins, agriculture, and para-medics. Some of these women have set up their own enterprise in garment making with affective market linkages. 30 women work in this unit. Many other women stitch all the clothes required for the hospitals under the Trust. A sanitary napkin production unit has also set up. Twelve Tribal women are trained on the production and marketing of napkins. They also work on creating awareness and training of women and children on health and hygiene and use of sanitary napkins

4. Crafting Social Innovations: Insights from Bombay Mothers and Children Welfare Society

Combining strategic philanthropy and social entrepreneurship

BMCWS was committed for bringing social change. This required crafting strategies for the turnaround of the society and making it self-sustainable. Core of this strategy was combining strategic philanthropy and social entrepreneurship. Identifying a social cause and crafting solutions to these social problems is most critical element of strategic interventions. Strategic philanthropy can be a game changer for addressing many of the complex social problems. Strategic philanthropy involves funders and non-profit organizations commit to clear goals, crafting of strategies, heightened accountabilities and rigorous valuation (Kania, Kramer and Russell 2014). It is viewed that strategic philanthropy works well for complex social problems such as poverty, health, education etc., as most of these social problems are dynamic, non-linear and counter-intuitive. They are the result of the interplay between multiple inter-dependent factors that influence each other. Strategic philanthropy recognizes the need for addressing this inter-connectedness of complex social problems.

Strategic philanthropy requires designing projects with specific goals and greater accountability and social impacts. Keeping this in mind BMCWS had set clear targets and goals, developed projects and started scouting for the resources. In Mumbai, mobilising donor fund was not that much difficult because the city have the most benevolent and wealthy families. For its advantage, the Trust had reasonable goodwill and assets. Hence the management decided to leverage on this strength for securing interest free loans from its donors, instead of grants. This strategy worked well. The first project was renovation of one of the old buildings to convert it as a cancer patient convalescence room. BMCWS was convinced that the loan amount could be repaid out of the revenue from the rental. This was sufficient to repay the loan amount within three years. After three years, this project generating continuous revenue for the Trust.

The experience of BMCWS also suggests that investments for change (donations) get easier as the investors (donors) are happy to know that 100% of their money will reach the target group. The concepts like "interest free unsecured loan" and the "deferred donation" were used to renovate and build new *crèches*. These crèches are embraced by the parents as it creates tremendous social and economic value for them. A family could ensure safety of their children while they are at work. The children could gain positive mental well-being

and cognitive development. These crèches provide regular source of revenue for supporting other projects. All these units are run on business like and they are self-sustainable and still well within the definition of Charity, 'benevolent goodwill toward or love of humanity'(Webster).

Creating sustainable enterprises- Hybrid Non-Profit Model

William D. Eggers and Paul Macmillan (2013) identifies the emergence of a new "solution economy" that represents not just an economic opportunity, but a new manner of solving entrenched societal problems. They are built around mission and desired outcomes. The experience of BMCWS suggests that creation of a hybrid non-profit model can help solving several social problems in a cost effective manner. A hybrid non-profit model can be built in a variety of ways. BMCWS illustrates this by creating profitable, not subsidized, state of the art crèches that are located in middle class or higher middle class localities. Being the best in their category they still charge only one-third of fee what other crèches in the locality do charge. These crèches proved to be a cash cow for the Trust. BMCWS charges subsidized rate for two crèches and full fee for other two. The revenue earned was used for payment of the loan amount. The profit earned from these units is pumped back to make all other operations sustainable. This not only makes the organization sustainable but also gives elbow room to initiate other small projects. This in turn, creates positive vibe amongst all stakeholders. Similarly, the cancer patient convalescent home is also a very low cost but an earning unit.

The logic behind creating a hybrid non-profit model was ploughing back the surplus generated by one entity into other units for carrying out its charity activities and making them self-sustainable. This has helped the trust in convincing the donors to support the projects. The Trust generate substantial portion of the revenue from the hospitals and cancer patient convalescent centres. They offer quality healthcare facilities for the low income and middle class people in the city. All hospitals make use of the best medical practitioners including doctors, nurses and paramedics. These hospitals are low cost and affordable. For example, a caesarean procedure would cost only INR8000 in the Trust hospitals while the cost in other hospitals is close to INR50000. Although it charges lower fee these are not

subsidised. The revenue from one unit is used to support the activities of other units. It had reduced the subsidies by limiting the subsidies to the neediest persons.

With a sound business model a social venture can remain self-sustainable. Revenue generation allows enterprises to attract quality work force and the organizations can become more agile and responsive to change. A sustained revenue generation also encourages more community collaboration. It is well established that when an enterprise demonstrates that it has a built-in model for financial growth and long-term viability, potential partners, investors, stakeholders and customers will gain more confidence in supporting its initiatives. More importantly, the growth and impact become accelerated and exponential. When social enterprises are financially sustainable and mature, they are able to use their investments for creating sustainable social change. As a result, social enterprises have the potential to deliver long-term, scalable and sustainable impact on a global scale. Similar strategy has been employed in SPORTSMED, a consultancy and hospital established by Dr.Anant Joshi, an eminent sports medicine consultant. Dr. Joshi decided to use five out of 16 beds to treat sports people who get 50% concession in treatment cost. They had treated more than 1500 patients under this scheme over last four years.

Creating partnerships- walking the last mile with the Government

The BMCWS case demonstrates that a non-profit social venture can create larger impact through working with the Government. BMCWS implements innovative rural development programs – under the banner of walking the last mile with the government. These include e-learning programme for tribal schools, nutritional support programme for the tribal children, door-step vocational training and reverse risk mitigation through horticulture intervention. It bridges the gaps in the government-led programs through innovative methods for solving the problems. This found to be counterproductive.

BMCWS demonstrates that an organisation doesn't need to re-invent the wheel for creating sustainable social change. A glaring example is its educational interventions in Tribal schools. The government has created schools and provided teachers in inaccessible areas, where we do not imagine human settlements. However, neither the community nor the government is able to maintain them. Teaching aids are missing; the schools are not habitable 24/7. So, BMCWS took it upon to make them functional. It took the help of local

talent to make them more attractive by painting lovely picture stories on the walls of 12 tribal schools, provided E-learning with animated and digitized curriculum in about 128 schools over the last four years. These have shown excellent results in attendance and learning outcomes of the students. A recent assessment conducted by BMCWS reveals that all schools that have introduced e-learning have shown 100 per cent attendance and 15-25% improvements in learning outcomes of students as compared to that of children from other schools in the rural areas.

Another successful program is the Nutritional Support Program for tribal children. Despite having the government providing mid-day meals to all primary school children, almost 90% of tribal children had very low Body Mass Index (BMI). This is because the children remain hungry for long hours without sufficient breakfast till mid-day. The Trust started filling this gap with a breakfast at 9 am. Teachers collect the weekly quota of food items from the office of BMCWS on every Monday morning. The food consists of – one banana, Jiggery and groundnut laddu and biscuits (small pack). The idea behind the exercise was to enhance the caloric value of each meal. This initiative has favourably impacted the health of the children.

5. Conclusion

With the help of the case study of Bombay Mothers and Children Welfare Society, we had illustrated the decision logic (thought process) of the social entrepreneur for producing social innovations and spearheading development initiatives in several tribal villages. The thought process involved combining strategic philanthropy and social innovations and crafting strategies for turnaround of the social venture and solving social problems in a Tribal village. The thought process culminated several innovative ideas for mobilising the resources, creation of orgnaisational structure (hybrid social venture), nurturing human resources, and individual-community and public partnership -the idea of walking the last mile with the government. Such innovations are proved to be productive in turnaround of an ailing social organization and spearheading initiatives for rural development in a number of Tribal villages. It also helped in engaging a large pool of professionals both in the corporate and government for bringing sustainable social change.

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Review of Impact and Developments in the "Theory of the Growth of the Firm" in the last 20 years

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Abstract

Purpose: *The purpose of this paper is to identify the important research literature and the developments that have taken place in the Theory of Growth of the Firm by Edith Penrose over the last 20 years. Penrose had looked at the growth of the firm from many different perspectives which she divided into different chapters. This reviews the impact and developments in the "Theory of the Growth of the Firm" in the last 20 years with respect to our understanding of What is a Firm, Developments in the Measurement of the Size and Growth of the Firm and Impact and Developments in the Penrose Theory of the Growth of the Firm and the Resource-Based View of the Firm. The paper concludes by identifying a possible growth framework that has the potential to integrate various growth theories and provide direction for future research on the subject.*

Keywords: Penrose, Growth, Resource-Based View, Capabilities, RBV

Paper Type: Literature Review

Introduction

In 1959, Edith Penrose published her book "Theory of Growth of the Firm" that over the last 60 years has become one of the classic literature for understanding different aspects and reasons for firms' growth. It was following her Ph.D. that Penrose joined a research project at Johns Hopkins, which involved her in fieldwork at the Hercules Powder Corporation. Insights from this project were to lead to the Theory of Growth of the Firm, the work that established her reputation and which has been in print continuously ever since. In 2009, marking the 50th anniversary of "The Theory of Growth of the Firm"((TGF thereafter), a revised edition of the book (Penrose, 2009) along with an introduction by (Pitelis, 2009) was published.

(Penrose, 2009) focuses on the growth of the firm which implies "increase in size" or "improvement in quality". Penrose deviates from the traditional economic analysis that focuses on the most profitable size of the firm. The book's emphasis is on looking at the internal resources of the firm and how it affects firms' growth. The book seeks to answer "assuming that some firms can grow, what principles will then govern their growth, and how fast and how long can they grow?"

(Pitelis, 2009) in her introduction observed that over the past 25 years or so, TGF has become a canonical reference to the currently dominant resource, knowledge, and capabilities – based approaches to business strategy, and to a lesser extent to the theory of the multinational enterprise (MNE) and International Business (IB) scholarship.

From 1956 to 1973, Penrose began to focus on large international firms operating in developing countries. She found the government to be a continuous input to the growth process. (Connell, 2009) argues that Edith Penrose's body of work represents a single theory of growth as a process in which the domestic and international expansion of firms is constrained by the generation and coordination of knowledge.

(Nair, Trendowski, & Judge, 2008) observed the book's ideas had a particularly significant influence among scholars in the field of strategic management, a discipline still in an embryonic stage at the time of the book's writing. Although Penrose's book appears to have presaged Chandler's (1962) work, it is notable that neither he nor any of the other early strategy scholars like Hofer & Schendel,

Porter, etc, cited her work. In fact, it was left to (Wernerfelt, 1984) to bring Penrose to the strategy audience.

(Leitch, Hill, & Neergaard, 2010) noted that there has been disquiet concerning a perceived lack of well-founded knowledge about the causes, effects, and process of growth, and of a holistic understanding of the phenomenon, especially among academics. However, (Leitch et al., 2010) would argue that the quest for holistic understanding may be unrealistic or at least premature, since growth is a multi-dimensional, heterogeneous, and complex phenomenon, as is each facet of it. Penrose had looked at the growth of the firm from many different perspectives which she divided into different chapters. This paper follows the same approach and reviews the impact and developments in the "Theory of the Growth of the Firm" in the last 20 years with respect to our understanding of What is a Firm, Developments in the Measurement of the Size and Growth of the Firm and the Impact and Developments in the Penrose Theory of the Growth of the Firm and the Resource-Based View of the Firm. The paper concludes by identifying a new growth framework by (Burvill, Jones-Evans, & Rowlands, 2018) that has the potential to integrate various growth theories and provide direction for future research on the subject.

Impact of Penrose's View of "What is a Firm"
According to Penrose, the primary economic function of an industrial firm is to make use of productive resources for the purpose of supplying goods and services to the economy. The firm is a collection of productive resources the disposal of which between different uses and overtime is determined by administrative decision. The firm is an autonomous administrative planning unit, the activities of which are interrelated and are coordinated by policies. It should not be classed as part of the larger firm if it appears to operate independently of the managerial plans and administrative arrangements of the larger firm.
(Pitelis, 2009) the observation was that Penrose's view of firms as organizations, aiding the generation of knowledge, provides a new perspective on firms, but also organizations and institutions at large. Her theory serves as the glue that binds together, including economic and organizational theories of firms, organizations, institutions, and business strategy. Further, Penrose's work has significant implications for managerial practice. Once it is recognized that firms are not to be defined in terms of products, but instead of resources, and given the potential versatility of the latter, demand conditions cannot limit a firm's expansion.

(Nair et al., 2008) noted that Penrose's notion of services appears close to (Barney, 1991) conceptualization of capabilities. She notes: It is never resourced themselves that are the "inputs" in the production process, but only the services that the resource can render.... exactly the same resource when used for different purposes or in different ways and in combination with different types or amounts of other resources provides a different service or set of services. While the book has become a foundation for the "internal view of the firm" in strategy literature (complementing the 1/0-based "external view of the firm"), Penrose's own views were not so compartmentalized. She realized that a firm's resources are only meaningful in the context of its environment. However, she was clearly biased in favor of internal factors in explaining growth. As she says: "'Demand' is no more important, and is perhaps less important, than the existing resources of the firm".
Developments in the Measurement of the Size and Growth of the Firm
According to Penrose, the size of the firm is best gauged by some measure of the productive resources it employs. The analysis of the growth of firms that are developed in the book is most directly applicable to their growth measured in terms of fixed assets. The 'growth' of a firm is nothing more than an increase in the output of given products, and the 'optimum size' of the firm is the lowest point on the average cost curve for its given product.

(McKelvie & Wiklund, 2010) mentions that over the years, many different measures of growth have been used, including sales levels, profitability, number of employees, and market share. It should be noted that studies measuring growth in the number of employees may entirely miss out on the increase in size and capacity of the "firm" that engages in franchising or alliances.

(Nason & Wiklund, 2013) point out that resources outside of the boundaries of a firm are increasingly accessed and leveraged for growth, but this has been largely unaccounted for in theoretical development. The paper observed that while previous literature has treated growth dimensions interchangeably, they differentiate between growth inflows (sales, profits, and productivity) and growth in stocks (assets, employees, and equity). They suggest that external resources do not increase internal stocks or expand the boundaries of the firm, but do increase a firm's ability to generate flows through the use of productive services.

Impact and Developments in the Penrose Theory of the Growth of the Firm and the Resource-Based View of the Firm

(Rugman & Verbeke, 2002) observed that Penrose's ideas on the limits to the growth of the firm and her related writings on international management indicate that many scholars may well have misrepresented her direct or intended contributions to the resource-based view. Basically, her work must be interpreted much more carefully than in much of the resource-based literature. Although Penrose inspired many research questions in the resource-based field and shares many similarities with the descriptive building blocks of the resource-based view, her normative premises were very different. Penrose neither advocated, nor even viewed as critical in managerial practice, the use of resources to create isolating mechanisms against rivals and therefore as a tool to generate rents. Her theory of the growth of the firm is a theory of value creation rather than value appropriation. Her disequilibrium approach does not focus on the pursuit of rents, but rather on the optimal growth pattern of a firm's management team.

The prescriptive building blocks in most of the post-1980 academic work on the resource-based approach to strategic management shares, at least implicitly, the following characteristics: The firm's ultimate objective in a resource-based approach is to achieve sustained, above-normal returns, as compared to rivals. (Priem & Butler, 2001) cites Powell (1992a: 552) "The resource view holds that, in order to generate sustainable competitive advantage, a resource must provide economic value and must be presently scarce, difficult to imitate, nonsubstitutable, and not readily obtainable in factor markets (Barney, 1991), (Ingemar Dierickx & Karel Cool, 1989)."

(Kor & Mahoney, 2004) argue that (Rugman & Verbeke, 2002) underestimate the importance of Penrose's (1959) contributions to the modern resource-based view of the firm. In particular, they take issue with (Rugman & Verbeke, 2002) arguments concerning Penrose's (1959) contributions to our knowledge of (1) the creation of competitive advantage, (2) sustaining competitive advantage, (3) isolating mechanisms, and (4) competitive advantage and economic rents. In their response, they show that Penrose (1959) has both directly and indirectly influenced the modern resource-based view of strategic management. In Penrose's (1959) theory, a firm's capacity to become profitable and stay competitive in a new business influences the direction of growth: It is reasonable to suppose that if a firm plans to expand in markets already occupied by other firms, it does so because it believes that it has some competitive advantage which will ensure the profitability of the investment that will be tied up in the expansion.

(Nason & Wiklund, 2018) mention that together, Penrosean and Barnean resource-based logic make up the dominant theoretical approach to understanding firm growth. While extant literature focuses on a common lineage between Penrosean theory and the resource-based view (RBV), they explicate divergence at these origins of resource-based theorizing and subject the growth implications of each

to meta-analytic testing. Growth literature tends to link Barney's antecedent of VRIN resources to Penrose's outcome of firm growth. This is a conceptual and empirical mismatch. RBV's central tenets concern resources that meet valuable, rare, inimitable, and nonsubstitutable (VRIN) criteria, while Penrose's theory discusses the versatility of resources. Theoretically, VRIN resources allow firms to exploit unique opportunities, while versatile resources allow firms to recombine resources in novel ways to create growth. Using meta-analytic techniques, they find that versatile resources are associated with higher levels of growth, whereas VRIN resources are not.

Conclusions

(Nair et al., 2008) observed that one of the critiques of the book is the testability of the theory that Penrose developed. Unlike theoretical work today, which emphasizes constructs and relationships, Penrose mostly used case histories to develop some theoretical principles and logic, and she acknowledged that testing them remained problematic. She notes: The factors determining the maximum rate of growth of firms-on the other hand, cannot, in its present formulation, at any rate, be tested against the factors of the external world, partly because of the difficulties in expressing some of the concepts in quantitative terms and partly because of the impossibility of ever knowing for any given firm what is, or would have been, its maximum rate of growth.

(Burvill et al., 2018) the research noted that Penrose's theory appears to be relevant in the modern economic society, in which we live but does require integration with other newer theories and concepts in order to fully explain the modern firm growth phenomenon. Penrose's theory is the most holistic and has many similarities with the RBV. Each theory when compared has slight differences or disadvantages that could be overcome by their integration. The aim of this research was to reconceptualize two dominant theoretical perspectives within the firm growth literature. This was accomplished through merging the theories and by conducting empirical research resulting in the generation of a new firm growth framework.

There is a need to further parameterize firm growth using the above model so that current theoretical models can be evolved from an abstract understanding of the growth of the firm to more measurable models where it would be possible to explain differential firm growth within each industry. Further, separate resources, mediating (capabilities) and output factors need to be identified across different industries and different business types (profit vs non-profit). This kind of growth research will allow the explanation of growth not just in rent-seeking business enterprises but also in non-profit business enterprises with other objectives.

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Board characteristics and firm performance: An empirical study in the Indian context

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Corporate governance deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment Shleifer & Vishny, (1997). Corporate governance mechanisms require a multitheoretic approach which is essential for the mechanisms and structures that reasonably enhance organizational functioning Daily et. al., (2003). In the past years a number of scams such as Enron, MCI Inc. (formerly WorldCom), Satyam Scandal, etc have highlighted the importance of corporate governance. Numerous measures have been adopted such as the Sarbanes-Oxley Act in 2002 a U.S. Federal Law, Companies Act 2013 an Act of the Parliament of India, etc to promote and regulate the proceedings of the corporations in a much more systematic and refined manner. Moreover, these Acts have been passed in response to the corporate failures and scams resulting in the degradation of economy as a whole.

On August 30, 2013 Companies Act 1956 was revised in the form of Companies Act 2013 and certain requirements were made for the stock exchanges and listed companies. Earlier the focus was merely on the shareholder's interest but now it shifted to somewhat stakeholder's perspective as well. The duties and code made for independent directors now have an attention towards the stakeholder and community as well Varottil & Naniwadekar, (2018). Even though Companies Act 2013 has taken pluralist approach for both the shareholders and stakeholders yet some challenges occur as for instance the case of breach of director's duties. In due course of time certain amendments were made to the existing clauses 35 B and 49 and the listed companies are required to submit the reports on corporate governance to stock exchanges.

Typically corporate governance research has focused on developed economies Dalton et. al., (2003); Rajagopalan & Zhang, (2008). However, researches done on developed economies have been applied to emerging economies Jackling & Johl, (2009). Moreover with the formulation of Companies Act 2013, few researches have been done in order to study the relationship between the corporate governance and firm performance. Companies Act 2013 though describes the responsibilities of firms and shareholders to stakeholders, community, creditors, environment, etc but it lacks in certain aspects such as the breach of director's duties, conflict among the interest of various stakeholders, director's busyness, etc which would result in the interest of shareholders and violates the rights of others to a great extent Varottil & Naniwadekar, (2018). Since BSE has prepared corporate governance scorecard but still India lags in having a corporate governance index which should be applicable for all the firms in the country. Lastly considering the sustenance of the firm and its longevity, corporate governance measures can prove to be more fruitful and everlasting Pande & Ansari, (2013).

In India, the central problem lies in the concentrated ownership of large shareholders as a result of which the interest of the minority shareholders and other stakeholders remain unprotected Pande & Ansari, (2013). Secondly, corporate governance reforms in the country affect the firm's performance and in turn increase the market value of firms. Reforms in the country affect shareholder rights, board responsibilities, transparency, disclosure and the role of stakeholders and also there is no comprehensive tool to measure corporate governance status of the firms in India. Due to this, firms are not able to self assess their status nor even the investors are able to understand the corporate governance status. However few researchers have composed a corporate governance index Rao & Haldar, (2013); Balasubramanian et. al., (2013); Sarkar et. al., (2012); Mohanty, (2003) for India with emphasis on different dimensions of corporate governance such as board size, board structure, board meeting frequency, ownership concentration, audit committee, etc.

The objective of this study is to examine the board characteristics dimension of corporate governance in relation to firm performance in Indian context. In our study board characteristics involving board size, board meetings frequency, percentage of independent directors, ownership concentration, etc have been regressed with firm performance variables such as Tobin's Q, ROA and ROE. It has been seen that board size and ownership concentration (percentage of shares held by the promoters out of the total shares) have a significant positive relationship with firm performance (Tobin's Q). However, shares pledged, percentage of independent, non independent and grey directors have a negative significant relationship with firm performance (Tobin's Q). Board meeting frequency remains insignificant in relation to firm performance. Sequentially interaction effects of board characteristics with firm size dummy has been carried out all showing significant relationships with the firm size dummy. Lastly specific board size has been determined for small cap, mid cap and large cap firms in relation to the firm size dummy.

In this study, we examine the impact of board characteristics on firm performance for 348 firms of NSE 500 Index listed in the National Stock Exchange of India for the period 2012-2018. The board characteristics include board size, board meeting frequency, percentage of independent directors, percentage of non independent directors, percentage of grey directors, percentage of shares held by the promoters and percentage of shares pledged by the promoters. The firm performance was measured by Tobin's Q, ROA and ROE. OLS (Fixed Effect Model) and GMM techniques were used for estimation in which board size and percentage of shares held by the promoters are found to be positively related and percentage of independent, non independent, grey directors and shares pledged are negatively related to the firm performance measured by Tobin's Q. The results also show that size moderates the relationship between board characteristics and firm performance. Moreover, the findings suggest an ideal board size of 8 for mid cap firms and 7-18 for large cap firms.

Green Marketing variables and their effects on Consumers buying behavior for Green Products

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This particular analysis is designed to provide info regarding the impact of green marketing on clients purchasing behaviors. The reason behind the idea of green marketing has developed because of collapsing of our natural assets like eruption of soil, depletion of the ozone layer, climate change, along with other setting hazards, and next to the principles of green marketing, as well as green consumer, are explained. These days the majority of the customers have grown to be environmentally aware as well as the primary problem is finding a means of how advertising is able to fulfill the requirements of the majority of the world's population for a much better standard of living. in order to comprehend the latest emerging potentials as well as to confirm a much better standard of living, the brand new idea 'Green Marketing' has emerged. Green Marketing promotes the marketing of such products that are safer for the world & individuals. By the study we discover that the respondents agree that planet recognition is beneficial in offering content regarding eco-friendly products, the other things fall in line with the buyer buying behavior.

PURPOSE- The main purpose of this study is to identify different variables of green marketing and their impact on buying decision behavior of consumer towards green products. The study is exploratory and descriptive. This is a conceptual paper to study the variables.

RESEARCH METHODOLOGY

Sources of Data Collection:

Secondary Sources- Literature derived from journals, publications, magazine, central and state government websites and newspaper articles are contacted for the purpose of study.

Findings

Green marketing is still in the infancy of its as well as a great deal of research is usually to be done on green marketing to totally investigate the potential of its. There is suggestion that a business must apply for catering issues of green marketing as well as profitable exploitation of green marketing. The consumer has to be made much more conscious about the merits of Green products. The consumer has to be knowledgeable as well as made conscious of environmental threats.

Green marketing is extremely tight on the agenda of almost all companies as well as thus it's also an under Therefore, helpful green marketing focused on the proper market can make a huge difference. But when the green marketing variables are actually used properly to affect the customers' mind, the damage could be decreased to little amounts. Because there is sufficient evidence that all of the green marketing variables result in customers in a good way towards the purchase of green products, the marketers must have an enthusiastic note of them to get probably the very best advertising strategy

KEYWORDS: Consumer, Green Marketing, Variables, Buying Behavior

Yoga for Managerial Effectiveness – A Review of Various Interpretations of "Yogah Karmasu Kaushalam"

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1. Introduction

 "Yogah Karmasu Kaushalam" is part of the Verse 50 in Chapter 2 of Srimad Bhagvad Gita. The general understanding of its meaning is "excellence in action or a skillful approach to performing action has been termed as *Yoga*:". It focusses on effective self-management. Effective management starts with self management[13]. Each manager is his or her own best resource. As with any resource, managers should put effort into the development and improvement of that resource. A conscious effort to continuously improve personal resources will increase a manager's ability to effectively manage the efforts of others. Effective self-management is one of the keys to achieving managerial excellence or excellence in any other field[14].

The theme of **'yogaḥ karmasu kauśalam'** has inspired many educationists in India and has therefore been used as a motto for at least <u>eight eminent educational institutions in India</u>[15]. There are multiple meanings attributed to the word "Yoga". Yoga is considered as the art and science of managerial actions. There are various interpretations of this verse. This article reviews different meanings to "Yoga" in general and the interpretaions given to **"Yogah Karmasu Kaushalam"** in particular. A practical approach to experience the meaning of it in real life through Rajayoga, is examined with empirical evidence.

2. "Yogah Karmasu Kaushalam"

<u>In a translation of the Bhagavad Gita**[16]** the meaning of verse **2-50** is explained as</u>

buddhiyukto jahaateeha ubhe sukritadushkrite |
tasmaadyogaaya yujyasva yogah karmasu kaushalam || 50 ||

One who is equipped with equanimity in this life discards both merit and sin. Therefore remain established in yoga; yoga results in perfect action.

buddhiyuktaha : with equanimity; jahaati : give up; iha : here, in this life; ubhe : both; sukritadushkrite : merit and sin; tasmaat : therefore; yogaaya : in yoga; yujyasva : established; yogah : yoga; karmasu : in action; kaushalam : perfect

A definition of yoga is "yoga is equanimity of mind during the performance of action". If one maintains equanimity of mind at all times, one's actions become perfect since they will be performed with total attention and dexterity, without any distractions. Therefore, there is no need worry about the result. The result will, without question, be beneficial. On path of Karmayoga, i.e. if one performs *svadharma* with equanimity, one doesn't have to constantly ponder whether an action will beget merit or sin.

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[13] https://www.ncbi.nlm.nih.gov/pubmed/12229055

[14] https://www.thehindubusinessline.com/economy/%E2%80%98Effective-self-management-key-to-achieving-managerial-excellence/article20421191.ece

[15] https://en.wikipedia.org/wiki/List_of_educational_institutions_with_Sanskrit_mottos

[16] https://gitajourney.com/category/kaushalam/

'Kaushalam' also signifies performing actions with devotion and without attachment[17]. Such detached attitude enhances the value of action and improves the concentration and skill of the person carrying out the action. If the actions are performed with elegance, fortitude, and skill, our Body-Mind-Soul will co-operate with our hands. By becoming an instrument in the hands of the Supreme one has to perform the actions. Any action becomes valuable if carried out with full concentration, dedication, and abilities. In such cases, the action becomes valuable to the society society as well and the extrinsic incentives such as money plays a very minor role as motivators. "The reward of a thing well done is having done it", says Ralph Waldo Emerson[18].

3. Various Interpretaions of "Yogah Karmasu Kaushalam"

Kinkar Vitthal Ramanuja[19] defines "Karma Yoga" as the *karma* which helps you unite with God. This *Karma Yoga* is the source not only of peace and well-being, devotion and liberation but also of perfection in any action. He also explain the two verses **2-47** and **2-50** of the Srimad Bhagavad Gita as "You have always every right to carry on your own work or duty but absolutely no right to the fruits of your karma meaning that leave the fruit to the Supreme" (Gita **2-47**) and "This skill in *karma* (action) the practice of this tactic in every step of your work is Yoga" (Gita **2-50**). If you perform any action thinking that you are doing it for your children, friends and relatives, society or the country, some ego or stress is bound to be developed in you. Then the *karma* will turn into the ordinary grade resulting in bondage and worry.

T.N.Sethumadhavan[20] interprets that *endowed with evenness of mind, one casts off in this very life both good and evil deeds. Therefore, devote yourself to Yoga (of equanimity); skill in action lies in the practice of this Yoga.* A person, endowed with equanimity becomes detached from virtue and vice. Attachment to virtue and vice happens when a person identifies himself with the body.

Swami Adytmananda[21] explains that "Yoga as is one where action is performed with dexterity". It means whatever you do, the job should be exact, whatever you do, do it well, properly organized. Karma whether it is individual or family job or society job or a public work, one has to be fully alert in performance of job on hand, then only the word Yoga will have carried its proper meaning: That is dexterity. Maharsi Patanjali defines Yoga as control of the leanings of the mind. This is the highest aspect of Yoga as mind is fickle. The meaning of the word Yoga carries happiness in it. Condition of *'Viyoga'* is unhappiness. Yoga means peace, plenty, prosperity, development, progress and establishment in permanent soul-consciousness. All those that are to contrary, means restlessness, down-fall and self-deception towards soul. Practice of Yoga develops one bodily, mentally and enhances powers of subtle body also. This Yoga can, in short, fulfill all the requirements of self-control, such as general daily life's essentials like hunger, having no constipation, getting good sleep, not getting easily disturbed and not getting over emotional. Yoga does fundamental work of maintaining humanness in a human being. If a human being has turned brutal it needs to help in pacifying the Tamasic attitude in a human being. Yoga converts Rajasik attitude to Sattvik attitude.

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[17] https://www.speakingtree.in/blog/karmasu-kaushalam-excellence-at-work

[18] https://www.brainyquote.com/quotes/ralph_waldo_emerson_108807

[19] http://www.themotherdivine.com/12/karma-yoga-yogah-karmasu-kaushalam.shtml

[20] https://www.esamskriti.com/e/Spirituality/Bhagavad-Gita/Bhagavad-Gita~-Chapter-2-(Part~4)-Saankhya-Yogah~-Yoga-Of-Knowledge-4.aspx

[21] https://www.divyajivan.org/yoga&health/what_is_yoga.htm

Sri Aurobindo's[22] interpretation is as follows "One whose intelligence has attained to unity, casts away from him even here in this world of dualities both good doing and evil doing; therefore strive to be in Yoga; Yoga is skill in works".

His Divine Grace A.C. Bhaktivedanta Swami Prabhupada[23] explains that "a man engaged in devotional service rid himself of both good and bad actions even in this life. Therefore, strive for yoga, O Arjuna, which is the art of all work. Since time immemorial each living entity has accumulated the various reactions of his good and bad work, As such, he is continuously ignorant of his real constitutional position. One's ignorance can be removed by the instruction of the *Bhagavad-gita* which teaches one to surrender unto Lord Sri Krishna in all respects and become liberated from the chained victimization of action and reaction, birth after birth. Arjuna is therefore advised to act in Krsna consciousness, the purifying process of resultant action."

Sadhu Ishwarcharandas[24] explains that "Yoga means to do your actions with skill and expertise, proficiency in planning is difficult; however in proficient planning, keeping equanimity is much more difficult than just skilful planning. In the Gita, God has called equanimity itself 'yoga'. Only he who can keep equanimity in his actions is truly skilled, truly proficient through unity of word, thought and action."

Shardakant Shandilya[25] interprets "Yogah karmasu kaushalam" as **"**Yoga makes perfection in your life. Yoga is the way of life, a conscious act, not a set or series of underline learning principles. The dexterity, grace and poise you cultivate is the natural outcome of regular practice. Yoga maintains the body, mind and soul healthy. Since all these ingredients are provided by yoga, one will be able to accomplish all activities whether it is household, office work or study in the best manner.Yoga also brings feeling of brotherhood a feeling of together in a friendly manner. Therefore, one can learn to work in a team together to successfully accomplish a given task. It also instills confidence to take initiative and to create value in everything one does. Yoga is all about bringing harmony between body and mind and humanity and nature."

Swami Mukundananda[26] illustrates that one who prudently practices the science of work without attachment can get rid of both good and bad reactions in this life itself. Therefore, strive for Yoga, which is the art of working skillfully (in proper consciousness). It is explained in Gita that working without personal motivation does not reduce the quality of our work; instead one becomes even more skillful than before.

In Shri R. Visvanatha Sastri's[27] GITAMRRITA- MAHODADHIH '*YogaH karmasu kaushalaM*' means Yoga is 'skill in action'. The Verses **2-47** to **2-51** of the second chapter of the Srimad Bhagavad Gita constitute indeed a capsuled version of the entire Karma Yoga of the Gita.

[22] http://bhagavadgita.org.in/Chapters/2/50

[23] https://asitis.com/2/50.html

[24] https://www.baps.org/EnlighteningEssays/2014/Yogaha-Karmasu-Kaushalam-(Part-1)-5936.aspx

[25] https://www.selfgrowth.com/articles/yoga-makes-perfection-in-your-life-yogah-karmasu-kaushalam

[26] https://www.holy-bhagavad-gita.org/chapter/2/verse/50

[27] http://www.krishnamurthys.com/kvforp/ng/yoga_as_skill_in_action.html

According to Arthur Kilmurray[28] the term yoga appears frequently in the Bhagavad Gita, but the following two verses stand out as very definitive expositions of the Gita's point of view on what truly constitutes yoga.

1. Remaining steadfast in yoga, oh Dhananjaya (Arjuna), perform actions, abandoning attachment, remaining the same to success and failure alike. This evenness of mind is called yoga *(***Verse 2-48***)*.
2. One who is endowed with the *samatva buddhi*, sameness of mind, gives up both *punya* and *paapa* here, in this world. Therefore commit yourself to *karma-yoga.* Karma-yoga is discrimination in action *(***Verse 2-50***)*.

Suresh Kurl[29] *interprets   'Yogah Karmasu Kaushalam' as* Excellence in Action is Karma-Yogah. Krishna encouraged Arjuna to stand up and fulfill his karmic obligation *(dharma)* and protect the dynasty from the morally reprehensible and evil *Kauravas* with the following words: "Person disciplined in mental attitude leaves behind both good and evil deeds in this world. Discipline thyself into performing your duty; excellence in action is yoga." Karma literally means action. Philosophically and spiritually speaking, "The law of karma says that everything that happens, happens only because of the existence of antecedent causes and itself becomes the cause of subsequent effects. As we sow, so we reap. … This law holds in every sphere of life, physical as well as moral" (Radhakrishnan (1967)). For those, who believe in rebirth, as the followers of Hinduism, Buddhism, Jainism and Sikhism, karma is the outcome of *karma* of previous his life; his destiny, which could be considered an accident by a non-believer. According to him, the birth of a child in a royal family, as opposed to be in the family of a die-hard criminal or in a poor family living hand to mouth, is the out come of his good or bad karma of the life he had lived before. It is our focused dedication to action without attachment to the ensuing rewards.

Hemant Sevak[30] explains "yogaH karmasu kaushalam" as excellence in action is yoga. Complete focus and dedication to action without any attachment to the ensuing results is the real key to living a fulfilling life as a true Karma Yogi.This is the core message which Lord Krishna has conveyed to Arjuna while explaining Karma Yoga in Bhagvad Gita.

Paramahamsa Nithyananda[31] translates "Yogaha Karmasu Kaushalam", as "Yoga is Authenticity in action" and not just "perfection in action". Authenticity in our thinking - means, raising us to the peak. Raising us, again and again, higher and higher, expanding us more and more. Life is expansion.

In "The Art of Doing Karma" [32] it is described that 'Yogah karmasu kaushalam' as Yoga is dexterity or efficiency in action. It is not the ordinary efficiency, but efficiency in real terms that is meant here. What does Kaushalam mean? It is dexterity or cleverness in doing work. The same compelling work which binds to various things and makes us feel attached, that very work can be converted into an instrument for spiritual progress.

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[28] http://www.arthurkilmurray.com/yoga-in-the-bhagavad-gita/

[29] http://www.desitoday.ca/excellence-in-action-is-karma-yogah/

[30] https://plus.google.com/+HemantSevak/posts/cHiDhnVU5JM

[31] http://nithyananda.org/video/break-pattern-not-possible#gsc.tab=0

[32] https://www.boldsky.com/yoga-spirituality/spiritual-masters/sri-ramakrishna/hinduism-karma-yoga-bhagavad-gita-230109.html

In the vision/mission statement of CRPF Public School, Rohini[33] "Yogah Karmasu Kaushalam" is explained as one should apply wisdom to discriminate between desirable and undesirable. One should be detached while performing one's duties. Sincere efforts to achieve excellence in one's karma is yoga. One should remain stable in all circumstances and always strive for perfection which is the real essence of yoga.

In the Art and Science of Karma[34] of Swami Chidananda Sevashram, it is mentioned that the art and science of engaging in *karma* without being bound by *karma* is the central theme of Srimad Bhagavad Gita. "Yoga is skill in action" (Gita **2-50**) is the unique definition of Yoga that liberates. "The severance from union with pain be known by the name of Yoga" (Gita **6-23**).

According to Sri Sri Ravi Shankar[35]**,** the founder of yoga has said that the purpose of yoga is to prevent misery before it arrives. *'Yogah Karmasu Kaushalam'* means yoga brings skill in action and skill in communication. We communicate more through our presence than through our words. Yoga brings the skill to relate with people. And that's not all — yoga also takes you to the higher truth to answer questions of who you are and what is this universe.

In *Entrepreneur India*[36], veteran investor Gopal Srinivasan spoke about the attributes he thinks are most important for an Indian entrepreneur. According to him, '*Yogah Karmasu Kaushalam*' is one such attribute meaning "if you want to be in a state of yoga, if you want the greater Brahman and yourself to be in a harmonious calm unanimous union, you can only be in that state if you have the skills and good judgement. Your capability is that makes you happy. Where there is no room for passion, there is no room for rational judgement."

In Hindu Yoga [37] it is said that Yoga is one of the six *darshanas* in the Hindu philosophical system. The word *Yoga* originates from the sanskrit root *yug* meaning to unite, refers to Union. The focusing and uniting process is known as Yoga. The Yogic system trains the mind to focus on the Supreme Truth, uplifting the soul towards the Union with the same Supreme meditated upon, taking on the way through marvelous passages. The eight great powers come to the practicing yogi. However the true yogi knows that the glitters on the way are not the Sun aimed at, and so proceeds unruffled setting the focus only at the Supreme Lord Shiva. The rewards are high and so are the need to adhere strictly to the practices. The yoga is more on the right way of doing things. There is a statement *yogaH karmasu kaushalam* meaning Yoga is doing things right.

Abhimanyu Pati[38], in Speaking Tree, says spirituality is the science of understanding and managing the human mind. According to him 'Yogah Karmasu Kaushalam' – One who has acquired skills to manage his mind is capable of executing any other worldly activity in a most efficient manner. Verses 6-34 and 6-35 of Srimad Bhagavad Gita explain that while it is definitely difficult

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[33] http://www.crpfpsrohini.org/vission-mission.aspx

[34] http://www.swamichidananda.com/the-art-and-science-of-karma/

[35] https://www.huffingtonpost.com/seema-kalra/heart-to-heart-with-sri-s_b_7466150.html

[36] https://www.entrepreneur.com/article/308791

[37] https://shaivam.org/hindu-yoga

[38] https://economictimes.indiatimes.com/blogs/toi-edit-page/begin-training-your-mind-to-listen-to-you/

to control the mind, one can achieve control through *abhyasa*, continuous practice, and with a sense of *vairagya,* detachment.

In the Art of Living[39], 'Yogaha karmasu kaushalam' means the skill in action is yoga. Yoga itself means skill. Yoga is the skill to live life, skill to manage your mind, skill to deal with your emotions, skill to be with people, skill to be in love and not let love turn into hatred. Everyone loves in this world. Everything loves, but that love does not stay too long as love. It immediately becomes hatred, almost immediately. But yoga is that skill, that preservative which maintains love as love throughout.

In Sarvyoga[40] the **definitions of yoga are given as**

  (i) **Yogas citta-vritti-nirodhah (Patanjali Yogasutra) - Yoga is the inhibition of modification of mind.**
  (ii) **Yogah karmasu kaushalam (Srimad Bhagavad Gita 2-50) - Yoga is skill in action:**
  (iii) **Samatvam yoga uchyate (Srimad Bhagavad Gita 2-48) - Evenness of mind is called yoga.**

Though we observe several isolated cases of practising the meaning of **"Yogah Karmasu Kaushalam",** various interpretaions presented above do not provide a unified method to realize the meaning of it in practical life. An approach based on Rajayoga is presented in the following section with empirical evidence.

  4. Experiencing "Yogah Karmasu Kaushalam" in Practical Life Based on Rajayoga

The word Raja in Sanskrit means "king", "chief" or "best of its kind" and Rajayoga denotes "chief" or "best of" all yoga practices[41]. It is an ancient practice for self management/self realization and God realization. There are various approaches followed in practice. In the context of Hindu philosophy, *Rajayoga* is a retronym, introduced in the 19th-century by Swami Vivekananda (Vivekananda (1980)). In all historical texts, *Rajayoga* in the modern sense of its meaning, is known simply as Yoga, where it means one of six major orthodox schools of Hindu philosophy (Jacobsen (2008), Burley (2012)). Literature reports several scientific studies on the benefits of practicing various types of Yoga (Deepeshwar et al. (2014), Maharana (2013), Rao (2012)).

The Rajayoga practice followed at the Prajapita Brahma Kumaris Ishwariya Vishwa Vidyalaya[42] (Donnel (2006)) is used for discussion in this paper which is purely a spiritual practice[43]. It not only clarifies the meaning of "**Yogah Karmasu Kaushalam**" given by various interpretations but also provides a simple method to experience it in practical life. The evidence on the effectiveness of Rajayoga practice on personal development and transformation is provided.

Every human being in this world aspires for peace and happiness and they have less to do with gross objects but refer to states of mind. The advantages of practicing Rajayoga includes deep relaxation, behavioural transformation, experience the heavenly love (Godly love), gaining control over mind

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[39] https://www.artofliving.org/in-en/yoga/patanjali-yogasutra/knowledge-sheet-12

[40] https://www.sarvyoga.com/meaning-and-definition-of-yoga/

[41] http://en.wikipedia.org/wiki/R%C4%81ja_yoga

[42] http://www.brahmakumaris.com

[43] http://www.brahmakumaris.org

and economy of thoughts, living in harmony with the nature and with oneself, improved relationship with others etc. Several research studies have been conducted on the effectiveness of Rajayoga practice for self control, self management, holistic and stress free living, environmental sustainability, health etc (Donnel (2006), Pillai (2014), Sareen (2012), Pillai (2014a)). It provides a deep understanding and experience of the three major powers in the world - the powers of the Soul, the Supreme Soul and the Nature, and their interaction that leads to various activities in this world.

A human being is comprised of Soul and Body. The matter of the body is a form of physical energy and the soul is non-physical (meta physical) conscious energy. It is *also called "self" or "consciousness" or "spirit"*. The soul is a living entity different from its instrument namely the body with various components like eyes, ears, nose etc. and is the master of the body. The connection between the physical and non-physical is by means of thought energy. The eternal nature of the soul is complete purity and it is perfect with *knowledge, purity, love, peace, happiness, bliss, and, power*. While living in a body, the soul always desire for experiences of these qualities. These are the qualities that naturally emerge when the soul is aware of itself, or in other words, is *soul conscious*. The essential spiritual powers of the soul include (Usha( )) the power of tolerance, the power of judgment, the power to make right decisions, the power to face, the power to accommodate, the power to change, the power to cooperate, and the power to pack up.

A soul has three faculties - *mind, intellect and impressions*. Any action (Karma) performed by a soul begins with a thought in the mind (Donnel (2006)). The intellect weighs the thought and judges whether it should be transformed into action. Once the action is performed, it leaves a subtle impression on the soul (subconscious mind), which shapes our impressions (sanskaras). These impressions form the basis of and influence our future thoughts. Thus, if a person performs a wrong action, the impression it forms will impel him to perform more wrong actions in the future. Each time he does wrong, his impression will become stronger, and under its growing influence he will go on doing wrong. It is like a man digging a pit and sinking deeper into it as he digs. A person is in body consciousness when he/she identifies himself or herself with the physical body or an attribute of the body, i.e., when the thinking, feeling, actions and behaviors are with the awareness that he or she is a body. The vices like lust, anger, greed, attachment and ego are all having their roots in *body consciousness*. When a person is in the state of awareness that "I am a Soul and not this physical body", then he/she would be in soul consciousness. In other words, the person thinks, feels, acts, behaves, compares etc with the awareness that he or she is a soul, the master of the body. The original qualities of a soul such as *knowledge, purity, love, peace, happiness, bliss, and, power* naturally emerge under soul consciousness. Karma performed under the influence of soul – consciousness form right Karma, and only such Karma can bring lasting peace and bliss.

Practice of Rajayoga Meditation help in empowering the self to create powerful thoughts filled up with virtues. Through love-full remembrance of the Supreme Soul in soul-consciousness, the soul can realize its original virtues. All actions performed under soul consciousness with remembrance of the Supreme Soul will be filled up with the original virtues and as per the law of Karma, the soul is also bound to experiences these virtues as return of such actions. This is a positive cycle of transformation. For this, the self has to continuously monitor its state and bring changes to the thought process. A conscious repeated effort on creating thought on any attribute or quality leads to the realization and experience of that thought. This process leads to attaining complete purity of the soul like the Supreme Soul and attains perfection in actions.

Once the Soul experiences its own pure perfect nature, the perception about everyone including himself begins to change. It gets affirmed that others are also pure souls like him and that the weaknesses are only temporary. He will be compassionate to others. The experience of the perfect nature also changes the attitude towards work as well as nature. Once the perception changes the

attitude and outlook of the person changes and brings satisfaction (contentment) to the self and to the environment including others. Once the consciousness is transformed, it changes feelings, attitude, outlook, words, actions, relations and time. It finally settles itself into the soul as positive personality traits. Through the meditation practice, the soul develops the power to discern/discriminate and judge based on the ethical principles. This development in the will power also helps the soul to practice ethical principles and face the challenges (both internal and external) challenges during the practice. Better control on the vices as a result of the practice helps the soul to preserve its inner powers.

Several experimental studies have been done on the positive effect of Rajayoga on self management including health, stress management and on agriculture, etc. For example, a comprehensive survey of youth group was carried out in January-February 2006 with the objective to get data on different levels and areas of transformation among the youth due to Rajayoga practice (Sareen (2012)). This was a nationwide survey involving more than 11000 Rajayogi youth in India. All of them are regular students of Rajayoga training and have practiced it for at least one year after their training. The subjects were asked whether they had any vice before the exposure of Rajayoga and whether they had given up the respective vices after the practice of Rajayoga and since when. The vices considered in the survey include (i) addiction to drinking liquor, smoking, tobacco consumption and drug abuse (ii) immoral behavior such as lust, corruption, gambling, viewing obscene films and reading obscene literature (iii) Undesirable practices like taking non-vegetarian food, revengeful nature, indiscipline and raging, and (iv) antisocial acts such as destructive activities and violence. The data collected are summarized in Tables 1 and 2. Giving up vicious actions is the first step towards realising excellence in action. Performing virtuous actions through karma yoga then leads to inculcation of virtues and transformation of an individual.

	No. of Youth	%
Youth Surveyed	11393	100
Youth Not Indulged in Vices before Rajayoga Practice	3248	28.51
Youth Indulged in Vices before Rajayoga Practice	8145	71.49
Youth Gave up Vices after Practicing Rajayoga	8108	99.55
Total no. of Youth who gave up Vices after Rajayoga Practice	11356	99.68

Table 1: Effectiveness of Rajayoga on personal development (Source: Sareen (2012)

Table 2: Distribution of youths surveyed having given up different Vices during different periods of time

5. Conclusion

A Review of various interpretations of **"Yogah Karmasu Kaushalam"** is carried out. Though we observe several isolated cases of   practising the meaning of   **"Yogah Karmasu Kaushalam",** various interpretaions reviewed do not provide a unified method to realize the meaning of it   in practical life. A practical approach to experience the meaning of it based on Rajayoga is presented with empirical evidence. Rajayoga is found to be effective in giving up vicious actions which is the first step towards realising excellence in action. Performing virtuous actions through karma yoga then leads to inculcation of virtues and transformation of an individual.

Vices	Total Indulged	%	Time Taken (in Years) in Giving up Vices as Rajayoga practitioner										
			0-1	%	1-2	%	2-3	%	3-5	%	Within 5 years (%)	Total Gave up	%
Corruption	648	7.96	490	75.62	50	7.72	18	2.78	26	4.01	90.12	644	99.38
Destructive Activities	130	1.14	102	78.46	6	4.62	4	3.08	2	1.54	87.69	130	100
Drinking	1187	10.42	979	82.48	30	2.53	24	2.02	25	2.11	89.13	1182	99.58
Drugs	544	4.77	437	80.33	19	3.49	17	3.13	11	2.02	88.97	543	99.82
Gambling	731	6.42	586	80.16	27	3.69	23	3.15	22	3.01	90.01	729	99.73
Indiscipline	2342	20.56	1618	69.09	191	8.16	93	3.97	148	6.32	87.53	2313	98.76
Lust	2339	20.53	1738	74.31	178	7.61	75	3.21	89	3.81	88.93	2316	99.02
Non-vegetarian	4793	42.07	3781	78.89	164	3.42	79	1.65	81	1.69	85.65	4776	99.65
Obscene Film	2597	22.79	1877	72.28	166	6.39	94	3.62	125	4.81	87.1	2579	99.31
Obscene Literature	1305	11.45	1000	76.63	75	5.75	39	2.99	49	3.75	89.12	1301	99.69
Ragging	629	5.52	429	68.2	58	9.22	21	3.34	24	3.82	84.58	622	98.89
Revenge Nature	3346	29.37	2348	70.17	257	7.68	140	4.18	176	5.26	87.3	3312	98.98
Smoking	1122	9.85	938	83.6	30	2.67	23	2.05	18	1.6	89.93	1120	99.82
Tobacco Consuming	1026	9.01	846	82.46	34	3.31	26	2.53	18	1.75	90.06	1025	99.9
Violence	1679	8.4	1247	74.27	123	7.33	62	3.69	53	3.16	88.45	1669	99.4
Indulged / Gave up Vices	8145	71.49										8108	99.55

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32. https://en.wikipedia.org/wiki/List_of_educational_institutions_with_Sanskrit_mottos

Annexure A: List of educational institutions with Sanskrit mottos[44]

The following is a list of educational institutions that use the phrase *yogaḥ karmasu kauśalam* as their official mottos.

1. Biju Patnaik University of Technology, Kalinga Vihar, Rourkela, Odisha, India - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (excellence in action is yoga)
2. Indian Institute of Technology Kharagpur - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (excellence in action is yoga)
3. Indian Institute of Management Kozhikode - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (Excellence in action is yoga)
4. Jawaharlal Nehru Technological University, Hyderabad - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (Excellence in action is yoga)
5. logy, Gorakhpur - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (Excellence in action is yoga)
6. Malaviya National Institute of Technology - yogaḥ karmasu kauśalam / योगः कर्मसु कौशलम् / yogaH karmasu kaushalam (Excellence in action is yoga)
7. Management Development Institute - *yogaḥ karmasu kauśalam /* योगः कर्मसु कौशलम् */ yogaH karmasu kaushalam* (Excellence in action is yoga)

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[44] https://en.wikipedia.org/wiki/List_of_educational_institutions_with_Sanskrit_mottos

8. <u>Sainik School Balachadi</u> - *Yog: Karmsu Kaushalam / योग कर्मसु कौशलम: / Yogah Karmasu Kaushalam* (Excellence in Action is Yoga)

9. <u>Samrat Ashok Technological Institute</u> - *yogaḥ karmasu kauśalam / योगः कर्मसु कौशलम् / yogaH karmasu kaushalam* (Excellence in action is yoga)

10. <u>Visvesvaraya National Institute of Technology</u>, Nagpur - *yogaḥ karmasu kauśalam / योगः कर्मसु कौशलम् / yogaH karmasu kaushalam*(excellence in action is yoga)

From Shakuni to Duryodhana: A critical Analysis

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Introduction

Mahabharata is one of the epics which is critically analyzed by many people; either in management context (Mehra, 2015; Mehta, Thakur, Chauhan, & Uprety, 2018) or just simply understanding the characters (González-Reimann, 2006).

This paper looks at the character of Duryodhana, the eldest son of Dhritarashtra, heir to the Kuru kingdom. It is important to have a better look at the character of Duryodhana to understand the impact of influence that others can have on one's life, one's work and one's belief. Duryodhana's character is important to understand for management studies, as he symbolizes heir leadership, and also had shades of grey- where he was good to few people and evil to some.

Duryodhana was born in a royal family with all the luxuries of life; best of the best food, best of best teachers, best of the best palace; yet in the end, he turned out to be an evil character. In this paper, the authors would like to put forward the argument that it would be wrong to assume Duryodhana as an evil character. He was just a catalyst to Shakuni's conspiracies.

In this paper, the character of Duryodhana and Shakuni would be analysed with the help of prominent psychological theories. This paper would support its argument of Duryodhana being the catalyst by explaining the life of Duryodhana with the help of a psychological lens.

Psychology has a huge impact on the management of employees and predicting the behaviour of the organization as a whole and each individual working in that organization. And it is always said that understanding history in a much better way gives a better understanding of the future and help to deal with life in a more efficient way. Through explaining characters of the Mahabharata with the psychological lens, this paper would focus

on how to deal with deviant behaviours in an organization; how to look at employees and understand such employees (at any leadership level) who seem to be a modern version of Duryodhana/Shakuni.

Literature review

Table 1: literature review of past studies.

Authors (Year)	Title	Purpose	Methods	Findings
Rajesh Mehra (2015)	A Comparative Study Of Indian Mythological Management And The Modern Management	The author assessed Indian texts and analysed the common themes which pertain in today's organization.	Secondary data of Indian text was analysed. It was a descriptive analysis.	Concepts of leadership, division of work, planning and swot analysis, strategic policies, control, hierarchical nature of work and decision making were a common concept during ancient times as well.
Piyush Mehta, Ashok K. Thakur , Ishaan Chauhan and Nikhil Uprety (2018)	A Study on the Influence of Hindu Mythological Characters on Management Practices	The study wanted to focus on the characters of Indian mythology and understand their influence on the decision making process of managers.	Questionnaires and secondary data were collected from the managers for the purpose of the study.	Characters that seem to have an influence on managers are Lakshmi,Saraswati,Krishna, Ganesha, Rama, Krishna, Shiva, Durga and Hanuman
Luis Gonzalez-Reimann (2006)	The divinity of Rama in the Ramayana of valmiki	Rama as a character was analysed by the authors. The authors majorly looked at answering the question of whether Rama was	Qualitative methods were used where the authors are looking into text of two	Rama was born as a human, although later in his life, he subsequently turned into a god- maybe because of his deeds

		human or reincarnation of visnu?	debates	and skills.
Merin Sanil (2016)	From Gods to superheroes: an analysis of Indian comics through a mythological lens	The author attempted to understand the similarities between the western superheroes and Indian superheroes specifically pertaining to Indian mythology.	Qualitative methods were used where the framework of Campbell was used to make a better analysis.	The areas of similarities and differences are-religious influence; superheroes, superpowers, type of cultural capital; cultural orientation; a shift in the medium of dissemination.
Joseph Dowd (2016)	Maximizing Dharma: Krsna's Consequentialism in the Mahabharata	The author attempted to analyse Krsna's character from western moral philosophy.	Content analysis was done of two texts	Krna holds the moral view of dharma-consequentialism; which is different from the western viewpoint of consequentialism
Sankaran Manikutty (2012)	Why Should I Be Ethical? Some Answers from Mahabharata	The author analyses the ethical issues of Mahabharata to gain more insight into the importance of ethics. Characters of Bhisma, Dhritrashtra, karna and Krsna were analysed.	Qualitative analysis	Ethics is what makes one's life meaningful and is not to be used to justify your actions to others but only to oneself.
Srija Sanyal (2015)	Marginalized yet Empowered: A Study of Ekalavya and Karna from Mahabharata	The author attempts to analyse and compare the characters of karna and eklavya in the light of framework of tragic	Framework of tragic heroes by Aristotle was used to analyse the texts and	Although both characters do not acquirea lot of space in the epic, they both have took the fall of their

		heroes by Aristotle	characters	destinies and then gained recognition.

Conceptual model
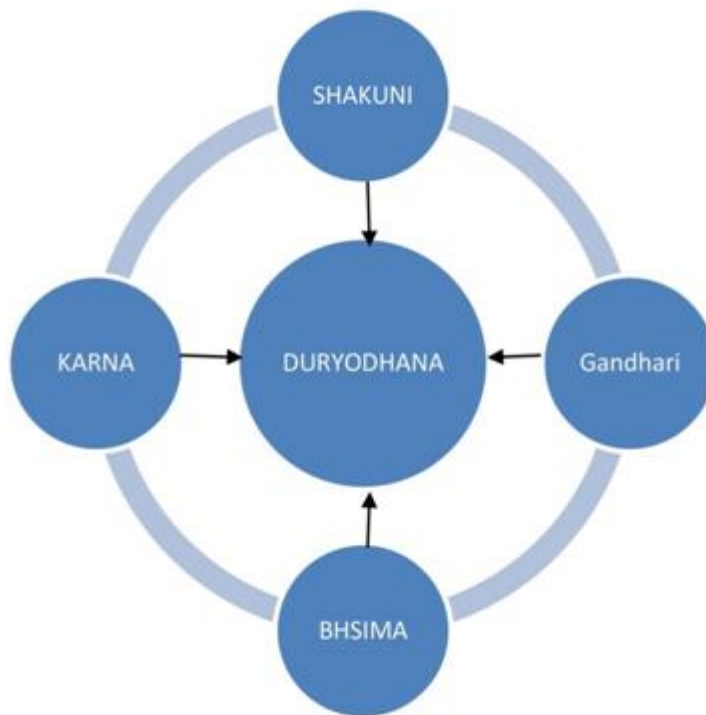
Fig 1: Model representing the way Shakuni, Gandhari, Bhisma and Karna affected Duryodhana's character

Methods

Method to analyse and interpret the text was inclined towards qualitative approach as the authors' agenda was to look at the text from various points and not to turn the text into numerical values. Therefore, to be in alignment with the objective of the current paper, authors use the Qualitative methodology to analyse the Indian texts under psychological lens.

Discussion

Any discussion on Duryodhana would be incomplete without discussing Shakuni. When his whole family was jailed by Bhisma and were only given one plate of food for whole family; Shakuni's father decided to feed only Shakuni, so that he can live and take revenge for them in future. For the same purpose, his father also broke Shakuni's leg, so that by each step he remembers his revenge.

Let us consider this scenario in the family psychology framework provided by Dr Murray Bowen (Bowen, 1966). He gave eight concepts of family systems; one of which is the family projection process (Bowen, 1966). It defines the primary ways the parent's project/ transfer their fears and ideas to their children (Bowen, 1966). For Shakuni, his father projected his embarrassment and will for revenge onto Shakuni. This not only made Shakuni more negative towards Kuru kingdom but also didn't even give him a chance to logically analyze the situation and explore his own opinions about the kingdom. This could have also hampered in the development of his original personality.

It was also noted by Murray family projection is "the primary process where parents pass along their emotional problems to a child; Children inherit strengths as well as problems from parents (Haefner, 2014)" which shakuni ultimately did by planning warfare.

Why authors say that Shakuni planned warfare is that he was a strategist, a perfect one. He had so much of patience, that for the revenge that could have been taken as early as when shakuni was out of the jail by using violent approaches of murder; he ultimately waited for it and planned to make Duryodhana as a catalyst in the whole game.

Duryodhana, though he was born to the Dhritarashtra and Gandhari; his upbringing was done by Shakuni, who took over the revengeful belief of his father through the process of family projection. Duryodhana as expected was very close to Shakuni and always enjoyed teachings of his Shakuni mama. Shakuni, filled with need for revenge, taught Duryodhana not to love but to hate, not how to keep family intact but how to fight with his own brothers; not how to respect elders but to disrespect them; not how to be selfless but selfish and finally not how to respect women but how to use them as commodities.

Freud believed that your personalities are created in the first five years of your life (Ciccarelli & Meyer, 2008). For Duryodhana, his personality was influenced by the ideas and beliefs of Shakuni. Freud also believed that the development of Superego, which is the

moralistic structure of personality, is majorly influenced by the socialization process of the child (Ciccarelli & Meyer, 2008). It can be seen that due to the upbringing by the Shakuni, Superego of Duryodhana developed skewed, which lead to Duryodhana's "id" to be more overpowering part of his personality. The authors say that because "id" is that part of the personality which is emotional, impulsive in nature and selfish (Ciccarelli & Meyer, 2008); Duryodhana seems to be high on all such traits. While we are talking about id and superego, it becomes equally important to talk about ego as well (a more realistic structure of personality) (Ciccarelli & Meyer, 2008); Freud often saw the ego as a regulator between superego and id, ego was the guide on how to act balanced (Ciccarelli & Meyer, 2008). For Duryodhana, it seems that his ego was also developed skewed; or else, knowing the reality of life and with that plethora of skills and knowledge he had; he could have moved away from his uncle's ideas and made his own identity.

The behaviour of Duryodhana towards his brothers, women and parents can also be seen from the social cognitive theory perspective as well. The social cognitive theory believes that vicarious learning is the best kinds of learning for any behaviour(Albert Bandura, 1999). When child/adult observes someone else performing something, they also learn the same behaviour(Albert Bandura, 1999). Duryodhana since childhood has only seen Pandavas been treated as outsiders from his father and Shakuni and others in palace. He has only seen the manipulative games of the kingdom, and therefore, it seems valid to make an assumption that Duryodhana was not at fault for being who he became.

Duryodhana's character can also be seen in the light of his attachment to gandhari and shakuni. He shared different attachments to both of them. Attachment with the caretaker at an early age of a child makes the ground for the adult personality(Young, Simpson, Griskevicius, Huelsnitz, & Fleck, 2019). With Gandhari (although she was his mother) Duryodhana seems to developed a Avoidant attachment style- where there is no distress even if Gandhari isn't around; majorly meaning that he didn't care if his mother was there for her or not and has no interest in her (Ainsworth & Bell, 1970); and opposite to that with Shakuni he formed a secure attachment- where he felt safe to be with him and explore the world (Ainsworth & Bell, 1970). Although, Duryodhana made a secure attachment with Shakuni, he ended up becoming an insecure adult because of the insecure attachment to his mother. Mothers are always the primary caregiver and feeling neglected by his own mother, Duryodhana tends to become an insecure adults.

This insecurity was always portrayed in Duryodhana's behaviour throughout the text. This insecurity also lead to intra-psychic conflict (Ciccarelli & Meyer, 2008) where at one point, he sees himself as the heir of the kingdom; believes he can achieve anything he wants and only looks at pandavas as his competitor (who he believes are lower than him); however at another point, he is also jealous of them, insecure about his skills and knowledge; insecure about the respect they get from other people and challenges them in every possible way. Such conflicts creates lot of confusion (Ciccarelli & Meyer, 2008); which can be seen in his behaviour; for example- almost killing Bhima at an early age by drowning him into the sea; making a whole plan of killing pandavas and Draupadi by burning their palace; making a huge fuss about Yudishtra losing in the friendly game of dice; and feeling so insecure about draupadi laughing at him earlier that he had to take revenge from her in front of everyone by tearing her saree in front of palace full of people.

Such insecurities have often lead to Duryodhana Catastrophising (Ellis, 1957) his pain and look at negativities in his life. According to Rational emotive Behavioral therapy (Ellis, 1957), individuals often consist of irrational beliefs that lead to certain behavioural and emotional issues in their life. Duryodhana seem to be having one such irrational belief of magnifying the negative situations in his life (where he was the victim) and minimize the positive situations (where he achieved something and everyone appreciated him for him being good human)

This irrational belief could also be the result of actor/observer bias (Jones & Harris, 1967), where Duryodhana attribute his own weaknesses as being caused because of environmental factors (for example- Bhisma Supports Pandavas and that's why I didn't win the battle) and attribute his successes to his own skill and expertise (for example- I strategise well, listen to me- My friend Karna will lead the battle tomorrow (even though it wasn't planned). Opposite to that he attributes other's success to environmental factors and their weaknesses to their own internal traits or skills.

There were other characters which had an impact on the development of Duryodhana. One of them is Bhisma- he although not having a very active role in Duryodhana's life; had a very indirect role to play. Bhisma saw everything and knew everything; he knew what intentions were of Shakuni, he knew Gandhari was wronged and is doing wrong to her child,

he could see how Duryodhana was inflicted by beliefs and view of Shakuni and yet he chose to be quiet.

This could be because of a process called bystander effect (Latane & Darley, 1968); where if many people are witnessing a crime, no one would go and help the victim because of diffusion of responsibility. Similarly, it could be that Bhsima felt he wasn't responsible to make everything in order for Duryodhana; maybe he felt Dhrtihrashtra had more responsibility of Duryodhana and he should say something; maybe Dhrithrashtra held the same logic for Bhisma. Amidst answering who holds the responsibility of stopping Shakuni from harming Duryodhana, no one ended up saving him. The onus lies with each elder member of the palace who couldn't take the responsibility for saving Duryodhana; similar to the way in future where none of them could take the responsibility of saving Draupadi.

Bhisma's actions could also be look at through his skills of Obedience(Milgram, 1963). Bhisma has always proved his innate skills of obeying the commands given to him by the king of the Palace. Dhritrashtra didn't instruct Bhisma to save Duryodhana and because of Bhisma obeying the commands of his king never even thought of doing anything for Duryodhana.

Another character that could have saved Duryodhana from his own beliefs in adult life was karna- his best friend. There was a difference between Duryodhana's insecurities and karna's insecurities- Duryodhana defended his insecurities by portraying his archetype of shadow (Jung, 2014) (his dark side) in more dominating manner while Karna defended his insecurities by accepting them, which therefore lead karna to have much more fulfilling life. Karna rather than helping Duryodhana deal with his insecurities in much more positive way, ended up becoming submissive to Duryodhana and through vicarious learning and conforming to the norms of the group, became somewhat like Kauravas.

Table 1: Tabular representation of the psychological concepts and how they apply into the context of Mahabharata.

Psychological concept	General meaning	Paper's context

Family systems theory (Bowen, 1966)	Bowen talks about 8 concepts that are interlinked in a family-Triangles, Differentiation of self, Nuclear family emotional process, family projection process, multigenerational transmission process, emotional cutoff, sibling position, and societal emotional process	Family projection process- For Shakuni, his father projected his embarrassment and will for revenge onto Shakuni. This not only made Shakuni more negative towards Kuru kingdom but also didn't even give him a chance to logically analyze the situation and explore his own opinions about the kingdom.
sychoanalytic theory of personality by Freud	It talks about 3 aspects of personality-id, ego and superego. It also talks about personality being formed at an early age. Freud also believed that the development of Superego, which is the moralistic structure of personality, is majorly influenced by the socialization process of the child (Ciccarelli & Meyer, 2008) Freud also talked about intra-psychic conflicts, which leads to anxiety and confusion among individuals.	For Duryodhana, his personality was influenced by the ideas and beliefs of Shakuni. It can also be seen that due to the upbringing by the Shakuni, Superego of Duryodhana developed skewed, which lead to Duryodhana's "id" to be more overpowering part of his personality. Duryodhana's intra-psychic conflict were where at one point, he sees himself as the heir of the kingdom; however at another point, he is also jealous of them, insecure about the respect they get from other people and challenges them in every possible way.

social cognitive theory (Albert Bandura, 1999)	The social cognitive theory believes that vicarious learning is the best kinds of learning for any behaviour. When child/adult observes someone else performing something, they also learn the same behaviour	Duryodhana since childhood has only seen Pandavas been treated as outsiders from his father and Shakuni and others in palace. He has only seen the manipulative games of the kingdom.
Attachment Style (Ainsworth & Bell, 1970)	Mary Ainsworth did an experiment to assess the level of attachment between a child and their mother. After the experiment, she observed three attachment styles- secure (happy to explore the environment independently when aware that mother is nearby); Avoidant (doesn't care if mother is around or not) and resistant (doesn't want to be near mother nor want to be away from her)	Duryodhana developed attachment with two-gandhari and Shakuni. With Gandhari (Avoidant attachment style) and opposite to that with Shakuni he formed a secure attachment. Although, Duryodhana made a secure attachment with Shakuni, he ended up becoming an insecure adult because of the insecure attachment to his mother.

Rational emotive Behavioural therapy (Ellis, 1957)	It is one of the therapies in psychology which focuses on the irrational beliefs of the client that lead to emotional and behavioural issues. Few of such irrational belief is Catastrophising; where individual makes a huge deal about something small; and magnifying and minimizing- where individual maximize his negatives and minimize his positives.	Duryodhana Catastrophised his pain and look at negativities in his life. Duryodhan seem to have irrational belief of magnifying the negative situations in his life (where he was the victim) and minimize the positive situations (where he achieved something and everyone appreciated him for him being good human)
Actor/observer bias (Jones & Harris, 1967)	Actor/ observer bias is where individual attribute his own weakness to outside source and strengths to inside; but other's strengths to outside side and weakness to inside source.	Duryodhana attributed his own weaknesses as being caused because of environmental factors (for example- Bhisma Supports Pandavas and that's why I didn't win the battle) and attribute his successes to his own skill and expertise (for example- I strategise well, listen to me- My friend Karna will lead the battle tomorrow (even though it wasn't planned).

Bystander effect (Latane & Darley, 1968)	It is a social psychology concept, where individuals are less likely to help someone, where other people are also present with them i.e. one is less likely to help he victim, when there is a crowd.	Bhsima felt he wasn't responsible to make everything in order for Duryodhana; maybe he felt Dhrtihrashtra had more responsibility of Duryodhana and he should say something; and presence of other members of family stopped Bhisma to react logically.
Obedience (Milgram, 1963)	Obedience is behaviour where individuals follow the instructions when they have come from some authority figure.	Bhisma has always proved his innate skills of obeying the commands given to him by the king of the Palace. Dhritrashtra didn't instruct Bhisma to save Duryodhana and because of Bhisma obeying the commands of his king never even thought of doing anything for Duryodhana.

Analytical Psychology (Jung, 2014)	Analytical Psychology was given Carl Jung. He talks about collective unconscious and archetypes. Archetypes are the model of the individual's behaviour or personality. There are 4 identified archetypes by Jung- anima/animus; shadow (dark side), persona (representation to the world); and self (true nature)	Duryodhana defended his insecurities by portraying his archetype of shadow (Jung, 2014) (his dark side) in more dominating manner; which affected his behaviour in the end.

Conclusion

Various relationships that we share with our peers, partners, siblings or even parents tend to have huge impact on our personality and character. Through this paper, we can see how some relationships that were attached to Duryodhana (even before he was born) impacted his life in such huge way. Therefore, we can always say the attachment with right person at a right time pushes us forward or else just make us and others wonder our actions.

For Duryodhana, if only a few people of palace could have changed themselves or at least their behaviour in front of a newborn child; if only his mother could have given more importance to Duryodhan; if only Duryodhana in his adult life, used his analytical and critical ability to assess his family and beliefs; if only he didn't give power to his uncle to influence him; if only he could have got love and warmth from his mother; the things might have been different for him.

Managerial implication

Therefore, through this paper the authors would like to put forward the idea that even in life or an organization, if we come across people or leaders who seem, villain, what we can do on our part is to move beyond attributing his negativity to his personal characters and look at other environmental factors to explain his/her behaviour. Implications of this paper

include-understanding family run businesses, where everyone is part of the business and gaining deeper insights into conflict management techniques

Relationship of Shakuni and Duryodhana, when seen in the light of organization could give great insights on how when strategy of an organization is itself flawed, it can often lead the whole organization into a pitfall. Therefore, through this paper authors is trying to portray the importance of a well-formed strategy of action, which is informed to each member of team/organization. Putting hard work initially at forming a well-structured strategy/plan of action with a logical and rational background will not only make the next process easier but would also ensure success in the task.

While saying that, authors also put forwards that even when you are obeying somebody's command or no command like Bhisma, use your own knowledge and skills to assess if the command has a good impact on you and your team or not; don't just be an employee or a subordinate to your boss; be an employee who uses his own skills and expertise while fulfilling the task given to him/her.

Similarly, in a team express your expertise and don't conform to action of other members like Karna. Being aware of oneself and contributing an addition to your team with respect to your skills increases team effectiveness. When an individual in team becomes prey to social loafing (Latané, Williams, & Harkins, 1979), he/she ends up taking the whole team down with him like what happened with karna and Duryodhana. Karna could have grown Duryodhana out of his evilness, yet he couldn't due to his own belief of being subordinate to his friend.

By end, it is clear that relationships we make in an organization can change us or make us; and in the end it is all up to who ends up being with us' who attaches themselves to us. Meeting right people at right time under right context is very essential to make a healthy relationship.

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Study of Contemporary Behavioural Finance with the Ancient Indian Wisdom

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Background of the Study:

Behavioural finance is the upcoming area of research in the field of finance, economics and human psychology. Though this field is emerging, but the concept and philosophy of such concept were already highlighted in the different premises of Indian philosophy and mythologies. Concept of Prospect Theory, Overconfidence, Mental accounting, etc through were concretised recent years, but these are being highlighted by the ancient Indian philosophy in different occasions.

Objective of the Study:

A: To explore the ancient and medieval Indian thought process connecting to Behavioural Finance

B: To a comparative study of the Indian Philosophy with the emerging field of Behavioural Finance.

Methodologies:

 The extensive literature review, a conceptual study of the Indian philosophy and contemporary research on Behavioural Finance. And to do critical review to understand the parallelism and difference in the though process of both the phases.

Literature Review on Contemporary Behavioural Finance:

Behavioural finance provides an explanation on the influence of psychological and behavioural aspects of individuals on their financial decision making. Sewell (2007) defines behavioural finance as "the study of the influence of psychology on the behaviour of financial practitioners and subsequent effect on the market". Shefrin H. (2002) states "behavioural finance deals with the influence of psychology on the behaviour of financial practitioners", while Belsky & Gilovich (1999) state that "behavioural finance is behavioural economics of why and how people make the seemingly irrational decision when they spend, invest, save and borrow money", "behavioural finance is application of psychology of finance (Pompian, 2006). A summary of the definitions on behavioural finance indicate the psychological influence on financial decisions of investors. Rationality is the result of the cognitive process which can be behaviourally biased. Behavioural biases broadly classified into cognitive and emotional biases yield irrational judgements (Pompian, 2006). Research states that heuristics, biases and framing effects, which influenced the judgements and decisions of financial firms, rating agencies, institutional investors, governments were the major reasons for the financial crisis in 2008 (Shefrin H. , 2009). The theory of observational learning, and particularly of informational cascades, also explains phenomena such as stock market crashes (Bikhchandani, Hirshleifer, & Welch, 1998). Numerous theories and biases discussed in literature on behavioural economics and behavioural finance provide explanations to the irrationality in decision making by investors in stock markets.

Research in the field of behavioural finance was classified into five broad themes by Thaler (2005). These included: limits to arbitrage, the equity premium, over- and under-reaction, individual investor

behaviour, and corporate finance. Each of these themes dealt with a different aspect of financial decision-making and financial markets (Thaler, 2005). Of these, this paper focuses on only two aspects of behavioural finance that are (i) over and under-reaction, (ii) individual investor behaviour. Pompian (2006), states that behavioural biases can be broadly categorized into cognitive biases and emotional biases. Literature on biases explaining stock market anomalies as discussed in this paper are broadly discussed as – (i) self-deception biases, (ii) cognitive biases, and (iii) social interaction biases as shown in table 2. The Cambridge English dictionary defines self-deception as the act of hiding the truth from oneself, in other words the belief that a false or un-validated feeling or idea is true. It is considered as the act of lying to oneself (Baumeister & Vohs, 1993). In the current context of research, all biases related to false beliefs of individuals are clustered under the category of self-deceptive biases. Cognitive biases

Based on the number of articles published on biases in behavioural finance or behaviour economics in the scopus database, the top 25 biases were chosen for discussion in this paper.

Table 1: Biases Explaining Stock Market Anomalies

S. No	Self-deception Theories	Cognitive Biases	Social Interactions
1	Optimism Bias	Representativeness Bias	Herding Biases
2	Overconfidence Bias	Prospect Theory and Framing	Cascading Biases
3	Self-attribution Bias	Choice Framework	
4	Confirmation Bias	Anchoring	
5	Hindsight Bias	Availability Bias	
6	Regret Aversion Bias	Loss Aversion	
7		Disposition Effect	
8		Law of Small Numbers	
9		Halo Effect	
10		Cognitive Dissonance	
11		Momentum	
12		Overreaction	
13		Conservatism Bias	
14		Under-reaction Bias	
15		Categorisation Bias	
16		Mental Accounting	
17		Endowment Bias	
18		Sunk Cost Fallacy	

In the contemporary Behavioural finance, researchers have been highlighting the biases and in the ancient Indian philosophy they have been highlighting on the vices in the life and decision making.

Conclusion:

An in-depth study has to be to be carried out to understand the Indian philosophy such as The Gita, the Veda, Kautilya Arthasahtra and the Indian mythologies to citation of such biases to find out the connectivity.

Prospect for the Future Research: The study can help to explore hidden treasure of knowledge hidden in the ancient India in the field of Behavioural finance to apply in contemporary economy to correct human biases and vices.

Leadership Development: Towards an Indian Approach

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Contemporary executive education in India, specifically leadership development programmes (LDP), is dominated by Western thought. Western frameworks such as the 4 E's of leadership by Jack Welsch, Hogan & Kaiser's competency model, Heifetz & Laurie's view of adaptive leadership, Quinne's perspective of fundamental state of leadership, Hersey & Blanchard's situational leadership theory, and Goleman's emotional intelligence matrix are taught to Indian executives and applied to Indian organizations relentlessly, implanting western thought in the Indian psyche.

A Google search throws up a flood of information on western models of leadership, rather than Indian models. This easy access to western epistemological frameworks facilitates their design and dissemination in workshops and training programmes on leadership. The perceived complexity of Indian thought is due to the fact that we have lost access to Indian reflective traditions which do not have a space in our executive education system. Hence, most LDPs are borrowed, formulaic, uninspiring, and routine repetitions and have therefore become stale. Concern and disenchantment with this state of affairs have provoked the author to extricate and examine Indian ways of looking at leadership.

Indian executives repeatedly ask the pertinent question why western models are being taught in executive development programmes and whether there is an Indian perspective on leadership. Many practitioners and leadership teachers are faced with this situation. The question is triggered partly because of the dissonance from extensive exposure to western models and partly out of curiosity.

Against this backdrop, there is a compelling case to explore indigenous approach to leadership based on Indian thought and to test their applicability with Indian executives. This paper attempts to extract and highlight leadership from Indian reflective and creative traditions with special reference to Bharatha Muni's *Natya Shastra* and other Indian texts. It is proposed that an Indian approach to leadership will enhance cognizance of leadership development efforts for Indian executives and this will be deliberated in the conference.

Impact of Skill Variety, Task Significance and Task Identity on Job Satisfaction among Two Different Age Groups of Indian Software Employees

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The present study is to examine the moderating role of age in the relationship of skill variety, task significance and task identity with job satisfaction among two different age groups -young age group and middle age group. Structural Equation Modeling (SEM) has used to test the hypothesized relationships. Multi-group moderation analysis found that skill variety, task significance and task identity had a significant positive impact on job satisfaction among young age software employees and whereas in case of middle age group only two job characteristics skill variety and task identity has more significant impact on job satisfaction.

Key words: Skill Variety, Task Significance, Task Identity, Multi-Group Moderation Analysis, Structural Equation Modeling

Data Envelopment Analysis Approach for Analyzing Human Competency and Enhancing Service Quality of Energy Firms

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Keywords - Competency Mapping, Service Quality, Customer Satisfaction, Relative Efficiency, Data Envelopment Analysis (DEA).

1. Introduction

Optimization of the required number of human resources in any business project involving technological operation at different stages of the process is a critical task for the management of any firm. This is specifically true of firms such as energy sector firms, which have undergone major changes in the recent past in terms of service delivery, work process, technology, and automation. Thus, to sustain a business model, in such a competitive market a set of key competency are required. Competency refers to person-related traits like behavioral dimensions and abilities of a competent performer. Competency is sometimes thought of as being shown in action in a situation and context that might be different, the next time a person has to act (Celia and Karthick, 2012). Competency mapping is viewed as the process of identifying key competencies that are essential for job holders to excel in an organization (Nair, 2011). Competency mapping is regarded as one of the most vital and surely is considered to be an essential exercise in any firm. A well-managed firm has to have well-defined roles and a list of competencies required to perform each role effectively. Reeves and Bednar (1994) defined quality as excellence, value, conformance to specifications and meeting or exceeding customers' expectations. In a similar way, service quality is defined as the extent to which a service meets customers' needs or expectations (Wisniewski and Donnelly, 1996). To perform work and generate quality service job holder needs to have specific threshold competencies to create competence within organisation.

Service firms have always valued the customer's quality perceptions and instruments used to measure it. Even much effort has been devoted to finding out the relation between customer service quality perceptions and firm performance. However, little effort has been devoted to designing tools that allow competent managers to link such customer's quality perception to desired performance outcomes so that the analysis result might be effectively used to sharp strategic decisions for service quality improvement.

2. Review of Literature

Competency is the trait and knowledge that undergrounds effective work (Mclagen, 1983). The concept of core competency can be attributed to Sleznick (1957) who used this term to

depict the corporate advantage through various value activities. But importantly, McClelland (1973) did draw the attention of business and the corporate world to competency as one of the key factors capable of effecting learning efficiency and to some extent its more important than the intelligence quotient.

Data Envelopment Analysis (DEA) as a tool to conduct employee performance appraisals has been reported from various studies. In a study conducted by Manoharan et.al. (2012), this model provides a means to increase the knowledge, skills, and attributes of employees through the design of training programs for employees of various categories. But performance has not been measured in terms of efficiency or competency mapping. Shirouyehzad and Dabestani (2011) in a study used data envelopment analysis as a mathematical approach to determine the efficiency of projects based on quality, cost and time criteria, but they seem not to have considered inputs like labor and average handling time for each quality. Also, the relationship between efficiency and competency is not established in their study. Nishii and Raver, (2007) in their study worked on a similar concept brought into focus the diversity initiatives, which help organizations attract diverse talent and also facilitate organizational functioning through more careful attention to the needs of diverse (and not just "traditional") employees. What comes out of this study is that risk-taking ability is not included in the diversity initiative. Prahalad and Hamel (2003) bring to fore the importance of company's collective knowledge in terms of coordinating diverse production skills and technologies. They refer to organizations as not a collection of strategic business units, but as portfolio of core competencies. Attitude or behavioral dimensions which ought to be equally important in determining a firm's performance and thus as markers of core competency too need to be emphasized.

Lahti (1999) highlights a close linkage to strategic thinking and performance which points toward the relationship between individual performance and organizational level. How far does it explicitly translate into performance needs corroboration? Pegals and Yang (2009) report that behavioral aspect of strategic leadership behavior, which is also a managerial characteristic found to have a significant impact.

Purpose of study: The study explores to map the significant individual competencies required by the job-holders of the energy firm, to perform efficiently and managing service quality levels. This new approach treats service quality as an intermediate variable, not the ultimate managerial goal of interest, and makes the use of data envelopment analysis (DEA), a non-parametric technique that allows for the relative comparison of a number of comparable

organizational decision-making units (DMU) (Sexton, 1986) like competencies of the managers which are being used for minimizing generic input of cost and time for the service quality output.
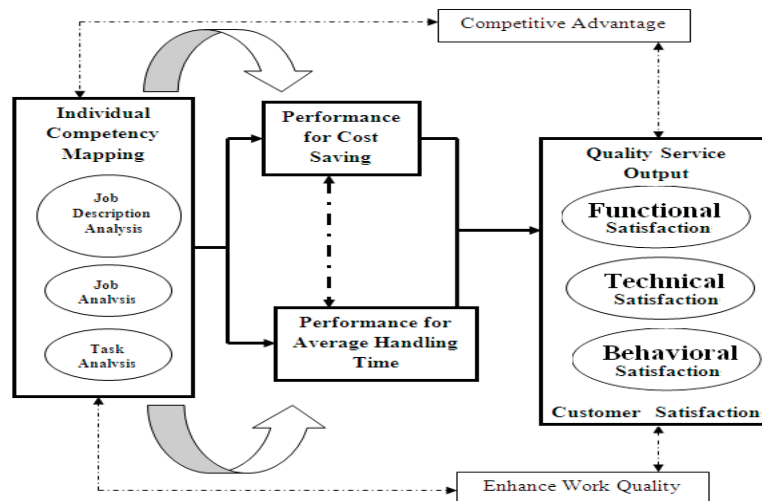
Figure 1: Proposed Research Model

3. Research Approach and Methods

3.1 Statement of Problem

The paper explores the competencies of the service managers, who are efficient in cost and time management as the generic input and service quality as the output of the performance. This study is to establish that the related efficiency of competent service managers leads to quality service output as customer satisfaction.

3.2 Objectives

- To map the competencies of service managers of energy firms
- To find out whether the competencies of the service managers contribute directly to quality service output leading to customer satisfaction.
- To analysis the gap between observed and expected/perceived competencies among the jobholders;
- To measure the relative efficiency of the service managers and service quality provided by them.

3.3 Research Methods

- **3.3.1 Field of Study -**This is empirical research to benchmark the related efficiency of service quality of energy service provider firms located in Delhi and NCR, India. The seven energy Firms taken for the study are indicated in Table 1.

  3.3.2 Sampling –The sample unit of 150 job holders are randomly selected from the servicing job profile.The samples representing the population vary from the age of 20-40 years, both men and women had equally participated the research and the span of work experience of the sample varies in between 0 – 10 years.The educational qualification grouped into graduation and postgraduate and the pay ranges between less than 20 to 60 thousand per month. The profile of the sample is given in Table 2.

  3.3.3 Data Source - The research is based on primary data and secondary data as well. The primary data are to map the competencies required to perform the service job process. The customer satisfaction data is obtained through questionnaire designed by experts and consulted with the subject organization. Factor analysis using varimax rotation is done for validating and checking reliability of the items and as result some items are dropped. The result is presented in table 13. The secondary source is used for collecting data on job descriptions of the service managers and the average cost and time invested through service managers for generating customer satisfaction.

  3.3.4 Hypothesis: An empirical investigation using two research approaches in order to examine the postulations found in the existing knowledge.

  H1: There is no significant difference between gender for 15 competencies.

  H2: There is no significant difference between the age group 20-30 and 30-40 years in terms of 15 competencies.

  H3: There is no significant relationship between educational category of undergraduate and postgraduate in terms of 15 competencies.

  H4: There is no significant difference between the work experience grouped> 5 years and 5-10 years in terms of 15 competencies.

  H5: There is no significant relation between Pay range category of >20, 20-40 and 41-60 in terms of 15 competencies.

  H6: More the relative efficiency of the service quality, there will be an increase in customer service satisfaction.

3.4 Research Approach -The two research approaches used for the study are:

1. **Competency mapping and evaluation process:** The job description of the service managers is collected through Multipurpose Occupational Systems Analysis Inventory Closed-Ended (MOSAIC). The model is used for a combination of two types of analysis of task and competency, to rate their importance for different job performance by the service managers (the service managers are known with different job titles or designations in different subject organizations; however, their job profile remains the same). The collective job description of all the subject organization for the servicing job profile is listed in Table 3. Then the responsibilities are grouped into similar tasks to identify the Key Role Areas (KRAs) for the jobholders performing in the service process. The identified with their threshold competencies are depicted in Table 4.

   Competency Linkagesand Selection of Rating Scales: The tasks must be linked to the competencies needed to perform particular job. The finalized task and competency statements are reviewed by a panel of experts to determine the importance of each competency for successfully performing each task. The linkage is the final step in finalizing the competencies and tasks for the occupational survey. This step ensures that the lists are comprehensive for the jobs. Now the important competencies are weighted as per their important to evaluate the job holder's actual performance. Scales are selected to ensure that information from the survey is applicable for different HR functions and meets professional and legal requirements (Ricci, 2001). The survey has two distinguished parts; one is to measure and evaluated the actual performance of the job holders in terms of the competencies mapped through MOSAIC.Second part is to find out the expected level of the competencies from the same sample of jobholders. The actual performance is evaluated through job knowledge quiz (JKQ) and STAR techniques (The full for of STAR is Situation-Task-Action-Result) as in Table 5. The STAR technique is to analysis the job holder's behavior and situation handling capabilities. JKQ is evaluated on the basis of 15 competencies on a 5-point scale -Poor (scale 1), Below Average (scale2), Average (scale 3), Above Average (Scale 4), Good (scale 5). STAR is on a 5 point scale –Do not meet the expected standards (scale 1), below expectation standards (scale2), at par expectation standards (scale 3), above expectation standards (Scale 4), Exceeds the expectation standards (scale 5).The jobholders' competency perception is being measured through 5 point scale- Very low (scale 1), Low (scale 2), neither low nor high (scale 3), High (scale 4), Very High (scale 5). The high scale (scale 5) is only taken

as the expected competencies of all the employees. All the 150 employees were assessed on their 15 competencies for observed actual and perceived performance to do the gap analysis among the job holder's performance competencies and their understanding of the competencies. The statistical tests used to assess the significant differences in the study are t-test ANOVA and correlation.

The level of customer satisfaction is being assumed as the predictor of service quality. The customer satisfaction have three distinguish area i.e., technical satisfaction (Satisfaction from the product like software, hardware or other troubleshoot service offer to the customers); Functional satisfaction (satisfaction from the average handling time of the work, or information accessed by customer or turnaround time etc.); and behavioral satisfaction (satisfaction from the customer dealing, after-sales service or behavioral aspect of the job holders of subject organization). The questionnaire designed by the expert to measure customer satisfaction has total sixteen (16) statements. Six statements were designed to measure technical, eight for functional and two for behavioral. Factor analysis is done to check the validity and reliability of all the items. In technical only 4 items found to be highly valid out of 6, whose score ranges from 0.603 to 0.736 with Cronbach's alpha 0. 610.For functional only 3 items are valid ranges from 0.936 to 0.982 with Cronbach's alpha 0.960. Behavioral has two items only with validity of 0.922 and Cronbach's alpha 0.834. The statistical description is given in Table 6.

2. **Data Envelopment Analysis (DEA)** methodology used to determine relative efficiencies of jobholders in service profile. Average handling time for the service and average cost involved in the service by the competent service managers are used as generic inputs are as indicated in Table 7. The customer satisfaction has been measured for output analysis which is further categories as functional, technical and behavioral satisfaction to map the core competence of the process. The core competence, in turn, helps to generate a competitive advantage.

Efficiency measurement has been always a managerial concern and one of the methods is DPIN. The DPINcomputer program uses the aggregate-quantity framework developed by O'Donnell (2008) to compute and decompose productivity index numbers. The O'Donnell (2008) methodology does not rely on the availability of price data and does not require any assumptions concerning either the degree of competition in product markets or the optimizing behavior of firms. Thus, DPIN can be used to analyze the

drivers of productivity change even when prices are unavailable and/or industries are non-competitive. The program uses data envelopment analysis (DEA) linear programs (LPs) to estimate the production technology and levels of productivity and efficiency.

The program then decomposes changes in productivity into measures of

(a) technical change (measuring movements in the production frontier);

(b) technical efficiency change (movements towards or away from the frontier);

(c) scale efficiency change (movements around the frontier surface to capture economies of scale); and

(d) mix efficiency change (movements around the frontier surface to capture economies of scope).

4. Research Finding and Analysis

The observed score is actual performance of the job holders in terms of the competencies mapped through MOSAIC.

The expected score is the expected level of the competencies of the same sample of jobholders.

4.1 . Gender and fifteen competencies of observed and expected scores as perceived by job holders

t-test was used to find out the significant difference between male and female job holders in relation to the fifteen competencies. For observed scores t-test is found to be statistically significant at 0.05 and 0.01 levels between male and female job holders in 5 competencies i.e. functional expertise, innovative, team effectiveness, organizational citizenship, and aptitude. The other 10 competencies like result-oriented, process management, self-efficacy, analytical skills, physical skills, job knowledge, job engagement, communication, leadership skills, and emotional quotient are found to be non-significant. The significant difference in functional expertise, innovative and team effectiveness is due to females having higher means than male whereas vice versa for organizational citizenship and aptitude.

Likewise, in an expected score, t- value is found to significant for only 2 competencies i.e. process management and self-efficacy at 0.01 and 0.05 level. This is due to females having higher means.

The means score indicates the gap between male and female actual and expected performance. The gap is more among females than males in different competencies like process

management, leadership skill and others as indicated in Table 8. Hence the H1 is partially accepted leading to inconclusive.

4.2 Age and fifteen competencies.Of observed and expected scores

In Table 9, the t-test is used to find out the significant difference between age group of 20 – 30 years and 31 - 40 years of both observed and expected 15 competencies at 0.05 and 0.01 levels. In observed score the result found significant difference between age groups in 9 competencies i.e. result-oriented, functional expertise, innovative, organizational citizenship, analytical skills, job knowledge, aptitude, communication, and emotional quotient. The significant difference is because of the age group 31 – 40 years have higher mean in all the 8 competencies except the job knowledge.

For the expected score the t-value is found to be significant for 11 competencies at 0.05 and 0.01 levels except result-oriented organizational citizenship, analytical skills and aptitude which are found to be non-significant. This is due to group 31- 40 years having higher mean.

The means of the actual and perceived performance indicate a gap between all the 15competencies in both the age group. The gap is more among young age group of 20 – 30 years than 31 – 40 years in different competencies job engagement, emotional quotient, and others as indicated in Table 9. Hence the H2 is partially accepted leading to inconclusive.

4.3 Qualification and fifteen competencies observed and expected scores

The qualification difference of undergraduate and postgraduate on 15 competencies for both observed and perceived is being indicated in Table 10. All the t-value for observed scores found to be significant at 0.05 and 0.01 levels except result oriented. In expected the t-value is significant for 9 competencies at 0.05 and 0.01 levels except result-oriented, team effectiveness, self-efficacy, physical skills, aptitude, and emotional quotient. The reason for significance in both the observed and expected is due to postgraduate having higher means than graduates.

The actual and perceived qualification indicates gap between all the 15competencies in both the age group. The gap is more among graduates than postgraduates in different competencies job engagement, emotional quotient and others as indicated in Table 10. Hence the H3 is partially accepted leading to inconclusive.

4.4Work experience and fifteen competencies.Of observed and expected scores

The work experience of the job holders of energy firms sets as >5 years and <5years. In Table 11, The t-value found to be statistically significant at 0.05 and 0.01 levels between >5 years and <5 years experienced job holder in 11 competencies i.e. result-oriented, functional

expertise, innovative, organizational citizenship analytical skills, physical skills, job knowledge, aptitude, communication, leadership skills, and emotional quotient. The other 4 competencies like team effectiveness, process management, self-efficacy, and job engagement are found to be non-significant. The significant difference is because of the mean of work experience having more than 5 years is higher like functional expertise, job knowledge or emotional quotient. In expected score t-value 6 competencies are significant at 0.05 and 0.01 levels like process management, functional expertise, self-efficacy, job knowledge, job engagement, and communication. The other competencies are not significant, because of jobholders with more than5 years of work experience has higher mean.

4.5 Pay Range and 15 competencies of observed and expected scores

In Table 12, a one-way ANOVA was used to determine the significant difference between the pay scale and 15 competencies. The three pay ranges are>20, 20-40 and 41-60 lakhs per annum. The F- value of observed score is found to be significant for all the 15 competencies at .01 level and further Duncan test was done to see the main differences in table 22.

Whereas in Expected score the F-value is found to be significant for 13 competencies at .01 level and .05 level of significant except Result oriented and Aptitude which is found to be nonsignificant.

Hence Hypothesis H5 null Hypothesis is rejected.

The gap between all the 15competencies in both the observed and perceived are not so wide except result-oriented, self-efficacy, job knowledge, job engagement, and emotional quotient. The difference in job knowledge is more interesting where perceived score is less than the performed score for the > 5 years and vice versa for the < 5 years. Just like gender or age group or qualification difference the work experience is also different in self-efficacy is score, which is less than perceive score. The gap is more among > 5 years than < 5 years in different competencies job engagement, emotional quotient and others as indicated in Table 11.

Hence H4 is partially accepted leading to inconclusive.

Table 13 and Table 14 depicts the correlation between demographic variables and the fifteen competencies mapped through MOSAIC for observed and expected scores of the job holders respectively. Most of the variables are significantly correlated at 0.05 and 0.01 level. Table 13 indicated some variables highly correlated at 0.01 level of significance like aptitude with organizational citizenship; job engagement with self-efficacy; communication with analytical skills; leadership skill with physical skill and emotional quotient with job knowledge.

Thus it may be predicted that managers with aptitude towards work, have good communication, analytical skill and physical ability will demonstrate leadership quality with emotional stability and their self-efficacy will help them to remain in job engagement leading to feeling of organizational citizen. Table 14 for expected score has some high correlation between aptitude and result oriented job engagement with process management, communication with functional experts, leadership with innovative and emotional quotient with team effectiveness. The assumption from the expected correlation score can be made that any person with job aptitude will give results to the organization; good communication leads to functional clarity; innovative persons can become good leaders and team can be dealt well emotional quotient.

4.6 Customer satisfaction result

Table 15, shows a statistical description of 3 components of customer satisfaction as technical, functional and behavioral. Mean as score percentage as indicated in Table 6 the technical satisfaction is indicating 55.85%; functional satisfaction is indicated by 93.13% and behavioral satisfaction indicated by 81 %. These show the customers are more satisfied with the Functional and behavioral components. Table 15 is the comparative customer satisfaction components analysis of the seven energy sector organizations. Table 16 indicated that the three components of customer satisfaction are significantly correlated to each other at 0.01 level. Table 17 represents the ANOVA indicating no significant difference between the firms in terms of customer satisfaction leading to generate service quality output.

4.7 Relative Efficiency Analysis

Table 18 shows the input presentation of the relative efficiency analysis through DPIN software. Table 19 is the output presentation of the relative efficiency of the seven energy sector organizations. The total factor productivity efficiency (TFPE) of subject organization 1 and subject organization 7 indicates 1 with all over output score as 1 means the most relatively efficient organization in generating service quality through their competent job holders performance. The other five subject organization lacks in total factor productivity efficiency because of lack of outputs in the oriented technical efficiency (OTE), oriented scale efficiency (OSE) and oriented mix efficiency (OME). There are subject organizations lacks in inputs also in terms of input-oriented technical efficiency (ITE), input-oriented scale efficiency (ISE) and input-oriented mix efficiency (IME). The technical inefficiency is also over confirmed from the mean percentage of the technical customer satisfaction as indicated in Table 6. Hence hypothesis 6 is accepted.

5. Findings

The paper described how energy firms can implement DEA modeling for measuring organizational efficiency based on jobholders' competencies and their performance in terms of average cost and time for providing service to customer and the output of service quality is being assumed as the customer satisfaction from the service provided by the organization. The empirical study explored the different competencies required by the job holders to generate maximum effectiveness. The study indicates that the competencies mapped are important to maximize the efficiency, however the variation in the relative efficiency result may be due to demographic variables selected affects the organizational performance. For example, gender has a role in competency level variation like means score indicates the difference between the male and female performance. Age also plays an important key role in the efficiency variation; because organizations hiring people age group between 31 – 40 years get more efficient job holders, as they are already experienced more than 5 years and most are postgraduates. Thus, this group of jobholders is cleared vision and knows what is expected from them because of their maturity level. Therefore, it may be concluded that organization may hire people with all the fifteen competencies to increase the relative efficiency of the organization, but condition for the demographic variables will always applicable which actually affected the organizational performance.

The data envelopment analysis indicates the technical inefficiency of the five-subject organization, which also matches with the lack of technical satisfaction of the customers in comparison to functional and behavioral satisfaction. Therefore, energy organization needs to improve the technical side of the organization performance to yield more technical customer satisfaction. Thus, this will not only help to increase the relative efficiency of the organization but in turn will also help to create brand image and will give competitive advantage to the organizations.

6. Managerial Implication & Conclusion:

The analysis and the score obtained from the job holders, benchmarking competency to map the right person in the right place or training need analysis or performance appraisal or manpower planning, etc. The score can also be utilized to develop competency model for the energy service work specific to generate more service quality. The data envelopment analysis also helps to analyses the efficiency of department or individual also. The study can be utilized

for understanding the core competence of the organization and the competitors, so as sustain oneself in the competitive market.

To summarize it can be said that organizations looking for competent people for increasing relative efficiency should also consider the demographic variables affecting the competencies of the jobholders. The service quality can be improved through analysis of effort input variables like cost, time, numbers of deviation occurrence, etc. and output like customer satisfaction from the service provided by the organization. The research on measuring service quality has focused primarily on how to meet or exceed the external customer satisfaction. In order to improve service quality, it is necessary to contact employees regularly and assess their service experience and competencies. Like external customers, an internal customer needs to understand the satisfaction factors, which will not only help the employees to satisfy their customers but also enhance their competency of understanding the service quality. With the knowledge of the internal service quality dimensions, the service organizations can then judge how well the organization or employees performed on each dimension and managers could identify the weakness in order to make improvements.

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Measuring Performance Quality of Indian Schools using PROMETHEE: A Multi-Criteria Decision Making Approach

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Multi-criteria decision-making techniques are exclusively used in selecting the optimum option among alternatives. Sorting schools by measuring their quality of performance is also seen as a decision-making problem. In this study, it is aimed This study, executed in the year 2018- 2019, aims to measure the performance of ten secondary and higher secondary schools with respect to ten criteria by using the PROMETHEE outranking method in the scope of a local project.. The findings suggest that public schools show better performance than government schools and urban schools show better performance than remote schools. Furthermore, it is found that a strong relationship exists between academic and non-academic criteria.

Keywords: School, Effectiveness, PROMETHEE

Counterproductive work behaviour by drivers of platform based cab aggregators in India: a human rights perspective

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Many consultants have valued India's taxi market to be greater that USD 10 billion (Economic Times, 22 Jan., 2019). This has contributed in spiking the interest of platform based cab aggregators, who are aggressively expanding their services across many cities in India. They bring together waiting customers to a vacant cab with the help of technology. However, for the past few years customers of these cab aggregators have forwarded numerous complaints of driver misbehaviour. Especially, with social media enhancing the free exchange of information, such complaints have found a space to be read by many.

Accordingly, in this research, we seek to answer the following research questions: *Why do the drivers, associated with the platform cab aggregators, engage in counterproductive work behaviour?*

To answer the research question, we integrated the theoretical lenses of human rights framework with that of social exchange theory. Donnelly & Howard (1988) had integrated ten essential human rights to four distinct categories: *survival rights, membership rights, protection rights,* and *empowerment rights*. Using their conceptualization, we studied in detail the description of three strikes (March 2017, October 2018, and January, 2018) where the drivers working with the cab aggregators participated. These strikes were detailed in *"Thozhilalar Koodam"*, a media website dedicated to the cause of the working class. There were three reasons for resorting to this website for the data. First, in absence of a dedicated union of platform based cab drivers, we had little access to them for interviews. Second, the popular newspapers did not cover the strikes extensively. Third, the articles in the website contain extensive quotations from the drivers, which helped us comprehend the issues better.

We were able to identify a number of human rights violations that the drivers plying through these cab aggregators are subjected to. Primarily, the drivers felt grossly unprotected with no legislation regulating how much they must work and how much they must get paid. The drivers also found the platform organization unapproachable in case of any grievance.

Finally, using social exchange theory we argue that owing to experienced violation of their rights by the cab aggregators, the drivers feel exhausted. Since the drivers could not disassociate themselves owing to economic disadvantage, over a course of time they transfer their exhaustion to the customers by engaging in counterproductive work behaviour.

Our research calls attention of all the stakeholders, especially appealing to the customers and the government. While it brings service to the doorstep as well as decreases the unemployment gap, it often does at the cost of the service provider. Unaddressed, this could make the actors as well as the economy unhealthy in the long run. The paper also highlights the various limitations associated with the study.

Keywords: platform economy, human rights, cab aggregators, counterproductive work behaviour

Another Bollywood re-make? Emergence of the new *sportainment* category

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Introduction

"I don't know if it's a lot or not….. but it is the market that decides the prices. It is not passion [for football] or the media. And if it is a lot, it's not my problem. What concerns me is what the market says, and the market says: 'this is your price'. If another player earns whatever he earns it's because I'm ten times better than him. How do you solve it? By paying ten times more." – Zlatan Ibrahimović (Le Monde, 2016)

This is what Swedish soccer star Zlatan Ibrahimović said about his salary during an interview in 2016 to French daily *Le Monde*[45]. His statement validated the existence of a winner-take-all (WTA) kind of market in sports, where only a handful of players take home disproportionately high salaries when compared to the others. This trend is prevalent in several industries across the globe, and is diffusing into professional sports too, through the emergence of a new category called "sportainment", which has emerged in recent years, and is a combination of sports and entertainment (Goldman & Johns, 2009).

The study of market categories is experiencing a revival in terms of scholarly interest in recent times (Glynn & Navis, 2013; Vergne & Wry, 2014). Categories are groups of entities which have common or similar physical or material attributes (Carruthers & Stinchcombe, 1999; Douglas, 1986). Essentially, categories can be visualized as conceptual buckets consisting of similar elements and help in the understanding organization-environment relationships (Negro, Hannan, & Rao, 2010). They also provide a cognitive infrastructure that facilitates evaluations of organizations and their products (Durand & Paolella, 2013).

Study of categories in organizational studies is important for several reasons. First, categories provide an instrument for organizational and product evaluation and have a direct impact on firm outcomes. Therefore, understanding of the nuances of categories is instrumental for the understanding of markets. Furthermore, the study of the mechanism of formation of categories helps to shed light on a broader subject of contemporary interest in management research, namely, the translation and diffusion of ideas and innovation. A growing number of contemporary scholars in management agree that translation, variation and adaptation are intrinsic to the diffusion of ideas, innovation and organizational processes.

However, studies of categories still suffer from certain limitations. Most studies in this vein look into already existing categories and the consequents or outcomes of such categories (Vergne & Wry, 2014). This skewed focus on the consequents has resulted in limitations in our understanding of the processes through which new categories are formed (Blanchet, 2018). Many recent publications have highlighted this gap and have called for extensive research in this vein (Corbett et al., 2013; Navis & Glynn, 2013; Vergne & Wry, 2014; Durand & Khaire, 2017).

A review of the literature on the formation of categories has identified two main processes through which new categories are formed. These two processes are "category emergence" and "category creation" respectively (see Durand & Khaire, 2017). Category emergence happens when a new category is formed through the importation of components that were exogenous to the main categorical system. Whereas, category creation is the process by which existing components of a category in a market are "rearranged, reinterpreted, and relabeled to generate new meanings and associations" (Durand & Khaire, 2017: 95). However, the mechanism of "category emergence", (Durand & Khaire, 2017) does not explain the exact conditions of the importation or borrowing of the external categorical codes that constitute the new category. This limitation gives rise to a myriad of questions related to the process – whether it is random or strategically motivated, and whether it is emerge or path dependent. I address this gap by

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studying the category of sportainment. The context of my study is the newly created soccer league in India, called the Indian Super League (ISL). I establish conceptually how the involvement of Bollywood in the ISL influenced the borrowing of certain Bollywood-specific categorical codes into ISL. Furthermore, through econometric analysis, I demonstrate how those borrowed codes impact player evaluations, and contribute to the development of WTA kind of markets in professional sports.

I find that in the ISL, ascriptive factors matter more in players' evaluation over and above their objective performances, and that in the WTA market structures of sportainment category, the "winners" are determined based on their status. Also, the winners do not constitute a homogenous category, but there are stratifications even within the category of winners, where the relationship between status and evaluation, and subsequently, remuneration, is not linear but curvilinear. Only those players with the highest status receive the highest evaluation and remuneration. This model of evaluation is very similar to that of stars in Bollywood, where remunerations are predominantly driven by status, or "star power". Thus, this paper uncovers the borrowing mechanism pertaining to new category formation, and contributes to the literatures of evaluation and categories.

Theoretical background
Categories

Categories can be defined as "conceptual tools for understanding organization-environment relationships" (Negro, Hannan, & Rao, 2010: 4). A category is an economic exchange structure between producers and consumers that is governed by a mutually agreed upon meaning. The meaning is co-created and attributed by the actors and audiences who use it (Kennedy, 2003). Category labels are used to describe the core features of the category (Mervis & Rosch, 1981) which help in creating the identity that set audiences' expectations (Hsu & Hannan, 2005; Polos, Hannan & Carroll, 2011). According to Durand & Paolella (2013:1102), "in the context of markets and organizations, categories provide a cognitive infrastructure that enables evaluations of organizations and their products, drives expectations, and leads to material and symbolic exchanges".

New categories lead to the creation of nascent markets, that have been defined as "business environments in an early stage of formation" (Santos & Eisenhardt, 2009: 644). Hence, it is extremely important for market participants like incumbent firms, startups, producers, suppliers, intermediaries and others to understand the category formation mechanisms as they can control, own and influence some newly form categories or design strategies which lead to the development of new categories where they might command a superior competitive advantage because of their role in the formation of that category.

According to (Navis & Glynn, 2010), new categories can be created in a number of different ways. A few of these ways are through new product classes (e.g., Rosa et al., 1999), new service classes and opening "new worlds" for existing product or service classes (Tushman & Anderson, 1986: 461). A category is formed when there exist two or more products that are perceived to be of the same type or close substitutes to each other. The organizations that produce and supply these products are often grouped together as members of the same market category (Navis & Glynn, 2010). Such categories have two basic characteristics. First, the constituent members are included in the category through the adherence to rules or boundaries pertaining to that particular product, and second, a distinct concept, label, or identity is created, which highlights the commonalities that link the members of the category to each other (Mervis & Rosch, 1981). These commonalities lead to the development of identity codes or category codes (Polos, Hannan, & Carroll, 2011; Hsu & Hannan, 2005) that are agreed upon by category members and understood by relevant audiences (Romanelli & Khessina, 2005). Categorical codes influence the performance of organizations, institutions, and their members.

Formation of new categories

Durand & Khaire (2017) highlighted two key processes by which new categories are formed. They are termed as category creation and category emergence respectively. Category creation is said to occur when existing components of a category in a market are "rearranged,

reinterpreted, and relabeled to generate new meanings and associations" (Durand and Khaire, 2017: 95). In this process, new categories emerge from within an existing category system through an iterative process reinterpreting the components and redefining the boundaries (Casasanto & Lupyan, 2015; DiMaggio, 1987).

Category emergence happens when a new category is formed through the importation of components that were exogenous to the main categorical system. Emergent categories are formed by new, hard-to-classify (within existing systems) attributes of a good (Durand & Khaire, 2017). Such processes are usually orchestrated by innovators, which are often startup firms. In category emergence, physically observable features are imported from other categories that might be conceptually adjacent to or distant from the category in question. Firms engaging in category emergence attempt to facilitate "new criteria for product selection that gives them an advantage over rivals in terms of attractiveness and value capture" (Durand and Khaire, 2017: 94). However, the borrowing mechanisms are not understood exhaustively, and necessitate additional scholarly explorations.

Winner-take-all markets

In recent times, several industries, including sports, have developed a winner-take-all (WTA) type remuneration structure, where a handful of players attract significantly high salaries than others (Frank & Cook, 1995). This skewed remuneration structure gives rise to inequalities in sports in line with the global inequality phenomenon, where the top 1% of the population controls majority of global wealth and resources (Piketty & Saez, 2003).

What factors generate these kinds of WTA markets? An obvious explanation has to do with talent, expressed through their superior performance. According to Dobson & Goddard (2001), the skewed distribution is a result of the scarcity of outstanding talent. Because of this scarcity, an employee with a superior performance record can bargain for higher compensation (Castanias & Helfat, 1991, 2001). Research also shows that employee performance is essentially normally distributed (Wright, McMahan, & McWilliams, 1994), with a small percentage of employees being superior performers. Because of their advantageous position, top performers expect to be rewarded suitably commensurate to their performance (Pfeffer & Langton, 1993). Agency theory supports this view, indicating that suitable compensation design is instrumental in motivating high-performers (Bloom, 1999; Shaw et al., 2002; Zenger, 1992).

However, the scarcity argument has its fair share of critics. As Frank & Cook (1995) observe, the high reward earners in almost any domain are not substantially better than others in terms of objective performance, and that, there is typically much greater supply of comparable talent in the market than recognized by proponents of the scarcity argument. From this perspective, talent and scarcity are insufficient at explaining the increasing concentration of remuneration, pointing instead to social factors, such as status and reputation.

Status is the prestige attributed to an entity as a result of its occupying a particular position in a social rank (Jensen & Roy, 2008; Washington & Zajac, 2005). Others define it as an indicator of the perceived quality of a product relative to the perceived quality of other products (Podolny, 1993). For Podolny (1993) status has a defining role in the formation of collective preferences that underlie market valuations. I argue that in the sportainment category, high-status players, with crowd pulling capabilities will be preferred by the market and hence, will receive higher evaluation scores, ceteris paribus.

I also argue that this model of player evaluation is significantly influenced by the Bollywood model, which, after years of refinement and marketing, has been able to cross the regional and social chasms in India and was able to create huge markets in India and among the Indian diaspora abroad (Lorenzen & Taube, 2008). The Bollywood model has historically patronized a star culture, where a few high-status star actors and actresses play a significant role in the box-office success of films, and in return, earn significantly higher salaries. It has been documented that the post-independence period in Bollywood saw a rise in the actors' salaries to the tune of 500% (Barnouw & Krishnaswamy, 1963), and in more recent years, it is not uncommon for actor salaries to account for more than half of the total production budget (Lorenzen & Taube, 2008).

Similar effects have been observed with respect to certain players' salaries in the sports leagues all over that world, that belong to the sportainment category. I argue that the Indian Super League (ISL) belongs to that category, and hence player evaluations in the ISL are also likely to be influenced by the Bollywood model.

Research setting

The research is situated in the context of the newly developed soccer league in India, called the Indian Soccer League (ISL). Even though soccer is an immensely popular sport in India, it is far behind cricket in terms of popularity. It is viewed by millions in the country, although only a few regions of the country are known for playing the sport locally. Soccer in India is governed by the body called the All Indian Football Federation (AIFF), which was founded in 1937. In 2013, a new kind of soccer league was conceptualized in India in its sportainment avatar. Although the AIFF governs this new league as a whole, it was predominantly conceptualized and controlled by a consortium of three major corporations, Reliance industries, one of India's biggest industrial conglomerates, IMG, the global events management company, and Star TV, the owner of multiple global media outlets.

The idea was to bring former international stars to India to exploit the market demands, and to improve the overall quality of the sport in India. This is in line with the vision to make India a global soccer power and the ambition to qualify for the 2026 soccer world cup, as mentioned on the ISL website[46]. Accordingly, former international stars were drafted as marquee players for the league. Some of famous names included Alessandro del Piero, Fredrick Ljungberg, Luis Garcia, Robert Pires, David Trezeguet, Nicholas Anelka, and Dimitar Berbatov. Some other famous names like Zico, Marco Materazzi, Robbie Keane, and Roberto Carlos acted as head coaches of some of the teams in the league.

The inauguration of the ISL in October 2014 was attended by a crowd of 60,000 spectators, along with Bollywood stars like Amitabh Bachchan, sports celebrities like Sachin Tendulkar, and business tycoons like Nita Ambani, many of whom were the owners of the participating eight franchisee teams (Law, 2014). This was probably the first time when soccer fans in India got to enjoy the sport in a safe environment with their families. The ceremony started with the beats of drums, played by 160 musicians, followed by performances of popular Bollywood stars like Priyanka Chopra. The opening game was watched by 74.7 million viewers on television (Ray, 2014a). Furthermore, in the first year of its inception, ISL became the fourth most attended league after the national leagues in England (Premier League), Germany (Bundesliga) and Spain (La Liga) (Ray, 2014b). The league was generously promoted on social media too, to keep up with the digital consumption trends of the contemporary generation.

The sportainment heritage of the ISL, and the Bollywood and industry backing led to the importation of some of the Bollywood related category codes into the league. To demonstrate that econometrically, I collected data from various sources.

Data and method

The unbalanced panel dataset consists of 600 observations for 367 soccer players in the ISL for three seasons, 2016, 2017 and 2018. Although the ISL started in 2014, the governing bodies did not start an evaluation system for players until 2016. Hence, I have only considered the three seasons after 2016 for the purpose of this study. I collected data regarding the players' performance, their positions (control variable), number of matches played (control variable), and their final evaluation scores (dependent variable) from the official ISL website. I also collected data regarding FIFA rankings of the players from FIFA's official website for the respective years. The FIFA rakings act as proxy for player's status.

Hausman test (p = 0.1) indicates that a random effects analysis is better suited for the analysis. Accordingly, I conduct random effects panel regression analysis on the data.

Results and discussion

Findings of the panel regression analysis are reported in Table 1 (Appendix). Model 1 is treated as a base model with only the control variables of the number of matches played and the

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position dummies (MF = mid-fielders and F = forwards). All the three performance related predictor variables (goals scored, passing accuracy, and number of tackles) are added to the baseline model in Model 2. Model 3 includes the status variable. To test whether the relationship between player evaluation and player status in the ISL is linear or quadratic, I include an additional status variable in Model 4. This variable is a squared form of the same status variable that I use in Model 3.

Insert Table 1 about here

Interestingly, in Model 1 and Model 2, I find that the experience variable (matches) and the performance variables (goals, passing accuracy, and tackles) are the significant predictors of a player's evaluation score. This is expected because the sport of soccer is traditionally governed by athletic logics, in which superior performance leads to better evaluation.

In Model 3, the status variable is negative and significant ($z = -3.86$, $p = 0.000$). This means that status is a significant predictor of evaluation score, and a lower FIFA rank results in higher evaluation. This might apparently seem contradictory. However, a lower FIFA rank means higher status and vice versa. Accordingly, I conclude that in the ISL, ascriptive factors like a player's status is important in determining a player's value, after controlling for objective performance. In Model 4, the squared version of the status variable is positive and significant ($z = 3.81$, $p = 0.000$). This confirms the nonlinear nature of the relationship between status and evaluation.

Overall, the results support the assumption that in the ISL, player evaluations are significantly influenced by the Bollywood model, and that the ISL borrowed its codes of player evaluation from the Bollywood, which has historically patronized a star-centric model of remuneration.

Conclusion

The findings shed light on the borrowing mechanism when new categories are formed (see Durand & Khaire, 2017). The ISL is not just a sporting event, but it is a concoction of sports, entertainment, and business, and belongs to the "sportainment" category. I posit that the globalization, or the diffusion of the indigenous Bollywood model of evaluation can be observed in other industries and contemporary categories. One such category is "sportainment", which is a concoction of sports and entertainment, and was created with the motivation to exploit the market demands. Soccer is the second most watched sport in India, and the ISL presented the proponents with a huge market with tremendous profit potential. The market could only be exploited by matching demand with supply, and the demand was to see high-status soccer players like Berbatov and del Piero playing in India. ISL did just that and introduced the Bollywood model of evaluation (and subsequently, compensation) to attract those players into the Indian market, as the status-driven evaluation model ensures that the star players received higher evaluation, and subsequently higher salaries. I argue that this Bollywood model diffused into the ISL through the agency of the Bollywood stars who purchased teams in the ISL. Thus, this paper sheds light on our understanding of the borrowing mechanism during the formation of new categories and contributes to the literatures of categories and evaluation.

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Appendix

Table 1

VARIABLES	Model 1 Player Rating	Model 2 Player Rating	Model 3 Player Rating	Model 4 Player Rating
Matches	0.113***	0.0786***	0.0752***	0.0760***
	(0.00456)	(0.00657)	(0.00655)	(0.00648)
Forward	0.0625	0.0284	-0.0291	-0.0157
(Position dummy)	(0.0752)	(0.0811)	(0.0810)	(0.0802)
Mid-fielder	0.0238	-0.00119	-0.0176	-0.0142
(Position dummy)	(0.0618)	(0.0566)	(0.0556)	(0.0549)
Goals scored		0.131***	0.125***	0.121***
		(0.0130)	(0.0129)	(0.0128)
Passing accuracy		0.0130***	0.0111***	0.0103***
		(0.00218)	(0.00221)	(0.00219)
Tackles		0.00496***	0.00502***	0.00552***
		(0.00192)	(0.00189)	(0.00187)
FIFA rank			-0.00193***	-0.00763***
			(0.000502)	(0.00158)
(FIFA rank)^2				3.97e-05***
				(1.04e-05)
Constant	5.208***	4.487***	4.816***	4.949***
	(0.0672)	(0.164)	(0.183)	(0.185)
R^2 (overall)	0.5307	0.6208	0.6326	0.6406
Observations	600	600	600	600
Number of Id	376	376	376	376

Standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Gandhi's Ram Rajya for Sustainability

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Ram and Gandhi are two very important names to understand India. Ram Katha is such a powerful creation that it gives as many meanings each time you read it. Some may consider it as history or mythology, but the concept of Ram Rajya is a dream for all of us. Almost all the leaders want to establish RamRajya. RamRajya does not mean rule of a particular religion. Mahatma Gandhi helped us to understand the philosophical meaning of RamRajya. He wrote is Young India (September 19, 1929), and Amrit Bazar Patrika (August2, 1934) , "By Ram Rajya I do not mean Hindu Raj. I want to ensure equal rights to both prince and pauper." Gandhiji wanted to promote true democracy and an equitable society. This should be the basic idea of sustainability. Presently sustainability has three dimensions, namely economic, environment and society (Fig,1). Still we are witnessing development of a society where inequalities are increasing. Gap between rich and poor is widening day by day. A society with such skewed distribution of resources cannot be sustainable. All creatures on this earth has a common universal consciousness (*amritasya putra*). It is important for all of us to understand greater meaning of Ram Rajya and concept of sustainability must be based on concepts of Ram Rajya where removal of inequalities and establishing land of peace, harmony and happiness should be the basic objective.
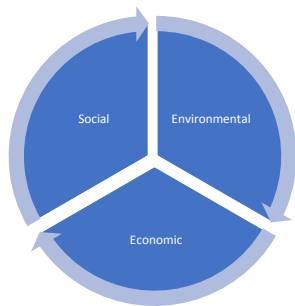
Three Dimensions of Sustainability

Fig 1
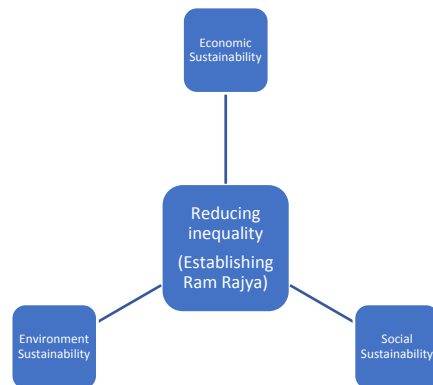
Sustainability based on Ram Rajya

Fig 2

Figure 2 is a new proposed model of sustainability which is based on Gandhi's concept of Ramrajya. It is holistic sustainability. Indian wisdom can provide practical inputs for promotion of various dimensions of sustainability.

The paper will also discuss case examples of some of the organizations which are following principles of Indian wisdom and demonstrated concept of Ramrajya within limited scope of their working.

Team building using Classical Indian percussion tradition – The Panchari Melam

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Extended Abstract

Senecal et al. (2008) defined team building as a method to "promote an increased sense of unity and cohesiveness and enable the team to function together more smoothly and effectively". When organizations are looking at improving efficiency amongst teams, they must first think of each "team as a system" (Pollitt, 2012). Team members must both think of their individual roles and recognize how their roles and contributions affect both their individual teams and the company "in order for the system to work". Though there are many team development models to review and choose from, we look at Lencioni's (2002) "Five dysfunctions of a team" model. The model is made of five elements namely, absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results.

Group drumming, sometimes referred to as recreational music-making, is a creative arts intervention strategy that is gaining considerable attention because of its positive effects on individuals and groups (Maschi, T., & MacMillan, 2014). In a recreational form of group drumming, making music through singing or percussion instruments is part of a therapeutic experience; it provides an opportunity for each participant to express her/himself in a unique way while allowing for active involvement in the group by each participant (Bungay, 2010). While previous research has looked at group drumming using a one or two drum types or hasn't specified the drum types, our research would like to see how Lencioni's model is impacted when it is required to play a variety of instruments which include among others, cymbals along with treble and bass drums.

The "Panchari melam" is a 500-year-old drumming tradition of central Kerala. (Kerala Tourism, 2017). History notes that Mazhamangalam Narayanan Namboodiri (1525-1595), author of Bahasa Naizhada Chambu (ancient poetry form with prose and verse), conceptualised and propounded this form to be accomplished by Pandarathil Ramamarar and dedicated it to the presiding deity of Urakam, a small town in Thrissur, Kerala (Sangameswaram 2016). The *Panchari Melam* is basically a percussion ensemble which comprises of instruments like *chenda, ilathalam, kombu* and *kuzhal. Panchari* is a six-beat *thaalam or rhythm* and the performance has five stages (Kerala Tourism, 2017), while the word "melam" in Malayalam language roughly translates as ensemble. The panchari melam could be depicted in a pyramid form; it starts in a very slow tempo with long musical cycles, and finishes with a short, fast and powerful climax. Usually Kerala musicians explain the symbolic meaning of the melam structure as follows: the broad basis of the first stage symbolises the ordinary life of men, while the peak of the last stage shows the ideal human or divine aspect of reality. The musicians and aficionados regard panchari melam as the most spiritual of all melams. The rhythmic cycles of this melam contain 96, 48, 24, 12 and 6 beats. Each of this phase has three stages: onnam kaalam, edakaalam and kuzhamarichil (Sangameswaram 2016).

In the Panchari melam, the treble drum players set the tempo for the rhythmic cycles and play with both hands, while the bass drum players play single notes keeping pace with the tempo set by the treble drummers. However, the bass drummers play in a syncopated fashion wherein, the placement of rhythmic stresses or accents are performed where they don't normally occur (Lumen Learning). As the lead drummers increase the speed, the bass drummers keep pace and provide syncopation at the predefined points of the rhythmic cycle leading to tension in the listener as the expected points as well as unexpected points are stressed. Thus this relaxation and increased tension provides a see-saw effect in the listener

leading to heightened enjoyment of the melam.

From a team building perspective, the Panchari melam provides a good opportunity for the group to play in an orchestrated fashion as there is need for pronounced inter-dependency amongst the players. The orchestration requires high concentration in playing out the individual parts, which if not done so, could lead to a total collapse of the rhythmic pattern when one or two members either stress the wrong note or play the wrong speed. There is a lot riding on every participant's shoulder to ensure the success of the ensemble, however minor their contribution be. Such coordinated playing would instil a sense of team

spirit and the need to put every effort in playing their respective roles as efficiently as possible. Based on the model by Lencioni (2002), playing the Panchari melam could lead to a greater deal of trust, commitment, accountability, attention and lack of fear of conflict.

Limitations

There are some limitations to the creation of the ensemble, but do not present any insurmountable concerns. First, there needs to be a coach to teach the Panchari melam patterns. It will require a few sessions before the coach can assign the team members to the instrument most suitable to their capability. Also, like with most percussion instruments, the drums are heavy and take space as shown in figure 1. Further, the participants need to build a rhythm sense that sometimes maybe lacking in some of them.

Figure 1. Chenda (Drum) used for Panchari Melam (Akash 2017).

Next steps

The researchers plan to conduct a study of this phenomenon in a medium size software company located in Kerala. Prior to the study, the team participants would answer a survey adapted from Stubbers (2014) and a follow up survey would be conducted after the Panchari Melam team building exercise to understand the change in the characteristics based on Lencioni's (2002) model.

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Sustainable Competitive Advantage: Drona's Metaphor

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The prevailing literature in strategic management projects sustainable competitive advantage (SCA) as one of the most desirable goals for any firm worth its name in business. Though it looks plausible on the surface, realizing such a lofty goal appears to be fraught with some untenable assumptions. While this approach emphasizes on higher internal locus of control, it implies overconfidence and altogether ignores the factors operating under the purview of external locus of control. This paper highlights the limitations associated with the concept of sustained competitive advantage by drawing a metaphoric similarity between firms aspiring to achieve SCA and Guru Drona's promise to his favourite disciple Arjuna that he would be made the world's best archer in the epic Mahabharat.

There were other gurus like Sage Parashuram who had all the possibility to train their disciples to outwit Arjuna in archery. This possibility was well beyond the control of Guru Drona. Karna, yet another disciple of Parashuram, by virtue of his training could emerge as a superior archer vis-à-vis Arjuna. Though the curse of Parashuram crippled Karna to some extent, his divine armour and the divine bow made Karna invincible. The subsequent donation of that divine armour by Karna to Indra on the latter's seeking and the eventual attack of Arjuna by a divine weapon at a time when Karna was not wielding his divine bow could not have been anticipated by Drona. First of all, he was not even aware of these divine protectors that Karna possessed. It was Lord Krishna who has saved Arjuna from Karna's Nagastra otherwise Arjuna would have died on the spot. Thus, Drona's promise to Arjuna made no practical sense given so many critical factors lying outside the control of Drona.

There were other valiant archers like Brugadatta who was on the verge of annihilating Arjuna by virtue of Vaishnavastra during Mahabharat war. It was Lord Krishna who came to the rescue of Arjuna lest he should have died on the spot. Bhishma, with his superior skills of archery along with a divine boon to die whenever he wants is yet another stalwart archer that Arjuna could not handle. It was the eventual relenting of Bhishma and whose advice to field Sikhandi in front of Arjuna as an excuse to renounce weapons towards facilitating the victory of Arjuna. With such formidable archers on whom Drona had no control or superiority without which his promise to Arjuna made no sense at all. His promise is just an indication of his love for Arjuna and nothing else.

There was yet another possibility of self-learners like Ekalavya who could demonstrate their superior skills in archery in comparison to those of Arjuna. Even this possibility was outside the ambit of Drona's decision-making abilities. In the later years, Ekalavya had forgone the thumb of his right hand to Guru Drona on his asking and thereby his superiority in the skills of archery got forfeited. But, Drona could not have been certain about truncating Ekalavya's superiority at the time of his making promise to Arjuna that he would be made the best archer in the world. As a matter of fact, he was not even aware that an outstanding archer could emerge on his own without the guidance of any Guru.

Even on his own front, Drona has taught Narayanastra (a formidable divine weapon) to his own son Ashwathama much to the exclusion of Arjuna. This has left Arjuna vulnerable to attack by Aswathama apart from Drona himself. In the later period, Lord Krishna came to the rescue of Arjuna when Narayanastra was fired by Aswathama against Arjuna and his army. Without Krishna's intervention, Arjuna's vulnerability would have been known to the world. In addition to this, Drona did not teach Brahmandastra (an indomitable divine weapon) to Arjuna. This astra of Drona could not be countered by Arjuna in the war of Mahabharat. Thus, Drona, himself did not fully cooperate with Arjuna in totally imparting his complete knowledge of divine weapons like Narayanastra and Brahmandastra towards meeting his promise to make Arjuna the world's number one archer. Let alone any external factors beyond the control of Drona, even the internal factors which were fully under the control of Drona were not disseminated to Arjuna. Thus, Drona, himself made his own promise to Arjuna, a futile assurance. In the presence of Drona and his son Aswathama, Arjuna could no way emerge as the world's number one archer. Though Drona loved Arjuna by and large, he was suspicious of a prospective war with Arjuna in future. He did not want to lose out to his own disciple Arjuna in such a case and hence his withholding of few astras like Narayanastra and Brahmandastra from Arjuna. Moreover, he had in mind the eventual outcome of the war between Bhishma and his guru Parashuram who was defeated by Bhishma on some count. Obviously, Drona did not want such a fiasco with his own disciple Arjuna, howsoever he liked him otherwise.

On the other hand, we can notice Karna's initial assurance to his mother Kunti which was solely based on whatever was under his complete control. Karna promised to Kunti that he would not kill Yudhistir, Bheema, Nakula and Sahadeva even if he gets a chance to kill them. However, in the subsequent conversation told her that she would be left with five sons in any case after the war. If he kills Arjuna, he would replace him as her son. If, on the other hand, he gets killed by Arjuna, she would anyway have five of her sons. In saying so, he implied that if at all anyone could kill one or more of the other four sons of Kunti viz., Yudhistir, Bheema, Nakula and Sahadeva, it should be he himself and no one else. This was ludicrous because there was a possibility of their getting killed by someone other than Karna himself. This way, his promise to Kunti was similar to the promise made by Drona to Arjuna. Both these promises were beyond the complete control of either Drona or Karna in the respective cases. Thus, both Drona and Karna made promises whose execution was not under their complete control. He did not promise that they would be alive at any cost because there was still a possibility of their getting killed by someone else other than Karna. By making such promises, both Drona and Karna were merely emotional and not practical or rational because both of them were oblivious to various factors which were beyond their control.

A firm's competitive advantage refers to surplus value that it can create to the customer in its offerings vis-à-vis the value offered by its competitors in a particular industry. This refers not to some infinitesimal superiority of value, but some substantial superiority. Achieving such a superiority is one target and sustaining that superior value is yet another target. This target of sustainable competitive advantage assumes that both the focal firm and its strongest rival either continue to offer the same value propositions to their customers or augment their value

offerings at an equal proportion so that the primordial competitive advantage could be sustained. This is far from reality because the focal firm has not control over its rival and cannot prevent it from greater leaps in its customer value proposition. Moreover, some unexpected competitor may surface all of a sudden and the focal firm has no clue as to how to handle such unexpected and unconventional yet strong new rivals. For example, Amazon is posing a threat to brick-and-mortar retailers like Wal-Mart via online markets. An online search engine company viz., Google's entry into autonomous cars' market could not be anticipated by automobile makers.

Arjuna and Krishna combination gave co-opetitive advantage to Arjuna over Karna and Salya combination. Though Karna, by virtue of its superior skills of archery along with invincible divine armour and divine bow, held a substantial competitive advantage over Arjuna, because of Lord Krishna's continued intervention, Arjuna could manage to gain co-opetitive advantage over Karna and this led to latter's defeat and eventual death.

Thus, one can see the inherent limitations that a firm faces in chasing an elusive target of sustainable competitive advantage. Probably, firms need to think beyond the competition because there can be blue ocean opportunities untapped by any of the existing players. Naturally, it is not always about achieving a greater share of the existing pie. It can also entail creating a new pie or expanding the existing pie as well. The mythological metaphors of Drona, Karna, Krishna and Arjuna from the epic Mahabharat makes our understanding of pursuing corporate targets that make sense and that are under the full control of the focal firm. While internal locus of control is a welcome perspective, a firm cannot afford to ignore the external locus of control because there are indeed several factors that lie beyond the control of any firm. This paper strives to bring out the limitations of pursuit of sustainable competitive advantage by firms by mapping the same to various promises or pledges made by mythological characters. In the process, a more pragmatic approach to set and pursue appropriate targets or metrics of performance is recommended.

Key Words: Sustainable Competitive Advantage, Internal Locus of Control, External Locus of Control

Evolution of Indian Management Thoughts: With Special Reference To Indus Valley Civilization

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1. Introduction

Indus valley civilization or the ancient India stood tallest inspiration among world civilizations. Indus administration, management thought always said to be modern among the ancient civilizations such as Mesopotamia, Ancient Egypt, Roman Civilization, Norte Chico, Mayan, Aztecs, Jiahu, Aboriginal Australians, Inca etc,., The present India presently known as the service capital of the world in the age of globalization and electronic commerce and also have been sustaining as intellectual capital since from the age of Nalanda University in the Buddhist origin. There is continuance of thought and value system of Indus. The roots of Indian management thoughts can be traced back to evolution of Indus socio- economic and state art-craft thoughts which are with unique characteristics and modern outlook. The Indian business thoughts cannot be complete unless unearthing the commercial and socio- economic history of Indus valley civilization. The very idea of Industry has come from the "**Indus- Try: Indus people Try/ tried/ keep trying hence the word 'indus-try**' originated from – Indus river based civilization. The life line of *'indus- try'* shown the tireless and never give up attitude of Indus people/ Indian people which led to the spread of industrialization; The Industrial revolution in Britain and Americas which largely believed that changed society with the invention of machines which also lead to urbanization. *According to Peter N. Stearns[47]* "Outright industrial revolutions occurred in three waves. The first happened in Western Europe and the new United States beginning with developments in Britain in the 1770s. A second wave burst on the shores of Russia and Japan, some other parts of eastern and southern Europe, plus Canada and Australia from the 1880s onward. The most recent unfolding began in the 1960s in the Pacific Rim and, two decades later, in Turkey and India, and in Brazil and other parts of Latin America. Each major wave of industrialization quickly spilled over into other societies that were not industrialized outright, altering basic social and economic relationships." But the first ever industrial revolution can be traced back to Indus valley where –human settlement, co-habituation as civilized members of the society, matured social life, hardworking and highly spirited peace and love among the people led to greatest urban life style and industrial revolution which had inspired other civilizations across globe. The present study is attempts understand the evolution of Indian management thought through the lenses of Indus valley civilization.

Emergence of management thought in Indus valley: The thoughts of Indus civilization can be analyzed under the following divisions: Administration, economy, agriculture, irrigation, animal husbandry, transport, external affairs, consumer management, finance, metallurgy, pottery, disaster management, sales, maritime management, coinage, ballot/voting (Kuda olai murai), panchayat, art and culture, music and unending contribution of the Indus valley.

Primarily the study is descriptive in nature and ethno- historic methods applied to understand the management thoughts through the lifestyle and customs of people and above mentioned divisions of knowledge and linking anthropology of the Indus people to the evolution of Indian management thoughts and its implication to the rest of the world management thoughts.

2. Literature Review

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[47] Peter N. Stearns, The Industrial Revolution in World History, Routledge, 2018

K. V. Krishnamurthy, Bir Bahadur[48], in their book introduces the basic features of Indus civilization and goes on to explain the involvement of Indus valley ethnic people in agriculture, domestication, crop plants cultivation, involvement of plants in medicinal and religious activities and trade; this work also stresses that Indus Valley people were the first in Indian sub-continent to have introduced and perfected agriculture and technology. This civilization was also the one that helped in domestication and diversification of some crop species and acted as centers of these two phenomena" agrarian society and its features have been clearly known in Indus valley.

According to **H. D. Sankalia[49]** There are similar life style among the Indus and Sumerian and Mesopotamia people who shares the similar types of customs and traditions. The work of H.D Sankalia gives us a comparative analysis on how the ancient people shared their value system especially the art and culture. The communication and relation among the Indus and Sumerian and Mesopotamia interesting analysis to understand the very idea of thought process and its diffusion.

The article by Thomas Riisfeldt[50] argues that the Indus Valley Civilisation was organised in a politically dissimilar way to the contemporary Mesopotamian and Egyptian Civilisations, despite being of comparable social complexity; Although decipherable written records and convincing archaeological evidence from Mesopotamia and Egypt substantiates these Civilisations' classifications as 'states,' the same cannot be said for Indus Valley Civilisation. Indus Valley Civilisation was not a state, demonstrated through the Civilisation's apparent lack of an upper administrative class, state religion and monopoly of force" This analysis can be seen as how the word 'civility' or civilization more to do with equality and equal co-existence than just a state formation under empire. Indus appears to be people orientated than the state or religious oriented.

According to Possehl[51], Three critical features of early states-required for maintaining legitimacy- have been identified: an individual ruler (king) and his supportive administrative body forming a centralised leadership, an official religion, and (usually) a monopoly of force. There are other others in this line such as **Ratnagar** who made different analysis on whether Indus was a state? And also neglecting the three features proposed by Posseehl.

According to **McNeil and McNeil[52]** "Archaeological evidence furthermore demonstrates that Mesopotamia and Egypt both had an official state-wide religion. Ziggurats and pyramids were constructed in Mesopotamia and Egypt respectively, serving amongst them a variety of religious functions: locations for sacrificial worship and prayer, connections between the earth and the heavens, and sacred burial grounds.

According to Bogucki[53], " Harappa and Mohenjo-Daro were large comparable to Mesopotamian and Egyptian urban centres, and were also remarkably similar with each other, featuring regular and rectilinear geometrical street plans and modular buildings, along with a

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[48] T. Pullaiah, K. V. Krishnamurthy, Bir Bahadur, The Indo-Gangetic Region and Central India, Ethnobotany of India, Volume 5, NewYork, 2017.

[49] H.D Sankalia, ANTECEDENTS OF THE HARAPPAN ART OR BEGINNING OF ART IN THE INDUS VALLEY, Bulletin of the Deccan College Post-Graduate and Research Institute, Vol. 40 (1981),pp. 145-148.

[50] Thomas David Riisfeldt, Was Indus Valley (Harappan) Civilisation a State?, Vol 1, No 2 (2012), source: http://www.historyitm.org/index.php/hitm/article/view/122.

[51] Possehl, 'Sociocultural Complexity Without the State,' 264-5. Tainter, The Collapse of Complex Societies, 26-8.

[52] McNeil and McNeil, The Human Web.

[53] Bogucki, The Origins of Human Society, 361. Service, 'The Origins of Civilisation in the Indus River Valley', 239.

seemingly 'unified culture' of architecture and decorative styles" **Possehl, 'Sociocultural Complexity Without the State', 284 states that "**Proponents of the Indus Valley state, such as Jacobson,47 maintain that this complexity is irrefutable evidence of the statehood of the Indus Valley Civilisation; such developments requiring largescale organised labour and economy must have arisen through the socio-political organisation of the state." And possehl further states that however, as previously explained, 'complexity' is a socio-cultural term essentially describing the size, distinctiveness and development of a group of people living together.

The above analyses clearly indicates that Indus was not the stereotyped state which can advocate religious, kingship, chiefdom etc, But Indus strong stands as people centric civilisation and the Management and administrative thoughts among the Indus people must have originated from the high level consensual and mutual process what is now called as decentralised management/ administration.

> **Rahul Sen**[54]. The State must have, therefore, been at the most a tributary state drawn upon a segmentary society with a political-ritual ideology. The stratification and class-formation must have been only rudimentary and the structural differentiation of the society incomplete. The centralization of authority to a single lineage within a segmentary society is not an ethnographic oddity and we argue that the Harappan society was essentially a highly developed tribal (segmentary) chiefdom rather than a State organized around class - polarization and exchanged"

Irfan Habib and Faiz Habib[55] . For economic information, we have freely drawn on the major studies of the Indus Civilization listed in B. 4. above. In addition we liare consulted Sir John Marshall, Mohenjo Darò and the Indus Civiliza- tion, London, 1931, 3 vols.; J.E.H. Mackay, Further Excavations at Mohenjo Darò, 2 vols., New Delhi, 1938; the same author's Chanhu Darò Excavations 1935-36, New Haven, Connecticut, USA, 1943; R.E.M. Wheeler, 'Harappa, 1946*, op. cit. (cited under C. 3.); S.R. Rao, Lothal A.S.I., Delhi, 1985; Shereen Ratnagar, Encounters : the Westerly Trade' of the Harappa Civilization, Delhi, 1981; and papers in Possehl, ed., op. cit., and B.B. Lai & S. The above literatures dedicated mostly on economic side of Indus valley.

Shereen Ratnagar[56] "ENCOUNTERS: WESTERLY TRADE OF THE HARAPPAN CIVILISATION" authored by Shereen Ratnagar is unique as no such books are available on trade from Indus Valley civilisation (Harappa)No reviews on this book have been done as per the information available with the publishers as well as sources. This book is a best attempt on ancient trade relations between Sumer and Harappa, describing the remarkable range of merchandise and the long distances over which luxuries and ordinary goods were exchanged. The author tried to explore the nature of these early encounters, which can be said of the social context of the encounters, and how these encounters determined the character of the Harappan and Mesopotamian civilization which are ancient to the historians lenses and interesting part is now attracting the trade theorists.The book is certainly as determined work on Harappa trade with West Asia in the Ancient times. The scope of the book is wider and attractable to not only trade analysts, historians, but also to cultural studies, archaeologists and business research scholars.The book is great asset to scholars who has thirst on Indus valley Trade relations with the West Asia

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[54] Rahul Sen, Formation of state and the Indus Valley Civilization, Anthropologist 22,1992 hl - 25-41.

[55] Irfan Habib and Faiz Habib ,The Geography and Economy of the Indus Civilization, Proceedings of the Indian History Congress, Vol. 48 (1987), pp. 57-65

[56] Oxford University Press (OUP), Delhi, (1 December 1981) Total page Number of Book: 313 pages

(Mesopotamia/ Sumerian in the ancient) work displays a great scholarship of the author. It is sure that, such works/ books are great inspiration for reviewing our historical past and boost the present trade with west Asia who have been our trade partner since from the Indus valley many thousand years.

One of the authentic scholars on Indus valley civilisation Prof **Iravathan Mahadevan** says on agricultural management to quote "The Indus or Harappan Civilization was based on agricultural surplus like all other contemporary river-valley civilizations of the Bronze Age. The annual flooding in the Indus and the rivers of the Punjab brought down rich silt making irrigated lands very fertile and he further adds that it would have been convenient to control the apportionment of grain right at the threshing floor. Sheaves of grain stalks would have been bundled into lots and marked with clay tags which were then impressed with seals to identify ownership before the grain was transported to granaries or taken away by landlords as their share, leaving the rest as the share of tenant-farmers or wages to the cultivators; The distribution of crops, sowing seeds, harvesting methods, pattern of land and seeds and irrigation etc were put in sign language. Thus Mahadevan concludes "Indus script possessed a set of terms referring to crop and share of the agricultural produce. Five hierarchical levels of levies on the produce have been identified, namely those due to God, State, City, land-owner and the tenant-farmer. The most significant information is the discovery that the Harappan rate of land revenue was one-eighth share of the produce which prevailed until at least the early historical period" The social justice concept can be understood from these distributive method.

The ancient literature, epics, poems, music based on the Indus tradition which spread across the world; the powerful representation of Indus valley done by its people on various inscription and oral traditions too, the Pyramid of Egypt said to be the work of Indus engineers. The unparalleled contribution of Indus valley for making the world thought process is immense and there is necessity to sustain and disseminate more to enlighten the world

3. The Model/Conceptual Model

Multidimensional model is applied to study the history of civilisation; The descriptive methods and ethno – historic methods used primarily in the present paper. Civilization is complex and multifarious; hence an interdisciplinary effort, the methods of anthropology, ecology, physics archaeology, sociology, economics, political science, and economics and finally in order to draw the essence of managerial thought. Scholars concerned with the study of India have placed varying emphases upon their sources, methods, or concepts. Cultural anthropologists, apparently overwhelmed by the visible complexity and strangeness of Indian life, have devised a series of concepts to order the immense array of data which is so readily available for contemporary India[57]. In contrast, the historians of early India have been, and continue to be, faced with the problem of fragmentary sources of questionable reliability. here is, for example, the in- competent reporting of a poorly planned and executed excavation at Mo- henjo-daro by Sir John Marshall (1931) and some other early excavators, both British and Indian, who destroyed far more than they reported.4 There is the more systematic and disciplined work of Sir Mortimer Wheeler with his important excavation at Arikamedu (I946) which established a datum line with the Roman arretine ware for the pottery sequences of South, Cen- tral, and parts of North India[58] The above major models used in the present study.

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[57] Barrie M. Morrison, Sources, Methods and Concepts in Early Indian History, Pacific Affairs, Vol. 41, No. 1 (Spring, 1968), pp. 71-85 Published by: Pacific Affairs, University of British Columbia Stable URL: https://www.jstor.org/stable/2754720/ Accessed: 30-11-2019 17:45 UTC.
[58] 5Sir R. E. Mortimer Wheeler, "Arikamedu: An Indo-Roman Trading Station," Ancient India, II (0946), 117-24

4. Methodology

Deductive research methods applied primarily. Content analysis the other relevant methods such as Local theory versus Diffusion theory used, Ethno- Historic Method Anthropology Method applied. The data mostly secondary in nature and the scope of discovering the new theory diagnosed. The various approaches can be help full here are 1) personal experience,2) utilizing the thoughts of scientists and philosophers, religious texts, religious leaders' statements 3) deductive reasoning 4) inductive reasoning and 5) scientific approach. Due to the paucity of the time and respondent are not readily available hence, interpretation of the history with ethical research approach attempted in this study. The limitation of the study is not taking empirical side in to account; the theoretical and conceptual side is the main focus of the paper.

5. Data Analysis

The human centric civilization is Indus valley. Indus traditions primarily great evolution of human thoughts on various crucial needs for human survival. The core interpretation of ancient society and their contribution to the present vale remains crucial. The ambassadors of Indus/Indian culture have been their value system they carried through trade and commerce. People of ancient civilization interacted much stronger and deeper. The following comparative analysis would empower how does indus varies from rest of the civilisation. Few most family work to analyse is Richard Alston, Soldier and Society in Roman Egypt. A Social History. Soldier and Society in Roman Egypt provides a complete reassessment of the impact of the Roman army on local societies, and convincingly challenges the orthodox picture[59]. Jan Assman, The Mind of Egypt. History and Meaning in the Time of the Pharaohs The Mind of Egypt presents an unprecedented account of the mainsprings of Egyptian civilization-the ideals, values, mentalities, belief systems, and aspirations. Drawing on a range of literary, iconographic, and archaeological sources, renowned historian Jan Assmann reconstructs a world of unparalleled complexity, a culture that, long before others, possessed an extraordinary degree of awareness and self-reflection.[60] Zainab Bahrani, Mesopotamia. Ancient Art and Architecture. This book is the first in ten years to present a comprehensive survey of art and architecture in Mesopotamia (modern Iraq, northeast Syria and southeast Turkey), from 8000 B.C.E. to the arrival of Islam in 636 C.E[61]. Anthony A. Barrett, Agrippina. Sex, Power, and Politics in the Early Empire. Agrippina the Younger attained a level of power in first-century Rome unprecedented for a woman. According to ancient sources, she achieved her success by plotting against her brother, the emperor Caligula, murdering her husband, the emperor Claudius, and controlling her son, the emperor Nero, by sleeping with him. Modern scholars tend to accept this verdict. But in his dynamic biography—the first on Agrippina in English—Anthony Barrett paints a startling new picture of this influential woman[62]. Mary Beard, SPQR. A History of Ancient Rome. In SPQR, an instant classic, Mary Beard examines not just how we think of ancient Rome but challenges the comfortable historical perspectives that have existed for centuries. With its nuanced attention to class, democratic struggles, and the lives of entire groups of people omitted

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[59] https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history

[60] Jan Assman, The Mind of Egypt. History and Meaning in the Time of the Pharaohs (Source: https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history) 30/11/2019

[61] https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history 30/11/2019

[62] Anthony A. Barrett, Agrippina. Sex, Power, and Politics in the Early Empire.(Source: https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history) 30/11/2019

from the historical narrative for centuries, SPQR will shape our view of Roman history for decades to come[63]. Martin Bernal, Black Athena. The Afro-Asiatic Roots of Classical Civilization vol. 2. Volume 2 is concerned with the archaeological and documentary evidence for contacts between Egypt and the Levant on the one hand and the Aegean on the other, during the Bronze Age from c. 3400 B.C. to c. 1100 B.C. These approaches are supplemented by information from later Greek myths, legends, religious cults, and language[64]. Annette Yoshiko Reed, Fallen Angels and the History of Judaism and Christianity. In the Book of the Watchers, an Enochic apocalypse from the third century B.C.E., the "sons of God" of Gen 6:1-4 are accused of corrupting humankind through their teachings of metalworking, cosmetology, magic, and divination. By tracing the transformations of this motif in Second Temple, Rabbinic, and early medieval Judaism as well as early, late antique, and Byzantine Christianity, this book sheds light on the history of interpretation of Genesis, the changing status of Enochic literature, and the place of parabiblical texts and traditions in the interchange between Jews and Christians in Late Antiquity and the early Middle Ages.[65]another important work in this line is Matthew Simonton, Classical Greek Oligarchy. A Political History. Classical Greek Oligarchy thoroughly reassesses an important but neglected form of ancient Greek government, the "rule of the few." Matthew Simonton challenges scholarly orthodoxy by showing that oligarchy was not the default mode of politics from time immemorial, but instead emerged alongside, and in reaction to, democracy.[66] The glorified history such as according to Ephraim Stern, Archaeology of the Land of the Bible vol. 2: The Assyrian, Babylonian and Persian Periods (732–332 B.C.E.). Ephraim Stern offers a dramatic look at how archaeological research contributes to our understanding of the connections between history and the stories recounted in the Bible. Stern writes about various artifacts unearthed in recent years and relates them to the Assyrian, Babylonian, and Persian periods in the Bible. Accompanied by photographs and illustrations of rare ancient relics ranging from household pottery to beautifully crafted jewelry and sculpture[67].

The civilisations can be approached due to their proximity based on geography, customs, traditions, language, social structure and their overall value system; there is huge vacuum in understanding the emergence of management thoughts among the civilisations? Do the present day human carrying their ancient value with them is hard question to be answered?

6. Results & Discussion

Unlike other civilisations in the world as we have seen in the above analysis Indus valley contributed ample theories of management based on various sectors/ sector specific. The management schools presently read western thoughts but ancient Indian thought such as Indus valley traditions are most powerful but have not taken part in the curriculum of management schools. This paper have attempted to unearth the management system of Indus valley such as rule of law, water management, ballot system, water management, water technologies-canal system, hydraulic engineering of hardpans, administration, economic system, public distribution , equality and social justice, women rights and protection, marriage system, town planning and urban settlement, housing and building engineering, water conservation,

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[63] https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history.30/11/2019

[64] Martin Bernal, Black Athena(source: https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history.)

[65] https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history. 30/11/2019

[66] https://bookriot.com/2017/07/31/100-must-read-books-about-ancient-history. 30/11/2019

[67] Ephraim Stern, Archaeology of the Land of the Bible vol. 2: The Assyrian, Babylonian and Persian Periods (732–332 B.C.E. (Bookriot.com)

architecture, farming and storage, adopting climate change, sailing, maritime skill, coinage, transaction methods, maths and measurement, metallurgy, dance, art, music and many more. There is hardly any note about war, killing or any immoral activities by Indus people. They were casteless, no religion, no social hierarchy except based on occupation, and no mentioning of any anti –social activities, slavery, feudalism or any forms of exploitation of weaker member of the society which is the proof that Indus people had most matured and modern civilisation when compare to its contemporary.

The management schools which are known to the world may learn lot from Indus thoughts. Few known western thoughts such as The management process school ii) The empirical school iii) The human behavioural school iv) The social systems school v) The decision theory school vi) The mathematical school. Hitt and others (1979) classify management theories into three broad groups. i) Classical management theory. ii) Neoclassical management theory iii) Modern management theory[68].

7. Conclusions

The rule of law or substantial way of life developed by Indus valley people have not been told to the world properly. There is a dire need to tell the world that East inspires the rest of the world now. Let the world civilisation be measured by their contribution toward management thought; the future will be ruled by Ideas but was the past ruled by ideas? is major hypothesis to be researched.

The prevailing management schools and thoughts are built on necessity of time and money. The very definition of business is to make profit' if not value. But the business model of Indus valley was with ethics, distributive justice and equality; hence there is a need to globalise Indus thoughts now.

The known metaphor is 'History will liberate me' and "History will absolve me 'or many weaker thought says Death will liberate me' but the present paper aspires to say that 'do we need to liberate history? The main focus in the present study or further research in this line would be based on the concept of 'liberating history' in order to review the best management thought from the east which has the roots of Indus valley civilisation.

8. Managerial Implications

The ancient wisdom of India continues to influence the rest of the world. In this connection the Indus valley traditions on above mentioned various aspect contribute to the world development. The origin of society based on equality is dream of divinity. The civility is focal point of human world now which cannot be separated from the business activities. There are various Indian schools of thoughts, scholars, ideas spread across globe but tracing back to the Indus valley can sure impact the universe with neo- transformation. There was no sector left by Indus people in terms of business and managerial activities, due to the non-attention by the management thinkers, management schools, and management practitioners on Indus valley made to forgot the greatest tradition of our own nation. The present paper makes a humble submission and appeal to the world of managerial wisdom to enhance the world community with richest thoughts of Indus valley civilisation- the ancient Indian thought to energise the world management thought the present world. Let's liberate the history to make great history.

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Theorizing workplace spirituality: Insights from Indian philosophy

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The purpose of this paper is to review the extant literature on workplace spirituality with threefold objective of distilling the definition of workplace spirituality thereby delineating the extant construct; assessing its alignment and contradiction with Indian philosophy of Samkhya, Yoga and Vedanta and making recommendation on possible enhancement of workplace spirituality construct while leveraging the Indian philosophical traditions. The paper first distils three perspectives from the extant literature and then offers critique and enhancement of these three perspectives by leveraging insights from Indian philosophy.

Keywords: workplace spirituality, spirituality, Indian philosophy, Samkhya, Yoga, Vedanta, mind management

Need for Spirituality

Increasingly, people live in a 'society of organizations'. Organizations therefore constitute a substantive part of human lives. People suffer from 'quiet desperation' (Sheep 2006) about life and search for meaning in various relationships, some part of which may be attributable to workplace. As futility and desperation sets in, 'a new business paradigm is emerging which is reflected by….spirituality – deeper truths' (Ashar 2004). Society continues to grapple with reality of economic rationality in workplace, where pursuit of competitiveness and profits results in cyclical layoffs, downsizing causing demoralization and desperation. Often, ethical dilemma is a consequence when societal and family values of charity and goodness come in conflict with utilitarian logic.

Religion and Religiosity – Link to Workplace Spirituality

Often religion is invoked to understand workplace spirituality. Vaill (2000) avers '….the organizational society that we have become and how profoundly the nature of organization affects human character, human development, and human feeling. Is it not natural that we should discover that perhaps the human being's oldest conscious preoccupation – our relation to the gods, the perennial philosophy, and the fear and trembling that accompany these ultimate concerns- should now turn out to be on the people's minds in organizations?'

Spirituality and Workplace Spirituality defined

In management literature, 'Spirituality' is still an ambiguous construct. Multiple authors have attempted its definition. However, having failed in their effort to reach a focal point on the definition of the spirituality, they have moved to defining a more relevant theme of workplace spirituality. A brief review is undertaken herewith.

Spirituality is '…search for meaning that transcends beyond one's self and differentiates between immanent and transcendent meanings (Ashar et.al, 2004). It is 'the unique inner search for the fullest personal development through participation into transcendent mystery' (Delbecq 1999); a process of self-enlightenment (Barnett, 2000); Inner Consciousness (Guillory, 2000); Spirituality is the basic feeling of being connected with one's complete self, others and the entire universe'

(Mitroff and Denton 1999). (Markow and Klenke, 2005) conclude that there is no final definition of spirituality.

As one transcends from spirituality to workplace spirituality, concern is expressed that workplace spirituality literature focuses on individual spiritual development rather than being concerned about broader society (Mitroff & Denton, 1999). However, workplace spirituality is defined as an organizational phenomenon describing employees' spiritual or religious expressions and experiences in the workplace (Lips-Wiersma: 2009). 'Defining spirituality in workplace is like capturing an angel – it's ethereal and beautiful, but perplexing. The fussiness, ambiguity and the complexity of the construct makes spirituality a difficulty research topic to investigate (Karakas, F: 2010). Workplace spirituality does not have a sound and distinct base (Lips-Wiersma: 2014)

Ashmos (2000) define spirituality at work as the recognition that employees at work have an inner life that nourishes and is nourished by meaningful work that takes place in the context of a community. Spirituality at work has three components: the inner life, meaningful work, and community. 'Spirituality of work is a modern phenomenon and its definition is evolving….. Spirituality of work is a source of energy empowering and transforming the life of daily work. (It) is beyond the rational and is creating a new order' (Ottaway, 2003).

The literature review uncovers many definitions and types of spirituality related to work. It does not allow all these different definitions to be harmonized to arrive at one all encompassing definition of workplace spirituality. (Driscoll et.al. 2007)

Instrumentality of Workplace Spirituality

Workplace spirituality is not always a force for good and it must be acknowledged as having multiple facets in practice (Lips-Wiersma, et.al. 2009). Leadership may exploit the construct of workplace spirituality to control and exploit humans. Additionally, workplace spirituality seems to be slipping into the domain where technique becomes the dominant focus. Notwithstanding this rather scarce view, most research on workplace spirituality identifies beneficial, performance enhancing effects. Gallup study is cited to demonstrate the connection between spirituality and employee happiness (Gallup, 2004). Indeed, survey of participants conducted on workplace spirituality confirmed employee perception that to be successful, one needs to embrace spirituality as well (Ashar, 2004). Cross organizational studies established relationship between employee engagement and spirituality (Roof, 2015). Moreover, even in highly adverse work environment, spiritual well being was found to relate to job satisfaction (Tejeda, 2015). While reviewing 140 articles on workplace spirituality, the benefits could be classified under three categories: it enhances well being and quality of life; it provides a sense of purpose; and, it provides a sense of interconnectedness and community (Karakas, 2010).

Literature on workplace spirituality is distilled into three essential distillates (the term is used in absence of any other suitable term). These being

Perspective I: Society throws many challenges at human beings as they pursue their well-being. Desperation is consequential when faced with external challenges that are not easily resolvable and may be a source of pain particularly when economic conditions are not benevolent. Given this context, major religions of the world have attempted to define the relationship of man with God, which is the construct of spirituality

Perspective 2: However, spirituality and workplace spirituality remain constructs, which are often referred to as two distinct, independent, yet related constructs

Perspective 3: The definitions of spirituality and workplace spirituality have not reached a focal point and are emergent. Workplace spirituality is gravitating to three dimensions comprising the

inner life, meaningful work, and community. However, workplace spirituality is seen by majority as beneficial to organizational performance in enabling employees to become more engaged, satisfied, productive and successful.

Testing the construct of workplace spirituality with insights from Indian philosophy

We intend to leverage the ancient Indian thought, embedded in three orthodox (Pande & Kumar, 2019) systems of Indian philosophy to critique the three Findings. The three systems being leveraged here are Samkhya, Yoga, and Vedanta. It is important to delineate the differences between the western philosophy and the systems of Indian philosophy. These (as brought out by Pande & Kumar, 2019) being I) none of the Indian philosophical systems have an authorship, these having been enriched by countless sages and wise men over several millennium; II) these systems explore the relationship of man with the external world; III) the meaning of philosophy in Indian systems is distinct from that in western philosophies as the former emphasise '*darshana*' (vision) – direct perception of truth; IV) the purpose of Indian philosophy is to solve problems of daily life. Concept and applicability of the conception is the essence of these systems. For example the Samkhya-Yoga system comprises Samkhya as the conceptual end and Yoga as the practical end; V) the object of Indian philosophical system is spirituality and spirituality is nothing other than the mastery of mind.

Relevant tenets of Indian Philosophy for literature on workplace spirituality

A)   The purpose of Indian philosophy is to equip humanity to deal with and therefore live in harmony in the world, while performing actions, such that one may aspire to fulfil the purpose of live. The purpose of life is to achieve a status where the mind has been brought completely under control. This essence is brought out in *Sutra* 1 and *Sutra* 2 of *Ishavasya* Upanishad of Vendantic philosophy. *Sutra* 1 states that the 'all this – whatsoever moves on this earth – should be covered by the Lord (Isha). Protect (your self) through that detachment. Do not covet anyone's wealth.' (Swami Gambhirananda 1998). *Sutra* 2 states that 'By doing karma indeed, should one wish to live here for a hundred years. For a man, such as your (who wants to live thus), there in noway other than this, whereby Karma may not cling to you.' (Swami Gambhirananda 1998). The word God or Lord is often interpreted as *'Ishvara'*. *Sutra* 24 of Patanjali Yogasutra defines *Ishvara* as 'A special Purusha not smeared by *kleshas* (afflictions), *karma* (actions) and *Vipakas* (their actions) and their domain of propensities is God. (Arya 1986). Therefore, the conception of God as in many religions of the world is very different than described in Indian philosophy. Buddha refused to answer, when queried if there was God. Buddha chose to prevent speculation on His existence as wasteful of time while encouraging his followers to learn to deal with suffering in the world. Samkhya-Yoga system does not recognize the exitance of God, instead states that there are two principles – Consciousness principle called *'Purusha'* and the material principle called *'Prakriti'* which are basis of all creation. It is then the different proportions of consciousness that determine the hierarchy of creation. Mind is considered the highest evolute ('devolute') of *Prakriti* as it has larger proportion of consciousness. This concept alongwith definition of God (Ishavara) helps appreciate the construct of spirituality.

B)   Spirituality in Indian philosophy therefore is 'Yoga is the control the modifications (*vrittis*) of the mind field' (Sutra 2, Arya, 1986). This is the essence of the philosophy of Yoga.

C)   The process of Mind Management (Pande & Kumar, 2019) goes through emotional purification comprising attendant development of benevolent emotions such as friendliness, compassion, joyfulness and disinterest in worldly objects. 'By cultivating and impressing into oneself the sentiments of amity and love, compassion, gladness, and indifference with regard to those comfortable, those suffering, the virtuous and the non-virtuous (respectively), the mind is

purified and made pleasant' (sutra 33, Patanjali Yogasutra, Arya 1986). This emotional purification makes ready an aspirant for Samadhi – resolution from all conflicts.

D)   Such a person becomes capable of Selfless actions and takes all pains and pleasures of life in stride while not denying the imperative of actions. This is brought out in Bhagwad Geeta, "You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions. Never consider yourself to be the cause of the results of your activities, nor be attached to inaction." (Bhagwad Geeta)

E)   Samkhya-Yoga philosophy states that there is a universal mind field called 'Samashti Chitta' or *'Mahat'*. The minds of all beings are connected to that universal mindfield. So mind management results in complete control of microcosm and macrocosm (*Param-anu* and *Param-Mahat* respectively) as brought out in Sutra 40 of Patanjali Yoga Sutra, 'This yogi's mastery and control is established over (the subtlest, starting from) the minutest atom and extending upto the ultimate magnitude.' (Arya 1986)

Critique

1.   Relationship of Man with God, as mentioned in the literature has different connotations in Indian philosophy. *Ishavara* which is translated as God is a special conscious being who does not allow his mind being smeared and tainted by the *afflictions*, *karmas* and *vipakas*. So the concept of relationship between Man and God is about relationship of Man with his inner self.

2.   Indian philosophy does not, not only not distinguish between individual spirituality and workplace spirituality, it emphasises the need for individual spirituality as the basis for getting to workplace spirituality.

3.   There is no denial in Indian philosophy, unlike in the western philosophy (Ottaway, 2003), of spirituality in work. Infact there is serious encouragement to undertake such work which is performed without avarice of self-interest and where fruit of action is in the benefit of all. Competence to have complete control over modifications of mind enable a person to perform such action. Such a person has already been emotionally purified. While such actions are being performed by a person, s/he overcomes the pains and tribulations of life as the perceptions of pain and suffering are in the mind, and mind being under total control eliminates perception of suffering. Selfless action is a result of spirituality. Also, finding meaning in work is not an issue. All work, which is not tainted by self-interest becomes meaningful.

4.   This emotional purification creates friendliness, compassion and disinterest in progress and achievement of others. This then, becomes the basis of 'Sense of Community'. Samkhya-Yoga, as stated earlier, emphasise universal mind-field, thereby making ready ground for actions which inspire the sense of community.

Redefining workplace spirituality

There is no equivalent of the word 'religion' in most Indian languages. *Dharma*, which is its closest translation, literally means law of nature. Concept of God itself is distinct in Indian philosophy vis-à-vis western philosophy. Whereas these is alignment with regard to spirituality being seen as connection of Man with God, its connotations as per Indian philosophy are more about exploration and realization of Self (Consciousness). This is a proposed modification on Perspective 1.

In Indian philosophy, there can be no separate construct of workplace spirituality. Workplace spirituality is an effect of spirituality, the latter being more fundamental than workplace spirituality which is an outcome. This is the proposed modification of Perspective 2 of extant literature on workplace spirituality.

Meaning in work and sense of community are instrumentality of spirituality as per Indian philosophy. These are outcomes of spirituality and do not have their own exitance. A more fundamental and universal definition should be attempted to draw inspiration from tenets of Indian philosophy.

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"JOY TO THE WORLD"[69] – Global burgeoning of Chess GMs since 'Vishy' Anand in 1988

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In this research article, I present the global burgeoning at the highest echelons of professional chess as an instance of globalizing Indian thought. An intuitive and relatively self-taught professional chess player, 'Vishy' Anand, is employed as an exemplar phenomenon.

In this article, a sports context, specifically professional chess, is examined to develop how Indian thought may have driven a global upheaval. The article starts off by setting the background in the professional career of Vishwanathan 'Vishy' Anand from the south Indian state of Tamil Nadu. Then the global burgeoning of chess at the highest professional levels is examined. This is followed by the analysis of 'Vishy' Anand ascent to chess GM may have been a critical catalytic component of the global burgeoning at the highest echelons of that context, professional chess. The article concludes by discussing limitations of this approach to understanding the idea of globalizing India thought.

BACKGROUND

In 1988, an 18-year-old born in Mayiladuthurai (Tamil Nadu), won the Shakti Finance International tournament in Coimbatore to garner his 3rd and final norm, making him the first Indian Chess Grandmaster. Early in his career, he would make unsuccessful bids at becoming World Champion – the most dramatic loss coming against Gary Kasparov in 1995 on top of the World Trade Centre, New York. He would go on to bounce back and win world championships in 2000 (beating Alexei Shirov in the finals), 2007 (win the world championship tournament in Mexico City), 2008 (beating Kramnik in the finals, 2010 (beating Topalov in the Bulgarian capital, Sofia) and 2012 (beating Gelfand in Moscow). Since 'Vishy' Anand became a grandmaster (GM), the number of new chess GMs has burgeoned from 303 (1950 – 1987) to 1,551[70] (1989 – 2019). At the same time, there was another India genius making his bones in Pakistan against the fast bowling of Imran Khan, Waqar Younis, Wasim Akram and Aaqib Javed – Sachin Tendulkar. Back to the chess.

GLOBAL BURGEONING AT THE HIGHEST LEVELS OF CHESS – THE PHENOMENON[71]

Since Vishy Anand became GM, the average number of new grandmasters per year has gone up to over 50 (it was 8.5 earlier), the average number of country origins of these new grandmasters has gone up to 27.4 (it as 6.6 earlier), the average number of GMs per represented country has gone up to 1.8 (it was 1.2 earlier) and the average age of new GMs has gone done to 26.7 (it was 32 earlier). In fact, 7 of the 37 chess players who achieved their GM status before the age of 15 are from India[72]. While a rapid increase in the opportunities for children to start playing chess at

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[69] Three Dog Night, album: Naturally, released: 1970 – "Jeremiah was a bullfrog…"
[70] excluding the GMs born before 1900
[71] See Figure 1: The Anand Effect?
[72] Summarized from https://en.wikipedia.org/wiki/List_of_chess_grandmasters

earlier ages, technology aided learning and development, and an increasingly flat economic world all played important roles, a young player challenging the then power structures of chess, playing a largely self-taught and intuitive style of chess may have served as a crucial catalyst for this rapid globalization at the highest echelons of chess.

ANALYSIS – "JOY TO THE WORLD"

Political tsunamis were threatening around the late 80s, the most relevant of them in the world of chess was the breaking up of the Soviet Union into its constituents. Great technological advancements were to the change the face of the world in general. What began as chess players playing against each other sitting half way across the world soon evolved into Deep Blue, the computer program, playing Gary Kasparov, the world chess champion, in two matches during the mid-nineties. They each won once, leaving the man versus machine debate simmering at least when it came to chess. Anand was part of the last generation that did not start chess by playing against computers. Rather, his induction into chess had taken the family route – his mother playing him until he'd soon overtaken her level. Removal of various trade tariffs and barriers meant that people from India moved across the world far more easily. In many ways each of the PESTEL (Political, Economic, Social, Technological, Ecological and Legal) factors worked in favour of the rapid globalization of the chess GM.

While it may have required a young 'Vishy' Anand to attack and devour chess magazines and puzzles, those who immediately followed him had the benefit of the internet which worked better with each passing day. In countries like India, which today has 64 chess grandmasters, youngsters are encouraged to learn and be adept at computers (in the 90s) and smart phones (in 2010s). Anand belonging to India may have, without anticipation, played a very important role in the global burgeoning of GMs outlined in the previous paragraph. An important reference is the fact that early in his career he was taking the fight to top Soviet players – Kasparov and Karpov – without the benefit of an orthodox chess upbringing. The innumerable speed and rapid chess games at Tal Chess Club (Madras) had a role in honing a chess theory which allowed the big favourites of the day to be challenged. This visceral chess exponent may have just allowed many others across the world to dream big. Teamed with the increased capabilities of personal computers, an increasingly connected world, and a young third-world torchbearer, it is well possible that the 'perfect storm' took hold of the chess world.

LIMITATIONS

One could always push back, arguing that it may have had little to do with GM 'Vishy' Anand. Rather, the burgeoning the chess could be put down to the increasingly connected world, great technology and so on. In any case, it may not quite be empirically possible to parse out the relative importance of Anand, the breaking up of the Soviet Union, technological innovations and economic upheavals – when it comes to explaining the global burgeoning of numbers at the highest echelons of chess. Be that as it may, it is somewhat difficult to visualize a young kid in different corners of the world starting to play chess without looking up to an example to emulate.

Figure 1: **The Anand Effect?**

The Anand Effect?
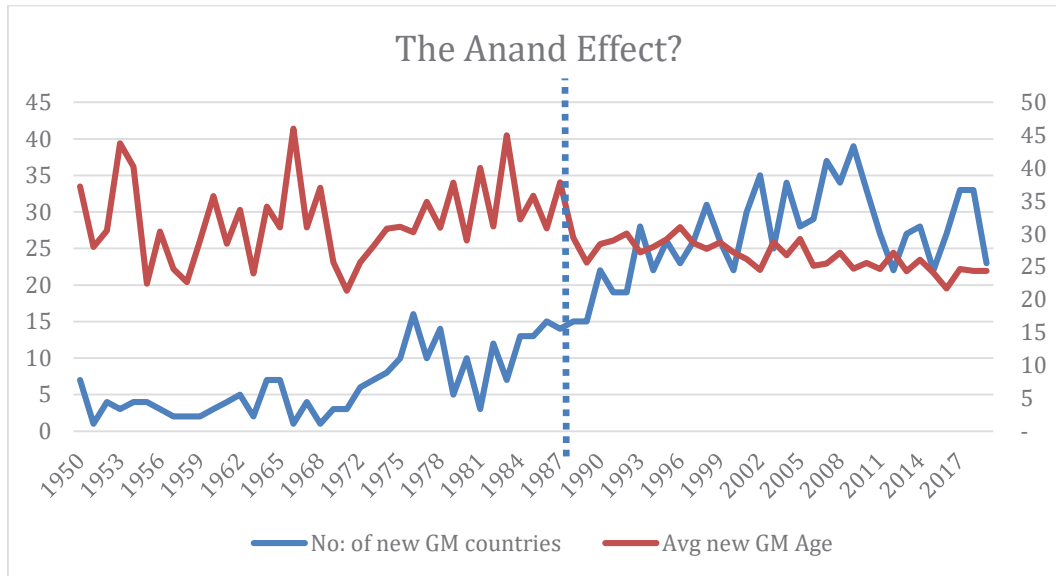
Analysis Of Board Characteristics, Agency Problem And Corporate Governanace During Post Indian Companies Act 2013

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1. Introduction

Corporate world has witnessed numerous corporate scandals, which not only spread economic devastation but also dwindled the trust and confidence of investors in the financial markets across the world. Shock waves of corporate scandals and corporate failures spread, percolated and created ruptures in the economic, social and political spheres of developed, developing and underdeveloped countries alike. (Venugopalan and Shaifali (2018) Investigations conducted across the world have revealed that failure of corporate governance mechanisms led to corporate scandal and eventual collapse of corporations. Corporate governance is the system by which companies are directed and controlled, Cadbury Report (1992). The corporate governance mechanisms are economic and legal institutions that can be transformed by the political process, which provide assurance to the investors who sunk capital that, the investments are safe and would get a reasonable rate of return by monitoring and controlling the managers, Shleifer and Vishny (1997). The agency cost theory provides rational explanation to corporate failures. The separation of ownership and control in modern diffuse ownership corporations leads to conflict of interests between managers and stakeholders, Jensen and Meckling (1976). Agency problems arise when the entrenched and self-centered manager maximize their personal wealth illegitimately by pursuing strategies to derive managerial perquisites out of the resources of the firm or undertaking suboptimal investment decisions. The agency problems can be mitigated and managers can be disciplined by incurring agency cost in the form of monitoring cost and contracting cost. Jensen and Meckling (1976), Warner (1986). The theoretical and empirical research have established that various internal and external corporate governance mechanisms that can mitigate the agency problems. The board characteristics such as the size of the board, composition of independent directors, audit committee, stakeholder's relationship committee and nomination and remuneration committee are some of the internal corporate governance mechanisms which can mitigate the agency problems. For bringing in good governance in companies, the Indian Companies Act 2013 incorporated various provisions to strengthen the internal governance mechanisms such as board size, composition of independent directors, audit committee, shareholders committee, nomination and remuneration committee, etc. This research paper makes an attempt to empirically examine the nature and extend to agency problems prevailing in Indian companies and to evaluate how far the provisions of Companies Act with respect to board characteristic are successful in mitigating agency problems in Indian companies, using panel regression methodology.

2. Review of Literature
2.1. Board Characteristics

The board of directors is considered as guardian of assets of the organisation and perform decision-making role during exigencies and provide leadership and management when firm performance is unsatisfactory, Mace (1971,2005). Small boards are associated with greater market valuation, less susceptible to agency problems and associated agency costs because the small boards offer greater flexibility and speed in re-negotiating contracts with managers. (Shleifer and Vishny, (1986, 1997), Lai and Sudhershanan (1997)) The board composition has a profound impact up on the board functions, investment and financing decisions and allocation of power and influence and how this manifest within the board, (Ezzamel and Watson 2005). The non-executive directs have positive effect on firm performance and those boards dominated by

non-executive directors are more likely to maximize the wealth of shareholders, McKnight and Weir (2009), Jackson (2010). The independent directors can mitigate the potential conflict of interest among decision makers and shareholders, and also reduces the transaction or agency cost associated with separation of ownership and control, Renneboog (2000). The separation of the roles of chief executive officer (CEO) and chairperson of the board can affect the degree of independency of a board of directors and result to better board performance by reducing agency cost. (Faccio and Lasfer (2000), McKnight and Weir (2009), Shleifer and Vishny (1986, 1997))

Board committees are the engine room of the board, and their value has increased both in terms of spreading the workload and in providing greater depth, not only in the traditional areas of audit, nomination and remuneration of executives but also in areas such as strategy and risk, Heidreick and struggles (2011). Audit committee is constituted to assist board of directors in oversight of company's accounting, financial reporting process, and the auditing of company's financial statements. The stakeholder relationship committee specifically address the grievance of shareholders regarding their rights and privileges including the alleged oppression and mismanagement by dominant groups. (Sheifer and Vishny (1997), Grossman and Hart (1986) Floracksis and Ozkan (2004)) The nomination and remuneration committee maintains check on excessive director's remuneration and transparent procedure for setting the remuneration level of executive directors and senior executives. McKnight and Weir (2009), Jackson (2010), Varma (1997)

2.1 Control Variables: External Corporate Governance Mechanisms
The external corporate governance mechanism, such as ownership structure, leverage and bank debt can prevent the expropriation of investors. Large shareholders have sufficient incentives to obtain the information necessary to effectively control the management if the benefits of such monitoring outweigh the associated costs. (Grossman and Hart (1988), Shleifer and Vishny, (1986, 1997)) The leverage use should reduce the extent of agency costs inherent in a firm operating structure. (Shleifer and Vishny (1986, 1997). Private bank loans can significantly reduce the agency cost because through granting loans, the banks maintain strong bargaining position, which enables closely monitoring the activities of borrowers and exercising control by enforcing debt covenants and shortening maturity of the debt. (Jensen, (1986), Stulz (1990) and Ross (1977), Floracksis (2008) Fama (1985)) Agency cost hypothesis establishes that firms with relatively large amount of future investment opportunities are tend to be smaller and are more likely to fact potential conflicts of interest between managers and shareholders.
Based the review of literature, the following alternative hypothesis have been framed for examining the agency problems and board characteristics.
Hypothesis 1: Board size (BOARDSIZE) is directly related to agency cost.
Hypothesis 2: Independent directors (INDIRECTOR) and agency costs are inversely related.
Hypothesis 3: CEO-Chairperson duality (DUALITY) is directly related to agency cost.
Hypothesis 4: Audit Committee (AUDITCOM) and agency problems are negatively related.
Hypothesis 5: Shareholders Committee (SARECOM) is negatively related to agency cost.
Hypothesis 6: The remuneration committee (REMUCOM) is inversely related to agency cost.
Hypothesis 7: The promoters' holdings (PROMOHOLD) and agency cost are inversely related.
Hypothesis 8: Leverage (LEVERAGE) is inversely related to agency cost.
Hypothesis 9: Bank debt (BANKDEBT) is inversely related to agency cost.
Hypothesis 10: Firm size (FIRMSIZE) is inversely related to agency cost.

3. Research Methodology
3.1 Sample, Research Design and Methods
The empirical investigation of the board characteristics and agency problems is performed by using panel OLS regression methodology based on the sample drawn from the BSE 500 index.

The secondary data derived from PROWESS, the data base of CMIE. The study is confined to a span for five years beginning from 2013-2018. The final panel data set composed of 1575 observation from 315 companies by pooling cross sectional data across time. For examining the suitability panel data, the specification tests such as normality, poolability, autocorrelation, serial correlation, heteroskedasticity and cross-sectional dependence are performed. The Wooldridge test, modified Wald statistics and Pesaran CD test are used to examine whether the panel data is free from the autocorrelation, heteroskedasticity, cross-sectional dependence and serial correlation. Hausman specification test is used for testing the feasibility of fixed effect regression or random effect regression. the Hausman test concludes that the fixed effect regression is the most appropriate method for analysing the panel data.

3.2 Variable Measurement

Dependent Variable: Agency Cost: To measure the agency cost this paper has used three alternative proxies; Operating Ratio, Asset Utilization (Sales to Asset Ratio) and Tobin's Q. The Operating ratio (OPERATING RATIO) is defined as operating expenses standardized by total assets. The asset utilisation (ASSET UTILISATION) is asset utilization ratio which is derived by dividing annual sales with total asset ratio. The Tobin's Q (TOBIN'S Q) is defined as the ratio of the market value of the firm to the book value of the firm. Market value of the firm is measured as market capitalization plus total debt divided.

Independent Variables: This paper has identified eleven proxies of corporate governance mechanisms. The board size (BOARDSIZE) is the number of directors appointed in the board. The independent director (INDIRECTOR) is the proportion of independent directors to total directors. The CEO-Chairperson Duality (DUALITY) is a binary variable that takes a value of 1 if the posts of Chief Executive officer and Chairperson of the board are held by different persons and 0 otherwise. Audit Committee (AUDITCOM) is measured as the number of directors appointed in the audit committee. Nomination and Remuneration Committee (REMUCOM) is measured as number of meetings held during the financial year. Stakeholder's relationship committee (STAKECOM) is measured as number of meetings held during the financial year. Promoters' holdings (PROMOHOLD) is the ratio of promoters' equity holdings to total equity shares. Leverage (LEVERAGE) is the proportion of debt capital in the total capital employed by the firm. Bank debt (BANKDEBT) is measured as the proportion of borrowed capital from banks and financial institutions to the total debt capital. Firm size (FIRMSIZE) is represented as the natural logarithm of market value of the firm. This paper utilized three models for examining the agency cost and corporate governance mechanism in Indian corporate sector based on the proxies of agency cost OPERATIN RATIO, ASSET UTILISATION and TOBIN'S Q. These models are specified below.

1. *TOBIN'S Q = β_o+ β_1(BOARDSIZE) + β_2(INDIRCTOR)+ β_3 (EXEDIRCTOR) + β_4(PROMHOLD) + β_5(DUALITY) + β_6(AUDICOM) + β_7(REMUMCOM) + β_8(SHARECOM)+ β_9(LEVERAGE) + β_{10}(BANKDEBT) + β_{11}(FIRMSIZE) + ε_i*
2. *OPERATINGRATIO = β_o+ β_1(BOARDSIZE) + β_2(INDIRCTOR)+ β_3 (EXEDIRCTOR) + β_4(PROMHOLD) + β_5(DUALITY) + β_6(AUDICOM) + β_7(REMUMCOM) + β_8(SHARECOM)+ β_9(LEVERAGE) + β_{10}(BANKDEBT) + β_{11}(FIRMSIZE) + ε_i*
3. *ASSETUTILISATION = β_o+ β_1(BOARDSIZE) + β_2(INDIRCTOR)+ β_3 (EXEDIRCTOR) + β_4(PROMHOLD) + β_5(DUALITY) + β_6(AUDICOM) + β_7(REMUMCOM) + β_8(SHARECOM)+ β_9(LEVERAGE) + β_{10}(BANKDEBT) + β_{11}(FIRMSIZE) + ε_i*

4 DATA ANALYSIS
Multivariate Regression Analysis

The main objective of this paper is to examine the validity of empirical predications of previous agency cost models on agency cost and governance mechanisms. Table 4.1 presents the multivariate regression results on dependent variable and the independent variables.

Table 4.1: Panel Data on Fixed Effects Regression of Governance Mechanisms and Agency Cost

Variables	Predicted Sign	Model 1 Operating Ratio	Model 2 Asset Utilisation	Model 3 Tobin's Q
INTERCEPT		128.76219*** 5.1221302 (25.14)	-1.5489757** .50861075 (-3.05)	-24.823594*** 6.0976173 (-4.07)
BOARDSIZE	+	.00209887 .06251519 (0.03)	-.00089357 .00157598 (-0.57)	.09421085** .02390801 (3.94)
INDIRECTORS	-	.00347613 .0087531 (0.40)	.00085323** .00020176 (4.23)	-.00230954 .00924576 (-0.25)
DUALITY	-	-2.1219992* .81764299 (-2.60)	-.0823193 06407434 (-1.28)	-1.4138752 .73309747 (-1.93)
AUDITCOM	-	.22492848*** .03948809 (5.70)	.00137272 .00190229 (0.72)	.0959714* .043584 (2.20)
STAKECOM	-	-.00146813 .05024105 (-0.03)	.00360622*** .00060278 (5.98)	-.05550208*** .00840919 (-6.60)
REMUCOM	-	.0673808 .07237502 (0.93)	-.01697789*** .00166735 (-10.18)	.09268757 .06029034 (1.54)
PROMOHOLD	-	-.06953985 .04668136 (-1.49)	.00286815* .00109928 (2.61)	.03184196 .01568585 (2.03)
LEVERAGE	-	13.589038*** 1.3453666 (10.10)	-.01372554 .03866933 (-0.35)	-1.4657001* .61222493 (-2.39)
BANKDEBT	-	.22411411 .37729398 (0.59)	.00330122 .01474204 (0.22)	-.82507034*** .14932598 (-5.53)
FRMSIZE	-	-4.2918831*** .47050006 (-9.12)	.23237775*** .04482763 (5.18)	2.7044709*** .48818957 (5.54)
R2		0.8854	0.9554	0.8145
ADJUSTED R2		0.8558	0.9438	0.7665
N		3150	3150	3150

Table 4.1 presents the multivariate regression results on three proxies for agency costs, the OPERATING RATIO, ASSET UTILISATION and TOBIN'S Q. These proxies are regressed against the independent variables, BOARDSIZE, EXDIRECTOR, INDIRECTOR, PROMOHOLD, DUALITY, AUDITCOM, STAKECOM, REMUCOM, LEVERAGE, BANKDEBT and FIRMSIZE.

Board Size (BOARDSIZE): Table 4.1, Model 1 shows that the regression coefficient on BOARDSIZE and OPERATING RATIO (.00209887, se = .06251519) t = 0.03) is insignificant which reject the empirical prediction of a direct relationship between board size and agency cost. Similarly, Model 2 also reveals that the regression coefficient on BOARDSIZE and ASSET UTILISATION is insignificant and negative (-.00089357, se = .00157598, t = -0.57), which contradict with the empirical hypothesis that board size is directly related to agency cost.
Model 3 on TOBIN'S Q, which is the alternative proxy of agency cost establishes that the coefficient of BOARDSIZE and TOBIN'S Q is positive and significant (.09421085, se -.02390801, t = 3.94) which strongly support the empirical prediction that agency cost and board size are directly related.

Independent Directors (INDIRECTOR): Model 1 on OPERATING RATIO disclose that the regression coefficient on the INDIRECTOR and OPERATING RATIO is insignificant but positive (.00347613, se =.0087531, t =0.40) as against the empirical prediction of inverse relation between the independent directors and agency costs. Model 2 on ASSET UTILISATION reveals that coefficient on INDIRECTOR is significant (.00085323, se = .00020176, t = 4.23) and positive which reject the empirical prediction that independent directors and agency costs are inversely related. In Model 3, the regression coefficient on INDIRECTOR and ASSET UTILISATION is positive and insignificant (-.00230954, se = .00924576, t = (-0.25), which reject the empirical prediction that independent directors and agency cost are inversely related. The regression coefficients of independent directors from all the models strongly repudiate the empirical hypothesis that independent directors and agency costs are inversely related.

CEO-Chairperson Duality (DUALITY): The regression coefficient on DUALITY and OPERATING RATIO (-2.1219992, se = .81764299, t= -2.60) from Model 1 is significant and negative, which support the empirical prediction that duality is inversely related to agency cost. The Model 2 states that the regression coefficient on DUALITY and ASSET UTILIZATION (-.0823193, se =06407434, t = -1.28) is insignificant. Similarly, the regression coefficient on DUALITY and ASSET UTILISATION (-1.4138752, se = .73309747, t= -1.93) in Model 3 is insignificant. Regression coefficients from model 2 and 3 on DUALITY are negative but insignificant which do not support the empirical hypothesis that DUALITY is directly related and separation of the post of CEO and chairperson of board lead to lower agency costs.

Audit Committee (AUDITCOM): Model 1 shows that the coefficient on AUDITCOM and OPERATING RATIO is significant but positive (.22492848, se= .03948809, t = 5.70) as against the direction of empirical hypothesis that audit committee and agency cost hypothesis are inversely related. Similarly, Model 2 also establishes an insignificant association between the AUDITCOM and ASSET UTILISATION (.00137272, se = .00190229, t= 0.72). the regression coefficient from Model 3 is significant but positive, which also contrary to the direction of empirical research hypothesis that audit committee is negatively correlated to agency cost.

Stakeholders' Relationship Committee (STAKECOM): In Model 1, the regression coefficient on SHARECOM and OPERATING RATIO is negative but not significant (-.00146813, se = .05024105, t = -0.03). The model 2 establishes that the regression coefficient on STAKECOM and ASSET UTILISATION (.00360622, se = .00060278, t = 5.98) is statistically significant but positive as against the direction of empirically hypothesis that agency cost is inversely related to stakeholder's relationship committee. Model 3 demonstrates that the regression coefficient on STAKECOM and TOBIN'S Q (-.05550208, se = .00840919, t= -6.60) is statistically significant and negative which strongly support the empirical prediction that agency cost is inversely related to stakeholder's relationship committee.

Nomination and Remuneration Committee (REMUCOM): Model 1 establishes an insignificant but positive regression coefficient between REMUCOM and OPERATING RATIO (.0673808, se =.07237502, 0.93) exists between agency cost and nomination and remuneration committee. In Model 2, the regression coefficient on REMUCOM and ASSET UTILISATION is insignificant and positive (-.01697789, se =.00166735, t = -10.18) is statistically significant and negative which strongly support the empirical relationship between nomination and remuneration committee and agency cost. Model 3 also discloses that the coefficient on REMUCOM and TOBIN'S Q is positive but insignificant (.09268757, se = .06029034, t= 1.54), which reject the empirical hypothesis that nomination and remuneration committee are inversely related to agency cost.

Promoters Holdings (PROMOHOLD): The Model 1 establishes that the regression coefficient on PROMHOLD and OPERATING RATIO (-.06953985, se = .04668136, t = -1.49) is insignificant, which reject the hypothesis that promotors holdings and agency cost are inversely related. Model 2 establishes that the regression coefficient on PROMHOLD and ASSET UTILISATION is significant but positive (.00286815, se = .00109928, t= 2.61) as against the direction of research hypothesis that promotors holdings and agency cost are inversely related. However, the regression coefficient on PROMHOLD and TOBIN'S Q in the model 3 is insignificant and positive (.03184196, se = .01568585, t = 2.03) that reject the empirical research hypothesis that promoters holding is inversely related to agency cost.

Leverage (LEVERAGE): Table 4.3 shows that the regression coefficient on LEVERAGE and OPERATING RATIO is statistically significant but positive (13.589038, se =1.3453666, t = 10.10), which is against the research hypothesis that leverage and agency cost are inversely related. In the Model 2, the regression coefficient on LEVERAGE and ASSET UTILISATION is negative and insignificant (-.01372554, se = .03866933, t = -0.35) which reject the empirical prediction that leverage in inversely related to leverage. Similarly, Model 3 also discloses that the coefficient on LEVERAGE and TOBIN'S Q (-1.4657001, se = .61222493, t = -2.39) is significant and negative, which strongly substantiate the argument that that Leverage is negatively related to agency cost.

Bank Debt (BANKDEBT): Regression coefficient on BANKDEBT and OPERATING RATIO is insignificant and negative (.22411411, se =37729398, t = 0.59), which reject the empirical hypothesis that agency cost is inversely related to bank debt. The insignificant and positive regression coefficient on BANKDEBT and ASSET UTILISATION (.00330122, se = .01474204, t = 0.22) reject the empirical prediction that bank debt is inversely related to agency cost. Similarly, in Model 3, the coefficient on BANKDEBT and TOBIN'S Q (-.82507034, se = .14932598, t = -5.53) is statistically significant and negative which strongly support the research hypothesis that bank debt and agency cost are negatively related.

Firm Size (FIRMSIZE): The coefficient on FIRMSIZE and OPERATING RATIO from Model 1 is statistically significant and negative (4.2918831, se = .47050006, t = -9.12) that strongly support empirical research hypothesis that agency cost and firm size are inversely related. In

model 2, the regression coefficient on FIRMSIZE and ASSET UTILISATION (.23237775, se = .04482763, t = 5.18) is statistically significant but positive, which is inconsistent with the direction of relationship that firm size and agency cost are inversely related. However, the regression coefficient on FIRMSIZE and TOBIN'S Q in the Model 3 is statistically significant but positive (2.7044709, se = .48818957, t =5.54) which is against the direction of the relation between agency cost and firm size.

5. Conclusion

This research paper explores how board characteristics and other governance mechanisms helps to mitigate the agency problems prevailing in Indian companies, by using panel OLS regression methodology. This paper has designed three econometric models by integrating the three alternate proxies of agency costs (OPERATING RATIO, ASSET UTILISATION and TOBIN'S Q) as dependent variables and ten explanatory variables - the board size, executive directors, independent directors, CEO-Chairperson duality, audit committee, remuneration committee, shareholders committee, promotors' holdings, leverage, bank debt and firm size. Model 1 shows that the board size, independent director, nomination and remuneration committee, promotors holding, bank debt have failed to deal with agency problems. The audit committee and leverage signify that audit committees have aggravated the agency problems in Indian companies. However, the separation of the posts of CEO-chairperson, and firm size have significant impact in mitigating the agency problems. Model 2 reveals that the independent director, and stakeholders' relationship committee and promotors' holdings have increased the agency problems. The results also prove that the board size, separation of the post of CEO-chairperson, audit committee, leverage and bank debt have failed to bring about good governance in Indian companies. Conversely, the nomination-remuneration committee has a significant impact on the agency conflicts prevailing between managers and shareholders. Mode 3 shows that the independent directors, separation of the posts of CEO and Chairperson, nomination and remuneration committee, promotors' holdings have no impact on the agency problems. The findings prove that large sized firms are plagued by the agency conflict between managers and shareholders. However, the stakeholders' relationship committee, leverage and bank debt play significant role in mitigating agency problem in Indian companies.

The research findings provide a rare insight about the board characteristics and corporate governance system and how the board characteristics failed to mitigate agency conflicts prevailing in Indian companies. The government has to make appropriate measures to strengthen the internal corporate governance mechanisms to bring about better corporate governance. One of the important extensions of this research is to include more variables on internal and external governance mechanisms to examine the efficacy of companies act 2013 to mitigate agency problems in Indian corporate sector.

The Indian Bankruptcy Law Experience

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The notification of the Indian Insolvency and Bankruptcy Code (IBC) in 2016 was preceded by a period lasting about two decades of strong advocacy for comprehensive bankruptcy law reforms. IBC replaces an archaic and piecemeal system of insolvency and bankruptcy resolution and is expected to be the catalyst that vitalizes the relatively weak debt markets in India. In this paper we introduce IBC, beginning with the history of bankruptcy resolution in India followed with an overview of IBC. Additionally, we conduct a preliminary examination of the impact of IBC implementation on the cost of debt and short-term and long-term debt availed by firms. We conduct the analysis by comparing the credit characteristics of publicly listed Indian firms in the post-IBC period (financial year 2017-2018) to the pre-IBC data series, using both univariate and panel data regression method.

The study of the history of bankruptcy law in India highlights the inefficiency of the previous corporate insolvency resolution regime. The resolution process was replete with long delays and erosion of assets and net worth of the insolvent firms (Zwieten, 2015). With lengthy resolution duration and possibility of counter claims due to multiple adjudicating forums, including the over-burdened High Courts, the cost of bankruptcy was expectedly high. The bankruptcy process was also biased towards continuance of the insolvent businesses due to socio-political considerations (Sengupta and Sharma, 2016). These observations imply that the erstwhile insolvency resolution process was inefficient due to its poor screening ability[1] and high cost of bankruptcy (Denis and Rodgers, 2007).

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[1] An efficient reorganization process would correctly classify firms as financially or economically distressed. Subsequently, the financially distressed firm should be allowed to reorganize and the economically distressed firm should be forced into liquidation. The typical criterion for such a classification is based on the estimate of the going concern value and the liquidation value of the insolvent firm. If the liquidation value is higher than the going concern value than the firm should be liquidated, else the reorganization of the firm should be facilitated.

The IBC is designed to address the main concerns around the erstwhile insolvency resolution regime in India. The unification of the insolvency and bankruptcy laws, oversight by the quasi-judicial bodies of National Company Law Tribunal and Insolvency and Bankruptcy Board of India, and creditor-control of the time-bound resolution process failing which liquidation process is automatically initiated; all contribute to the strengthening of creditor rights and creditor protection under IBC. The literature on increased legal protection to creditors, find evidence of improvement of credit market characteristics due to bankruptcy reforms that increase creditor protection (La Porta et al., 1997; Porta et al., 1998; Djankov et al., 2007; Funchal, 2008; Araujo et al., 2012). On the other hand, literature also suggests that strengthening of creditor rights may lead to ex-post inefficiencies in the form of a liquidation bias (Djankov et al., 2008). Vig (2013) in their influential study on the Indian credit market find evidence of liquidation bias after the implementation of Securitization and Reconstruction of Financial Assets and Enforcement of Security Interests Act of 2002 (SARFAESI).

We conduct firm fixed effect panel data regression of the listed firms in India to examine if the cost of debt[2], and the debt levels on the firms balance sheet is modified by the implementation of IBC. We have only one year of post-reform data, so our analysis provides preliminary results for a full study at a later date. We use an unbalanced panel of 919 listed

non-financial firms. We use the data from FY 2010-2011 to 2017-2018 for our main analysis. We remove the entries for FY 2016-2017 due to the dispersed manner of the notification of IBC statutes through the year. The univariate analysis of the data indicate that post-IBC cost of debt has increased marginally from the average of the pre-reform period. The average long-term debt and short-term debt has also increased in the post-reform period of FY 2017-2018.

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[2] Calculated as interest expenses incurred divided by the average debt for the year.

Further, we examine the relation between the IBC dummy variable and the firm credit characteristics in a multivariate setting while controlling for firm level and macroeconomic covariates. We find that IBC implementation has the effect of increasing the firms cost of debt and decreasing the value of firm's long-term debt, relative to the pre-IBC period.

The regression analysis is limited to select firms listed on the BSE and NSE exchange, therefore we additionally examine the commercial paper[3] (CP) issuance and outstanding stock data available on the Reserve Bank of India website[4]. We do not find any distinct change in the trend of either CP issuance or value of outstanding CPs in the post-IBC period, relative to the pre-IBC period. Furthermore, we examine the insolvency resolution parameters as estimated in the Doing Business reports[5] (DB), published annually by the World Bank. The insolvency resolution indices clearly indicate the improvement in the insolvency framework as a result of the IBC implementation. However, the time-series for recovery rates by creditors do not show any distinct change due to the IBC implementation.

To summarize, we demonstrate that IBC is a comprehensive overhaul of corporate bankruptcy law in India. This assertion is supported by the improvement of the Indian insolvency resolution score, as published in the DB reports. However, the expected performance of the new insolvency resolution regime in terms of improving the credit markets in India, remains to be seen. The multivariate analysis between firm credit characteristics and IBC dummy variable, indicates that the firms cost of debt has increased while the level of long-term debt has decreased due to implementation of IBC.

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[3] Commercial paper is an unsecured money market instrument issued as a type of promissory note. CP were introduced in India in 1990, primarily as an additional source of short-term funding for corporate borrowers. Besides corporations, primary dealers and Indian financial institutions are also allowed to issue CPs. The maturity period of CPs ranges from 7 days to 1 year from date of issue.

[4] DBIE (weblink https://dbie.rbi.org.in/DBIE/dbie.rbi?site=publications)

[5] Doing Business, The World Bank (weblink http://www.doingbusiness.org)

The lack of distinct improvement in the recovery rate by creditors in the post-IBC period, as published in the DB reports, are further cause of concern. However, the effect of IBC implementation on the firm's short-term debt is not conclusive, although the average short-term debt for post-IBC year is higher than the pre-IBC average. Our findings for short-term debt are corroborated by analysing the CP issuance and outstanding stock value for the years 2011-2018. Our results are in line with the findings by Vig (2013) which finds that the implementation of SARFESIA in 2005 in India caused a decrease in the secured debt and total debt due to liquidation bias induced by stronger creditor protection.

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Institutional Mentorship In India: Respecting Historic Mentorship Through Innovative Mentor-Mentee Models

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Purpose of Paper

India has a strong footprint across Indo Pacific region in terms of global talent and human skills and is presently into the transitional phase of building human capital repository that is skilled, mobile and responsive to futuristic technological change. Recognising the precedence that technology is going to take in economy in coming years, it becomes imperative for institutions of national importance to be harbinger of change and innovation. The change categorically refers to the reframing of skill quotient of India with special emphasis on human capital and the ways institutions that are academia, policy makers and corporate are going to respond to.

The historic mentorship scenarios have been caught by redundancy and widening of objective-result gaps, as India is heading towards open innovation workspaces. This shift calls for redesigning HRD interventions for new skill frame. Mentorship as an HRD tool, possess the power to unleash hidden and unconscious potentialities amongst the institutions and members. Mentorship provides hidden potential the platform to get converted into skills whereas for unconscious but talented self, mentorship act as a mirror wherein actualisation has scope to come to front. From redundancy to innovative workspaces, mentorship acts as a change agent with potential for skill development and talent actualisation.

Developing on this understanding, the present paper aims to draw attention towards the need for reviewing present and developing alternate mentorship models at National-Intermediary-Institutional (N-I-I) level as the concept of mentorship has gained momentum with the advent of national policies aimed at harnessing the rich demographic dividend in Indian context. At the bottom of mentorship pyramid rests the human resource development that need to be reengineered in terms of shift that skills across globe are witnessing (critical thinking, analytical reasoning, and technology responsiveness) and to create an ecosystem that imbibe scientific temper and creativity across individuals. The paper seeks to create HRD models as per national policy framework to create a sustainable but tailored mentorship models catering to the diverse mentor-mentee scenarios across India.

Theoretical Underpinning

The literary progression on institutional mentorship suggests that mentor-mentee relationships have been extensively studied in light of outcomes that comprise of institutional research (Keyser et.al, 2008), lack of transitional mentors as per the needs of institutional HRD frameworks (Makokha et.al.,2016) and the incentives that mentors and mentoring institutions look for building the human capital repository (Hunt et.al., 1983). The present paper will review and connect literature on mentorship at three levels i.e. national level, intermediary level and institutional level. The connect will help in investigating the expected deliverables out of N-I-I model and the context (HRD framework) that supports the deliverables. It becomes pertinent to clarify that in Indian context the N-I-I mentorship model is indigenous and tailored as per the national human development interests. At macro level the present research will investigate N-I-I model that comprise of NITI AAYOG (N) as an national mentorship crusader in India, academia as intermediary (I) and skill/incubation centres (I) as institutions. The paper seeks to bring out

the mode of interaction amongst these entities and the resultant outcomes in terms of human resource development and skill generation.

At micro level, firstly the agents of institutional mentorship will be assessed as what are the key drivers of NITI AAYOG as a national mentorship initiative launched by India? Secondly, the context of mentorship and its alignment with the broader objectives of human capital development at grass root level will be investigated.

As present research stresses upon national institution as a mentor and subsequent mass education bodies as mentees, so it becomes central to answer the question that are intermediaries required, if yes then to what extent they are translating national mentorship objectives into realisable developmental outcomes. The inquiry into these facets will extend the idea of institutional mentorship into different Human Resource Development perspectives ranging from training to mentoring and reverse mentoring which is not widely acknowledged and researched in Indian scenario. Further the essence of the research rests in the fact that the N-I-I model is at infancy and preliminary investigation into the initiative, can help in diagnosing policy lacunas and corresponding implementation scenarios.

Research Propositions

The research aims to test various propositions to validate mentorship need for construction of inclusive HRD interventions across institutions. The underlying propositions are:

P_1: Institutional Mentorship is a function of intermediary selection and efficiency.
P_2: Transfer of skills through mentorship is critical for development of human resources at grass root level.
P_3: Inclusivity of N-I-I mentorship model rests on its transfer potential across different setups.
P_4: HRD interventions for skill development shape the mentorship routes (Differential vs Massification).
The underlying propositions investigate mentorship in a relational form, as mentorship and its connect with skill development is seen as a linear expression whereas HRD takes precedence in shaping mentorship and its constructs.

Select Literature

	Authors	Inferences
Proposition1 *Institutional Mentorship is a function of intermediary selection and efficiency.*		
Advancing Institutional Efforts to Support Research Mentorship: A Conceptual Framework and Self-Assessment Tool	Keyser, Lakoski, Lara-Cinisomo, Schultz, Williams, Zellers & Pincus, (2008).	The study assesses the catalyst working of mentorship in academic institution for the career advancement. It also attempts to understand the need of mentorship for skill development, reforming of institutional environment and building of professional practices. Further the study deals with giving right type of opportunities to an academic institution for effective and efficient mentorship that leads to give birth to such components are most likely to produce the most value for their respective institutions. Moreover, the institution needs the following things under consideration- (a) selective standard for mentor selection,

		(b) requirement of mentoring incentives, (c) relationship formation between mentor and mentee, (d) holding of mentee's capacity and ability and, (e) building of professional practices among mentee's. In the end the study expresses that mentorship can provide a framework to academic institution through which institutional policies are formulated and implemented that are responsible for potential actions like self assessment tool.
Mentoring and Undergraduate Academic Success: A Literature Review	Jacobi, (1991).	Mentor being encourager and motivator instrument is being associated with retention and enrichment strategies in academia as a one-to-one learning process (Lester and Johnson, 1981). Although the study provides the critical review of the literature on mentoring and academic innovation/outcomes but still is being further extended to the behavioural aspect which can be found in formal and informal way. The overall analysis of the study indicates the relationship between mentoring and academic institution which brings innovative perspective by promoting the process of learning and learners involvement. But the invisible part of such relationship (i.e., empirical study) can be seen in short supply (Merriam, 1983) which brings many consequences to an academic institution. Rather being absence of empirical research on mentorship in academia though reflects importance of mentor's importance in career development, leadership, training, learning, motivation, and planning or execution process for the positive results in organization (Evans, Bourassa, & Woolbright, 1985; Gerstein, 1985; Humm & Riessman, 1988; Obleton, 1984, Moore, 1982; Sagaria & Johnsrud, 1988; Shandley, 1989). Moreover, the study highlights the important variable of mentoring process that is 'protégé' (Zey's, 1984)- who receive support and protection from mentor need to have the following characteristic: loyalty, agility, rational thinker, accept the task and proactive in performing, ambitious, positive attitude, organizational savvy etc. Also, reflecting the most comprehensive mentoring model given by Hunt and Michael (1983) depicts the five categories of mentoring process- inclusion of environment factors, mentor and protégé characteristics, stages and duration taken for mentoring process and resultant outcome in an organization.

Proposition 2

Transfer of skills through mentorship is critical for development of human resources at grass root level

Mentoring and Human Resource Development:	Hezlett & Gibson, (2005)	The study has examined the maturity of mentoring process through HRD lens with three main domain areas- career development, organization development, and training and

Where We Are and Where We Need to Go		development which improves the individual and organizational effectiveness. The study recognizes and identifies the application of mentoring process in HRD boundaries which is inclusion of government, academia and community. Further, the research and practice agenda being a core aspect of mentoring has been reviewed in the study in three domain area of HRD. The study ends with pictorial diagram of mentoring and HRD in comparison to where an organization or individuals are. First domain of HRD represents career development focus to have more research on mentoring where with protégé, mentors to benefits from mentoring process. Also, the limited literature represents only protégé characteristics and dyad ration in mentoring process. Second domain of HRD represents organization development suggests the three mentoring outcome need to pay more attention either that are (a) Developing human resources, (b) Managing organizational culture and (c) Improving organizational communication/retention. Third domain of HRD represents training and development where research on mentoring and learning are still lacking which may provide cognitive, skill based and affective learning to them from training process. Integrating the qualitative and quantitative research in the study focused on how mentoring being a core component can bring HRD professionals.
The Mentoring Competency Assessment: Validation of a New Instrument to Evaluate Skills of Research Mentors	Fleming, House, Shewakramani, Garbutt, McGee & Rubio, (2013).	The study investigated the relationship between six mentoring competencies with twenty six mentor skills. The study concluded by analyzing mentoring skills and mentoring curriculum from 16 academic institutions which expressed a reliable relationship with six mentor skills and considered every parameter to be significant for individual and organisational development. The six mentoring competencies are communication pattern & relationship, expectations from strategies and aligned organisational plans, understanding, mentee's knowledge, skill and ability, autonomy & independence for creativity, addressing diversity & development of professional networks & resource model.
Proposition 3		
Inclusivity of N-I-I mentorship model rests on its transfer potential across different setups.		
Phases of the Mentor Relationship	Kram, (1983)	The empirical study is the examination of four mentoring phases given by Kram's (1983, 1985) that are Initiation, Cultivation, Separation, and Redefinition. The defined the term 'mentorship' as an intense work relationship that exist between mentor and mentee of which 192 were identified as protégé (either mentee) concluded the following aspects: 1) In cultivation phase the protégé will receive both the psychosocial and career support from the mentor 2) In initiative phase the protégé will receive lowest

		level of individual and organizational outcome from the mentorship. Although this phase will perceive career development and involvement planning, socialization and job justification. 3) The significant difference found between the current mentorship in comparison with the last five year mentorship both in separation and redefinition phase. Thus the study concluded with the importance of mentoring phases and how it brings the positive relationship between mentor and protégé.
Mapping mentor teachers' roles in mentoring dialogues	Hennissen, Crasborn, Brouwer, Korthagen & Bergen, (2008).	The purpose of the study was to study the conceptual framework of mentor's teacher behaviour and what kind of dialogue and techniques are being used in mentoring. The study cleared that there is no specific or conceptual framework so to study the behaviour of relationship or dialogues between mentor and mentee. But the study highlighted the MERID model (either MEntor (teacher) Roles In Dialogues) which constitute of two parts of axis-horizontal and vertical. The horizontal part showed the directive behavior of mentor whereas vertical part showed the degree of input rendered by mentor to mentee. Thus by combining the MERID model together formed four different roles of teacher/mentor skill/style that are: 1. 'Initiator' who introduce the topic actively and finishes the topic with short period of span with non directive techniques 2. 'Imperator' who also introduce the topic actively but finishes its in long span of duration with directive techniques either vice verse of initiator 3. 'Advisor' who introduce the topic not actively but finishes it in long duration with directive technique 4. 'Encouragor' who is also a reactive like advisor but finishes the topic in short duration with non directive technique.

Proposition 4

HRD interventions for skill development shape the mentorship routes (Differential vs Massification).

Comparing national systems of human resource development: role and function of postbaccalaureate HRD courses of study in the UK and US	Kuchinke, (2003).	The empirical study titled is based on eighty three academic institutions in both the countries either UK or US where every academic unit, academic profile and academic curriculum are collected and human resource development (HRD) is being compared so to know the potential and ability of the academic communities.

The strategic role of Human Resource Development in managing core competencies	Clardy, (2008)	The study discuses the strategic role of HRD which are being ignored and even not emphasized in management and development competency. Although the Resource-Based View (R-BV) explains that in order to sustain in competitive advantage the role of core competence like HRD plays an important role for development. R-BV being a redefine factor for HRD has recognized three main role of HRD: 1) Strategic Planning- which provide skill learning opportunities and resources and assessment of core competency of strategy implemented. 2) Identifying and developing core competencies- mapping and assessing the skill level to promote the risk taking culture. 3) Protecting of core competencies- which enhances skill learning and maintenance for development through the practices performance management system.

Methodology

The methodology employed for present research is Systematic Literature Review followed by inductive content analysis. The reason for employing these qualitative techniques is that there is paucity of research in terms of HRD, institutional mentorship and its link to skill development. The inductive approach will help to gain inferences from data as institutional mentorship wherein 'NITI AAYOG' is central subject of study will be found in national policy documents. These documents and policy framework will serve as major bases of study and various hidden causal relationships need to be tested wherein inductive approach fits in.

Complementing to above technique, SLR (Systematic Literature Review) will integrate high quality but subject relevant studies in light of above mentioned propositions with rigorous follow up for any literary inconsistencies and put forth suitable arguments for covering gaps so that an inclusive mentorship model can be proposed upon.

Implications for HRD Practice

The implications of research is in form of proposing new conceptualisation of mentorship theory wherein institutional mentorship and resultant outcomes can serve as basis for replicating the N-I-I model in other contexts and setups. As the model is innovation centric, it can serve as basis for developing futuristic mentorship models with strong technological interventions. Further the implications of research rests in redefining mentor-mentee dyadic relationships as mature HRD models recognises traditional mentors whereas the role of transitional mentors in human capital building is brought to frame.

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Corporate Governance issues at 'Religare Enterprises-Fortis Healthcare' Group

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In some of the family owned listed firms in India, the promoters used shell companies to divert funds, thereby creating governance issues. Indian regulators tightened the norms of corporate governance starting from 2016 and cracked down on shell companies. The crackdown resulted in a few well-known Indian business groups getting into trouble. In this paper, we study the corporate governance issues in one such family-controlled business group in India, which has witnessed serious governance issues post crackdown. We use the case study method to analyse the corporate governance issues in Fortis Healthcare-Religare Enterprises group, which was earlier known as Ranbaxy Group. The promoters of the group, brothers Malvinder Mohan Singh and Shivinder Mohan Singh, in early 2018, relinquished the control of the listed group companies due to serious governance issues. The group's problems started way back in 2008 when the promoters sold their flagship company Ranbaxy Laboratories Ltd to Daiichi Sankyo of Japan. Later it was found that Ranbaxy Labs was sold hiding information about the probes it was facing with the US FDA. The other listed group companies, Fortis Healthcare Ltd and Religare Enterprises Ltd, have expanded their business aggressively, post-sale of Ranbaxy. In 2017-18, the promoters faced allegations that they have diverted funds from Fortis and Religare also, to the family-controlled holding company. Parallelly, their shareholding in Fortis and Religare have come down due to the loans that they have taken, by pledging their shareholdings. In February 2018, the Singh brothers exited both companies and new management was installed. The external shareholders of both Fortis Healthcare and Religare Enterprises have faced wealth destruction due to fraudulent transactions. The paper analyses the governance issues in Fortis Healthcare-Religare Enterprises Group and scrutinizes how various internal and external governance mechanisms failed to prevent it.

1. Introduction

Most of the shell companies in India are incorporated with fraudulent intentions (Singh, 2010). Shell company is construed as a company with practically little or no assets or operational activities, used as a separate legal entity and a veil, for the non-existent recorded business transactions for tax evasion, fraud or money laundering. They are typically used by the family-controlled listed firms to divert the funds to the family. In 2016-17 the Indian regulators started cracking down on such shell companies. In 2017-18, the corporate affairs ministry shut down 226,000 shell companies that had not filed tax returns or financial statements for a period of at least two years[1]. Such crackdowns exposed the governance issues in many family-controlled listed Indian firms. In this paper, we attempt to understand the governance issues in one of India's well-known family business group, Fortis Healthcare-Religare Enterprises group. Analysing governance crisis in this using the case method, would help understand the issues better.

1.1 Origins of Ranbaxy Group
 Ranbaxy Laboratories Ltd traces its orgins to a Indian Punjab based Phrama distribution company founded in later 1930s, which was later taken over by Mr. Bhai Mohan Singh. Under Mr.Mohan Singh,it ventured into manufacturing of generic medicines in the 1950s. In 1960s and 70s, the company utlized the opportunity provided by the process patent regime and grew. The group also divervifed into related businesses like chemical etc. Mr.Mohan Singh's elder son Mr.Parvinder Singh, played a crucial role in the growth of the core pharma business and also started exporting to the nighbouring countries. In late 1980s, the elder Singh split group, with the flagship pharma business going to Mr.Parvinder Singh. The media has reported that this has led to issues between his sons. Mr.Parvinder Singh

In 1937, Mr.Gurbax Singh who was employed with the Indian operations of the Japanese pharmaceutical company 'Shiniogi', started 'Ranbaxy Laboratories' along with his cousin Mr.Ranjit Singh. The name of the company is from the names of the promoters Ran(jit)(Gur)baxy. 'Ranbaxy Laboratories', which was based in Amritsar, in Punjab, became the Indian distributor of Shionogi, which manufactured vitamins and anti-tubercular drugs.

The founders raised a lot of debt to expand the business. In August 1952, the founders gave the control of the company to a money lender Mr.Bhai Mohan Singh, as they were unable to pay the debt. In the late 1950s, the Indian government has banned the import of drugs. Mr.Bhai Mohan Singh used the opportunity to turn Ranbaxy Laboratories Ltd into a successful pharmaceutical manufacturing company and set up a pharma manufacturing factory at Okhla, near Delhi. Ranbaxy came out with its first blockbuster drug 'Calmpose' in 1961. In the late 1960s, Bhai Mohan Singh's eldest son Dr.Parvinder Singh joined the company, after completing his PhD in Pharmacology from the University of Michigan. The 'Process Patent' regime in India in the 1970s helped Ranbaxy to grow fast. In the 1980s the company started exporting to other developing and underdeveloped countries.

In 1989, Bhai Mohan Singh split the empire among his sons. The eldest son Parvinder got the crown jewel Ranbaxy Labs as he was responsible for its transformation.

However, the spilt left seeds of the dissension in the younger brothers, as they felt let down for not getting a pie in the flagship Ranbaxy Labs[2]. At Ranbaxy Labs, however, Bhai Mohan Singh continued as the executive chairman and Parvinder Singh became the vice chairman and was to work under his father's control and supervision. However, soon after the split, things began to change, because Parvinder resented his father's continued control, said the senior officials of Ranbaxy Labs[3]. Parvidner felt that his risk-averse father is hampering his plans to make Ranbaxy as India's number pharmaceutical company in the liberalized economy. Bhai Mohan Singh was also against Parvinder Singh bringing in professionals at the very top level of management at Ranbaxy Labs[4].

In 1993, in an ugly boardroom fight, Bhai Mohan Singh was forced to quit the chairmanship of Ranbaxy Labs and Parvinder Singh took complete control of the company. After 1993, Ranbaxy started focusing on R&D and global markets. Parvinder has set a target of making Ranbaxy as USD 1 billion company by 2004. His efforts made Ranbaxy Labs as India's number one pharma company by mid-1990s, and around 50 % of the sales were coming from abroad. Professional managers were inducted into the top management positions. Notable among them were Davinder Singh Brar (DS Brar) who later became the managing director and Brian Tempest, who became president and later managing director of Ranbaxy Labs.

Parvinder Singh also ventured into healthcare business with Fortis Healthcare in 1996. However, in 1997-98, after he was diagnosed with cancer, Parvinder Singh sold 50% stake in Fortis Healthcare to IL&FS Ltd and became a salient partner in it[5].

In 1999, Parvinder Singh who was in his fifties passed away due to cancer. At that time his sons Malvinder Mohan Singh and Shivinder Mohan Singh were too young to take over the company. Hence, the company's management was given to the professional managers led by DS. Brar, who became the chairman and CEO of the company. Initially, Singh brothers did not even hold the board positions despite owning 33% stake at Ranbaxy as the promoters.

Ranbaxy group under Singh Brothers

After the death of Parvinder Singh, his sons Malvinder Singh and Shivinder Singh chose to focus on other businesses. They bought back the entire stake of Fortis Healthcare in 1999 and started expanding the

business by adding more hospitals. They also took up executive positions in Fortis Healthcare with Malvinder Singh becoming the executive chairman. In the early 2000s, the company opened hospitals and also acquired other hospital firms. The company also got listed in the stock market in 2006-07.

Parallel, in 2001, Singh brothers acquired a non-banking finance company called Empire Capital and renamed it as Fortis Securities whose name later got changed to Religare Securities. They have appointed Sunil Godhwani, a family friend, as the CEO of the company[6] and later Sunil Godhwani was also given some stake in the company. The company was renamed as Religare Enterprises and became the holding company of the group's financial ventures[7].

Under the leadership of Mr.Brar, Ranbaxy Labs' revenue grew from Rs 15.60 billion in 1999 to Rs 36.14 billion in 2004. The contribution of international operations from 47% of revenue to 68% during the same period[8]. In January 2004, Malvinder Singh joined the board of Ranbaxy Labs and within months DS.Brar, the CMD of Ranbaxy stepped down. Brian W Tempest, who was then the President, became the CMD and Malvinder Singh became the President[9]. In January 2006, Malvinder Singh took over as the CMD of Ranbaxy, marking the return of the family at the top of the management[10]. The younger brother Shivinder Singh has also joined the board of Ranbaxy Labs in 2006. Throughout mid-2000s Ranbaxy expanded its global presence through acquisitions.

In June 2008, the Singh brothers struck a deal with Daiichi Sankyo Japan's third-largest drugmaker to sell their family's 34.82% stake in Ranbaxy Labs[11]. Daiichi later got a preferential allotment of shares up to 9.5% and acquired another 20% from the open market. Overall Daiichi acquired 63.9 % stake in Ranbaxy Labs for $4.2 billion. Initially, Malvinder Singh agreed to continue as the CEO of Ranbaxy Labs for a period of five years, but quit in May 2009. However, within a few months of Ranbaxy sale, it faced inquiries from the USFood and Drug Administration (FDA).

Ranbaxy under Daiichi Sankyo

In the mid-2000s, one whistle-blower petitioned the US regulator about the malpractices of Ranbaxy Labs to get approval for its drugs. Mr.Dinesh Thakur was the director and global head of research information & portfolio management at Ranbaxy Labs during the 2003-2005 period. He found that Ranbaxy fudged the drug testing data to get approval from the FDA to sell them in the USA market. Thakur reported his concerns to the board of directors at Ranbaxy, but the board failed to act on it. Hence both Thakur quit the company in 2005[12] and went to the USA and filed a False Claims Act lawsuit with the U.S. Department of Justice. Based on Thakur's complaint FDA conducted its investigations and issued a warning to Ranbaxy in 2006. However, the company did not officially reveal it. Subsequently, more quality issues were raised and Daiichi realized that Ranbaxy was facing multiple probes from the US drug regulator FDA. Daiichi spent around USD 500 million on upgradations. Eventually, on May 2013, Ranbaxy Laboratories' US subsidiary Ranbaxy USA Inc., pleaded guilty to seven federal criminal counts, three felony counts related to the manufacture of drugs at two Indian locations that did not meet safety standards and to four counts of making materially false statements[13]. The company agreed to settle issues by paying a fine of UAD 500 million. The FDA prosecutions against Ranbaxy Labs continued as the two other plants of the company in India were also subjected to FDA ban in 2013 and 2014[14]. Over a period of six years, Daiichi lost around USD 1 billion in the form of fines and upgradations at Ranbaxy Labs.

Daiichi alleged that Singh brothers withheld crucial information about the FDA probes when they sold the company in 2008. Daiichi sued the Singh brothers at the Singapore arbitration court for concealing and misrepresenting critical information relating to the US FDA and the Department of Justice investigations at the time of selling Ranbaxy, in June 2013[15]. The Singapore tribunal awarded Daiichi damages against the Singh brothers in April 2016 over allegations that they concealed information regarding wrongdoing at

Ranbaxy Labs when they sold it to the Japanese firm in 2008. Singh brothers were asked to pay USD 543 million (INR 35 billion) to Daiichi. (USD 385 million damages, USD 143 million interest and 15 million court expenses)[16.].

Meanwhile, in April 2014, Daiichi sold Ranbaxy Labs to another Indian pharma major Sun Pharmaceutical Industries Ltd controlled by Dilip Shanghvi family, for USD 4 billion, which included Ranbaxy's debt of USD 800 million.

Family Business of Singh brothers after the sale of Ranbaxy

Singh brothers got around Rs 95.76 billion from the Ranbaxy stake sale in 2008. They invested that money in RHC Holdings Pvt Ltd, the holding company of the group. The money was used to pay back the debt of the holding company and also to fund the new acquisitions through Religare Enterprises and Fortis Healthcare. The Singh brothers paid nearly Rs 22-25 billion in taxes and loan repayments. Of the remaining Rs 70-75 billion, Rs 17.5 billion was invested to fund Religare's growth; about Rs, 22 billion was invested to grow Fortis[17]. Fortis received an injection of Rs 9.97 billion in August 2009, a large chunk from the promoters, whose holding rose from 68.45 % to 76.47 % after the rights issue[18]. Another, Rs 25-27 billion was transferred to companies owned by a family friend (Dhillon family), and the spiritual organization associated with them.

Religare Enterprises Ltd became the holding company for the group's financial services ventures and forayed into every vertical in the financial services space barring banking and foreign currency trading. It was also aggressive in its retail presence. In April 2010, Singh brothers quit the board of Religare Enterprises Ltd, making Mr Godhwani as the executive chairman of the board[19].

At the end of the financial year 2013, Religare Enterprises had consolidated revenue of INR 34.9 billion (USD 634 million). The promoters held a 71 % stake in the listed entity. The company's business portfolio included SME Lending, Mutual Funds, Retail Equity and Commodity Broking, Health Insurance, Life Insurance, Wealth Management and Alternative Investments. In FY 2013-14, the promoters started divesting their stake in the company, with an objective to bring it below 49% to apply for banking license[20].

Post-2010 Growth of Religare and Fortis Healthcare

RHC Holdings continued its acquisition spree by borrowing a lot by pledging its own shareholdings in Religare and Fortis. Both Religare and Fortis were mismanaged – as the brothers focused on spiritual activities. More importantly, a lot of funds from Religare and Fortis were diverted to real estate investments[21] through shell companies. The growth of Religare Enterprises stopped after FY 2014 due to the debt burden. Since 2015, the group started selling the business to overcome the debt problem. For example, Religare got out its life insurance JV with Aegon in May 2015[22].

Similar is the case with Fortis Healthcare as well. Net profit at the firm, which was Rs 300 million in 2009-10, went up to Rs 2.01 billion in 2011-12. After that, profit started declining. Since 2014-15, the company has been posting losses[23].

How it got exposed

Post crackdown on shell companies in 2016, the cash flow between group companies got affected. It happened as the government has frozen the bank accounts of the shell companies. This, in turn, affected the listed group firms' ability to service the loan. Hence, the promoters tried to adopted other means to service the loans. Sensing the issues, some of the institutional investors filed a case against the promoters. In September 2017, Mauritius-based India Horizon Fund, which was supported by IDBI Trusteeship and representing a total shareholding of 11% at Religare Enterprise Ltd, moved the National Company Law Tribunal (NCLT) seeking ouster of the company board on the grounds of mismanagement and oppression

of minority shareholders. The investor firm sad that irrational and fraudulent management of funds of the Religare Enterprises by the promoters and the board of directors and frequent and unexplained write-offs by the company and its subsidiaries. It also wanted a stay on a recent shareholder resolution passed by Religare Enterprises to give Rs 5 billion to Religare Capital to repay a loan by Axis Bank that's falling due.

In January 2018, a New York-based investor in Religare filed a lawsuit against the firm at NCLT. The suit pointed out that the Singh brothers forced Religare to make 21 loans to some seemingly independent companies that routed at least $300 million back to privately held Singh firms on the same day. The suit alleged that the Singhs diverted the lender's funds to aid them with a personal debt load of about $1.6 billion, which is forcing the sale of chunks of their empire that includes Religare and Fortis Healthcare Ltd. In one such instance, Religare Enterprises' subsidiary Religare Finvest was forced to create a fixed deposit of USD 180 million (Rs 7.50 billion) with Laxmi Vilas Bank on November 2016. Against this FD, RHC Holding and its subsidiary Ramchem Private Limited were granted loans worth Rs 7.5 billion.

Even before all these, the red flags went up for Religare Enterprises in July 2016, when Sunil Godhwani resigned from the chairmanship while retaining his board position. The Singh brothers, who were earlier not part of the Religare board returned, with Malvinder taking the position of chairman. Then in early 2017, three board members of Religare stepped down. In September 2017, Sunil Godhwani also resigned from the company and the board. In November 2017, Malvinder Singh stepped down from the Chairman position of Religare Enterprises and appointed an outsider S.Lakshiminarayanan as the executive chairman. However, Lakshiminarayan has resigned from the chairmanship within two months. Another newly appointed independent director has also resigned from the board in January 2018[24].

In 2017, Malvinder Singh made Fortis Healthcare to extend USD 76 million (Rs 4.73 billion) in inter-corporate deposits to RHC Holdings which was used to pay creditors of RHC Holdings. When this got exposed in February 2018, Malvinder Singh resigned from his executive chairman role and Shivinder Singh stepped down as vice chairman of Fortis Healthcare. Later they resigned from the board of Religare Enterprises also. In June 2018, Fortis Healthcare sued the Singh Brothers for the loans given to the promoter-controlled companies[25].

Where did the money go?

Most of the money diverted from the listed companies were used to repay the loans taken by RHC Holding. Part of it was diverted to real estate business. According to Registrar of Companies (RoC) records, between 2008 and 2016, the group's holding companies RHC Holding and Oscar Investments pledged immovable properties and shares valued at up to Rs 152.76 billion to various banks and financial institutions to raise resources between them. RHC's pledges since November 2010 (some of which may have been to raise resources to pay off previous loans) added up to Rs 128 billion by FY 2017-18. Singh brothers' effort to pay off the debts by selling stakes in the group companies were blocked multiple times by Daiichi Sankyo through court orders. Daiichi approached the courts to ensure that the brothers had enough assets to pay off the $500 million arbitration order it had won against them in a case that accused them of concealing crucial information during the Ranbaxy sale. Unable to pump in funds to repay debt, the Singhs' equity holding in group companies pledged with banks got invoked by the lenders. At Fortis Healthcare the shareholding of Singh family has come down from 68% in 2008 to 0.6% in 2018. Similarly, at Religare Enterprises the family shareholding has come down from 72% in 2008 to 1.5 % in 2018.

Post-2018

The Singh Brothers resigned from Fortis Healthcare Ltd on 8th February 2018. Later in March 2018, three more directors had also quit the board. Due to the fund crunch caused by the promoters' diversion of funds, Fortis sought to get acquired by a potential bidder. In late 2018, Malaysian-Singaporean private healthcare

group 'IHH Healthcare Berhad' acquired the controlling stake in Fortis. Post-acquisition, IHH is in the process of recasting the board and the top management.

Similar was the situation at Religare Enterprises as well. Singh brothers quit Religare Enterprises board in February 2018. Within a few days, Religare Enterprises recast its board with three new members. However, a period of uncertainty followed, with many of the board members quitting. In August 2018, Religare Enterprises has appointed Mr.Milind Patel as the CEO and also moved to remove Singh brothers as the promoters of the company. As of March 2019, Religare Enterprises board had six members, all of them appointed after July 2018, with five of them being independent directors

Meanwhile, in October 2018, SEBI has directed the brothers and eight entities related to them to repay the hospital group over Rs 4 billion that were earlier transferred as inter-corporate deposits. SEBI, in its interim order, has issued directions to Fortis to "take all necessary steps" to recover Rs 4 billion along with due interest within three months from the Singhs and entities controlled by them.

In August 2018, the Singh brothers have accused Sunil Godhwani for the problems in the group. In a joint statement the brothers said that after the Ranbaxy sale closed in 2008, it was decided that Godhwani will lead our family office in addition to his role in Religare, and from 2008-end, he had full management control of RHC Holding and its subsidiaries. He was expected to be a responsible trustee and steward of the family's resources and consequently our reputation, the statement said. "Godhwani used his position to conceive and orchestrate a series of transactions over the better part of a decade that led to our Group's debt load by 2016," it added. It is clear that he used our trust in him to exercise undue influence and has taken advantage of the faith bestowed by both families, the statement said[26].

Within a month, the younger brother Shivinder Singh moved NCLT against Malvinder Singh, accusing him of fraud in running group companies. Mr.Shivinder Singh alleged that after he moved out of the executive position in Fortis Healthcare in 2015, it has moved towards disintegration and ruin[27]. Shivinder Singh's petition alleged widespread forgery, false claims and fake documentation in the group. The petition said that Shivinder's wife Aditi, other directors and Shivinder himself were documented as discussing and approving the bulk of proposals when in fact, the requisite meetings did not take place. In another serious violation, Shivinder alleged Aditi was recorded as being present at a board meeting when she was, in fact, abroad. The petition levelled another major charge against Mr.Godhwani that he was de facto control of the group holding company RHC Holding even though he was not an office-bearer there. And that Godhwani and Malvinder allegedly collaborated in managing the transactions[28].

Proposed Analysis

We propose to analyse how exactly the funds of the listed companies were diverted using shell companies, comprising the interests of the outside shareholders of both the listed companies. We also propose to analyse how various corporate governance mechanisms both internal and external failed to prevent the fund diversion.

Annexure

Income Statement of Fortis Healthcare for the 2015-2018 period

Consolidated Profit & Loss account of Fortis Healthcare in INR Crore (1 crore = 10 million)	12 Months ending	12 Months ending	12 Months ending	12 Months ending

	Mar 18	Mar 17	Mar 16	Mar 15
Total Operating Revenues	4,560.81	4,573.71	4,198.89	3,965.86
Other Income	139.73	166.00	153.50	95.83
Total Revenue	4,700.54	4,739.72	4,352.38	4,061.69
Total Expenses	4,784.44	4,672.45	4,353.02	4,221.56
Profit/Loss Before Exceptional Items & Tax	-83.90	67.27	-0.64	-159.87

Source: Annual Reports of the company

Income Statement of Religare Enterprises for the 2015-2018 period.

Consolidated Profit & Loss account of Religare Enterprises in INR Crore (1 crore = 10 million)	12 Months ending Mar 18	12 Months ending Mar 17	12 Months ending Mar 16	12 Months ending Mar 15
Total Operating Revenues	2,586.76	3,771.76	4,431.77	4,104.58
Other Income	106.38	69.26	70.85	82.81
Total Revenue	2,693.14	3,841.02	4,502.61	4,187.40
Total Expenses	4,270.99	3,535.50	3,967.52	3,702.19
Profit/Loss Before Exceptional, Extraordinary Items and Tax	-1,577.85	305.52	535.10	485.21
Exceptional Items	0.00	-441.92	-253.29	0.00
Profit/Loss Before Tax	-1,577.85	-136.40	281.81	485.2

Source: Annual Reports of the company

Fortis Healthcare Ltd – Share prices movement since its listing in 2017

Source: NSE India website

Religare Enterprises Ltd- Share prices movement since its listing in 2007

Source: NSE India website

Nifty Index since 2007

Source: NSE India website

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An Indo-Western Model of Human Motivation and its Relevance in Defence Research and Development Organization

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Abstract

The management of human resources in modern day organizations is largely based on the western paradigm of maximizing the economic prospects through extrinsic motivation of individuals. Unfortunately, most of these organizations suffer from power games played at the top and powerlessness at lower levels, from infighting and bureaucracy, from endless meetings and a seemingly never-ending succession of change and cost-cutting programs. Deep inside, individuals look forward to soulful workplaces, for authenticity, community, passion, and purpose. In this pursuit, there are attempts in the western world towards revising and transforming the reductionist and mechanistic worldview of human motivational needs in organizations and bring in more humanistic approaches. On the other hand, a revived interest in Indian thought and philosophy has revealed that the essence of our culture is the focus on human aspiration and techniques for unfolding the species' inherent nature of perfection. Combining both these approaches, in this paper, an Indo-Western model of human motivation has been proposed. Further it is explored how public funded research organizations like DRDO can act as nurseries of human growth, facilitating nurturing of a self-actualized workforce, through knowledge and practise of Indo-Western model of motivation.

Keywords:

1. Introduction

The modern western paradigm, with its materialistic concept of evolution through 'natural selection' and 'survival of the fittest' and conviction that the noblest thoughts and feelings of human beings are just the functions of a physical brain, have long dominated the institutions of business and industry all over the world, including India. Our country, which can boast of being one of the oldest living civilizations in the world, had propounded the first ever theory of human aspiration for unfolding the species' inherent nature of perfection. The essence of this can be seen in texts like Vedas and especially in the Upanishads, which contains the concepts of *Sanatana Dharma*. Hence it is ironic that, in the recent past, when India succumbed to 'modernization' and allowed Western materialistic thought process to invade on its inherent value system, the West has witnessed its materialism confronted by the infusion of a new transcendentalism, coming partly from eastern thought. For instance, Humanistic approaches in the Western world, started perceiving humans as basically positive creatures who develop constructively, given the right conditions (Moss, 2001). This new paradigm is a synergy of a) the emphasis on individuation and self-determination of the west b) the inward-looking emphasis of the east and c) the oneness with Nature so strongly emphasized in all indigenous traditions of the world. This synergetic 'Indo-Western' model of human motivation has great relevance in public funded organizations like DRDO, which are undergoing significant internal transformations to adapt to a globalized economy.

2. Indo-Western model of human motivation

India's ancient texts, particularly The Upanishads, portray human beings as entities made up of both material and spiritual aspects. The Taittiriya Upanishad (Swami Gambhirananda,

1958), includes the pancha kosha theory of ''cosmic hierarchy'' (Goertzel, 2006, p. 30) based on five bodies (koshas or sheaths) of consciousness and considered ''to be a most useful springboard for a modern scientific understanding of cosmology and evolution'' (Goswami, 2000, p. 114). From the micro to the macro, from self to the universe, there are five layers of our existence that have been progressively unveiled in this Upanishad. These layers can be understood as concentric levels starting from the outermost level *'annamaya kosha'* (physical sheath/layer), which envelops *'pranamaya kosha'* (vital energy sheath/layer), which in turn envelops *'manomaya kosha'* (mental sheath/layer), inside which is *'vijnanamaya kosha'* (intellectual sheath/layer), and finally the *'anandamaya kosha'* (blissful sheath/layer) which is the innermost layer (Raju, 1954; Mukherjee, 2011; Deutsch, 1973). These layers have been depicted as spherical sheaths or koshas, through which the consciousness of the individual evolves to reach the all-embracing experience of unity and fullness of the self and the world. Beyond and obscured by these layers, and yet forming their very essence, is the Self (Atman or Purusa). These koshas surround the central, formless, imperceptible, unknowable, illumined spiritual Self, or Atman (Deutsch, 1973), leading to a progressive resolution of each into a subtler and more pervasive substratum until ultimately all are resolved into pure awareness (Bhawuk, 2008). It also suggests that an appropriately lived life at each level is a preparation for transcending it. It is not possible to jump from the lowest to the highest level without adequate preparation.

On the other hand, in the western world, Humanists such as Maslow (1943) emphasized both the scientific and philosophical understanding of human existence. The effort was to comprehend the conditions or situations in which a human being could reach the highest level of achievement and self-fulfillment, and emphasis was on presenting a new and better concept of humanity (Moss, 2001). Maslow's hierarchy of human needs (1943, 1954) is still regarded as one of the most significant contributions to human motivational psychology. As he describes in his book Motivation and Personality (1954), holism is true and everything in the world is interrelated. The holistic way of thinking is preferred by the people who are trying to be self-actualized, while for others, an atomic way of thinking is the preferred one.

Every corporate organization ultimately tries to improve human well-being, by bringing together individual employees and motivating them to work collectively in specific fields which touch human lives. The individual employee in turn relies on the organization to meet her various needs at different hierarchical levels. In this process, the employee puts forward her best quality of performance when she is intrinsically motivated towards self-actualization through achievement of mastery and self-esteem in her chosen field of endeavor. This is akin to evolving layer by layer from living in the *'Annamaya kosha'* to *'Anandamaya kosha'*. Similarly, from the perspective of Maslow's theory, it is like moving from lower needs to higher needs, from others' domain to one's own domain and finally arriving at self-actualization. As the individual evolves in this hierarchy of needs, his individual consciousness also expands into a collective or organizational consciousness (Barrett, 2003). Combining these thought processes, an Indo-Western model can be evolved as follows:-
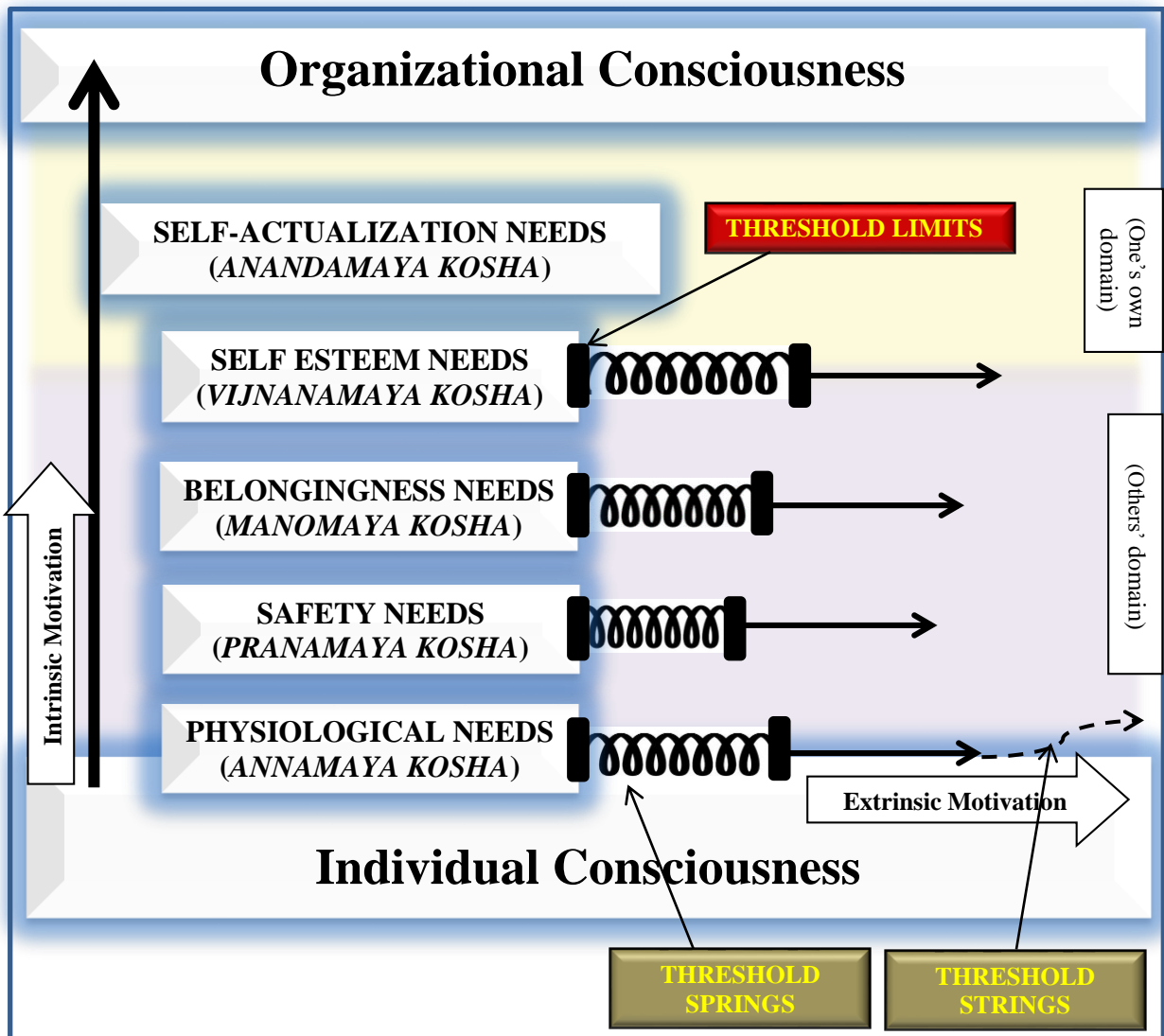
Fig 1. Indo-Western model of human motivation

3. The concept of Threshold Limits

In the above model, an individual who has a strong wish to climb up the hierarchy towards self-actualization or *Anandamaya kosha*, will have to impose upon his needs, a 'threshold limit' for satisfaction. This limit may be set as close as possible to the point of separation between his justifiable 'appetite' and greedy 'desire' for each of the need levels. It is interesting to observe that psychological strength and health in stable societies have been ordinarily produced by those who had imposed upon themselves low threshold limits for satisfaction of physiological, safety, belongingness/love and recognition (by others) needs, such limits being met in a relatively easy manner in the society to which they belonged.

In fig 1, the threshold limits are represented by a spring, with one side fixed firmly at the point

where appetites transforms themselves to desires. The other end of the spring is stretched by desires. The spring will be strong, and short in length, for those who intend to move up towards *Anandmaya kosha*, governed by intrinsic motivation. The spring will be like an endless string for those who have given up, and are wallowing in the desires that are satisfiable only in 'others' domain'. Their actions will be controlled by extrinsic motivation offered by others. While intrinsic motivation will thrust upwards as soon as one's basic needs are satisfied, the effect of extrinsic motivation will be to increase threshold limits and draw energies towards the satisfaction of desires.

The correlation between low threshold limits and self-actualization can be well brought out by exploring the basic tenets of *'Sanatana Dharma'* or the 'eternal law'. *'Sanatana Dharma'* is a code of ethics, human value system, principles of life and a way to enlightenment and liberation. The code of conduct prescribed by '*Sanatana Dharma'* for individuals yearning for self-realization (*mumukshu*) offers striking example of lowering threshold limits. At the physiological needs level, the features are celibacy (*brahmacharya*), fasting (*upavasa*), minimum physical comforts, simple and limited food and sleep. At the safety needs level, the seeker is expected to relinquish home, personal wealth and possessions. At the belongingness need level, he is expected to give up attachment to his immediate family and society and replace an attitude of universal love. At the 'recognition by others' need level, he is required to renounce his name and personal identity. Only once these 'attachments' or strings are cut, can he move to the higher echelons of self-realization. The practices in other religions also show remarkable similarities and are indicative of the fact that low threshold limits have historically been considered a necessary prerequisite for those who wished to seek self-realization.

4. Corporate Organization as a nursery for human growth

With the advent of market economy and Adam Smith's concept of Economic Man, "work" has been reduced from a noble task that an individual could have been happily and intrinsically motivated to engage himself in, to an economic commodity that is negotiated for in the market place through extrinsic motivation. This has led to two mistaken beliefs:-

a) Individuals will and should work only if such work can satisfy some other external needs
b) Individuals are incapable of intrinsic motivation for work.

This has necessitated organizations to regularly monitor individual's quality of performance and pamper their extrinsic motivational needs, for the above belief system does not allow a human being to grow beyond 'others' domain to own domain, where the need for own self-esteem and self-actualization will produce profound and divine quality of output. With increasing proliferation of modern gadgets and higher comfort levels day by day, individuals constantly feel that their lower needs are inadequately satisfied and their desire to reach out to higher need levels have almost disappeared.

Fortunately, there have been rays of hope, especially in few decades, with the examples of few self-actualized human beings like Dr.APJ Abdul Kalam or Dr.E.Sreedharan who live 'meaningful' lives, finding fulfillment in whatever endeavors that they take up. Institutions such as the family, the school, the university, the corporate organization and the religion can play a great role in creating this higher vision in individuals, which will be powerful enough to redirect human beings towards a life of low threshold limits and high intrinsic motivational trust for achievement of excellence.

In present day context, among these institutions, corporate organizations are the best suited to carry out the above task, considering the fact that their long term existence and success depends on attracting, training and retaining a critical mass of self-actualizing people. As availability of such people are scarce in the society, the modern corporations have no alternative other than to 'transform' themselves as nurseries of human growth. Further they have all the financial resources, well-laid procedures for taking and implementing decisions and power flow structures to ensure this.

Now let us examine the relevance of understanding and applying this model in an public funded organization like DRDO.

5. Human Resource features in DRDO

Defence Research and Development Organization (DRDO), established in 1958, is widely regarded as the custodian of Defence R&D in the country. In 52 laboratories spread all over the country, DRDO employs more than 7,000 scientists and 15,000 technical staff focused on a mission to design and develop latest defense systems & technologies and provide futuristic technological solutions to India's defense services. Over the years with the changing geo-political scenario and a globalized world order, DRDO has adapted itself to these developments without losing focus of its primary aim of establishing self-reliance in critical defence technologies, guided principally by compulsions of national security. Bestowed with a sizeable number of talented young engineers and technologists, who are below 40 years of age and recruited from leading academic institutions like IITs and NITs, DRDO is evolving itself from a technology follower to a technology leader, as it celebrated its 60th year of inception in 2018. In this process, DRDO is slowly opening itself up to the winds of change that organizations are witnessing globally.

A key factor that sets apart organizations like DRDO from other private entities is that their ultimate purpose of existence is never monetary or profit generation, but to strive towards nobler ideals like nation-building. Hence by nature itself, these organizations are best suited for nurturing individuals with intrinsic motivation. Also, there are several HR features unique to employees in organizations like DRDO. These include:-

   a) Recruitment at relatively young age

   b) Good salary& benefits

   c) Assured Job stability

   d) Long career spanning decades

   e) Guaranteed career progression

   f) Comfortable work-life balance & peer bonding

   g) Superior Social status

   h) Opportunity to work in own field of choice and passion

   i) Freedom to switch organizational domains

   j) Sense of contribution and feeling of self-fulfillment

A more close examination of above features shows that they can be broadly tagged at various levels in the Indo-Western model. A typical model for DRDO will be as below:-

SELF-ACTUALIZATION NEEDS (ANANDAMAYA KOSHA)
Choice of field of work
Sense of contribution and feeling of self-fulfilment

SELF ESTEEM NEEDS (VIJNANAMAYA KOSHA)
High social status
Guaranteed Career Progression

BELONGINGNESS NEEDS (MANOMAYA KOSHA)
Comfortable work-life balance
Strong peer groups, bonded for life

SAFETY NEEDS (PRANAMAYA KOSHA)
Assured job stability
Long career spanning decades

PHYSIOLOGICAL NEEDS (ANNAMAYA KOSHA)
Good salary and other perks
Entry at relatively young age

Fig 2. HR features of DRDO tagged in Indo-Western model

6. Relevance of Indo-Western model in DRDO

Consider an engineer who is recruited by DRDO to its Defence Research and Development Services (DRDS) in the starting level of scientist-B. Typically such a person will be just coming out from a premier educational institution like IIT or NIT, will be academically strong in her area of specialization and will be relatively young in age with no prior corporate experience. They are akin to 'young saplings' in the 'corporate nursery', who need careful nurturing so that following two characteristics are instilled in them:-

   a) Ability to trust and follow up one's intrinsic motivations and achieve mastery over their areas of passion, thus contributing to the organization's larger objectives.
   b) Ability to voluntarily set low threshold limits while following up one's intrinsic motivational thrusts.

Without these characteristics, these young bright individuals can never grow towards self-actualization and flower to their fullest potential. They will grow crooked, and be caught up in 'others' domain', played around with like puppets on a string, and produce inferior quality work throughout their lives. But once the young entrants are nurtured towards building these characteristics early on in their career, whatever that is required for organization's success can be taught to them through regular training programmes.

In organizations like DRDO, the basic three 'need' levels are easily met by virtue of the nature of job and rules that govern them. Unlike two decades ago, the government pay commissions have ensured that pay and perks for these employees are in par (or better) with their fellow friends in private organizations. Government also provides them with several amenities like decent residential quarters, clean and green campuses, defence canteen facilities etc so that safety needs are also met. Coming to the third level of belongingness needs, they are assured of excellent work-life balance and social life, with strong peer groups, mostly bonded for life considering the non-transferable nature of their jobs.

The real challenge of human resource management in DRDO starts at the fourth need level, that of self-esteem. Though DRDO job profiles ensure high socials status for its employees in eyes of the outside world, the story is different inside the organization. The current training and promotion procedures encourage abnormally high threshold limits for safety and belongingness for the majority. The organizational policies somehow fail to address the necessity for evolving employees to their best and the brightest selves, let alone facilitate their later needs for mastery, self-esteem and self-actualization. Pampering to high threshold limits at lower needs leads to individual abnormality and organizational in-efficiency. When only a select few, who are intrinsically motivated and who know how to keep their basic threshold limits low, get identified for promotion, advancement, or assignment to prestigious tasks, all other in the group get adversely affected, as

- Some of their colleagues are obviously being recognized as superior, and by implication, their own recognition is denied;
- Their cozy peer group gets disturbed, tension arising between the chosen few and others, with jealousy and charges of favouritism spoiling the closeness; and
- The long term safety of an advancing career appears to be threatened.

With the springs of threshold limits slowly replaced by 'strings', most of them become gnarled trees, driven by extrinsic motivational needs of peer recognition and never able to move to one's own domain from others' domain.

To identify this HR trend, study it and explain it in clear terms and thus support individuals to fulfill their true potential requires effective practice of the Indo-Western model of motivation in organizations like DRDO. This is because, an R&D career in DRDO, provides ample chances for individuals to work in their own field of passion. Also it provides the additional freedom to switch job profiles in the mid-career, from purely technical arena to techno-managerial and corporate roles, as deemed fit by the individual and organization. But these opportunities are yet to be tapped towards achieving the greater goals of the organization.

A classic example of a DRDO scientist who could scale the need hierarchy towards self-actualization would be former president of India Dr.APJ Abdul Kalam. A true *'Yogi'* in every sense, he set very low threshold limits for his basic needs, so that his time and energy can be used for self-actualization in the noble pursuit of making India a nation with self-respect and strength. And that approach eventually took him to the highest position the country can offer.

7. Conclusion

The objective of the present paper is to evolve a refined model of human motivation based on the humanistic perspectives from the west and the eastern concepts of self-realization and achieving human perfection. The model proposes the concept of threshold limits at each need

level and brings out the necessity of setting lower thresholds at lower needs for evolving from the domain of extrinsic motivation to intrinsic motivation, where self-actualization of individuals can happen. The relevance of understanding and applying such models in corporate organizations like DRDO, which are not profit-oriented in nature, and how these organizations can act as nurseries of human growth is also explored in brief.

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Indian and Western Concept of Personalities: A review

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Personality allows each individual to be different from other; it represents the unique makeup of the individual. Researchers have been interested in this concept; and have been looking at it under varied lens Ciccarelli & Meyer, 2008.

Early researchers have focused on describing personality and generalizing it to people all over the world with no exception to culture or context in which they have been brought up (Ciccarelli & Meyer, 2008). However, more recently since the exploration of indigenous psychology, personality is been looked at through more local lens(Srivastava, 2012).

Many researchers have also focused upon giving a combined approach to personality where they have combined the key concepts of early researchers of personality with the indigenous concept of personality(Suresh, Sridhar, Nagendra, & Nagendra, 2018)

This paper focuses on giving a brief overview of how the concept of personality is being treated in western context and how similar/different is it in the Indian context. This paper argues when a research is conducted and generalised to a context, it would be more reliable to operationally define the concept appropriately with respect to that context and measure it through a scale that analyses the same concept..

For example- If an author wants to assess the personality of Indian students, it would be better if author could define the personality in Indian terms of tri-gunas and assess the personality through the measure that captures such dimension; which can capture many deeper insights than the test of western concept of personality.

Before we move ahead, it becomes essential to understand few terms, and a distinction between trait and type approaches to personality is one of them. Trait approach focuses on the inherent/biological viewpoint of personality; it gives more importance to the fact that our personality is determined by our hormones. However, type approach looks at the varied behavioural patterns that an individual possess; it put more focus on the various behavioural patterns that can emerge due to inherent biological cause.

Literature review

Authors (Year)	Title	Purpose	Methods	Findings
Rudrani Mukherjee (2006)	Concept of personality type in west and in Ayurveda	The author compared the typology of west and Ayurveda (which focuses on personality from two angles-physiological and psychological)	Experimental (clinical direct and indirect research) and non-experimental (biography analysis) methods were used	Cattel's 16PF is made through experimental method while Ayurveda has non-experimental basis. 16PF personalities are not linked while in Ayurveda, individual can consist of two contrary characteristics.
Jitendra k. Singh, Girishwar Misra & Boele de raad (2013)	Personality Structure in the Trait Lexicon of Hindi, a Major Language Spoken in India	The aim of the study id to look at the hindi personality trait terms with a focus on psycho-lexical approach	Two phases of study were conducted- first where the hindi terms were identified and second where they were structured into personality	The findings gave support to the three-dimensional structure of personality-rajas,tamas and sattava

Suresh, Sridhar, Nagendra, & Nagendra (2018)	Holistic model of personality based on the six schools (darshanas) of hindu philosophy and western personality concept.	The author aimed in developing a holistic model on the basis of sankhya philosophy and validating it	Develop a model through analysis of previous research and validating it through pilot study	New model and SRT model successful captured the personality changes of targeted group.
S. K. Priyadharshini; L. S. Ganesh; Balaraju Kondaveeti (2018)	Personality, Culture and Career Assessment: The Need for an Indigenous Tool in India	The author proposes to develop, validate, test and use indigenised personality measure. The author attempted to create awareness of various contexts.	Qualitative methods were used to analyse the existing literature and give an overview of the current stand.	Western tools are unable to capture the true essence of Indian personality and there is a need to form Indian career assessments to help individuals understand themselves better.
Dilip V. Jeste and Ipsit V. Vahia (2008)	Comparison of the Conceptualization of Wisdom in Ancient Indian Literature with Modern Views: Focus on the Bhagavad Gita	The article focuses on comparing the concept of wisdom as mentioned in Bhagvad Gita to the modern definition of wisdom.	Used mixed qualitative/quantitative methodology and used the software of Textalyser and NVivo	Findings revealed few similarities like insight, knowledge about life, emotional regulation, and focal on common good; and few differences like rejecting of materialistic pleasures and focus on control over desires.
Kalpana Srivastava (2012)	Concept of personality: Indian perspective	The author aimed at giving an understanding of personality through the Indian text lens. The author aimed to give a overall view of the Indian authors research on personality.	Qualitative analysis	Concepts such as swabhaava, level of consciousness, triguna personality, ayurveda and personality, tridosha and personality types based on triguna were discussed in the paper.
Mukesh Kumar Jha (2009)s	Personality : A Yogic Conception	The author attempts to present Indian view of personality in reference to upanishadic theory of koshas and yogic theory of gunas.	Qualitative method was used to analyse the texts.	Indian personality is seen from five sheats and trigunas in the current paper.

The Model-

Current paper identifies the similarities and differences between the western concept of personality and Indian concept of personality. The purpose of the paper is to only identify and give a brief overview about the two views; and look deeper at them for better understanding of their differences and similarities.
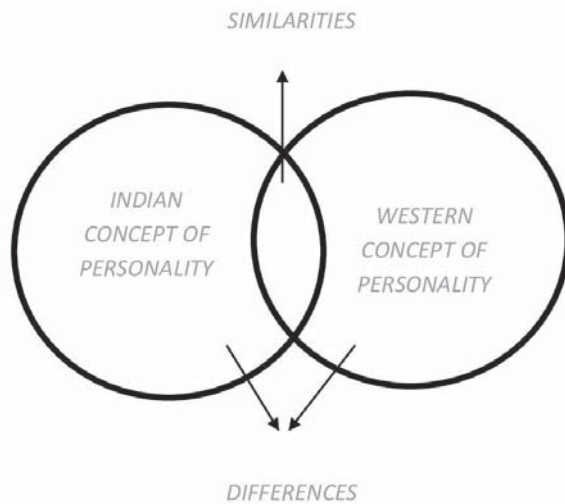
Fig 1: Conceptual model

Methodology

The current paper would use the qualitative methods to review the pre-existing literature on western views on personality and Indian views on personality. Texts would be identified on the basis of their applicability i.e theories which are most applicable under each view would be chosen for the analysis.

Theories which are of other indigenous culture other than India would not be treated as a sample text for this paper due to the purpose of the paper. Under western view, newly developed theories would not be taken due to the question on their applicability and reliability; although modern view of the old theory would be taken to understand the growth pattern difference between each view.

Data Analysis

No statistical data would be used to analyse the data as the author is using qualitative approach. However, qualitative analysis of the pre-existing available texts would be done to make inferences and provide a systematic and a brief summary to the readers.

Analysis would consist of reviewing the data obtained from pre-existing available texts and concentrating it into a meaningful way so that readers can read and understand the similarities and differences between the western concept of personality and Indian concept of personality.

Results & Discussions

Table 1: Shows the Differences between Western concept of personality and Indian concept of personality

Dimension	Western concept of personality	Indian concept of personality
Termed as	Personality and temperament (Ciccarelli & Meyer, 2008)	Swabhaava (Srivastava, 2012) and Prakrti(Mukherjee, 2007) respectively
Trait/ type approach	Trait (Allport, cattel) and type (eysenck) approach (Ciccarelli & Meyer, 2008)	Trait approach (Srivastava, 2012)

Major source of explanation for personality	Theories developed by western theorists (Ciccarelli & Meyer, 2008)	Vedas and Upanishadas (Srivastava, 2012)
Origin of such explanations	Few of them are dated back to 1901 (Freud) , while few are of late 90s (Five factor model) (Ciccarelli & Meyer, 2008)	Vedas and Upanishads were developed between 800 and 400 B.C (Srivastava, 2012)
Level of consciousness	Id, Ego and Superego (in order of development- Freud) (Ciccarelli & Meyer, 2008)	Physical ; Vital, Mental , Inner Mind and Psychic (goes from outermost circle to innermost circle) (Srivastava, 2012) Each personality consist of impermanent, Dukkha and anatta (Buddhism) (Harvey, 2012)
Consciousness is developed through	Early childhood learning (Freud) (Ciccarelli & Meyer, 2008)or personal experiences (Bandura)(Albert Bandura, 1999)	Tri-guna- Sattva, Rajas and Tamas(Srivastava, 2012)
Personality types	Extravert V/s Intravert, Psychotisicm V/s Sociability and Neuroticism V/s emotionally stable (according to Eysenck) (Ciccarelli & Meyer, 2008) Openness to experience, conscientiousness, extraversion, agreeableness and Neuroticism (according to Big five ocean model)	Arsa, Aindra, Yamya, Varuna, kauvera, gandharva, Asura, rakasasa, Paisaca, Sarpa, Praita, Sakuni, Pasava, Brahma, Vanaspatya and Matsaya (according to Tri-Guna)(Mukherjee, 2007) Rupa,Vedana, Sanna,Sankharas, and vinnaya (according to Buddhism) (Harvey, 2012)
Fixedness of personality	Fixed or work on fixations (Freud)	Can be changed (Bhagvad Gita)
Temperament	Temprament is more stable than personality and is often termed as child's biological based behaviour. These are based on three dimensions- emotionality,activity and sociability (EAS model) (Buss & Plomin, 1984)	Prakrti is developed by combination of dosas of the body which are- Vataja, Pittvaja, Kophaja(Mukherjee, 2007)
Scientific underlying	Methods used to develop some prominent theories in west have been robust-like case studies by Freud, experimental method by Cattell, Bandura ((Albert Bandura, 1999) and Eysenck (Ciccarelli & Meyer, 2008)	These theories have been derived from ancient literature of Vedas and Upanishads and assessing their scientific underlying is still a debate. Methods used t develop ayurveda is also a non-experimental method (Mukherjee, 2007)

Contrary personality trait	An individual consisting one trait of personality, often doesn't contain another opposing trait. For example- In Cattel's theory, a shy individual can never be venture some(Mukherjee, 2007)	In Ayurveda, even though personalities are contrary to each other, they share some common trait i.e. there is some link and interdependence between the two traits.(Mukherjee, 2007)
Assessment of personality	There are various reliable and valid tests which are robustly developed to assess the personality of an individual. These tests often have some theoretical underpinning which make them more robust in nature (Ciccarelli & Meyer, 2008).	Though there are tests that are assessing Indian concept of personality, but they have been recently developed and often personality in Indian context is assessed through observation or interview.(Mukherjee, 2007)
Concept of mind	Three levels of mind-conscious, pre-conscious and unconscious is where individual's actions are possessed and thinking occurs. (Ciccarelli & Meyer, 2008)	Mind is seen as an internal organ (Adavaita Vedanata) and determine knowledge, cognition (Upanishads) and is seen as external to personality (Srivastava, 2010)

The major difference that these two concept have is of the importance on mind and soul that is given by indian concept; according to Indian concept, personality types are based on different combinations of gunas; and to the complex structure of personality where prakrit, dosa and gunas lead to varied type of personality. However, in western concept, personality has a simple structure; which may or may not have hierarchy of development and a little importance is given to mind and soul.

Table 2: Shows the Similarities between Western concept of personality and Indian concept of personality

Dimension	Western concept of personality	Indian concept of personality
Development	Individuals are born with id and as they grow and through significant others, the other stages of personality develop (Ciccarelli & Meyer, 2008)	Individuals are born with tri-gunas and domination of one forms the personality of the individual (Srivastava, 2012)
Concept of self	Self holds a crucial importance as any discrepancy in self leads to unhealthy lifestyle; goals of many therapies also include making an individual aware of their inner and actual self(Rogers, 1957).	Self is seen as the essence underlying the whole reality of world beyond oneself and the inner world of an individual (Upanishads) (Harvey, 2012)
Part of personality that guide towards right	Superego is where morals and values about what is right and wrong is developed; it is given utmost importance in Freud's theory (Ciccarelli & Meyer, 2008).	Soul here is seen as something which is the real self of an individual and guides the human to choosing what's right/wrong for him or her(Srivastava, 2012)

Determinants of personality	Experiences and learning from the significant others determine what personality one individual holds. (Ciccarelli & Meyer, 2008)	Karma and heredity i.e. actions and what is passed on from one generation to another. (Srivastava, 2010)
Therapy goal	Awareness of oneself (real self as stated by Carl Rogers) will allow the individual to lead their life more successfully. Awareness is the ultimate goal of any therapy (Gestalt, Psychoanalytic or humanistic)(Rogers, 1957)	Ultimate goal is to be fully aware of oneself (the cosmic Consciousness) and union of both is what yogic tradition preaches; even in Buddhist tradition, the concept of Nirvana also talks about attaining self-fulfilment and realizing one's true potential which is nothing but knowing oneself. (Srivastava, 2010)
Availability of Psychometric assessments	Many psychometric assessments are available to assess the personality of the individual like NEO-FFI (Costa &McCrae,1989) , Cattel 16 PF (Cattel &Mead, 2008)	Only Few psychometric assessments that are available to assess the personality with respect to Indian perspective are Dharmic Adherence Scale (DAS) (Gupta &Tracey , 2005); Trigunas: sattva,rajas,and tamas (Bhal & Debnath, 2006)
Interdependence of parts of personality	Id, Ego and Superego work consistently with each other to make an individual in a particular situation; these behavioural outcomes are the manifestations of the individual's personality (Ciccarelli & Meyer, 2008)	Sattva, Rajas and Tamas are three elements of personality that each individual has, three of them constitute various behavioural outcomes; all three work together dominance of one determines the personality of the individual(Srivastava, 2012)
Counselling skills required	Therapist need to provide unconditional positive regard for the client to be better, there needs to be a supportive environment for the individual(Rogers, 1957).	Therapists provide only intellectual, emotional and behavioural support to the individual so that he can achieve the task. (Srivastava, 2010)

It can be seen from the table that even though both concepts have different terminology for few concepts; they majorly talk about the same thing (concept of self, and guiding part of personality); even the appropriate counselling skills that are required and the therapy goal from these both concepts are similar i.e. to be aware of oneself and accept true nature.

Conclusions

After reviewing of available literature, it is safe to interpret that even though west theorists and Indian theorists look at personality from two different lenses, they inherently have few similarities as well.

Differences between the two perspective include the dimensions of- the way these perspective term the concept, trait/type approach, level of consciousness, major source of consciousness, development of that consciousness, personality types and contrary personality traits, scientific background, way of defining temperament, assessment of personality, concept of mind, fixedness of personality and origin of these two perspectives.

Similarities between the two perspectives include the way both describe the development of personality, the importance to the concept of self, the way both perspective look at part of personality including a guide towards the right path, factors that determine the personality, the ultimate goal of the therapy which constitute the perspective, availability of psychometric assessments, Interdependence of parts of personality and the importance given to the counselling support and skills that a counsellor should possess to help the individual from both the perspectives.

Implications

Giving a brief overview of the similarities and differences between the western and Indian concept of personality, this paper gives a more comprehensive and comparative view of both the perspectives. It allows for reader to understand both perspectives in a much simpler yet robust way. This paper allow reader to chose a perspective whichever suits their need, values and beliefs more; which is nothing but giving a reader more autonomy in deciding their approach.

Implications of the current paper include developing more assessments based on the Indian perspective of personality and also to validate the scales that have already been developed. In management assessing an employee personality is one of the few initial steps in recruitment, therefore, an Indian organization who wants to create an environment with Indian values and Indian culture should choose an appropriate assessment.

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Pioneering Direct Cash Transfers in the Farm Sector in India: A Case Study of the Rythu Bandhu Scheme in Telangana

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Introduction

Agriculture has been the mainstay of the Indian economy, with the sector contributing to 14.4% to gross value added in 2018-19 (Economic Survey 2018-19) and employing 58% of the country's population (IBEF 2019). Understandably, the policy framework of the central as well as state governments have been geared towards supporting this sector. The government has been conventionally supporting this sector through minimum support prices (MSPs), subsidies, largescale loan waivers, as well as crop insurance schemes. However, experience so far has proved that these support measures have not been able to alleviate rural distress, poverty or increase productivity. Evidence shows that less than 10% of the farmers sold their produce at the MSP (NSSO 2012-13), and MSPs benefit the more prosperous farmers with a large marketable surplus. Loan waivers also fail to address this exclusion as over 70% of Indian farmers do not have access to institutional credit (NABARD Financial Inclusion Survey 2016-17). Moreover, numerous studies have also shown that loan waivers have had minimal or no impact on future indebtedness of agricultural households as well as agricultural productivity (Kanz 2012, Chakraborty and Gupta 2017, Raj and Prabhu 2018,).The government also has an overarching subsidy system covering fertilizers and pesticides, irrigation, power and seeds, which is fraught with leakages as well as exclusion errors.

Last two years have seen the emergence of an alternative to the existing policy support system in agriculture- direct income support to farmers, which is also being seen as a paradigm shift in tackling farm sector crisis in India (DownToEarth 2019).

Literature Review

Cash transfers whether unconditional or conditional have well-documented positive short term effects especially on poverty alleviation, education, health and nutrition outcomes (Jenson et al. 2017, Handa et al. 2018, Natalie et al. 2018, Morton 2019, Zhao et al. 2017, Cassidy et al. 2008). Long-term effects are now being experienced especially in Latin American countries like Brazil in terms of welfare impacts on unemployment, fertility, graduation rates (Warby 2018). Cash transfers in agriculture have been largely prevalent in sub-Saharan Africa, thus it would be useful to look at some of the studies documenting their impacts.

Asfaw et. al. (2012) provided a framework for impact evaluation of cash transfer programmes on household behaviour in several African countries and found that the existing studies focused on key factors such as food security, health, nutrition, and education particularly of children, and the extremely vulnerable population. It was also crucial to evaluate the productive effects, including unintended and spillover impacts for better policy design and implementation. Devereux and Guenther (2007) studied the Productive Safety Net Program (PSNP) in Ethiopia and found that cash transfers to farmers were spent primarily on food, but also for purchasing seeds, fertilisers and livestock, setting in motion a virtuous cycle of productive investment, asset accumulation as well as employment multipliers.

Evidence from randomized control trials on farmers in Senegal by Ambler et.al. (2017) showed that groups of farmers receiving a one-time, large cash transfer in addition to

advisory visits, and visits with customized farm plans, exhibited improved crop production and livestock ownership after one year, while livestock gains even persisted after two years.

Prifti et.al. (2019) and Boone et.al. (2013) through their studies in Zambia and Malawi respectively brought out the impact on rural livelihoods, which led to investments in productive activities, asset ownership as well as reallocation of labour from paid labour to own farm labour. An analysis of the PROCAMPO program in Mexico introduced to compensate farmers for the negative impact of NAFTA showed multiplier effects through improved asset endowments, irrigation as well as technical assistance (Sadoulet et. al 2001).

Handa et.al. (2018) through eight rigorous evaluations of unconditional cash transfers in sub-Saharan Africa systematically shattered prevalent misconceptions that such transfers induced alcoholism, are not invested but consumed, increased dependency as well as fertility, led to adverse economic impacts on community and were fiscally unsustainable. A synthesis of the widespread global evidence on cash transfers based on evidence from 16 developing countries proved beyond doubt that modest but regular cash transfers not only helped households smoothen consumption and build human capital, they also promoted wealth creation by supporting a transition to more sustainable livelihoods (DFID 2011).

Using a general equilibrium model Robinson and Levy (2014) highlighted that while cash transfers increased demand and hence prices due to supply inelasticities in Cambodia, there were offsetting positive impacts on health and education, poverty as well as the local economy. In the context of India Kapur (2011) advised caution for India in transitioning towards a greater use of cash transfers, as this may not necessarily be the panacea for long term developmental challenges, which needed a strategic vision in energy and food security.

Rythu Bandhu: Telangana's innovative intervention in agriculture

The overall Gross State Domestic Product (GSDP) of Telangana State is estimated as Rs. 8,65,688 crore and the state constitutes 4.55% of the national economy, clocking growth rates above 10% between 2017-19 (Government of Telangana 2019). The per capita income stands at Rs. 2,05,696 in the year 2018-19, much higher than the national average of Rs 1,26,406. While the rural population constitutes 61% of the total population, agriculture is the predominant occupation engaging 55.5% of the total working age population (Government of Telangana 2017) and the sector contributes 17.34% to the state's economy (IBEF 2019).

With over half of its working population engaged in agriculture, the average size of an operational landholding in Telangana is 1 hectare, less than the national average of 1.08 hectares, while small and marginal farmers constitute about 80% of total operational holdings in the state (Government of Telangana 2019). With the agriculture sector contracting between 2014-16, coinciding with the formation of the fledgling state, the government launched numerous support schemes for farmers including loan waivers, free power, minor irrigation support as well as interest-free loans and crop insurance. Despite this the state continued to have the dubious distinction of having the second highest number of farmers suicides in the country, with over 4000 farmers having committed suicide between 2014 and 2018 (Newsclick 2018). To tackle this widespread distress the state pioneered a unique direct income transfer scheme for the farmer community in the state.

The state's Rythu Bandhu Scheme (RBS) promised a grant of Rs 4000 per acre per farmer for each season. This scheme, which is in force since May 2018, is carried out during two agricultural seasons- Kharif and Rabi, and provides all the 5.8 million land-holding farmers with the income support. From 2019 onwards, the scheme is providing an increased

assistance of Rs 5000 per farmer per season. A year prior to the implementation of the scheme land records were updated in order to acquire a better database for the disbursal of the funds.

While earlier cheques were issued to the farmers, from 2019 onwards, the scheme began providing this assistance by way of electronic transfer of money through e-Kuber (a payment platform used by RBI)[1].

Chart 1: Rythu Bandhu shifts to the DBT Mode

Existing database made by Department of Revenue Records and Land Records Particulars was used. Details regarding Aadhar, Bank details and IFSC code was obtained.

The records are held by the Commissioner.

E-Kuber app, a direct digital transfer to bank accounts, is used. The site has been uploaded with the existing database and details. The details of the farmers is listed according to Mandals.

Account Numbers are further collected at the AEO Level. The AEO also verifies the accounts and list which is then sent to the AO.

The AO verifies it further and sends to the DO. The DO sends it to the Commissioner.

The Commissioner bills, and submits the demand to the Treasury.

The concerned Treasury mobilizes the funds.

The amount is directly transmitted to the bank accounts of the farmers through E-Kuber.

While the Rythu Bandhu Scheme of Telangana has been in existence for over a year now, there is a considerable amount of interest in knowing the early impact of the scheme, as well

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[1] The bills will be processed through the DTO (District Treasury Officer), after being perused by the AEO, AO (Agriculture Officer), DO (Drawing Officer) and the Commissioner.

as the bottlenecks faced in its implementation. Despite being the first experiment of the kind in India, and having inspired other states and centre to take up the cause, there is no existing impact evaluation of the scheme. This research is being undertaken to fulfil this gap and primarily to gain early insights about its effectiveness and operational issues in its implementation.

Research Methodology

The methodology followed was that of conducting detailed and comprehensive interviews of the beneficiaries of the scheme (landowners and heads of the families who received the benefits) using a questionnaire. The questionnaire was divided into three main sections: a basic demographic profiling of the beneficiaries, an evaluation of the awareness of the scheme, and the last section aimed to gauge the level of satisfaction of the beneficiaries with the functioning of the scheme. Around 20 such telephonic interviews were conducted in the local language (Telugu) and each interview lasted around 20-30 minutes. The beneficiaries interviewed were spread over the districts of Yadadri Bhuvanagiri, Mahabubnagar, Vikarabad, Suryapet, Nalgonda, and Rajannasirisilla. In order to gain an understanding of the working of the operation of the scheme, a short interview of an Agriculture Officer (AO) was conducted in the Department of Agriculture in Telangana.

Findings and Discussion

Probably the biggest drawback of this scheme is that it only benefits land-owners, while landless labourers and tenant farmers are excluded. A huge 87.5% of the landowner beneficiaries revealed that they do not share the benefits of the scheme with the tenant farmers under them, which actually results in their isolation and alienation. To be fair, the government could systematically target beneficiaries only on the basis of the painstakingly updated land records. However, this exclusion is particularly glaring as data tells us that 75% of the farmer suicides in Telangana were committed by tenant farmers and landless labourers according to a joint study by Rythu Swaraja Vedika and TISS (The Hindu Businessline 2018).

On the flip side, it has been observed that those not engaged in farming activity as well as rich landholders are reaping the benefit of the transfers despite not engaging in substantial agricultural activities. Also since the scheme covers all landowners, farmers with larger landholdings disproportionately receive a bigger share of the pie, further exacerbating income inequalities. In contrast, the benefits from fertilizer, power or irrigation subsidies are actually reaped by landless labourers who actually engage in agricultural work.

Many farmers were of the view that in the case of a spike in prices of the inputs and collapsing prices of their crops, minimum support prices (MSPs) are a requirement to keep them afloat and help them tide through difficult times.

Our findings also show that many farmers went for crop loans when needed with the intent to pay it back with Rythu Bandhu allowance, as the easy accessibility and timeliness of crop loans plays a huge role in boosting the farm incomes.

Many farmers showed a clear preference for fertilizer subsidies, crop loans, as well as loan waivers when compared to direct transfers, raising questions about the efficacy of the nascent scheme. This cautions against a hurried discontinuation of the other support schemes, currently in existence for the agricultural sector. Over 41% of the beneficiaries asserted that MSPs and subsidies cannot be substituted with this scheme, and a further 23.5% remained undecided.

While the online transfer of the benefit marks a new path of digitization and streamlines the process, it poses its own problems. The farmers had found cheques to be more empowering and convenient as they got to decide which bank to encash cheque in. Instead, now the money is being directly transferred to the Gramina Bank, causing problems like the bank withholding the money to clear old debts, promised to be waived off by the government. This is leading to unnecessary and unwanted delays, while timeliness of these transfers is of utmost importance.

There is need for a proper grievance redressal mechanism to be employed for this scheme. It was noticed that there had been no follow-up mechanism ensuring the receipt of the transfers, which banks exploited by withholding the money rightfully belonging to the beneficiaries. Since there was no proper structure in place to address this problem, the farmers had to undergo substantial and avoidable inconvenience trying to secure their benefit. While government representatives did claim that there were calls being made to ensure that the transfers reached rightful beneficiaries, all the respondents denied receiving any such calls The only notification they received for the transfer was a message from the bank.

Only about half the beneficiaries interviewed had received the transfers all three times on time, and there was a substantial delay in the transfer of the funds the third time, those afflicted were mostly those farmers with land over 5 acres. Also some farmers asserted that receiving the amount once every six months is not enough for crops which are not rain-fed. One of them mentioned that since the expenses of the farmers last throughout the year, the benefit should be transferred on more frequent intervals than once every six months. The farmers often resort to loans in the months preceding the disbursal. A large 76.5% of the beneficiaries claimed that they were not satisfied with the amount of the transfer, as they felt that the amount was meagre and over 58% claimed that the transfers had not taken place on time.

On the positive side, it has been noticed that the transfers have a definite positive impact on prodding farmers to make expenditures for agricultural purposes. A predominant 78% of the claimants affirmed that they used the funds for agricultural purposes, while 11% used it to clear old debt, used to support themselves until the disbursal of the next set of transfers. And it is also heartening to note that 62.5% beneficiaries confirm that the transfers have impacted crop production positively. Most importantly, the cash transfers have provided the farmers with a buffer, boosting their morale and confidence, impacting their psyche positively.

Conclusion & Implications

Undoubtedly, the Rythu Bandhu scheme is a laudable, bold, concerted and novel move by the Telangana government for the benefit of its farmer community. As the scheme is still in its infancy, it might be premature to make definitive conclusions about its efficacy and issues in its implementation. However, this is the right time to gain some early insights about the scheme's targeting, operational issues and its overall impact. Our study has identified few of the teething problems encountered while the scheme is in operation. The problems outlined above serve as a hindrance in fulfilling the objective of farmer welfare. These kind of studies that emanate from the grassroots can be of immense value to policy makers for better implementation and course correction.

However, to its credit, the Rythu Bandhu Scheme offers a unique opportunity to farmers to develop further, and many beneficiaries have vouched that the scheme has brought them psychological solace, with most of the farmers reacting to it positively. Having said that, it would be premature to suggest any substantive overhaul of the existing welfare system, replacing all existing benefits with direct cash transfers. Cash transfer schemes need to be

sufficiently complemented with other measures such as subsidies, crop loans, MSPs, which despite their drawbacks have supported our farming community. In the meantime, if the government focuses on refining the structure of the scheme in order to remove these hurdles, it would soon become an efficient instrument for agricultural welfare.

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Sustainable Development Goals and their Convergence in Indian States

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The fundamental idea of convergence was proffered by Solow (1956) and Swan (1956). Convergence theory was further extended by including human capital to investigate the convergence hypothesis (N. Gregory Mankiw, 1990). Convergence is a process that occurs when a country approaches its steady state level. Dornbusch et al. (2001) suggest that there are two types of convergence: absolute convergence and conditional convergence. Conditional convergence is a necessary but not a sufficient condition for absolute convergence. The hypothesis of absolute convergence states that in the long run, GDP per worker (or per capita) converges to the same growth path in all countries. This implies that all countries converge to the same level of income per worker (Sorensen, 2005). However, this hypothesis might not stand true for Indian States. As suggested by some literature, Indian states are diverging in absolute sense and converging on conditional basis (Sofi, 2017). Striking a balance between favorable economic growth and environmental pollution has remained a challenge for most of the countries. They are unable to turn the higher educational skills of the population into greater economic performance over time (Cracolici, 2010). Thus, it is important to determine whether the developing countries are catching up with the developed countries in the levels of economic performance as well as desirable environmental performance.

There is plethora of literature available that have tried to examine the regional economic growth and convergence across Indian states. Nevertheless, this paper has investigated the convergence theory with respect to Sustainable Development Goals (SDGs). There are mixed results given by the existing literature on convergence of Indian states. It is imperative to understand for an economy whether its states are converging in the levels of per capita net state domestic product (at constant prices) and other socio-economic factors such as literacy rate, infant mortality rate, gender equality, Gini-coefficient and infrastructure. By evaluating 28 Indian states on these factors, we intend to explore the hypotheses of convergence among Indian states with reference to SDGs. Are there factors that lead to convergence or divergence in the social and economic state of a country? Though India is among the fastest growing economies, the growth has been unbalanced, both across states and between urban and rural areas (Bardhan, 2010). In this paper, we have tried to find the convergence among Indian states with respect to SDGs. Our objective is to examine whether regional disparity has increased or decreased over time for Indian states, keeping SDGs as a base framework to determine the convergence or divergence.

Sustainable Development Goals (SDGs) are a global agenda which are accepted to address the various social and economic issues envisioned to reduce the poverty and ensure that people enjoy peace and prosperity (International Institute for Sustainable Development, n.d.). These goals not only focus on economic growth but address other global challenges like poverty, health, education, infrastructure, climate change, environment degradation, inequality, peace and justice. SDG India Index 2018 was brought out by NITI Aayog (Goals 12, 13, 14, 17 excluded which are responsible consumption and production, climate action, life below water, and partnerships). Each of the 17 Sustainable Development Goals are mapped with a set of 169 targets to be achieved by 2030. These were used as the foundation

for building the SDG India Index. NITI Aayog selected a list of 62 Priority Indictors that was guided by the MoSPI's National Indicator Framework. The National Indicator Framework is the largest monitoring framework in the country, comprising of 306 indicators. It comprises nationally defined indicators corresponding to national priorities and needs. They are guided by the MoSPI's National Indicator Framework. The scores on this index ranges from 0-100. A score of 100 indicates that the state has achieved the national target set for 2030. According to NITI Aayog, the front-runner states are Kerala and HP while among UTs Chandigarh is the front-runner with scores of 69.

We have included the seven SDGs in our paper which are determined by various factors mentioned below.

Sustainable Development Goal	Deterministic Factor
Good Health and Wellbeing	Infant Mortality Ratio
Reduce Inequality	Gini-coefficient
Quality Education	Literacy Rate
Clean Water and Sanitation	Households having access to safe drinking water
Decent Work and Economic Growth	Per Capita NSDP
Industry, Innovation, Infrastructure	Villages Electrified
Gender Equality	Sex Ratio

Source: Authors' Compilation

Human development seems to be a necessary prerequisite for long-term sustainable growth (Ranis, 2004). We have analyzed HDI through its three components, namely, (1) education and knowledge, (2) health and longevity, and (3) a decent standard of living. These components are represented by the indicators such literacy rate, infant mortality rate and per capita Net State Domestic Product. Literacy rate is defined as the total number of literate people in a given age group, depicted as a percentage of the total population in that age group (Sustainable Development Goals, n.d.). The infant mortality rate is the number of deaths under one year of age occurring among the live births in a given geographical area during a given year, per 1,000 live births occurring among the population of the given geographical area during the same year (Demographic and population statistics, 2001). The State Domestic Product is defined as the aggregate of the economic value of all goods and services produced within the geographical boundaries of the State/UT, calculated without duplication over a specified period of time, usually a year. State Domestic Product divided by the total population of the area gives per capita Net State Domestic Product (Open Government Data Platform India, n.d.).

We have evaluated the relative performance of 28 Indian states during 1981-2011. The data on these key variables are collected from various sources such as Handbook of Statistics on Indian Economy published by Reserve Bank of India, Ministry of Statistics and Programme Implementation and IndiaStat. The reason behind considering a period involving the year 1991 is the role of comprehensive economic reforms undertaken in this year. Many researchers attribute the growth spurt to the liberalization in 1991. However, not all states have enjoyed the similar growth pattern. Thus, we have addressed the issue of convergence and examined to what levels are the Indian states converging on these deterministic factors pertaining to various SDGs. The regional inequalities can be eliminated when comparatively poorer states allocate more resources to social sectors like education, health, sanitation and

safe drinking water. Improved human development is likely to increase the growth for the states (Ghosh, 2006).

According to our analysis, the evidence of a significantly negative coefficient on initial level of the variables implies that there has been a strong tendency of convergence in measures of some Sustainable Development Goals (SDGs). This has happened in case of access to safe drinking water, infant mortality rate, literacy rate and percentage of villages electrified which are the indicators SDGs of Clean Water and sanitation, Good health and well-being, Quality education and Industry, innovation and infrastructure respectively. However, the data gives clear indication that the regional disparity has increased in case of per capital NSDP and Gini-coefficient (Urban) across the years. Per capita NSDP and Gini-coefficient are indicators of Decent work and economic growth and Reduced inequalities. This implies that there is a possibility that the poorer states are unable to catch-up with the growth of rich states. The policy implication here is that government should infuse additional funds to improve the growth and reduce the inequality among

the Indian states.

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Internet memes and marketing – Speaking the language of consumers

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Advertising in online medium is on the increase with the change in shopping trends and consumer consumption habits of target consumers. Online advertising includes, plain banner ads, retargeted interactive ads and many more. Now a days these ads are increasingly becoming social and with high level of consumer engagement. An average person spends over 100 minutes per day on social media (Social media today, 2017). When people spend so much time in a media that has the presence of large number of people (prospective and current customers) brands/companies would prefer to capitalize on this phenomenon. In the online/social media information is generated and shared. Consumers and marketers are involved in both (creation and sharing) of information. Generation of any content was always present in any communication medium but the sharing with greater speed and importance in all digital/ social media. Visual information is predominantly shared on social networks, in almost all platforms like instagram, facebook, pin interest etc. Photos, infographics, images, charts, graph, videos, memes are different types of visual information that are shared and this paper focuses on memes. Memes are an integral part of the online experience, especially on social channels. This internet phenomenon has grown in popularity, aided by highly visual nature of web and social media. They are now a large part of digital culture. Memes are predominantly meant to be humorous but includes other emotions as well. Because of their ability to grab attention among consumers, businesses want to use them to their advantage (Social media today, 2015). Marketers know that the way to elicit a better reaction is to give their audience an experience tailored for social media that has less overt promotions and more of the humorous internet conversations (Forbes, 2017) and internet meme fits the bill perfectly. Consumers are exposed to more than 5,000 separate brand communications in a given day (Pringle, 2004). So to differentiate and to stand out in a clutter, memes could be used.

Marketers have to understand the target audience/customers and their buying habits. More importantly, the understanding of what language they use online to communicate with each other is very important to be leveraged and to bring a sense of deep connection with the brand/ company. The current challenge marketers have in the digital landscape is finding new ways to promote themselves in meaningful ways and meme is one of form of addressing it. Marketers are increasingly inclined towards meme for marketing communication because it is an easy way to capitalize on shared knowledge. Sharing of marketing memes is a way of showcasing the brand personality. Sharing, liking the company' memes on the social media keeps the brand in consumers' minds continuously and leads to brand engagement and salience. Memes when used for marketing purpose work to capitalize the shared knowledge and leads to higher brand engagement. Studying memes in general is difficult because detecting and measuring them objectively and also tracking the variation in content is difficult (Coscia, 2018). So effect of timing, social networks and limited user attention rather than on meme content was studied. This paper focusses on the role of meme in transmitting marketing messages which is for not studied and content analysis of it carried out. So we have studied the content and nature of selected advertising memes to understand its use and implication in advertising and marketing in general.

Global Lessons From Local Practises – Employee Engagement Practises With Special Reference To Health Care Sector

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Merriam-Webster Dictionary (Wick, 2009) defined engagement as emotional involvement or commitment toward the organization. Kahn (1990) defined personal engagement as the simultaneous employment and expression of a person's preferred self 'in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances''. Employee Engagement has now emerged as one of the most important topics in the field of HRM. In recent years, there has been a sharp increase in the interest in the concept of employee engagement and its role in work performance and competitive advantage (Kular, Sandeep, et al., 2008). The tight economy around the globe has refocused the attention on maximizing employee performance and making the most of the most important organizational resource - the people. From the employees' perspective, engagement is their attitudinal and emotional state developed from experiences perceived to be controlled by management. These experiences determine the engagement level. By managing these to be positive experiences, leaders can stimulate an intrinsic desire for employees to consistently do their best work. In India 63% of employees are engaged and 13% are disengaged as reported by a study conducted in selected companies (Soni, 2013). TCS, Bharti Airtel Ltd, Aditya Birla Group, Indian Hotels, Tata Motors, Unilever Ltd, Godrej and Vodafone are some of the companies which are continuously using Employee Engagement Surveys in India. Competition among healthcare organizations, has resulted in a focus being placed in recruiting top performers (Wells & Hejna, 2009). A high level of engagement is a strategic goal for a growing number of organizations in many industries, including healthcare. As per the National Occupation Classification (NOC), allopathic health service providers comprise doctors (general and specialists), dentists, nurses, midwives, pharmacists, technicians, optometrists, physiotherapists, nutritionists, sanitarians and a range of administrative and support staff. The urban areas have the majority (60%) of health workers. Also, majority (70%) of health workers are employed in the private sector in both urban and rural areas. The need of the hour in the Indian Hospitals is to offer the best services with the help of existing employees. Technological advancements may join but the employees from Doctors, Nurses, Technicians, Lab assistants, Managers and other health workers need to perform better. This can be achieved by committed, high performing employees. In this context this study proposes to analyze current level of engagement of men and women employees working in hospitals of Nagapattinam District, Tamil Nadu, India.

LITERATURE REVIEW:

Researchers have found strong correlation between employee engagement scores and customer experiences. Positive relationship between staff satisfaction and patient satisfaction has been identified. Evidences suggest that the managers in healthcare services can improve patient care experiences by improving employee satisfaction and retention. England's National Health Service documents show the relationship between higher levels of staff engagement, higher-quality services and better financial performance. Work engagement is crucial in the hospital setting. Nurses, for example, work directly and consistently with patients and need to be engaged in their work not just for themselves, but for they hold a lot of responsibility for other people's lives. Gallup surveys have

measured engagement in many health care work settings and consistently found nurses to be the least engaged of healthcare workers, these outcomes are particularly problematic for health care professionals, where absence and decreased job performance can harm patient health as well. Health care professionals are expected to provide good customer service to patients in addition to accurate diagnoses, safe and efficient treatment and often requiring emotional labor. Engaged employees are involved in process improvement and to look for innovative ways to reduce costs and increase efficiencies than employees who are not engaged. Few Indian hospitals, though, are actively measuring and managing staff engagement. Interventions aimed at developing employee engagement will likely result in increased commitment and reduced turnover in healthcare contexts. Purcell et al's (2003) study found a number of factors to be strongly associated with high levels of employee engagement. The one thing all of these factors had in common was that they were connected with an employee's involvement in a practice related to their work. It has been argued that one of the main drivers of employee engagement is for employees to have the opportunity to feed their view upwards (Truss et al 2006).

PROPOSED CONCEPTUAL MODEL FOR 'EMPENG'

MJ

MS

MO

MC
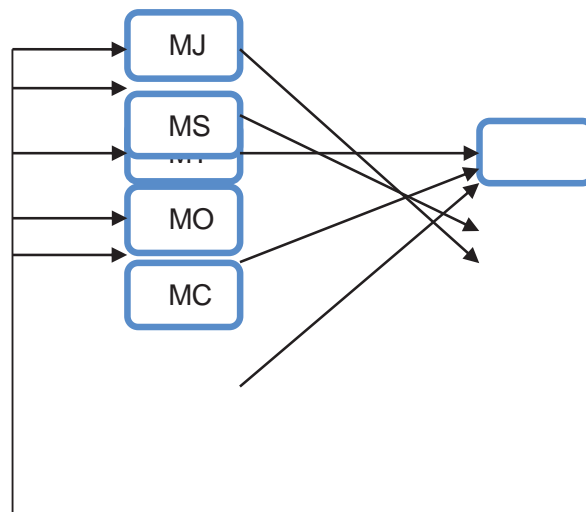
METHODOLOGY

A survey was conducted to analyze the Employee engagement practices of hospitals in Nagapattinam district Tamilnadu. 11 public and 80 private hospitals were selected and stratified random sampling method was used to select the sample hospitals. The stratification was based on Taluks and type of hospitals. More than 35 % hospitals were covered. While selecting the respondents from each hospital, disproportionate convenience sampling technique was used and the sample size is 499. A standard questionnaire developed by IES (Institute for Employment Studies, UK) with 48 statements and Customer Impact (08 items) from UTRECHT Work Engagement Scale as under are used .The Structured questionnaire used to collect primary data, consisting of 56 statements with 5 point scale response. The statements seek the perception of employees on various factors influencing employee engagement. The statistical technique used was regression analysis to test the Hypotheses. The statistical packages such as SPSS .20 and AMOS .18 were used.

Table showing Sample Size across the Region and the Type of Hospitals

Taluks	Hospitals		Total
	Public	**Private**	
Nagapattinam	48	89	137
Keelvezhur	11	32	43
Vedaranyam	14	38	52
Vailankanni	9	24	33
Tharangambadi	8	20	28
Sirkazhi	13	42	55
Mayiladuthurai	39	112	151
Total	**142**	**357**	**499**

Table 2.2 Reliability Statistics

Construct	Cronbach's Alpha	No of Items
My Job	.883	15
My Supervisor/Manager	.886	10
My Team/My Coworkers	.835	9
My Organisation	.889	14
Customer Impact	.884	8

Source: Primary Data computed in SPSS 20.0

HYPOTHESES OF THE STUDY

Hypothesis 1: The Employee Engagement construct My Job (MJ) positively influences the Employee Engagement Score EES.

Hypothesis 2: The Employee Engagement construct My Superior (MS) positively influences the Employee Engagement Score EES.

Hypothesis 3: The Employee Engagement construct My Team (MT) positively influences the Employee Engagement Score EES.

Hypothesis 4: The Employee Engagement construct My Organization (MO) positively influences the Employee Engagement Score EES.

Hypothesis 5: The Employee Engagement construct My Customer (MC) positively influences the Employee Engagement Score EES.

DATA ANALYSIS

The data was analyzed using SPSS and AMOS and regression analysis was used to test the hypotheses of the study.

REGRESSION ANALYSIS
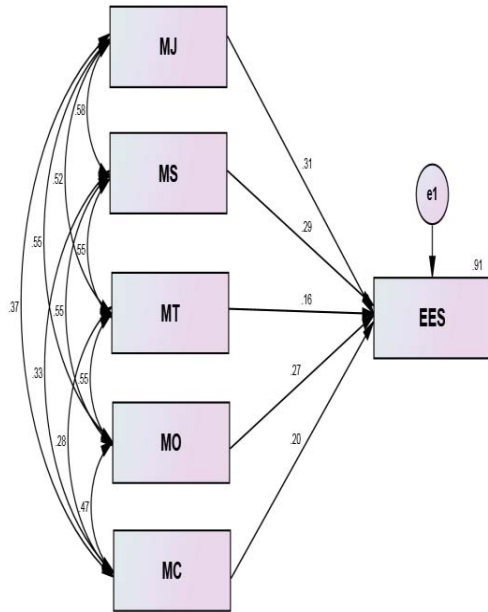
FEMALE   **MALE**
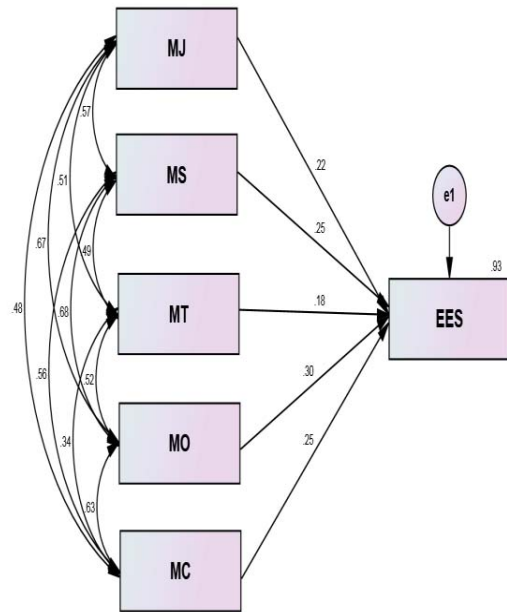
R² - Squared Multiple Correlations FEMALE

	Estimate
EES	.910

R² - Squared Multiple Correlations MALE

	Estimate
EES	.929

Regression Output:

Path	MALE				FEMALE			
	Estimate	S.E	C.R	P	Estimate	S.E	C.R	P
EES<---MJ	0.18	0.022	8.151	***	0.229	0.017	13.304	***
EES<---MS	0.179	0.019	9.191	***	0.199	0.016	12.393	***
EES<---MT	0.15	0.02	7.612	***	0.125	0.018	7.004	***
EES<---MO	0.221	0.023	9.65	***	0.193	0.017	11.339	***
EES<---MC	0.164	0.017	9.952	***	0.144	0.014	10.187	***

RESULTS AND DISCUSSIONS
Multiple regressions are used to predict the single dependent variable with the independent variables whose values are known. The above regression outputs table shows that all five independent variables My Customer, My Team, My Job, My Supervisor and My Organization are entered simultaneously for the analysis in enter method. It is also seen that the R square value is 0.910 for female employees and 0.929 for male employees which shows that the five independent variables in this model account for 91.0% and 92.9%. Clearly this is a good model. From the coefficients table the values under column B, the regression coefficients can be used to construct an Ordinary Least Squares equation with the constant to predict employee engagement. Also with the help of *t* values it can be inferred that the construct My job has the highest influence on employee engagement among the five independent variables for female employees and My Organization has the highest influence on employee engagement among the five independent variables for male employees. All these values are significant at 5% significance level (Less than .05). Thus the hypotheses that these employee engagement constructs positively predict employee engagement of hospital employees are proved to be true. From the analysis it is clear that the observed constructs predict employee engagement of hospital employees. It is worth to note that the perceptions about the customers and team members have the most influence on employee engagement. Because of the typical work conditions in a hospital the customers (patients and their relatives) are not easily satisfied and this reflects on their perceptions about the hospital and service offered. Also these feedback and opinions affect the employees and their engagement. The nature of the job and the attachment with the organization also help in increasing employee engagement. The managers and supervisors play a major role in improving engagement which is a means to increase customer satisfaction. This leads to better engagement of employees and also increases the image of the hospital and the services offered.

CONCLUSION
The findings of this study have a number of implications for managers. The study reveals that Customer is the most significant predictor of employee engagement followed by the Team where the employee is a member. This suggests that management should ensure that the hospital environment should concentrate on fair and prompt service to their customers first and then the team members for any employee so that an employee can mingle with and deliver best services. Even the job characteristics have a better influence on employee engagement. So the importance may be spread to the job characteristics also. The HR managers may strive to make the jobs more interesting and create an environment to innovate and develop. Then the organization itself which should collectively improve the engagement by having transparency, motivation, effective performance appraisals, care to employees, providing growth and development opportunities, clear goals and right leaders. Finally the superiors should have effective working relationships, show fairness and respect, be accessible and responsive, provide clear expectations, recognize and provide development and growth opportunities to the sub ordinates. This is a vision that needs continuous measuring of employee engagement and modifying the existing factors continuously to achieve the highest level of engaged employees.

Strategic Planning For Improving Employee Engagement in Hospitals
In India, the hospitals face a challenge of providing services to a broad range of customers among the population of over 1250 million; both urban and rural population. The urban residents have access to 66 per cent of the total hospital beds available in India. Also, the distribution of healthcare workers, including doctors, nurses, and pharmacists, is highly concentrated in urban areas and the

private sector. The remaining 72 per cent rural population are left with access to just one-third of hospitals beds across the country.

The main provider of healthcare services in rural areas is public healthcare institutions such as primary health centers and district hospitals—both of which are affected by outdated technology as well as shortage of staff and supplies. In recent times, the corporate hospitals have sought to tap rural demand through franchise clinics, branch offices and representatives. The private health care system in India has grown vastly over the years and is well established and flourishing. Private Doctors or clinics are the main source of health care in the private sector, catering to 46 per cent of the urban and 36 per cent of the rural households.

However, the majority of private sector hospitals are small establishments. The high cost of inpatient treatment in the private sector raises the issue of affordability and also equity. On an average, it is much higher compared to treatment in government hospitals. More than 40 per cent of all the patients admitted to a hospital in India have to borrow money or sell assets, including inherited property and farmland, to cover their medical expenses. India's health workers are present in both the private and public sector. The majority (60%) of health workers are present in urban areas. The majority (70%) of health workers were employed in the private sector in both urban and rural areas.

The technical quality of care depends on the competence of the personnel involved and adherence to clinical protocols and standard treatment guidelines. While the accredited hospitals ensure both, in the case of non-accredited private hospitals, technical quality of care is a suspect. The need of the hour in the Indian Hospitals is to offer the best services with the help of existing employees. Technological advancements may join but the employees from Doctors, Nurses, Technicians, Lab assistants, Managers and other health workers need to perform better. This can be achieved by committed, high performing employees in the sector. In this context the hospitals may resort to the means of increasing the employees' commitment, involvement, job satisfaction, quality of service offered and customer satisfaction which is the main aim. To simplify it is to increase employee engagement of hospital employees. Over time, a series of initiatives both recorded and non recorded were taken by many hospitals to improve the employee engagement. Sometimes the term employee engagement was not even used directly. There should be a blend of regulatory mechanisms aiming for improving the pen ultimate: customer satisfaction and situational solutions to delivering best quality service to the customers.

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Does onboarding effect employee creativity: Moderating role of psychological empowerment?

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Introduction

Organizational socialization, popularly known as onboarding was coined in the year 1970 that denotes the practices embraced in the organizations through which new employees get acquainted to the culture, procedures, norms, necessary skills, knowledge and behavior required for task performance and accomplishment of organizational objectives. A newly joined employee is transformed into an organizational insider from being an organizational outsider (Reichers, 1987). Literature on socialization explains onboarding as an interactional outlook from organizational perspective and adjustment process of new employees. Socialization also called as organizational entry and assimilation is process of introducing a new employee to the vision, mission and culture of the organization (Fyock, 2009). Employee onboarding is a process of accelerating, accommodating, acquiring and assimilating new team members to the organization irrespective of being an insider or outsider (Bradt, 2009).

The present study aims at identify the influence of onboarding on employee creativity. The study attempts to measure the moderating effect of psychological empowerment on employee creativity. The theoretical framework for the study is Bauer's framework for onboarding where onboarding is divided into four stages. The study considers knowledge workers for identifying the influence of creativity as knowledge workers are said to require high creativity levels for their survival.

Literature Review

The purpose of onboarding programs is aimed at provide required knowledge for understanding the specific tasks a new joined employee is required to accomplish and understand the expectations of the organization on one hand and on the other realizing what to expect from their jobs. Socialization makes them more comfortable with their jobs and enables them to perform better within a short span of time. The process of onboarding aligns the new entrants to the culture of the organization. Onboarding brings about greater organizational commitment to the company and better organization-person fit among the new employees (Cable, 2001). Research on Human Resource Management indicates a positive relationship between employee fit in an organization and its effect on turnover intentions (Pike, 2014). The study is based on the framework formulated by Bauer (2010). Bauer propounded four constructs that familiarize the organizations legitimate, performance oriented, cultural and relational levels. The framework consists of compliance, clarification, culture and connection. The four constructs are explained hereunder:

Compliance: The first level deals with the legal issues related to employee education regarding the policies to be followed and regulations in place in the organization. During the onboarding process employees are provided with the handbook that briefs the rules and regulations to be followed for practices such as attendance, dress code etc.

Clarification: The second level explains about the role clarity and performance expectations from the new employee. Clarification educates the employees about their responsibilities in the new job and related expectations.

Culture: The next level of effective onboarding familiarizes the employees to the organization's philosophy, norms, values, history and traditions. The new hires are introduced to the core philosophies and values of the organization (Everson, 2015).

Connection: In the final level of onboarding the employees seek the opportunity to build relations within the organizational structure. The most integrative level where the employees are introduced

to the hierarchy, the different levels of leadership and meet their managers and peers and socialize to learn more about the organization and themselves.

Onboarding process in the organization is said to be complete when all the levels of Bauer's theory are met. Bauer (2010) opined that majority of the organizations successfully meet the first level, compliance. Fifty percent of the organizations are said to meet the clarification and culture levels of onboarding. It is found that around twenty percent of the organizations meet the connection level of onboarding process. Such organizations are said to meet the strategic level of human resource management as they proactively onboard their employees. The present paper attempts to study the influence of these four levels (compliance, clarification, culture and connection) of onboarding on employee creativity, psychological empowerment as a moderator.

Employee Creativity

Creativity can be explained as discovering new and useful thoughts of business in the short run and long run (Amabile, 1996). Employee creativity is a crucial constituent of human capital that comprises of notions that are original and valued. Creativity denotes to the conception of treasured methods, practices and procedures by employees working in a organization (Zhang, 2010). Research on 'creativity' has been rigorously conducted from about 60 years (Runco, 2004) in the field of psychology and management and has been in the surge in the recent past (Joo, 2013).

Psychological Empowerment

Conger and Kanungo (1988) defined empowerment as 'a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information'. They pioneered the motivational approach of empowerment (Conger, 1988). Psychological empowerment was described as a framework that includes four constructs such as meaning, competence, impact and self-determination (Thomas, 1990). Favorable conditions at workplace, reward system, security and growth opportunities in an organization are proved to positively influence psychological empowerment (Lau, 1998).

The present study attempts to identify if psychological empowerment acts a moderator between the four levels of onboarding and employee creativity.

Conceptual Model

The aim of this study is to identify the influence of onboarding on employee creativity and to find if psychological empowerment plays a moderators' role. Organizations definitely provide onboarding facilities to their employees but to what extent the process of onboarding or induction or socialization in real terms help employees understand the environment and culture of the new organization and how does it influence the creativity of the employees is the most important aspect of the study. Though, onboarding has been an extensively researched concept in the human resources arena, its influence on employee creativity and psychological empowerment is first of its kind. The hypothesized model is illustrated in Figure 1.

FIGURE - I
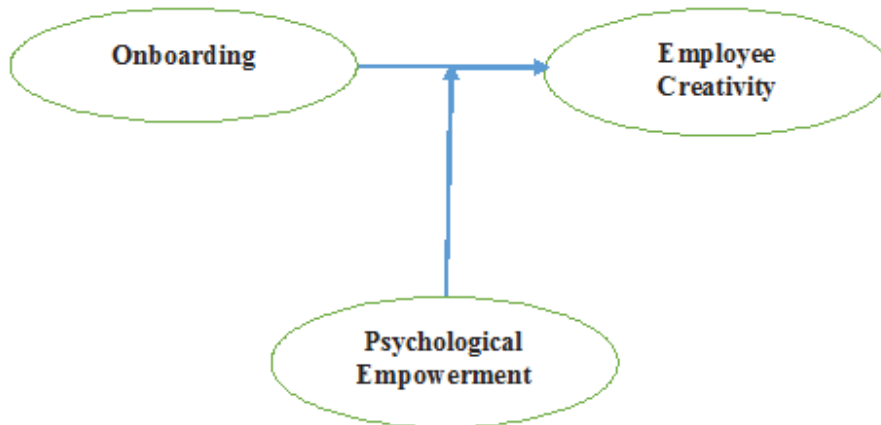
Hypotheses

Hypothesis 1: Employee creativity will be higher for employees who are onboarded at the highest level, connection than other three levels (Compliance, Clarification and Culture) of onboarding.

Hypothesis 2: Psychological empowerment will moderate the relationship between the different levels of onboarding and employee creativity.

Methodology & Data Analysis

The survey for the present study was taken by 687 knowledge workers. Participants answered onboarding level questionnaire, measuring the different levels of onboarding (compliance, clarification, culture and connection) and their influence on perceived employee creativity. Participants filled in a demographic questionnaire required for understanding the profile of the participants. Knowledge workers in India from the IT sector, a business process outsourcing firm, and advertising firm have been included in the survey. Special care was taken to check if all the participants served their organization for more than one year and went through the onboarding process for at least one month in the organization. Onboarding and creativity were the most essential requisites for the selection of sample for the present survey. Requirements for participation included currently employed in the organization, onboarded and participated in the boarding process at least six months ago. The reasoning behind six months of onboarding is to ensure that the employee gets acquainted with the organization and job responsibilities (Johnson, 2010). The demographic information of the participants provided the necessary data. Participants were briefed regarding the purpose for collecting data and their participation in the survey was voluntary.

Out of 687 responses, 550 (approximately 80 percent) completed questionnaires were considered for survey. Sixty percent of the participants were men and found to be above the age of 28 years. Average experience of participants in the present organization varied between more than one year and 30 years. Around fifty percent of the participants were in the entry level, thirty three percent in the assistant manager level and the rest of them were from the manager level.

Onboarding levels were studied on the basis of hierarchical assumption. Bauer's (2010) model assumes that each level of onboarding is reached after experiencing the previous levels. In order to

test the hypotheses, it was essential to know the number of participants at each level of onboarding (compliance, clarification, culture and connection). Participants who level 1 of onboarding were calculated to be 46, level 1and 2 were 88, levels 1, 2 and 3 were 186 and levels 1,2,3 and 4 were 230 (forty one percent). Table 1 explains the frequencies at different levels of onboarding with 550 participants in four levels of onboarding. Hypotheses were tested and conformed to the assumption as per Bauer's model and onboarding level combinations were used for further analysis.

Table I
Onboarding level combinations in planned analysis

Level 1 46	Level 2 13	Level 3 15	Level 4 8		
Levels 1,2 88	Levels 1,3 26	Levels 1,4 12	Levels 2,3 13	Levels 2,4 11	Levels 3,4 0
Levels 1,2,3 186	Levels 1,2,4 58	Levels 1,3,4 14	Levels 2,3,4 8		
Levels 1,2,3,4 230					

Level 1 =Compliance; Level 2=Clarification; Level 3=Culture; Level 4=Connection
Results and Discussion
Testing the hypotheses testing was undertaken using (ANOVA) in order to measure the impact of levels of onboarding on employee creativity. Hypothesis 1 proposed higher level of employee creativity for employees who experienced the fourth level of onboarding (connection). The results revealed significant influence of levels of onboarding v=0.14, F (2.212) =3.78, p=0.001. Table 3 indicates the influence of different levels of onboarding on employee creativity.

Table 2
Onboarding Level Means by Employee Creativity

Levels of Onboarding	Frequencies	Mean	Standard Deviation
Level 1	46	24.59	8.21
Level 1,2	88	27.12	6.21
Level 1,2,3	186	28.94	5.84
Level 1,2,3 4	230	32.66	6.86

Note: Higher scores indicated higher level of perceived
Employee creativity N=550

Tukey test revealed that participants onboarded at the third level (level 1, 2, 3) (culture) and the fourth level (level 1, 2, 3, 4) (connection) experienced higher level of employee creativity than those onboarded at first level (compliance) and second level (clarification). The mean differences between the third (culture) (level 1, 2, 3) and fourth (connection) (level 1, 2, 3, 4) levels were found to be significant. Therefore, hypothesis 1 was slightly supported.
Hypothesis 2 propounded that psychological empowerment will moderate the relationship between the different levels of onboarding and employee creativity. To test the moderation of psychological empowerment, Preacher, Rucker, and Hayes' (2007) regression based method was conducted to establish the conditional indirect effects of the moderator. Preacher, Rucker, and Hayes (2007)

recommended high and low levels of moderators were used at one standard deviation calculated above and below the mean.

Table 3

Results of Moderation for Levels of Onboarding of Psychological Empowerment for Employee Creativity

Levels of Onboarding	Levels of Psychological Capital	Conditioned indirect effect	SE	Z	P
Psychological empowerment on employee creativity for Level 1	Low High	-0.080 -0.025	0.045 0.019	-1.66 -1.02	0.045 0.287
Psychological empowerment on employee creativity for Level 1,2	Low High	-0.060 -0.022	0.038 0.023	-1.75 -1.18	0.049 0.226
Psychological empowerment on employee creativity for Level 1,2,3	Low High	-0.079 -0.019	0.035 0.018	-1.84 -1.10	0.043 0.254
Psychological empowerment on employee creativity at Level 1,2,3 4	Low High	-0.078 -0.020	0.034 0.017	-1.79 -1.11	0.047 0.261

Note: Bootstrap size = 5000

Table 3 indicates the moderation results for different levels of onboarding at high and low levels of psychological empowerment for employee creativity. It is observed that conditional indirect effect of onboarding level 1 on employee creativity was significant when psychological empowerment was low (onboarding level 1=-0.080, p<0.05) but insignificant when psychological empowerment was high (onboarding level 1=-0.025: ns). Similarly, at level 1,2 of onboarding, conditional indirect effect on employee creativity was significant when psychological empowerment was low (onboarding level 1,2 = -0.060, p<0.05) and not significant when psychological empowerment was high (onboarding level 1,2 = -0.022; ns). Further, conditional indirect effect for onboarding level 1, 2, 3 on employee creativity was significant when psychological empowerment was low (onboarding level 1, 2, 3 = -0.079, p<0.05) but not significant when psychological empowerment was high (onboarding level 1, 2, 3 = -0.019; ns) likewise, conditional indirect effect for onboarding level 1, 2, 3, 4 on employee creativity was significant when psychological empowerment was low (onboarding level 1,2,3,4 = -0.078, p<0.05) but not significant when psychological empowerment was high (onboarding level 1,2,3,4 = -0.019, ns) therefore, up keeping hypothesis 2.

The findings of the study support the impact of onboarding levels (compliance, clarification, culture and connection) on new joiner's creativity. Bauer (2008) in her study found that employees who onboarded at the highest level would have higher work attitudes. The present study examined the influence of four levels of onboarding and their influence on employee creativity and if psychological empowerment moderated between onboarding and employee creativity. The results of the present study indicate higher scores at the first three levels as the expectations of new employees are high and first three levels, compliance, clarification and culture provide complex information to knowledge employees.

Conclusions

The present study scrutinized the impact of four levels of onboarding on employee creativity and tested in psychological empowerment mediated the relation between onboarding and creativity of knowledge workers. The study found that the participants who were onboarded at connection level experienced higher level of perceived creativity than those who were onboarded in combination with other levels. The results of the study proved all four levels of onboarding process in order to provide the employees with the required support to acquaint themselves to the needs and responsibilities of the new job and organization.

Managerial Implications

Research on academics has identified onboarding to be a virtuous prospect to strengthen the relationship between the organization and new employees as organizations seek to maximize the benefit from employee creativity and retain their services (DePree, 2004) (Pava, 2003). Effective employee onboarding is proved to improve employee turnover, employee satisfaction and helps employee assess the time involved to instigate contributing to value creation (Caldwell C. (., 2014). A meta-analysis conducted by Bauer et.al (2007) explained newcomer adjustment with role clarity, self-efficacy and social acceptance. The present study perhaps has more managerial relevance as it attempts to study the influence of onboarding on creativity of the knowledge workers. Onboarding is said to influence the knowledge, attitude and behavior of the new employees as they "get up to speed" after effective onboarding (Van Maanen, MIT Press, Cambridge, MA.).

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Issues of Small Family Business with Reference to Agro Based Food Processing Units in Chhattisgarh, India

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Small Family Business & its significance

Small family business accounts for majority of the firms of world economy. 90% of US Businesses are family owned (**SBA, 2017**). The most important feature of a small family firm is its labour intensiveness. It creates a number of job opportunities for the available skilled as well as unskilled manpower. It offers higher productivity of capital than capital-intensive enterprises since it has low investment per worker. It accelerates rural as well as urban development and thus contributes to an overall growth of economy.

Small Scale Family Business in India

SMEs contribute about 8% to the country's GDP. Presently there are 30 million micro small and medium enterprises(MSME) units in India which provides employment to approximately 32 million people. It is likely that an additional 12 million people will be a part of this workforce over the next three years(**CRISIL, 2017**). The total investment on small scale industries in India is approximately Rs.1.54 lakh crores. 90% of these firms are family business Family businesses are proving more resilient globally amid sagging economic conditions with 60 per cent of these having reported revenue growth of over 5 per cent in the last one year, as others struggled to manage their top lines. According to a study Family businesses have outperformed public firms as they are supported by management style that is focused on long –term sustainability (**Economic Times, 2016**).
The study took place in Chhattisgarh, it is a fast growing state. Major industrialization started in the region after Chhattisgarh was formed in November, 2000. shows that the number of SMEs is increased manifolds after the formation of our state. Out of the total 40,000 small scale industries (SSIs) 11,400 were established during the above period. Total investment in SMEs of the state is 1,450 Crore Rs. Which is providing employment to 1, 22,000 people.

Need for Study

Despite the pivotal role that small family business play in the country's economy, it lacks sustainability. Only 30% of such companies succeed in the second generation, just 13% make it to the third only 4 percent go beyond third generation and one third of business families disintegrate because of generational conflicts or succession issues.
As per the previous reports 61,739 units were registered, number of working units are 32,817 while closed units are 28,922.Every year new units are opened but almost 20% of the old are closed. This study tries to find out the factors behind this disintegration, evaluation of which is important for sustainable development of economy in all terms. In further section discussion is made on each dimensions of the study.

Review of literature

This study aims to find out the integration or disintegration (consolidation) of small family firms in Chhattisgarh. It further aims to identify the factors responsible for its consolidation. For the purpose of which literature review was done. The following figure depicts the steps followed for study to fulfil research objectives.

Family Business
Family business have long served as the back bone of ancient civilizations and economies of the world. Family controlled enterprises drove the economic development process in the early phases of industrialization. As a field it is at least thirty years old. However, only recently the field has drawn significant attention by academicians, researchers, and professional service providers. The pioneers of the field were scholars who were close to the challenges faced by family business managers as they devoted their expertise to consulting these firms (Zahra & Sharma, 2004).

Small Family Business in India
Many of today's industrialists were active in the freedom struggle in pre-independence days. They started their ventures to contribute to the wellbeing of the state or as a challenge against the outsider's economic dominance. These were charismatic people who started business with their trade surpluses, support from banks, financial institutions. They strongly guided the direction and success of their organizations. Their family was totally involved in business, progenitor used to control utilization of resources and functional areas were distributed amongst brothers. Trust acted as a facilitating factor for overall coordination.Personal contacts/network is important for doing business in India and partners are essential for working in the country. Family is given priority to business; Indians never say no, they have a desire to be kind and they never disappoint others. (Salyards Donald, 2000). Post independence till recent family dynasties such as Birla, Tata, Singhania, Ambani and Bajaj control a majority of big businesses in India. They follow strict family norms and traditions and enjoy privileged relationships with licensing authorities and credit institutions (Sharma, 2000 and Mannikutty, 2000). Now the scenario is changing India's storied business families are becoming more professional as they gear up for generational change (Forbes, 2010).

Small family business in Chhattisgarh
There has been no research till now in this field. Out of the approximately 40,000 SMEs majority of the firms are family business.

Family Business Issues discussed so far
In a study of 291 family business articles published in 30 management journals between 2001 to 2007,it was found that most attention has been paid to family business issues associated with **corporate governance** (19.2%), which was classified as part of strategy implementation and control, **structure (4.1%),culture and (4.5%),succession(15.1%),economicgoals(1.7%),noneconomicgoals**(1.0%). Leadership and ownership, resource and competitive advantage were other issues discussed(Christman et al,2009). The major issues discussed in previous studies covered generational, cultural, relational dimensions of the family firm or individual personality characteristics of the owners. Majority of which was conducted in US or European countries. Comparatively very less studies have been conducted on small scale family business in the Eastern part of the world. Moreover most of the studies are conceptual. Empirical studies establishing relationship between different dimensions is sparse. After a

critical evaluation of previous research, four major factors were identified which affect the integration or disintegration of a small scale family business. These dimensions are described in further sections.

Goals

Goal formulation is a first step for starting a venture. But very few firms have done it. The six most important goals identified through research are : Employees happiness, improved productivity and feeling proud of being a part of the firm;financial security and benefits of the owner; developing new and quality products; vehicle for personal growth, social advancement, and autonomy; good corporate citizenship; and job security (Tagiuri & Davis,1992).Financial security and benefit are the **financial objectives** of the firm, it consist of the owners concern for earning financial security through venture creation and operations, earning livelihood, making money. Developing new and quality products are **market share** improvement goals- it consist of the development of new products, processes and innovativeness by the firm to attain competitivenes and hence market share. Personal growth,social advancement and autonomy are **risk / growth goals** . These goals are the owner's willingness to take risk for being one's own boss his personal growth by gaining social recognition, growth and satisfaction as a person for doing something different from others. Corporate Citizenship, employee happiness and job security are **social goals** of the firm.

Succession

The unique feature of a family business is its social relatedness than the task relatedness. The close knit structure of a family firm and familiness makes it different from other firms. Succession is an integral phase of a family business but it is never planned(Durgadas, 2000). Succession practices are affected by the age, size ownership structure and objectivesof the firm (Andrea Santiego, 2000).When owner lacks confidence in successor's ability or willingness to leave control, the reluctance to let go becomes higher. Personal need fulfillment, personal influence and relational influence were identified affecting quality of succession of family (Handler, 1992).Inspite of the significance only 15.1% of the past research in family business have discussed succession.

Culture

Culture is another dimension which has been found to have profound effects on the Integration/disintegration of a firm. A study identified four types of cultures of family businesses: Paternalistic, Laissez faire, Participative and Professional(Dyer Jr.1988, Schein,1983). It was posited that for a successful transition analysis of firm's culture is necessary. Strong, powerful cultures have been hailed as keys to improved performance (Deal & Kennedy, 1982). Organization development effort was often hindered rather than helped by strong, widely shared **values** because management and labor represented powerful subcultures that were committed to highly salient but competing value systems.It was found that a strong integrated culture results in better performance of firms,because such firms have strong value systems (Carlock & Ward,2001).SMEs at Finland reveal that ownership **structure** affects both the growth and profitability of small firms.

Entrepreneurial Orientation

Entrepreneurial orientation, performance and growth was studied by a number of researchers. It was posited that any firm that operates with an effective combination of autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness is entrepreneurial (Lumpkin& Dess, 1996). Entrepreneurial orientation (EO) was described as the propensity of firms to be innovative, proactive to the market place opportunities and willing to take risk. EO is described as a process and Entrepreneurship as the content. Researchers have agreed that EO is a combination of three dimensions: innovativeness, proactiveness, and risk-taking (Lumpkin and Dess,1996).

Performance

Traditional measures of business performance were based on either employee numbers or financial performance, such as profit, turnover or return on investment. In a study owners were asked to compare the development of their own firm over the past three years relative to their two most important competitors for ten different dimensions of performance: sales, growth, revenue growth, growth in the number of employees, net profit margins, product service innovation, process innovation, adoption of new technology, product or service quality, product or service variety and customer satisfaction(Wiklund and Shepherd,2003).In another study performance was measured by taking growth as a dimension (Casillas and Barber,Moreno,2010). Performance was also measured in some of the studies by asking owners of the family

business to compare the performance of their firm with the performance exhibited by their two main competitors in terms of profit, sales growth, cash flow, and growth of net worth(Wiklund & Shepherd, 2003).

Research Methodology

Gap in Literature

Much of the research on family business does not address the national or ethnic bases of research. It was found through study that empirical work is sparse in small family business research. Most important fact is that small family business research is still in its preliminary stage.In India very few researchers have studied the subject .All the findings are either conceptual or case study based and generalization of trend was done by professional consultants**. In Chhattisgarh no study has been conducted** on small family business.

Research Methodology

Research Design

The research design for the study was both exploratory and causal . A series of propositions were constructed based on established knowledge about family business.

Sources of Data

Data collection was done from primary as well as secondary sources for the purpose of fulfilling research objectives.Secondary data was collected for developing a frame work and establishing hypothesis and primary data collection was done to test the hypothesis.

Secondary data

Secondary data was collected from national,international journals; books; magazines;websites;family firm associations; national level institutions working for promoting entrepreneurship in India; state level institutions such as DIC, CITCON, industrial associations ,government reports, CII reports, state websites. This supported development of a strong framework for fulfilling research purpose.

Primary data: Primary data was collected from the owners of small scale family owned business of the state.

Research Instrument:

Structured questionnaires based on likerts scale were administered to the owners. The construct validity and reliability of the instrument was measured before administration.

Sampling plan

Sampling Unit:

Sampling units were the registered agro food paddy processing unitsof the state.

Sample size

The sample size for the study was taken as 40% of the total population of units.so,from the   1012(approximately) registered units.Data was collected from
approximately 400 units .

Sample design

Non Probability Convenience Sampling was done to collect data from various units from the existing population..As there are 16 districts in the state and the units are scattered geographically so the above sampling design was found most suitable for data collection.

Objectives of the Research:
- To identify and evaluate the factors that are responsible for the disintegration of small scale family owned business in Chhattisgarh.

- To develop strategies to prevent this disintegration.

Research hypothesis

On the basis of exploratory research propositions were drawn and hypothesis was constructed.

Scale

Structured questionnaires based on Likerts (1-7) scale was designed. Alpha reliability and construct validity of all the instruments was measured using spss19.00 ,while content validity was assessed through literature review.Performance was measured with Likerts scale on the basis of owner's judgment about their firm's sales ,value and profit as compared to previous years. Average of sales, value and profit was taken as performance of the firm in this study.

Results & Discussions

Data Analysis and Interpretation
- Majority of the firms belonged to the category of small size (73%), while only 8% of the firms belong to the micro level, 19% of the firm were of medium size.
- 64% belonged to the first generation, however 32% belong to the second generation and only 4% belonged to the third generation.

Research Proposition 1:Is there a integration or disintegration of small

There is a decrease in number of small & medium family business with each generation. Disintegration here means that the firms die after few years of their establishment. From the total sample size of 413 firms,264firms belong to first generation while 132firms belong to the second generation whereas 17 firms belong to third generation.

Inference:There is a disintegration of small and medium scale family business in Chhattisgarh.

Research Proposition 2 :Generational transition plays a significant role in firm integration or disintegration.

H1= Generational transition plays significant role in performance of the small scale family owned business.

To empirically investigate the relationship between generational transition and integration or disintegration of small scale family business ANOVA was performed and Hypothesis 1 was tested.

Findings :Generational transition is an integral phase in the life of a small family firm but there is no clear strategy for it. It is revealed from the above study that generational transition plays significant role in performance of firm. **So, hypothesis H 1 is accepted**. The mean value show that first generation firms were showing better performance than the second generation firms. Whereas in the third generation firms were showing poor performance as compared to the first and second generation firms.

Research Proposition 3: Goals of the small family firm have a significant

impact on its performance.

To investigate the above proposition multiple regression analysis was done .
The analysis shows a **significant impact of social goals on performance of the firm**
at significance level 0.00<0.05.

Inference: Social goals were found to have significant effect on firm performance. If
the employees of the firms were satisfied, happy, felt that their job was secure
than this led to better performance of the firm. The corporate citizenship
behaviour of the small scale firms in the state had a significant positive impact
on its consolidation.

**Research Proposition 4:Succession of the small family firm has significant
impact on its performance**

Succession planning, succession timing, selecting a successor and social issues were
found to be the independent variables. Succession planning and social concerns were
social issues, while succession timing and selection of right successor were family
issues. To test the hypothesis, multiple regression analysis was performed. It was
found that social issues had a significant impact on firm performance.

Inference: So, it was interpreted that **social issues had a significant impact on small
family firm performance** of small family firms rather than family issues. Succession
planning dealt with the issues concerned with firm's benefit and stakeholder's
interest. The above with social concerns refer to social issues of succession
(Sharma et al.,1997).

**Research Proposition 5: Culture of the small family firm has a significant impact
on its performance.**

The   ANOVA table show significance at 0.004<0.05 and the results of
statistical anaysis revealed   that corporate governnance practices play
significant role in firm performance as compared to values and structure of the
firm.

Inference :Corporate Governance was found to have a significant impact on small
family firm performance.

**Research Proposition 6 :-Entrepreneurial orientation of small family firm has a
significant impact on its performance.**

From ANOVA table it was found that the above model shows significance at
0.00<0.05 .The results of multiple regression analysis depicted that risk taking ability.
has a significant positive impact on performance of small scale family business of the
state.

Inference: It was found that risk taking has a significant impact on firm performance
rather than innovativeness and pro-activeness.

Findings

From the above analysis it was found that:

Key findings:

The data analysis shows disintegration of Small scale family firms in the state.

- Maximum small scale family business were found to be in their first generation(64%) comparatively less in second generation(32%) and very less were in their third generation(4%).
- Social goals were found to have significant impact on performance than economic and personal goals..
- Social issues had a significant effect on performance of small and medium family firms than family issues.
- Corporate Governance practices were found to have a significant impact on consolidation of small scale firms.
- Risk taking had a significant impact on small family firms as compared to innovativeness and proactiveness of the entrepreneurs.

Conclusion

There is a progress in the economy of state and small family business are the major contributors. These firms need to learn professionalism to cope up with the global trend. Their adaptability flexibility and networking will help them build strength and competitive advantage.

Recommendations

Small and medium scale family firms must ensure business to be their first priority if they want to grow and sustain in competitive environment. They must also take care that business values must be congruent to family values to reduce any conflict. The following strategies or steps can act as a measure for reducing the disintegration of these firms:

Professionalism: Small and medium scale family firms must strongly commit towards professionalism. Maximum food processing unit in the state are running their firms with old methods and processes. Technology is obsolete and people are untrained. To achieve interation and sustainability it is important that these firms adapt to latest organizational trends and adhere to best management practices.

Some of those strategies are:

The help of a professional management consultant.

- Continuously upgrading their knowledge with the latest development in their fields by reading and meeting regional government officers.
- Membership of family firms associations will help them broaden their approach towards business management.

Employees Centric: Employees are the biggest stake holders of such firms, their satisfaction and involvement is very necessary. Family firms always face the challenge of balancing family member's position with the outsiders. The policy of a firm should be such that promotions must be given on the basis of merit not on the basis of relationships this will help maintain an unbiased environment in the firm. Fair, adequate compensation and clean, hygienic working conditions will help improve their morale and boost their productivity and in turn increase the long term gains of the firm

Corporate Governance:- Small and medium family firms need to be very careful with respect to the corporate governance practices. For long term survival and growth they have to be transparent in operations. Regular meetings must be held and firm must release periodical reports to disseminate the growth in the previous six months. Putting a complain

box, a display board are some other measures for enhancing transparency and involvement of employees.

Social Responsibilities: Firms must take social concerns seriously and can work for the benefit of local people. It can act as a facilitator for improving infrastructure and basic amenities in the region with the help of government like betterment of road, water, transportation, hygiene conditions and arranging free health camps regularly for local people.

- **Family council**: Even if the firm is handled by the second generation, there must be a family council including the oldest member of family to sort out family issues. **Succession Planning** must start after 10 years of the venture's birth. As by this time the firm gains adequate market share and achieves stability in the industry. From records it is observed that if a firm is able to survive for first five years than its probability of survival in long term is 99%

Limitations &Scope for Future Research

The researcher collected data from the owners of food processing units. These units are very traditional and labour intensive. The firms are geographically scattered so data collection was a difficult task. The study cannot be generalized for all the small and medium family firms of the country as the factors such as culture of the region, conditions, industry requirements and resources vary from each other in various aspects

Scope for Future Research

Family Business accounts for more than 90% of businesses in India, yet there is scarcity of research in this field. This research will provide a base for further research on small family business. On the basis of above framework further studies can be conducted on:
Comparative analysis between family and non family firms: This will help to identify the difference in firm culture and unique characteristics of the two categories. Studies can also be conducted on the entrepreneurial orientation of the owners of family and non family firms.

A comparative study can be done on small and medium family firms of Chhattisgarh and other states of India. This will help to identify management and technological practices adapted at different regions to further improve the functioning of firms at our state.

Studies on family issues, family values, generational transition and succession issues will support to reduce the complexities of small family business and increase its sustainability.

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An exploratory study to analyze the impact of Aajeevika Mission on women entrepreneurs of rural India

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Abstract

Rural population of India was never plugged into mainstream economic growth until schemes of financial inclusion of the bottom of the pyramid started. One such scheme of financial inclusion launched by Government of India is called "National Rural Livelihood Mission" commonly known as "Aajeevika Mission". This paper explores the impact of Aajeevika Mission upon its beneficiaries pertaining to the entrepreneurial aptitude of the women of rural India. In the specific cases, as discussed in this paper, women entrepreneur of rural India are examined in the scale of their economic independence and social recognition. All of these women are the beneficiary of Aajeevika Mission.

The study explores the role of Family Background, Education and Government Schemes (Aajeevika Mission) on women entrepreneurship in rural areas and the factors derived in rural women entrepreneurs after benefitted by Aajeevika mission. . The data is collected using 3 semi-structured interviews. The findings indicate the education level of rural women entrepreneurs is low because of family restrictions. Poverty is the major challenge faced by their families and how government Scheme (Aajeevika Mission) acted as a turning point for rural women entrepreneurs' lives. The factors identified in rural women entrepreneurs after joining Aajeevika mission are Resilience, Decision Making power, Leadership, Entrepreneurial cognition and Social Norms.

Keywords: *Rural women Entrepreneurship, Family Background, Education and Government Scheme (Aajeevika Mission)*

Paper Type: Case Study

Introduction

Indian government establishes the fact that women who are entrepreneurs comprise of fifty one percent of the complete Indian capital. They are the one who are motivated to create new opportunities and generate job prospects for others. The activity done by rural women in rural location to establish own startup or industry is called as rural women entrepreneurship.

Women as the primary member of the household has significantly low decision making powers and thus are not able to contribute to the income of the family even when they're willing and able. The household responisibilities lies in the hands of women which restrict them to spend proper time on thier jobs. He also classified social, financial, organisational, psychological and marketing as the major problems faced by women entreprenurs.

Government in India has comprehended that woman is the root of economic development. They also realized if women moves, village moves, country moves. So they are playing important role in encouraging entrepreneurship in rural areas. The self help groups are created to support women to start their own venture and help them to become economically in depended. The emergence of new schemes and training incentives by the government is opening new avenues for the women entrepreneurs.

Objectives of the Study

- To study the role of Education in rural women entrepreneurship.
- To study the role of Family Background in rural women entrepreneurship.
- To determine factors influenced rural women entrepreneurs after joining Aajeevika Mission.

Literature Review:

Rural Women Entrepreneurship:

Rural women represent the family that leads to society and nation. Participation of Rural women in entrepreneurship can lead to the development of society and the nation. Still women in entrepreneurship have been largely neglected in the society.

The rural women are raised as the followers than the leaders. (Pharm, and Sritharan, 2013). The leadership skills required to be successful entrepreneurs is missing in rural women. Second problem evaluated is of insufficient finance. If somehow they managed to start the business at first step, later they face financial issues. Many government policies and schemes are available for rural areas. But, due to lack of awareness and improper network it's become difficult to access the government grants. Some more key issues also include Education & Family Background. To resolve these challenging factors some of the NGOs providing skill oriented training, financial support & mentorship to rural women (Parveen, 2013). The study also observed that the trained rural women can perform well in business. Whereas untrained women entrepreneurs face a lot of problems in managing the business.

Family Environment: Family plays a central role in entrepreneur's career and their individual lives. They influence the choices and the decisions (Schröder et al., 2011). Some researchers have pointed the struggle faced by the entrepreneurs due to family obligations. Some authors demonstrated family support as the key driver of entrepreneurship. In many studies the individual with the business family are likely to follow the same path and tend to be more successful. (Cooper and Dunkelberg, 1981). In some studies financial status of family played important role. The individuals with weak financial family background commonly prefer to become entrepreneurs. (Gopinath, 2010). Whereas in some cases individuals with the entrepreneurial family background desire to participate in entrepreneurial activities (Donckels and Dupton, 2009). The family type of the women entrepreneurs also plays a significant role in their work. Women with joint families are capable to hold responsibilities and are more liable to work. On the other hand, women belong to nuclear families are considered more independent & good decision makers (Dharmendra Kumar, 2014).

Education: Education plays an important role in entrepreneurship. Education raises the proficiency to work in more professional manner. Education not only supports in performing management functions but also boost up the efficiency level. The education is to persuade the problems and success of women entrepreneurs Maas and Herrington (2006:39) argued that education and training are very aspects in promoting women entrepreneurship, because lack of this skill prevents women from becoming more active in the labor market. It is also observed that lack of education creates difficulty in the exploration and identification of new thoughts (Meyer, 2009).

Entrepreneurial opportunity (Aajeevika Mission): Entrepreneurial opportunity can be defined as the project which would help to generate "Goods & Services". (Casson, 1982) defined entrepreneurial opportunities as the discovery of new means-ends relationships through which new goods, services, raw materials, and organizing methods can be introduced to produce economic value." National Rural Livelihoods Mission (NRLM)- Aajeevika Mission is (MoRD) initiative. The Government of India launched this mission in June 2011. This project investment support is given by World Bank. The mission aims at providing an institutional platform to Rural poor's, so that they can work efficiently and effectively to generate their household income and also work for their livelihood enhancements and get better access to financial services.

The idea is to reach out to all poor families through women. Process of formation of SHGs which includes: arranging women into groups, developing group norms, working on Panchasutra (regular meetings, regular inter-loaning, timely repayment regular savings, and up-to-date books of accounts), and leadership development. From six to twenty four months the focus would be on micro investment plan (MIP) & capacity building. Beyond twenty four months, the focus would be more on visioning/planning, encouraging new livelihoods, new products and creating social capital.

The Conceptual Model
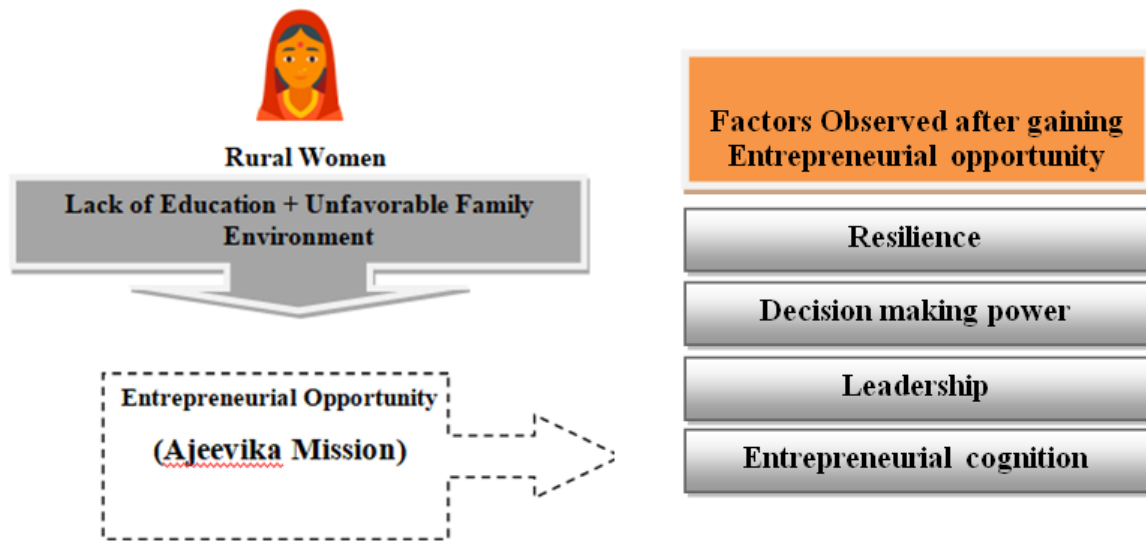
Research Methodology

In this exploratory study the data is collected using a three semi-structured interviews of women entrepreneurs from Aajeevika mission of Dewas District. After collecting information from various sources like Science Direct, JSTOR, research gate, Google Scholar the literature is synthesized and presented logical way to support the argument. Table 1 provide brief summary of the selected researches. The tabular presentation discusses the title, references, location, Objectives used for the data collection and the Final factors identified from the each study.

The conceptual model of the study is presented in form of Fig 1. The model explained the lack of education & Unfavorable family conditions is common problem faced by interviewee. And also reveals personal factors such as Resilience, Decision making Power, leadership and Entrepreneurial Cognition achieved after pursuing the entrepreneurship opportunity.

<u>**Cases**</u>

Case:1
Name:- Lakshmi Malviya
Education:- 8th
Activity Name: - Cloth Manufacturing

Before gaining Entrepreneurial Opportunity: My name is Lakshmi Malviya. I belong to a simple family. I got married at childhood. My grandfather was suffering from cancer, and he wanted to see my marriage before his death. So my father and mother soon got me married. My In - laws began to bother me, and even my husband was drunk and would quarrel with me. My husband was unemployed which caused us so much trouble. My dream was to study and become an IPS officer but I had to leave my education because of my family.

 I had to get married. I could not even study as my in-laws were not supporting. We were pushed out after our marriage. Then one day a team from Aajivika mission came to our village and created a group of poor ladies, He told us about the most important features and benefits of the group. My mind kept moving after attending the meeting. I also thought that if I wanted to make some changes in my life then I should join the Aajivika group.

After joining the group: - I started saving money in the form of revenue in Aajivika Company. Slowly, our savings began to grow. Observing my sincerity, I got financial literacy in CRP. After this my financial strength and social strata got changed. This act made me feel prized and respected in my nearby villages. With a sense of livelihood, my husband also underwent separate training, which became one of the other means of income. Now my children go to a good English medium school.

Later with the help of SHG I bought stitching machine and decided to start Cloth Manufacturing. I have employed around 8 rural women in my venture. Initially I faced difficulty in generating revenue but I never thought to stop. Gradually, things got changed and I succeed to earn good amount. Aajivika has grown up in my dark life. In the same way, now I'm trying to bring light in other lives by teaching others to do something in there life.

 Case:2

Name: - Chinta Bai
Education: - 5th
Activity Name: - Goatry

Before adding to the group: - My aim was to bring change in the society but since childhood I just seen the struggle. Our economic condition was so impaired that I could not even run my home properly. I still remember those days when I could not even buy a packet of milk for my own children. Sometimes I used to beg food from my own neighbors. There was no respect for me in the village. Everyone used to think of me as a BEGGAR… I really had lost my confidence and willingness to do something..

After joining the group:- Later, Aajeevika Mission was introduced in our village. I understood the rules and regulations of SHG and decided to form own group. I become a president of Rehti aajeevika gram sangthan and successfully running the SHG. I took my first loan from which I started Goatry. I and my husband were no more laborers, we were having our own farm. After one year I took another loan, and earned 67000 Rs by selling goats. Meanwhile my husband was

working day and night on the farm. But, due to some natural calamity we suffered a big loss. We both were upset and shocked. This incident evoked struggling spirit inside me. I was not the same like old times; somehow I'll recover with the problem that faith engendered within me. It all happened because of this mission. Somehow we came out with this problem and paid all the loans.

At present my kids are studying in good schools. My husband and I both are working and earning our livelihood.

And my story is acting as an inspiration for others.

Case:3

Name- Shama
Education- 10th
Activity Name: - General Store

Condition before attached to the organization: - My name is Shama, and I belong to very poor family. Our economic condition was not so good, my father died when I was 6 years old. My mother was not able to bear the shock and started behaving like mad. My family consists of 7 people and the monthly income of my father was not adequate to live healthy lifestyle. Furthermore, he failed to bear the load of mine and my sibling's education. Before I drown into the darkness. The lamp of hope started appearing.

After joining the group: - Someone told me about a group of Madhya Pradesh Gramin Yojana livelihood mission, I took a knowledge from the mission staff of that group in which my mentor explained me that livelihood mission is totally dedicated to work for poor ladies, you should also connect with this livelihood group so that you and ladies like you can receive benefit from this group.

After joining the group I took a loan from my group for rs. 10000, and I opened a small grocery shop in which helped my husband to get 200-250rs per day. My shop went well which made me and my husband very happy.

Later, with the help of the mission the ration shop was allotted to me. Today after joining Aajivika mission I am a successful lady, my mother and my mother-in-law value me. This all had done just because of joining such a big group. And now I had also started my education, this year I'm going to give my 12th exams. I thought to teach others once I complete my Education.

Findings & Discussion

The factors identified in rural women entrepreneurs after joining Aajeevika mission.

Factors	Responses
Resilience Resilience often referred to the immediate recovery from trauma and sustained competence under the stress (Werner, 1995). This is the quality which helps to develop risk	C1: Initially I faced difficulty in generating revenue but I never thought to stop. Gradually, things got changed and I succeed to earn good amount.

taking behavior. In past resilience is defined as positive adaptation in spite of hardship (Luthar, 2006).	C2: We suffered a big loss. The incident evoked struggling spirit inside me. I was not the same like old times; somehow I'll recover with the problem that faith was engendered within me.
Decision making power Decision-making power is the skill to persuade decisions that affect one's life. In the study decisions making of rural women entrepreneurs were depended on family.	C1:"Later with the help of SHG I bought stitching machine and decided to start Cloth Manufacturing. Today 8 rural women are working in my venture" C3: After joining mission I decided to start my education, this year I'm going to give my 12th exams.
Leadership Leadership is the quality helps to lead the group of individuals collectively (Lynne de Ver, 2009). This is the ability to influence thoughts and the actions of others and is effective when it translates into outcomes.	C1: The way Aajivika has grown up in my dark life. In the same way, now I'm trying to bring light in other lives by teaching others to do something in there life. C2: After understanding the rules and regulations of SHG and decided to form own group. I become a president of Rehti aajeevika gram sangthan and successfully running the SHG.
Entrepreneurial cognition Entrepreneurial cognition is the way how entrepreneur's uses knowledge structures that help to make judgments, assessments, or decisions related to evaluation of opportunity and venture creation. Entrepreneurial focus in the entrepreneurial field and contains the social cognition theory	C2: I took my first loan from which I started Goatry. I and my husband were no more laborers; we were having our own farm. After one year I took another loan, and earned 67000 Rs by selling goats. C3: After joining the group I took a loan from my group for rs. 10000, and I opened a small grocery shop in which helped my husband to get 200-250rs per day.

Discussion

Indian rural women with unfavorable conditions, low literacy rate and the plight of cultural obstructions are less likely to take up additional risk such as entrepreneurship. Adding to the situation when male of the family is engaged in non-productive activities, it tolls the situation. However, women who have resolved to take a stand against the social norms and took up the challenge of being the principal breadwinner of the family have shown significant improvement in their household socio-economic indicators.

The paper also discussed role of education in rural women entrepreneurship. Even in the high tech society rural women are struggling to become literate. Those who are educated are provided

with the inadequate opportunities to get higher education. The reasons like poverty, low economic status, and early marriage happen to be root of lack of education in the women lives.

The rural areas family generally observed to be emotional & less practical. Women plays a important role in such families as they are caretaker and responsible for all family affairs. Along with children the household responsibilities burden also lies on the shoulder of the women. In the cases the family support was missing still they succeed in achieving their dreams. The driving forces were psychological factors and the Government Scheme (Aajeevika Mission) which positively influenced rural women entrepreneurship.

We also analyzed from the review and the cases that through entrepreneurial activity, the factors like Resilience, Decision making, leadership and social cognition can be attained. The other factors such as Education and family background if supportive can act as the driving force for entrepreneurship otherwise as the challenge. The support of the social characters like spouse/ in-laws promote in venture creation. The cases are balancing the socio-economic standing of the villages, cultural challenges for the women in these villages, financial challenges faced by the households of these women entrepreneurs.

Conclusions

By observing the cases rural women entrepreneurs in the scale of resilience, leadership, decision making power and entrepreneurial cognition. The researcher concludes that there are signs of improvement. A delta positive is observed, out of these indicators the maximum improvement is observed in "Decision Making Ability of Women Entrepreneurs" and least but significant improvement is observed in "Resilience". However, additional factors like encouragement and support from the first family and extended family, children and neighborhood are the key contributors too but none of it could have been activated had the woman herself could not take the first step out of the boundaries and took the riskiest path of being the entrepreneur

Declaration

As the cases of the National Rural Livelihood Mission belong to the district of Dewas Madhya Pradesh, it is vital to conduct a pan India survey to collect more evidence. The district of Indore is performing Average in the scale of Human Development Index, the research draws an average conclusion which possibly may draw the same conclusion for the rest of the state and most like pan India. However, for a pan India level analysis, the sample size must be increased with additional methods of collecting survey samples to apply quantitative research techniques.

Managerial Implication

It is implied that people at the bottom of the pyramid needs assistance from the system to outgrow their miseries. It is impossible for them to come out of redundant poverty without the external support of agencies and governments. Institutions like National Rural Livelihood Mission can immensely help the marginalized and the underprivileged society. However, it is also true that efforts are also required from the bottom side up. These cases examined here in this paper are evident that entrepreneurial aspirations of the people are required at every class, sect, community, caste and cultural groups of the mankind. To make institutions like National Rural Livelihood Mission, we need more evolved systems of administrations, implementations of polices and robust public programs for the inclusive growth of the society.

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Understanding food delivery-apps and FHRAI guidelines: A restaurant entrepreneur's perspective

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1. Introduction

Mobile technologies evolving phenomenally by the growing usage in various sectors and industries vis-à-vis Banking, Manufacturing, Agriculture, Travel, Hospitality, Tourism etc. It is playing significant role in defining the efficiency and effectiveness of businesses through a sturdy technological support that enables an edge to reach masses. GSMA (2018) reported, mobile technologies and services generated $3.9 trillion of economic value (4.6% of GDP) globally, a contribution that will reach $4.8 trillion (4.8% of GDP) by 2023 as various economies increasingly utilizing the benefits. In addition to this, a substantial shift has improved the productivities. The efficiency using such technologies has pushed the demand of services using smartphones/mobile devices. It was also noted by GSMA that, 5G technology is expected to contribute $2.2 trillion to the global economy over the next 15 years. As a consequence, the organizations are altering their approaches towards customer outreach and satisfaction.

In the era of globalization, digital technologies have become an essential part of the life of entrepreneurs and it will continue to prosper in all areas of development and growth of businesses. India has witnessed a dramatic shift in the ways of businesses, emerging entrepreneurs and enterprises have undertaken campaigns such as *Make in India*, *Digital India*, launched in 2014 and 2015 respectively. Potential initiatives by Government of India (GoI) such as Bharat Interface for Money (BHIM)-App National Corporation of India (NCPI) online payment app enables access to link multiple bank accounts.

It is noteworthy that, over 1.5 crore transactions worth INR 6,202 crore were recorded in June (2019) post its launch (IBEF, August 07, 2019). Mobile-Applications such as 'Digital Shop' created to digitalize Pop and Mom stores/Kirana stores/Brick and Mortar stores in order to manage inventory, track the demand to maximize their profits(IBEF, August 06, 2019).In order to grow consistently, Samsung has anticipated plans to enhance customer experience by displaying IOT- enabled products at its different state- of- the- art-experience centers,(IBEF, October 09, 2019).Similarly, Ministry of Tourism, Govt. of India (GoI), has launched Audio Guide facility app 'Audio Odigos' for 12 sites of India including some of the iconic sites. The App assist in enhancing tourist experience by providing historical insights of Indian culture and heritage, assisting tourists with audio-visual support and navigation. It intends at involving public sector, private sector companies and citizens to share responsibility to provide sustainable

tourism (IBEF, October 04, 2019).With the growing order number of the online food delivery sector i.e. 176 percent in 2018, Swiggy, Zomato, Food Panda and Uber Eats have entered the Indian market considering the opportunities and future growth prospects. Similarly, Amazon is all set enter the marker with the same portfolio soon. The market size of food sector in India is expected to reach INR. 42 lakh crore by 2020, reports BCG. Statista (2018) reported that, an average of 800,000 per day food orders were recorded on Swiggy App followed by Zomato, Uber Eats and Food Panda. The use of mobile technologies in Food and Service industry has paved a long way for dynamic innovations that has brought entrepreneurial/start-up opportunities and tremendous growth in the business of restaurants.

Association such as Federation of Hotel and Restaurant Association of India (FHRAI), National Restaurant Association of India (NRAI) and restaurant owners observed significant challenges of operating such apps. Issues such as deep discounting, data masking and high commissions are paramount and affecting the operations adversely. A 500 small to mid-sized restaurants alleged *"misuse of dominant position by food delivery companies including Swiggy, Zomato, Uber Eats and Food Panda"* signing an online petition addressed to the Competition Commission of India (CCI) and the Prime Minister's Office (PMO) to this effect (Bhushan, 2019). As a result, the current study aims at identifying and understanding the challenges faced by restaurant owners/entrepreneurs while inheriting such digital platforms as growth opportunities for their business.

2. Literature review

Since early 90s, Information Technology has considerably affected the hospitality and tourism industry (Buhalis and Law, 2008). "*Ubiquity is the most obvious advantage of the mobile device*" (Balasubramanian and Peterson, 2002). Mobile technologies, websites and social media are the major IT intermediates that help businesses to reach their customers (Leung, Law, Van Hoof & Buhalis, 2013; Sotiriadis, 2017). Entrepreneurs have adopted the value co-creation culture, which provides the platform for service innovation and personalization through Mobile-Apps (Morosan and De Franco, 2016). The benefits of increased productivity, lower costs and high customer satisfaction can be achieved by the businesses that are capable of using mobile technologies for streamlining and automating their business processes says Varshney and associates (2002).

Globalization caused by development of technologies has resulted in the change in lifestyle, culture and eating habits of people (Souza, 2005). Boyd et al. (2003) reported experiencing such changes, consumer find convenience through ease to request and pay online and receiving services at their doorstep. Machado and Pigatto (2015), also noted stated that, technological changes and its usefulness influencing customers disposition to choose online food delivery services. Hence, businesses through these platforms are growing tremendously because of innovations in the restaurant sector. Entrepreneurs have adopted mobile applications as a medium to simplify the processes and provide ease to the customers while ordering. They have perceived various benefits, despite encountering challenges while adapting such technologies.

3. Research Methodology

The study conducted an exploratory research design using semi-structured questionnaire in-depth interviews. The method provided deeper insights to identify the challenges faced by entrepreneurs running restaurant business. In addition, it becomes significant to understand the current scenario of restaurant industry, which is governed by globalization from the restaurant owner's outlook. The method enabled researchers to capture further concrete observations, opinions and judgments of entrepreneurs, which reveals the substantial and underlined data as compared to other quantitative methods.

A pre-study was conducted with the aid of four-restaurant owner's interviews to understand their views on implementation of FHRAI regulations on the operations. A relaxed atmosphere was ensured while collecting the data, which enables the interviewees to respond the questions and elaborate the topic appropriately. The responses were unbiased as they are entirely based on individual personal experiences of the restaurant owners. The questions primarily focused on few sturdy factors such as high commissions, payment, unethical practices, unreasonable/arbitrary rules, deep discounting, data masking, coercive tactics and offers/schemes. A set of open-ended questions, a consent letter, a NOC from the university seeking permission to conduct research work and a voice recorder was used to collect data through in-depth interviews. The interviews lasted about 45 minutes to 1 hour. The study provided an underlying structure to interpret the data collected and aided in the formation of conceptual framework for the research.

4. Results

The respondents using mobile technologies such as online food delivery app in their daily operations were interviewed to highlight the challenges they encounter. The study revealed the two common challenges faced by the entrepreneurs while adapting the mobile applications in their business operations. Section 4.1 and 4.2, discusses the two predominant factors behind the emergence of such challenges i.e. *technological dependency* and *catering masses/numbers*. The factors were obtained post in-depth interviews of restaurant owner's experiences and perceptions.

4.1. Technological Dependency

In the era of globalization & Innovation, Entrepreneurs developing their businesses through modifying their business processes are **technologically dependent** on the third party mobile apps (food delivery apps) which in turn provide an advantage to the later to charge **high commissions.** Due to such pressure, entrepreneurs of restaurant industry have experienced **loss of control** over their operations to the third party food delivery apps. Moreover, they have **lost their trust** on such apps as in the current scenario; restaurants have seen a decline in their profits due to high commissions charge irrespective of the operational affordability.
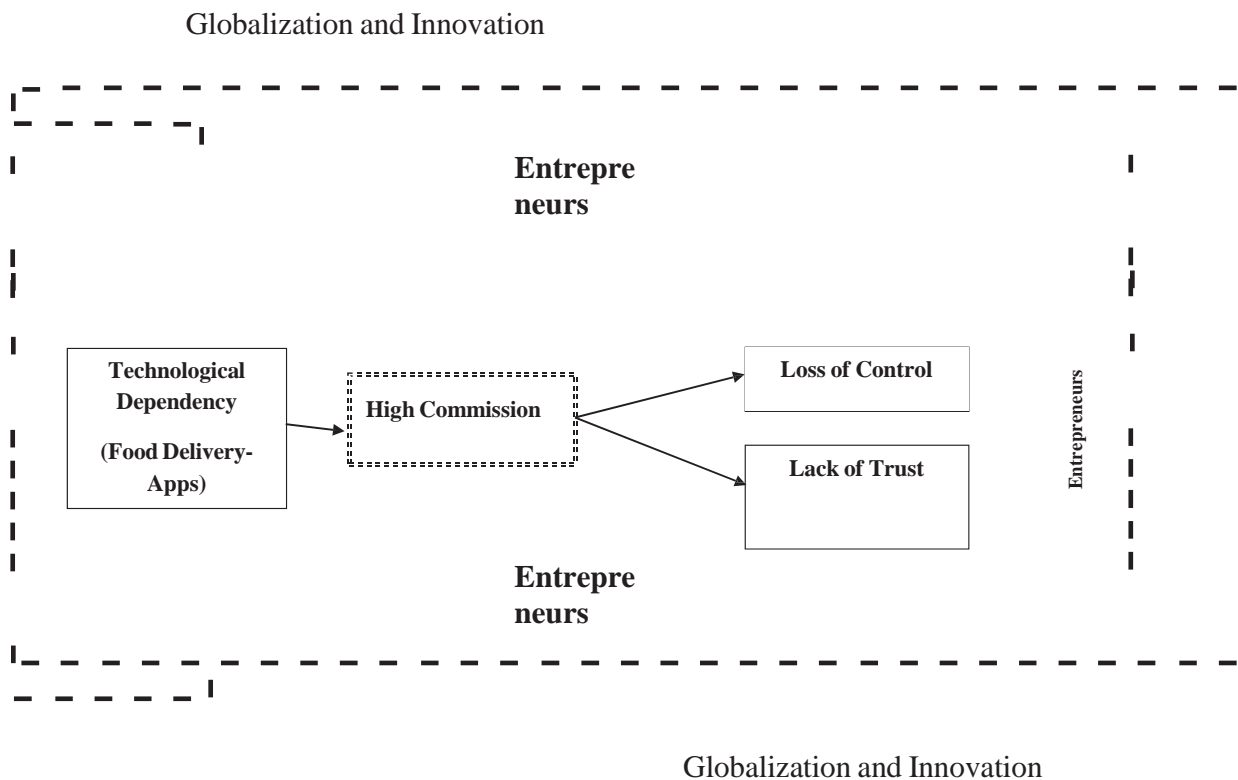
Figure 1.1 Technological dependency

Globalization and Innovation
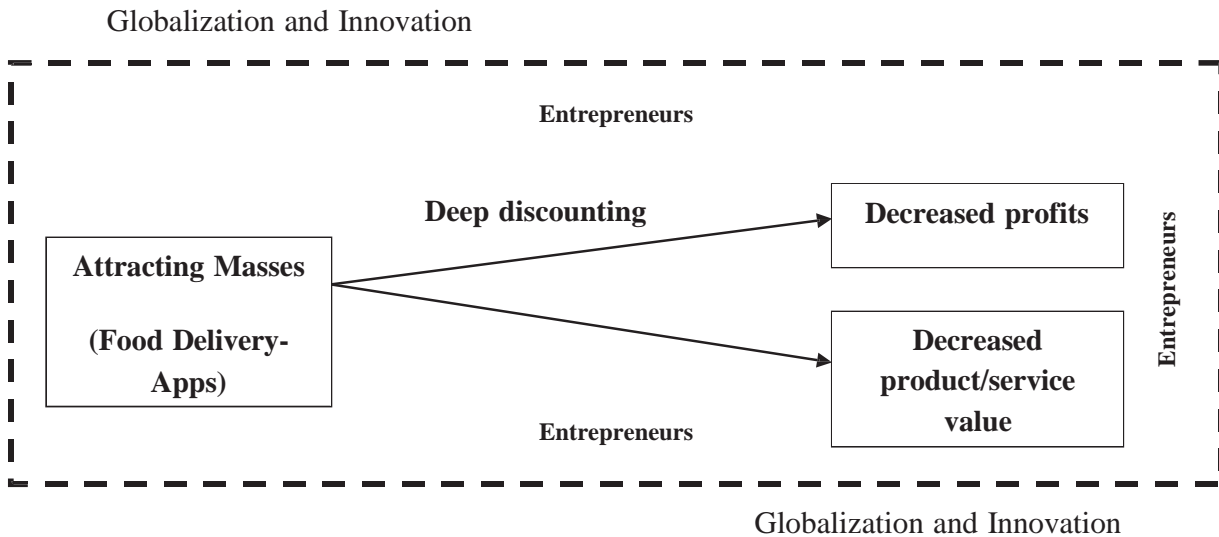
Figure 1.2 Attracting masses

While expanding the restaurant operations on a national platform of food delivery apps such as Swiggy, Zomato, Uber Eats and Food Panda, it is very much obvious to develop the business processes with the aim to **attract masses/ cater to masses**. The strategies used by the food delivery apps are based on providing major price benefits to the customers irrespective of the quality of the food. It is entirely framed to gain benefit of catering to large no. of potential customers. **Deep discounting** on these intermediary platforms serves as the major benefit to the population. On the contrary, entrepreneurs have suffered **decreased profits and product value** by focusing solely on gaining huge market share and avoiding the need to preserve product value or value of their offerings.

5. Conclusions

Globalization in the food service industry has given numerous opportunities to the entrepreneurs in order to flourish and expand their operations. It indeed provided the industry with a new approach of online food delivery services through mobile-apps. Initially, the benefits of providing customers with online food delivery services overpowered the traditional restaurant processes and procedures of serving the customers. Entrepreneurs then invested in the idea of reaping benefits through technological advancement and opportunities ahead. However, the

industry has reached to a stage where these online platforms (Mobile-Apps) of food delivery services are exploited and the major benefits are limited to the third party. Entrepreneurs have faced numerous challenges in order to balance themselves in this circle of globalized market.After understanding the perspective of restaurant owners towards the adaptation of online food delivery apps, some critical issues such as technical dependency and attracting masses (customers)

6. Managerial implications

The current study highlighted the need for change based on the observations and interpretation of data collected. Following are some recommendations:

First, a regulatory body to inspect the practices of food aggregators is an hour of need. There should be a change in the operations and system procedures followed by different food delivery apps. Entrepreneurs can be benefited from the technological innovations when it prospers their business. The restaurant owners are subjected to have a fair platform for smooth communication between them and the food delivery apps that can help creating harmony among the operations of both. Secondly, the commissions charged to the restaurant owners should be based on their performance in managing the services and food delivery. It should also consider the business provided by individuals while deciding upon commission rates. The online food delivery apps should play a role of facilitator rather than arbitrator in the process of food delivery. Thirdly, marketing through such platforms should be based on the quality levels provided by restaurants in dine-in. A quality check procedure should be followed when delivery takes place through such online platforms. Fourthly, a systematic discounting strategy should be developed so that all the parties involved in the transaction including restaurant owners get benefit out of it. Lastly, there is a need to identify the acceptance level of such technologies from the entrepreneurs.

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Sentiment analysis of culture-specific and nationwide Product preference

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The cultural fabric of India embeds in itself myriad hues of religion, languages, dance, music, architecture and food. The country accommodates with pride incredible cultural diversities spread over a population of around 1.37 billion (UN data in 2019). The society, in general, is bound by well-established values, beliefs, and attitude despite the quantile contribution from an array of distinct yet well-defined cultures arising from various communities present in the demographic diversity. This heterogeneity thriving in unity is the breeding ground for a variety of cultural offerings. So much so that the very mention of "kebabs" brings in a vicarious feeling of relishing the delicious "tunde kebabs" in Lucknow. A bite of petha (ash gourd candy) conjures a mental image of the picturesque Taj Mahal in Agra. A small station "Mugalsarai" could have easily been evaded of our memories but thanks to the famous Mugalasarai guavas that have imprinted the station to our memories. Similar is the case with Kharagpur junction that irrespective of being recognized as one of the longest junctions in the country, the delectable aloo Puri offered at the station makes people wait for Kharagpur station to arrive.

There is a long history to the linkage between products and places and many Indian cities have generously contributed to the list of products having their distinct cultural identity. Societies are organically attached to certain practices deeply rooted to their cultures. They identify with it and own it. Cultural identity theory refers to a person's sense of belonging to a given culture. It is a continuous process of learning, accepting and practicing the religion, language, traditions heritage, and festivals, aesthetics associated to the culture. Lustig (2013) identifies to culture to be intricate to the "self-concept" of individuals.

It is important to understand that cultural identity is not mere commercial tags. They envelop in themselves an everlasting spirit and attitude of the city while commercial tags are transient in nature. Or else why would people still remember Pipili as the crafts village of Odisha while Detroit is forgotten to have been the "motor city" after shutting down production units from the city. Chatterjee (2015) observed that the "strength of one's roots is directly proportional to the magnitude of one's visible achievement".

Now, in a culturally diverse country like India germinates multiple products or cultural offerings however only a few products enjoy nation wide acceptance. For example, ladoos, chikankari and silver artifacts in general. Many researchers have established the linkage between the buying behavior and cultural identity of buyers associated with the product (He & Wang, 2015). However, cultural identity can also be transient and can influence individual preference's towards certain products deeply rooted to their culture. To understand the individual preferences towards these products we perform sentiment analysis to find the cultural association of individuals (belonging to the place of origin of the product and otherwise) in three different contexts; 1). If they would buy the product and why 2) Would

they recommend the product to their friends and why 3) Can they associate the product to their cultural identity.

Table 1: Demographic distribution of individuals

Subjects	Group 1	Group 2
# members	30	30
# males	15	15
# females	15	15
# members below the age of 35	15	15
# members above the age of 35	15	15

We attempt to analyze the sentiments of people not residing in their home state towards certain products deeply rooted to their cultural identity and for people not associated to the state of origin of the product. For this purpose, we consider two groups (Group 1 and Group 2) of 30 members each. Group 1 comprises of 30 people (15 males and 15 females) belonging to the state of Odisha, India but not residing in their home state. Group 2 comprises of 30 people (15 males and 15 females) from other states of India not residing in Odisha. The demographic distribution of the groups is detailed in Table 1.

Three different products originated in the state of Odisha, meeting different set of requirements, are used for our purpose; 1) Chandua featuring Lord Jagannath (Applique work from Pipili,Odisha) 2) Silver filigree jewelry from the city of Cuttack, Odisha and 3) Chenapoda (a sweet delicacy made from cottage cheese exclusive to the state of Odisha). We briefed the members of both the groups about these products and chenapoda was also offered for taste. Further we asked the people to write about their association with the given products on a sheet of A4 size paper (one for each product) addressing three broad headings; i) Would they buy the products? If yes, then why ii) Would they recommend the product to their friends and why iii) Can they associate the product to their cultural identity and how? They were given thirty minutes to respond to the questions.

We perform a pairwise t-test to analyze the sentiments of the two samples using the responses. Based on the statistical analysis we accept or reject the hypothesis as tabulated in Table 3. We begin with the Stanford tokenizer (Klein & Manning, 2003) to tokenize the responses. First, the stop words were identified using a stop word dictionary. All other words were identified as English words. The Penntree bank standard tagset was used to identify the punctuations. The rest of the words were either non-English (cool, fab) or symbols. The details of the analysis are tabulated in Table 2. Taking inspiration from Agarwal et al. (2011) we use the Dictionary of Affect in Language (DAL) to determine the pleasantness score of all English words in our responses.

Table 2: Token count of responses

Criterion	Count
# Tokens	90,112
# Stop words	32642
# English words	38740
# Punctuations	6733
# Negations	7112
# Other Tokens	4885

H1: The people from Group 1 exhibit more positive sentiments for culture-specific products than that from Group 2.

It is observed that the positive sentiment score of Group 1 for the given products are higher than that for Group 2. This finding is trivial and is conducted to verify that the sample is behaving as per expectation.

H2: The people from Group 1 exhibit less positive sentiments for nationwide accepted products than that from Group 2.

We conduct a similar experiment with a set of products having nationwide acceptance instead of products originating in Odisha. Here, we consider three different products serving a similar set of requirements as case 1; i) Chikankari ii) Silver artifacts iii) Ladoos. Similar sentiment analysis was conducted with the same set of people and it is observed that there is no significant difference in the sentiments of Group 1 and Group 2 for these nationwide products unlike H1. Hence, we can see why these products are well appreciated across the country.

H3: The positive sentiments for culture-specific products is higher than that for nationwide products across Group 1 and Group 2

In H3, we use the scores in Table 2 and Table 3 to identify the no. of positive and negative sentiments for products given in H1 and H2 separately. Considering the fact that we have 30 members in each group responding to 6 different products (3+3) we have 90 responses for culture-specific products and 90 responses for nationwide products. The nationwide accepted products receive more positive sentiments from both the groups scoring 67%.

H4: The positive sentiments for Chandua is more than that for Chikankari across Group1 and Group2.

H5: The positive sentiments for silver filigree work is more than that for general silver work Group 1 and Group 2.
H6: The positive sentiments for chenapoda is more than that for ladoos across Group1 and Group2.

Deep diving to individual level competitive products as depicted in Table *** it is observed that the group identifies more with silver filigree work than silver work in general, hence the former has potential to be accepted in the global, market. However, people's sentiments for chikankari ladoos and is much higher to that for chandua and chenapoda.

H7: The people above the age of 35 exhibit more positive sentiments to cultural products than that for products with nationwide acceptance

Further, we try to identify if the age of the respondents influences their sentiments towards the products. We receive 90 responses for six products in each of the age groups and it is observed that people in the older age category express more positive sentiments towards the culture-specific products than people below the age of 35.

Table 3: Hypothesis and Outputs

#	Hypothesis	Accepted/Rejected
H1	The people from Group 1 exhibit more positive sentiments for culture-specific products than that from Group 2.	Accepted
H2	The people from Group 1 exhibit less positive sentiments for nationwide accepted products than that from Group 2.	Rejected
H3	The positive sentiments for culture-specific products is higher than that for nationwide products across Group 1 and Group 2	Rejected
H4	The positive sentiments for Chandua is more than that for Chikankari across Group1 and Group2.	Rejected
H5	The positive sentiments for silver filigree work is more than that for general silver work Group 1 and Group 2.	Accepted
H6	The positive sentiments for chenapoda is more than that for ladoos across Group1 and Group2.	Rejected
H7	The people above the age of 35 exhibit more positive sentiments to cultural products than that for products with nationwide acceptance	Accepted

Hence, only H1, H5, and H7 hold true to the data and other hypotheses are rejected. It is proven that odia people staying away from their home state do not prefer products identified to their culture over products enjoying nationwide acceptance as observed in the above study. This is the reason why the globalization of the selected products does not have a competitive advantage over the nationwide products chosen for the study. However, silver filigree work stands a chance to be treated as a product to be accepted nationwide. Hence, similar studies must be conducted for other products and marketing strategy for the same can help in globalizing various local products.

** Nationwide products are products having demand and acceptance in all parts of the country

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What does it mean to be happy? A multi-lens exploration

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"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."
--------- John Lennon

The elusive search for happiness is something that has been troubling the human soul throughout much of history from ancient times to today. What does it mean to be happy, when happiness itself is a subjective quality whose definition varies from person to person? Philosophers across geographies and time have grappled with this question. From ancient Greek and Chinese philosophers and their search for liberty, freedom and enlightenment to modern marketing campaigns of hedonistic pleasure, we all want the golden elixir of life; to lead a happy, blissful existence. But what does it mean to lead a happy life? The various components are sometimes self-contradictory, many times confusing and often inscrutable and variable. To puzzle around this enigma that is also the central question of our existence, this paper attempts an extensive review of literature across different cultures and geographies. The critical review progresses on two different fronts: the predominant Western viewpoint of happiness and the Oriental conceptualization of happiness. We then have ventured to reconceptualise happiness as a reconciliation of the conflicting viewpoints on happiness.

Before we explicate the contradictions in the Western and Oriental view of happiness, we attempt a classification of the extant definitions of happiness along five dimensions:

Happiness as a process vs an outcome: This is a key point of differentiation and area of focus of our study. Happiness can be thought of as a continual never-ending process, where each and every day we need to strive to achieve happiness, to constantly work towards being in a state of happiness. Whereas the other views happiness as an outcome, a difficult outcome to be sure, a worthy goal to be reached sure, but an endpoint nonetheless. It's like a light at the end of a tunnel, the journey may be difficult, but it's just a prize. After you have won it, it is yours. It won't get away from you and would remain with you throughout your life.

Happiness as a state vs a predisposition: Our second point of differentiation comes from state vs trait characteristics of happiness. Taking a deterministic viewpoint of happiness, we can either see happiness as a state that can be achieved by anyone with the right frame of mind and goal in life. Happiness as a trait says that there are people with a specific mindset who have that particular quality to be happy more than others. They enjoy bliss due to their innate sense of calm and genetically determined characteristics. Set Point theory (Comim, 2005) implies that a person's well-being is a consequence of hereditary characteristics i.e. personality and genetics.

Subject vs Object: Is happiness an object that can be achieved? That can be broken down into its constituent elements and reconstructed. Or is it the subject of our desire, based on personal motivations and outlook towards the world. Are the feelings of bliss and contentment that describe the content of happiness interpersonal and subjective?

Happiness as a collective seeking vs an individual manifestation: This is a predominant point of difference between happiness as understood in an individualistic society versus a collective one. Individual manifestation is more generally competitive, a feeling of winning over others, any point of superiority or stepping up in the dominance hierarchy. It is characterized generally as addictive yet transient. Collective manifestation stems from a collaboration of activities, of maintaining peace and harmony amongst a large number of individuals. It is generally more sustainable and geared towards long term benefits. Co-existence and mutual benefit with reciprocity are given more importance and value rather than competition and personal benefit.

Intrinsic vs extrinsic locus: This dimension looks at happiness through a very personal lens. It delves into the question of whether happiness can be found by turning our gaze inward into what we are or outward towards material objects that we possess. The extrinsic locus focusses on happiness being contingent on our surroundings and external environment. It asks us to acquire the necessary skills to be able to transform our environment and surroundings into places that can give us happiness. The quest for happiness then morphs into transforming our surroundings. The intrinsic locus tells us that we have all the necessary ingredients to be happy inside us. Our happiness is independent of external conditions and circumstances and only the right outlook in life can make us happy. We can be the masters of our own fate when it comes to happiness.

Happiness through gratification vs abstinence: Hedonistic pleasure-seeking for immediate gratification comes into the first category. It is characterized by epicurean pleasures, a lavish lifestyle based on consumption and pleasure-seeking. Abstinence, on the other hand, finds happiness through austerity and optimality. It focusses more on delayed gratification and the ever-important concept of sacrifice. We will delve into the nuances of each concept and their differences in differing cultures.

The Western perspective

The predominant western literature focusses on happiness as achieving goals, climbing up the social hierarchy, gaining material wealth and social recognition. In management literature, it has always been tied up to employee productivity and contentment with the job. Advertisements display good growth opportunities, excellent salary benefits and a suitable working environment as the essential components of a happy and satisfied worker. He is admired as a productive member of society to be emulated by others. There are certain checkpoints in his life that he can fulfil this way and thus he is assumed to have achieved happiness. Most of the definitions play it safe this way by describing happiness as a subjective experience of positive emotions and the lack of undesirable emotions (Diener, E. 2009). It lacks a spiritual appeal and in definitions like "Happiness can be defined as a sense of wellbeing, bliss, or satisfaction. When people are satisfied with job, feel secure, or feel fortunate enough, they feel happy" (Goswami, T.G., Pareek, R., Giri P., & Giri, S. (2018)), the interlinking of personal happiness and productivity at work can be symptoms of a larger problem. However, we note that gaining happiness through dedication and work is by means not problematic and is, in fact, a proven way to keep misery at bay. But when happiness is linked not with the intrinsic joy of creation or working but rather to the end goal and the success of the endeavour that the main problem arises. Our sense of equilibrium and contentment is shattered when we fail to achieve the goals and results, that we were given as an objective by an external agent and when we compare ourselves to others and are filled

with resentment. In whichever way happiness is defined in this context, it is very outward focused and outcome-based. It is predicated on our successful completion of certain goals of our life that have been determined by society. A frequently found definition would call a person if she or he commonly experiences positive emotions like being optimistic, cheerful contended and joyful (Boehm & Lyubomirsky, 2008). Apart from having an extrinsic locus, happiness is essentially manifested in an individual capacity and setting in most of Western literature. Being outcome-based, it is predicated on competition and winning over others to reach the ultimate goal. And consumerism and hedonism eventually creep in. "Happiness from a hedonistic point of view concerns the maximization of pleasure and the minimization of pain and occurs when pleasurable experiences and sensory gratifications outweigh painful experiences" (Norrish & Vella-Brodrick, 2007). The pleasure maximizing, the hedonistic viewpoint of an individual is reflected in the company aims and objectives too. It is focused too much on return on investment for the shareholders, thereby taking a myopic view of the scenario and the consequences are seen in the definition of individual happiness.

View from the Eastern traditions

The Oriental viewpoint takes on a more collectivistic definition of happiness. Happiness is referred to as a holistic ideal which is a collective form of satisfying emotions and moods, having a positive as well as constructive attitude towards life including well-being (Ram, P., & Prabhakar, G. V. 2011). It takes into account harmony and sustainability as two of its prime concepts. Happiness is generally regarded as a process here rather than an outcome. We had the "flow concept" from Taoist philosophy, a process where people become so ingrained and attuned with their work that they enter a state of bliss and happiness. This state stems from mental peace and finding purpose and joy in work. Contributing to the conceptualization of the person is also the work of Schweder and Bourne (1984) who distinguish between the 'socio-centric' individual in India and the 'ego-centric' one in the West. They argue that while Indians view themselves as part of the social contexts, the westerners see themselves as bounded autonomous individuals. Here the mind-body dualism does not exist as opposed to Judeo-Christian traditions.

Added to it is the age-old Indian tradition that people become who and what they are in and through their relatedness to others. Thus, concepts like harmony and holistic growth are ingrained in Indian philosophy. The idea of well-being is different from happiness. The inward-looking idea of happiness in the Samkhya system of Indian philosophy (Morris 1994) has gradually transformed into happiness being placed outside in the material world. Thus, happiness is essentially when we are one and at peace with our inner self and not in conflict with it. Summing it up, we can say that happiness is a state of consonance the experience of which happens when according to Lu (2001) the following conditions are met: (a) being fulfilled or content; (b) being in control of one's happiness; (c) spiritual in orientation rather than material and (d) when one is optimistic of life and its possibilities.

The concept of sacrifice as a method to reach happiness is both paradoxical on the surface and yet deeply profound and true. And it occupies a central place in ancient Indian literature. From the concept of *Dan* (giving alms) to maintaining an austere lifestyle free from any excesses or extravagancies to the concept of *Vratas* (fasts are undertaken to please the Gods) are all manifestations of this central concept. And the concept of sacrifice is related to delayed gratification and is in itself a metaphysical concept. We will come to this concept again in the latter portion of this paper.

Despite being collectivistic in culture, eastern philosophical wisdom always sought happiness through non-attachment, emotional equipoise and being detached from all the earthly desires.

Apparently, in western culture, a *flow state* is construed similarly as a state where the immersion and hence joy is in the process of doing rather than in the end result of the action. Happiness has a transcendental meaning in ancient Indian epics and spiritual rich tradition, depicting it as the highest state of an individual, termed, *Ananda* (Bliss). And delineated several pathways to happiness such as non-attachment, autonomy, detachment from the materialistic world, etc.

Asakti (attachment) and *anasakti* (detachment) are two ends of a continuum of the same personality dimension. In Eastern philosophy, *anasakti* is the source of happiness, called 'authentic happiness', which demands complete independence or detachment from animate and inanimate in the world. *Buji* is a concept discovered by Japanese folklore studies (Kosaka, 2007) which "means the absence of misfortunes and insecurities. Nothing spectacular happens, but nothing disastrous happens either, a true sense of the word".

A synthesis of viewpoints

"He who has a why to live for can bear almost anyhow."

----------------Friedrich Nietzsche

Confronted and confounded at the various often contradictory definitions of happiness, we would like to present a definition and understanding of happiness that not only amalgamates the above definitions but also improves upon them. One thing that all the major religions and philosophical texts agree upon is that life is comprised of suffering. It is an inevitable and yet profound thing that is ingrained into Being itself and in the structure of reality. There is no escaping it, and hence the central question then becomes: do we have something in life that can offset the suffering that is always there? We then find that happiness defined in the traditional sense offers a poor adversary to the kind of adversity and suffering that we are all prone to. Illness, family troubles, personal and professional life troubles, natural disasters the list is endless and when it strikes us, any superficial definition of happiness looks like a mirage that quickly dissolves and disappears. Then we become resentful and disillusioned, despairing and finally we descend into nihilism. The only way to escape this hell of our own making is to strive for a meaningful life rather than just a happy one. To strive for well-being and growth instead of brooding and stagnancy. As the philosopher Arthur Schopenhauer observed: "… *[Striving for happiness] is like an unquenchable thirst: we may attain some brief satisfactions, some momentary release, but in the nature of things these can never be more than temporary, and then we are on the rack once more. So, unhappiness, or at least dissatisfaction, is our normal state of affairs."*

---------------------Arthur Schopenhauer, The World as Will and Representation, 2011

Meaning is the steady bedrock upon which our life should be based. If we can identify a goal in our life, and work tirelessly towards achieving that goal, we can overcome the hardships and be successful. People who produced great art from Mozart to Beethoven and successful modern-day entrepreneurs like Steve Jobs and Bill Gates all have found a calling, a meaningful existence to offset the suffering in life. A meaningful life is a worthy goal surely, but then the corollary question comes as to what marks whether we have achieved something in our life or not. In 2005, the definition of happiness was updated (Merriam-Webster, 2005) to include a state of well-being, contentment, and joy. Rather than material success and external validation, we stake the ultimate meaning in life to a personal quest for growth and self-realization. To develop oneself the ultimate route to meaningfulness and happiness.

For this task, we posit that discipline, struggle and exertion are essential. The key to a meaningful life is to develop a sense of personal responsibility. It is an inward and self-directed process rather than one of external validation or material success. It means willingly taking responsibility for our life, the burden of our existence without becoming bitter. We go on a path of self-improvement, despite obstacles and temptations to abandon the search and in that single-minded dedication to the path, we discover ourselves. The real change that we want to incorporate in our life would be to change ourselves and our viewpoints rather than the world and everything we find wrong in it. Positive psychology followed this trend, incorporating the concepts of character building and virtuous actions, which are not commonly viewed as happiness.

Our analysis of happiness tilts more towards the traditional Indian perspective of contentment and happiness rather than the hedonistic social-ladder and status climbing aspect of the Western perspective. As described in the Gita,
"Those whose minds are established in sameness and equanimity have already conquered the conditions of birth and death. They are flawless like Brahman, and thus they are already situated in Brahman."
--------------- (Gosvāmī, 1990)
Equanimity is an important concept in our definition of happiness. The discipline needed to adhere to work and duty in the face of adversity or overwhelming success is fundamental to our well-being. Goal theory conceptualized happiness as a subjective well-being brought about by not just end objectives but also their means of achievement (Kahneman et al. 1999; Nawijn 2012; Nawijn and Veenhoven 2013).

In conclusion, we define happiness as including the concept of sacrifice, strange and even paradoxical, yet intricately linked to the modern idea of delayed gratification. Sacrifice is a bargain with the future, a future that will be shaped by our actions (or lack of it) and is not yet formed. The people who are achievers in life bargain with the future by delaying gratification. The discipline and constraint required in this regard builds character and develops us as individuals. Positive psychology refers to happiness as the pursuit of meaning, engagement and positive emotion. (Seligman, M. E., Steen, T. A., Park, N., & Peterson, C, 2005). It is this process of self-improvement that can help us lead a meaningful and worthy life. Rather than a goal or an outcome to be achieved, happiness then becomes a process of experiencing the satisfaction of a continual movement towards self-realization!

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Defining the boundaries of Glocalisation in India – Conquer or Control

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Abstract

The process of Glocalisation as strategy has been practiced by multinational corporations in search of market development away from the origin or domestic markets. Many studies have been conducted to understand the process of Glocalisation and the success of companies in capturing markets while catering to similar needs for which the original product category was developed. In this paper we aim to distinguish the key factors guiding the Glocalisation process in particular reference to India. India with a population of around 1.2 billion is the sixth largest consumer market which makes it the focus of global companies. We have identified two companies in food and services industry who had endeavored to think globally and act locally. Glocalisation process is complex and the strategies adopted by these companies highlight the challenges and success in entering the Indian market. The comparison of the two companies; the successful and the struggling brands is evaluated using the McDonalisation thesis developed by Ritzer. Our attempt was to develop a framework of Glocalisation in emerging countries like India by established transnational companies.

Introduction

India ranked sixth largest consumer market in the world and is treated as the most sophisticated market places where multinational corporations are attempting to establish their major brands. The large size of the market in a country with around 1.3 billion population cannot be ignored and the competitive struggle to win the hearts by tailoring to the needs of Indian customers is an important area of research. This consumer market is the largest bed for localization due to the diversity in culture, language and needs. The interlinking between homogeneity and heterogeneity makes the Glocalisation process in India interesting read for the academics. Even the global luxury brands have made inroads into a country which has a large segment of population below the poverty line.

The success and failures from brands which entered India like Maggi, Kellogs, Subway, Coca Cola, etc. has been debated and identification of a framework for Glocalisation which accelerates the consumption of global products by Indian consumers is essential for global brands. It is accepted that with the large penetration of Mobile phones and the affiliated digital services have made a dent in the barriers of communication and knowledge of ordinary Indian consumer. Globalisation since the last decades of 20th century has been recognized as an inevitable phenomenon since it cannot be iron curtained by any nation. The concept of global village and the homogeneity of time and space has been challenging nations and organizations and has been well documented. Globalisation is viewed both from the cultural impact and from the marketing reach and this duality makes the debate of uninterrupted Globalisation interesting for scholars. The first definition of Globalisaiton was by sociologist Roland Robertson (1992); 'Globalization as a concept refers both to the compression of the world and the intensification of consciousness of the world as a whole'

It is evident that what is global may not be the purest format since it would have been originated in spirit, idea, technological innovations, cultural revolutions etc and undergone several alterations beyond the host country where its origins are established. In many

instances the smaller creations gets much larger exposure through established global mediums like a multinational corporation, Hollywood, mass media etc which amplifies the process.

In comparison to Globalisation, Glocalisation is an adaptation process by which the companies maneuver the product category and the associated processes to cater the needs of foreign consumers for capturing market space. Many definitions have emerged to establish the scope of Glocalisation in literature.

Another way to see the emergence of products by means of Glocalisaiton would be the influence of migrant population who are exposed to these products. Many times travellers from developing countries by virtue of visits and stay in developed countries would be exposed to the global brands and this leads in creating a conducive mind-space among customers. Hence adaptation to the Global products becomes easy and the Glocalisaiton process is triggered. During the International marketing stage, a dominant paradigm was that development was a linear path with the idea that developing countries would be eventually following the developed countries. This gains significance as an assumption was that the products which primary originated in the developing countries was always seen inevitable to the emerging countries market and will cater to the similar needs and wants. However in the context of the Global Village phenomena barriers to information flow was getting weaker day by day and homogeneity emerged in time and space. The production and consumption patterns as a global consumer nevertheless maintain an uniqueness and the infrastructural constraints indeed have to be acknowledged by the multinational companies while entering the domestic market.

While conceding the significance of localisation is helping in accelerating the product diffusion there was scope for global goods even transferred back to the country of origin. In this regard Glocalisaiton has to be seen both as an inbound and outbound phenomenon influencing our way of life. Glocalisation has been predominantly an inbound phenomenon but with the emergence of Indian multinationals crossing the borders into new countries also had to face the challenges. One of the significant case was of Polaris an Indian Software multinational which was having clients in Indonesia. The company took it for granted its operations for a domestic bank and based on the perceived unsatisfactory service provided, criminal laws were applied on the top managers which led to diplomatic interference.

In the television industry one of the top reality shows which originated in Netherlands was the *Bigg Brother* which found its way to different countries. The show entered India 13 years ago and after the success at national level the *Big Boss* for hindi audience, it acquired space in the regional languages live Tamil Malayalam Kannada etc. Hence we can see in the Indian context a primary glocalisation and a secondary glocalisation due to the diversity of Indian culture. The name Bigg Boss itself is adaptation based on the national awareness since the concept of Big Brother in western world was not appealing to Indian audience. The Glocalisaiton was primarily driven by the censoring and the rules in this reality show and has been successfully running in the Indian Television channels. It is to be noted that many of the globally successful television shows have their origin in an alien country but after being Americanised, the scope in reaching out to the Global audience amplifies since the Americanisation in English accelerates the translation to Glocal

Literature Review

There has been abundance of literature since globalization is an interdisciplinary topic covering across management, humanities and social sciences. Sociological literature was primarily concentrating on the cultural invasion and the consequences while impact of liberalization was the concern of the economists. In management domain the focus was on the strategic importance of globalization as a phenomenon and how to overcome the challenges for market development. Research concentrated on understanding the countries and identifying universal classifications for piercing the cultural shells. The research by Hofstede, G. (1983) was a landmark in this context since the anthropological study comprehensively covered 50 nations and identified five cultural dimensions are power distance, individualism, masculinity, uncertainty avoidance index, and long-term orientation. Much research has been carried out to confirm and to critically analyse this benchmark across various sectors and disciplines to place countries into the cultural space matrix created by the original study.

It is important to make the distinction between International Marketing and Global Marketing in understanding the influence of globalization. Bartlett & Ghoshal Matrix (1989) are credited with the development of a comprehensive matrix based on the experiences of the multinational companies in the context of Globalisation. (Table 1).

Table 1- Bartlett & Ghoshal Matrix

	Low Pressure for Local Responsiveness	High Pressure for Local Responsiveness
High Pressure for Global Integration	Global	Transnational
Low Pressure for Global Integration	International	Multi- domestic

Source: Bartlett, C.A., Ghoshal, S., 1989. Managing Across Borders: The Transnational Solution. Harvard BusinessSchool Press, Boston

Leong, S. M., & Tan, C. T. (1993) established that multinational marketing and global marketing fitted well in the matrix than international and transnational types of classifications predicted by Bartlett and Ghoshal (1989). Another study Harzing, A. W. (2000) on extending the typology by Bartlett and Ghoshal (1989) reduced the classification into Global, Multidomestic and Transnational based on Organisation design, local responsiveness and Interdependence . Most of the studies have been concentrating on the strategies adopted by the company's headquarters which can overcome the capacity of the dominant domestic players if any in order to ensure a smooth business transformation.

During the initial stages of international marketing a lens of imitation of needs and wants of developed countries in order to achieve modernity was acceptable to a large extent. The domestic consumers inevitably preferred products from developed nations driven by credibility in quality -for example the Japanese products irrespective of the companies where

established to have high quality. This brand image is a strong area of research popularly known as the 'country of origin' effect.

MTV was often cited as a great example of transition from international marketing to global marketing during its early days of market development to attract audience from different parts of the globe. The segmentation was adopted at a centralized level targeting the youth of the world as a single segment and identifying positioning variables suitable for a sustainable growth. The muscle of hegemony and the accepted concept of homogeneity dominated these ideas to a large extend. Despite scholars like Glyn, A., & Sutcliffe, B. (1992) argued on the losing of hegemony by certain nations in globalisation of markets the journey of MTV has been successful with its experiments of homogeneity versus heterogeneity of world youth as an audience.

Borrowing from the literature from popular culture, it is seen that music produced by elite later gets transferred to masses and popular music emerges until new forms replace them. Similarly globalization also is seen as production in one corner and transferred to other parts of the world. The journey might encounter hurdles or filters in time and content, since the intersection of culture and economy becomes prominent in defending the domestic interests. The globalization process has been consistently overcoming all these structural constraints and successful penetrating our way of life.

Fusion is another way of seeing the components of music in adapting to a culture or finding a market in the local market. Fusion has been well established through the taste buds of mixing oriental and western traditions. In the food industry emergence of certain countries food stalls is also evidence in Glocalisation efforts. Most of the literature concentrated on the adaptation.

Glocalisaiton in India

Glocalisation was seen as an adaptation and in recent times it has been beyond the idea of homogeneity versus heterogeneity. Although globalization started much earlier more recognition came in India obviously after liberalization in the 90s. Since the popularization of the phrase "Think globally act locally" lot of focus was made on the Glocalisation elements in having sustainable growth for companies and India also emerged as an experiment of adaptation.

During the eighties when India selectively opened up hardware and software industry, many imitations of global companies also sprung up. The case of Apple (Indian Version) is interesting since this was a pioneer company with NIIT as a rival in the computer education space. The confusion with the original US Company was less since in the closed economy access to information and computer awareness was very poor in the country. This can be seen as a pseudo-Glocalisaiton attempt with the objective of gaining brand equity and furthering business interests. When the original Apple Company came in as a late entrant the Indian company had to shed its shadow perception by changing its name to Aptech and survived in the market.

Other rudimentary efforts of Glocalisaiton can be traced in the mass medium of books and comics involving the publishing industry. Seeing the vast potential of English speaking audience particularly the younger population breeding out of the english medium schools in India, product placement techniques were attempted to enhance markets. These publications

would reflect Indian characters and Indian languages- for example in popular Tin Tin comics and Hardy Boys/Nancy Drew editions. This was also counter-productive since many low cost editions of popular novels emerged in the streets of India. The copyright laws were in its infancy and ethical sense was missing due to lower awareness. Although attempts were made by the original publishing houses to bring in the Indian editions but still the dollar-rupee gap was unbeatable for the local consumers. Over the years more consumer awareness along with copyright & patency regulations controlled these pseudo Glocalisaiton. (Kale, P., & Anand, J. ,2006).

Implications/ Limitations
Glocalisaiton may vary in terms of the sectors which the companies will be entering with a global product. The service dominant logic is driving the acceptance of brands since consumption is of an augmented product. Hence just by providing the goods may not be sufficient as appropriate services for the product also has to be maintained for a sustainable growth. The market research dimensions have to be prioritized rather than concentrating on the macro-economic environment in the domestic country. A survey or experimental method would have yielded more empirical results in establishing a framework for determining Glocalisaiton in India. Cost cutting in the marketing activates can be made by means understanding similar cluster of countries. Also the lessons from India can be transmitted to the neighboring countries particularly the sub-continent. The dominance of Indian culture through mass media is indirectly helpful for the homogeneity attained and furthering the cause of Glocalisaiton in these countries. The dual market approach recognizing the primary and secondary Glocalisaiton is an important decision for Global companies operating in India.

For the current study two brands where the impact of globalisation is strongly visible in India was selected. Case study research method was adopted to explore the companies and they were selected based on the presence and impact in India. Also to avoid country bias the two companies have different country of origin and moreover from different continents. Two companies selected were Nestle from Switzerland and Kellogg India Pvt Ltd from USA. The key factors which influence Glocalisation is infrastructure, economy, awareness, taste, hygiene, raw materials, language, censorship and audience.

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Cognition and Wealth accumulation: Evidence from India

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Abstract

In this article, we study the association of cognitive traits including numeracy of both spouses on financial outcomes of the family. We find significant effects, particularly for numeracy for financial and non-financial respondents alike, but much larger effects for the financial decision maker in the family. Once again, cognitive traits such as numeracy are an important component of that decision with larger effects of numeracy for financial respondents and stronger when the financial respondent is the husband in India.

Extended Abstract

Introduction

In a world of declining state pension provision, it is becoming increasingly important that individuals/ households at the adult life at let to fend for themselves in understanding elements of risk and return. Most households are not able to perceive sound financial decisions and end up choosing savings products, portfolios and contribution rates which end up accumulating lesser wealth in the later life. The enormous variations in the in holdings of financial assets and the relative risk in chosen asset portfolios are mainly explained by conventional demographic factors, the level of economic resources of the household and the amount of bequests received or that one anticipating (Smith, 1999). More importantly pioneering works by Smith (1999) Smith et al., (2001), De Graff et al., (2014) have established that cognitive skills may be potentially important determinant of family-level wealth accumulation. The value of these cognitive skills in economic decision making is especially important at older ages as individuals are increasingly asked to take greater control of or to adjust prior decisions relating to their household wealth, their pensions and their health care

However, it is not yet well-established which aspects of cognition are most important, even at the highest conceptual level of differentiation made by cognitive psychologists between fluid intelligence (the ability to think clearly and quickly about a problem) or crystallised intelligence (the accumulated relevant knowledge about problems[74]). There is very little prior research on who makes these financial decisions for the household and how that selection is influenced by their personal attributes and the relative cognitive abilities of both wives and husbands. In addition to this question of who makes these financial decisions and why, this research examines the relationship between observed wealth outcomes of the household and these cognitive abilities of both spouses.

In this study, we try to fill this gap by understanding the association of various cognitive traits of both spouses on financial outcomes in our case wealth accumulation of the family.

Data and discussion of the variables used in the study

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[74] These decisions may draw on cognitive skills related to memory retrieval, numeracy, retrieval fluency and intact mental status.

The data we use are from Longitudinal Ageing survey of India (LASI), a pilot survey conducted in four selected states in India. The LASI is modelled on the Health and Retirement Survey (HRS) of the United States and therefore is designed to be representative survey of individuals aged 50+ living in four Indian states of Punjab, Rajasthan, Karnataka and Kerala based on 2001 census. Punjab and Rajasthan lie in the northern part of India, Karnataka and Kerala in the southern part. The states chosen are able to capture regional variations[75] as well as socioeconomic and cultural differences across India (Lee et al. 2011).

The multidisciplinary survey consisted of two main sections: the household interview and the individual interview[76]. The household module asks about physical environment and household finances, including income, expenditure, consumption, and assets, and could be completed by any knowledgeable household member who is referred as the financial respondent of the household. The individual module asks about demographics, family, social activities, health and health behaviours, cognition, work and pension, and includes biomarker collection are asked to age-eligible members of the household. It has to be noted that the household response rate was 88.6% and the individual response rate was 91.7%.

We exploit two key advantages of LASI. The first advantage is that if an individual is in the sample, the spouse/partner is most likely to participate. The second advantage is that in these multi-person households, the interviewer asked who is the most knowledgeable in relation to family finances, including matters of wealth. LASI designates this person as "Financial respondent" and collects all the responses of the questions relating to financial decision making. In fact, household characteristics or information on financial and physical wealth are collected only once (i.e from Financial respondent) from each household/couple. In contrast, individual characteristics and attributes such as health status, educational attainment, cognition and non-cognition personality traits and other socio-demographic variables are collected from each individual present in the household.

Our unit of analysis is married/co-inhabiting couples aged above 40 years. We are interested to examine the relationship between cognitive traits of between cognitive traits of both financial respondents and non-financial respondents (NFR) in relation to matters related to accumulation of wealth. Given that our unit of analysis is married/co-inhabiting couples, we exclude individuals who have never married, separated/divorced or widowed. Thus, out of the 1683 household members, we focus our analysis on the spousal data of 430 households (860 individuals) aged above 40.

Measurement and variables employed

LASI interviewers provide information on various components of wealth which is used to construct values for physical wealth and financial wealth of each individual which constructs the total wealth in our model. The first outcome variable used in our analysis is the value of net total wealth. It is obtained by subtracting the total wealth (sum of financial

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[75] Punjab is an economically developed state that benefitted significantly from the Green Revolution in the 1970s, while Rajasthan, comprising large tracts of desert, is relatively poor. Kerala stands apart in India in terms of social development indicators - it has close to 100% literacy and a relatively developed healthcare system. Karnataka is a prosperous state and the manufacturing hub for a number of large public-sector industries in India.

[76] Survey questions were translated into languages common in these states (e.g., Hindi, Malayalam, Kannada and Punjabi), and interviews were done in the language of respondent's choice.

wealth[77] and physical wealth) from mortgage and non-mortgage debt. We disaggregate the net total wealth into two components (1) net housing wealth and (2) net non-housing wealth as housing covers the lion share of total wealth in most cases. The level of house ownership is high among selected couples and this means that most of Indians accumulate wealth by home ownership where only 7 % of couple do not have a dwelling on their own either with a mortgage or not.

Independent variable : Cognitive traits

In LASI, cognitive abilities are measured using three measures namely episodic memory, mental status and numeracy which together measures Fluid Intelligence and Crystallised Intelligence. Each scale comprises of questions and responses which are later analysed and provided with suitable scores discussed in the Appendix A1. The scores could possibly run from 0 to 20. For example to measure the episodic memory, we use two memory measures: immediate and delayed word recall – which is available in LASI which together provide a composite score of 20[78]. Our second cognitive measure is the mental status questions of the Telephone Interview of Cognitive Status (TICS) battery established to capture intactness or mental status of individuals which are earlier used in studies by (Smith, Mcardle, & Willis, 2010; Onur & Velamuri, 2014). TICS questions consist of the following items –, naming todays date[79] (month, day, year), and naming the Prime minister of India. Answers to these questions are aggregated into a single mental status score that ranges from 0 to 2.

The third measure of cognition we measure is numeracy (respondent's numerical ability) involving   counting backwards 20 to 0 , counting backwards 100 to 0, serial 7 subtraction from 100 (up to five times) and computation of two numerical questions where one is scored as correct or incorrect.. Nine scores are possible running from zero to nine depending on the number of correct answers. We include this measure based on the argument explored by Peter et al (2007) who argue that more numerate individuals may be more able to process information and make complex yet optimal financial decisions. Moreover, numerate individuals also appear to be more patient, and are thus more. likely to have saved and invested in the past (Parker and Fischhoff 2005), less risk averse (Benjamin, Brown, and Shapiro 2013).

The cognitive measures listed above are intended to indicate different aspects of the adult cognitive profile (see McArdle et al., 2002) and we avoid the problem fo life-cycle effects of cognitive traits and subsequent measurement error as we use the cross-sectional aspect of LASI.

Other regressors

While our focus is on cognitive traits, we also control for characteristics that have found to be significantly influencing wealth accumulation. Focusing on individual characteristics, we include separate individual level control variables for financial respondents (FR) and non-financial respondents (NFR). Education is proxied by number of years of education of each spouse/partner. Caste, an important variable in the context of Indian population is also controlled. We include a categorical variable based on respondents'

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[78] . Respondents are read a list of ten simple nouns and are then asked first to immediately repeat as many of these words as they can in any order. After a five minute measurement of self-rated depression, they are then asked to recall as many of the original words as possible

[79] Date naming as part of a Mini-Mental State Examination scale has been previously validated for the older Indian populations (Mathuranath et al. 2010)

self-report: scheduled caste and scheduled tribe, other backward class (OBC), and all ''other'' caste or affiliations, including ''no caste'' affiliation. The scheduled castes (SCs) and scheduled tribes (STs) are two groups of historically- disadvantaged people recognized in the Constitution of India[80] We construct a dummy variable 1 if the respondent is either a SC or ST and 0 otherwise and another dummy variable if the respondent is an OBC or not.

Also following the literature proposed by DeGraff (2014), that early life decisions have considerable impact on the wealth accumulation decisions on later life, we include a dummy for early marriage keeping 1 or 0 otherwise. It is argued that age at first marriage might, for example, influence old-age wealth through the timing of family formation and maintenance expenditures. Later marriage can postpone the onset of expenses associated with setting up one's own household and supporting children, and also may be indicative of being better established prior to marriage more generally. We expect age at marriage to positively influence wealth in late life.

We also include household level variables for income and geographical dummies Three state dummies are created based on the location in order to take care of differences in asset prices, primarily housing and therefore dummy for Karnataka, dummy for Punjab, dummy for Rajasthan are created taking value 1 and 0 otherwise. The dummy for state of Kerala is considered the base. To account for the relationship between family structure and household wealth, we control for the number of children. Finally we add, a measure of income of the household, a self-reported assessment of income of both FR and NFR.

Empirical Methodology and Discussion

The summary statistics of net total wealth, net housing wealth and net non-housing wealth reveals that , without much surprise, the distribution of the wealth is skewed at distribution of wealth is skewed at the top end, with between two thirds and three quarters of couples having a value of net total wealth, net housing wealth or net non-housing wealth below the average value. One solution to the problem of right skewness in wealth is to take a logarithmic transformation. However, this transformation is troublesome for couples with negative or zero wealth. The solution is to transform wealth with the inverse hyperbolic sine function, as initially suggested by Burbridge, et al., (1988) and subsequently employed by Carroll et al., (2003) and Pence (2006).

We then model (transformed) wealth using quantile regression methods. As highlighted by Cameron and Trivedi (2010) and Davino et al., (2014), this approach allows one to study the impact of the regressors at different levels of the conditional distribution of the outcome variable, thereby allowing a richer understanding of the data. Using this method,

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[80] They have often been excluded from education, public spaces (e.g., temples, wells for drinking water), and most other aspects of civil life in India (Subramanian et al., 2008). The primary criteria for delimiting ST includes traditional occupation, definitive geographical area, and cultural characteristics reflecting a range of tribal modes of life such as language, customs, traditions, and religious benefits. While less marginalized and stigmatized than scheduled castes or tribes, members of OBC are also recognized by the Indian government as being of relatively lower social status and having barriers to economic and educational opportunities

we can investigate whether the effect of personality traits on wealth accumulation differs at different quantiles of the conditional distribution. In particular, we can investigate whether certain personality traits are more important for couples at the bottom of the wealth distribution as opposed to couples at the top of the distribution.

Discussion of the result

Dwelling deeper into our variables of interest, namely the cognition variable, it is found that net total wealth, net non-housing wealth and net housing wealth all rise along with numeracy. In order to exploit the FR and NFR classification, the data is further arranged in this specific way and the results are more dramatic in nature, when it comes to both net total wealth and net non-housing wealth. First, the net total wealth, net non-housing wealth and net housing wealth are generally higher when the numeracy scores of both financial and non-financial respondents are higher. For families where both spouses score more than five on numeracy questions, net total wealth is ten times more than if both spouses got all the numeracy questions incorrect. In the case of non-housing wealth, the effects are even larger amounting to 17 times.

Table: Means of cognition Variables by family members and whether financial respondent (sample of married couples)

	Male	Female	Financial Respondents	Non-Financial Respondents
	0	1	1	0
TICS (0-10)	5.39	5.30	5.42	5.27
Word Recall (0-10)	4.49	4.43	4.48	4.44
Numeracy (0-3)	1.86	1.50	1.71	1.64

By incorporating the FR and NFR component, into the spousal analysis, we further check whether the financial decisions are related symmetrically to the cognitive ability of each spouse. For example, the cognitive ability of the financial decision maker (FR) may have more influence on the household wealth accumulation decision of the household. To explore this, we have arranged the cognitive measure by gender and by financially knowledgeable person in the household.

While stratifying by gender and by whether one is a financial respondent or not we find that for women there is a little difference in cognitive scores between those who are financial respondents or not. In contrast, for men, financial respondents appear to have higher cognitive scores than male non-financial respondents in all the three cognition measures.

Table: Cognition with gender and financial respondent

	Male Financial Respondents	Male Non-Financial Respondents	Female Financial Respondents	Female Non-Financial Respondents
TICS (0-10)	5.33	5.46	5.51	5.09
Word Recall (0-10)	4.46	4.55	4.49	4.34
Numeracy (0-3)	1.88	1.85	1.54	1.44

Empirical strategy: Models of household wealth

In this Section, we report our empirical results which describe the relation of dimensions of cognition of both spouses to wealth accumulation among middle-aged and older adults. We estimate separate models for three financial outcomes: net total wealth, net housing wealth and net non-housing wealth. These models are estimated over a sample of married couples.

As discussed above, standard non-cognition variables like gender of the respondent (female =1), caste dummies (SC/ST=1) and (OBC=1). Further, individual characteristics like age, early life decisions like age left education, and a dummy for young marriage are also added for financial and non-financial respondents. We also include household characteristics like number of children and dummies for states along with log of household income. Cognition measures are treated separately for financial and non-financial respondents. Missing values are included in all models for people who did not respond and those who prefer not to reveal their responses.

Results of the empirical models

The empirical exercise provides the estimates of the relationship between cognitive attributes of both spouses/partners and the three financial outcomes for their households. The results obtained from using LASI survey are widely consistent to those reported in the literature (Smith 1995, Smith et al 2010). Wealth levels (net total, net non-housing wealth, net-housing wealth) are lower for lower castes where the levels are lower for the SC/STs when compared to other back ward castes (OBC). The wealth levels are positively influenced by education of both partners and negatively if the partners are married at young age. The coefficients of household variables like number of children reveals that negative effect on the wealth accumulation of all variables. Turning our attention to the household income, we find that coefficient displays a positive effect.

As far as cognitive variables are concerned, we find there is less systematic evidence for the TICS mental status and average recall cognition measure in explaining the three wealth accumulation variables. It has to be noted that except for net total wealth (where estimated effects of TICS mental status and average recall are higher for financial respondent than nonfinancial respondent), the effects of both aforementioned cognitive variables remained similar for financial and nonfinancial respondents in the case of net-housing variables and net non-housing variables. In the case of numeracy, the estimated impact on financial respondents are higher than nonfinancial respondents for all the wealth measures.

The extreme degree of heterogeneity and the right skewness in the net total wealth and left skewness in the terms of net housing wealth and net non-housing wealth could imply that estimated mean may not characterise many individuals in the sample. In this background, we attempt to estimate quantile models estimated at 25, 50, 75 and 90th percentile for net total wealth, net non-housing wealth and net housing wealth for our spousal sample.

Quantile regression results

In this section we report our empirical results of the quantile regression which describes the relation of cognitive variables of both spouses to transformed (net total wealth, net non-housing wealth and net housing wealth). First, we focus on the net wealth and then turn to net housing and net non-housing wealth

The results of the quantile regression (for transformed net total wealth). Focusing on the cognitive traits, results are presented after conditioning them on various individuals and household characteristics. It is evident that cognitive traits (TICS mental status and numeracy) of the FR appear to be strongly related to accumulation of net total wealth. While, numeracy and TICS mental status have positive impact at higher quantiles of net wealth for FR, a lower impact with no systematic relationship is found for NFR. The increase is even steeper for numeracy for FR implying a much lower estimated impact for NFR is particularly for the case of higher quantiles of net total wealth. In contrast no meaningful associations are found for average word recall in the case of FR and NFR.

Turning to individual non-cognitive traits, years of education seems to have consistent positive effect across the wealth distribution, with exception to the 10th and 25th quartile. The other early life decision variable namely the decision to marry early has negative impact on the wealth distribution and is more pronounced in the left side of the quantile distributions. In the case of age wealth has been increasing at a decreasing rate for both partners (FR and NFR).

Caste dummies play a significant role in determining the wealth accumulation, where as expected low caste dummies have a negative impact which is consistent across all wealth levels. The dummy of SC/ST has significantly more impact than dummy for OBC, reflecting the fact that households belonging to SC/ST community have lesser probability to accumulate wealth than OBCs.

Also geographic locations are an important determinant for wealth accumulation, where households located in Punjab and Kerala than in Kerala and Rajasthan have accumulated more wealth. This result is in line with our expectations where the housing prices and financial wealth has been significantly higher in Punjab and Kerala owing to higher financial activity.

In the case of household characteristics, we find that higher the number of children in the household, the lower the wealth accumulation, but however this does not hold true at higher levels. The household income is an important determinant of wealth accumulation and higher the incomes of the household the higher wealth are reflected.

Conclusions and Managerial implications

In this article, we study the association of cognitive traits including numeracy of both spouses on financial outcomes of the family. We find significant effects, particularly for numeracy for financial and non-financial respondents alike, but much larger effects for the financial decision maker in the family. Once again, cognitive traits such as numeracy are an important component of that decision with larger effects of numeracy for financial respondents and stronger when the financial respondent is the husband in India. Using the LASI data set for adults we use two empirical methodologies namely the OLS and Quantile regression to estimate the association of wealth accumulation with cognitive ability.

It is evident that cognitive traits (TICS mental status and numeracy) of the FR appear to be strongly related to accumulation of net total wealth. While, numeracy and TICS mental status have positive impact at higher quantiles of net wealth for FR, a lower impact with no systematic relationship is found for NFR. The increase is even steeper for numeracy for FR implying a much lower estimated impact for NFR is particularly for the case of higher quantiles of net total wealth. In contrast no meaningful associations are found for average word recall in the case of FR and NFR.

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Access to Bank Credit: An empirical study on financial inclusion in India

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The purpose of the paper is to study the determinants of access to bank credit, an important dimension of Financial Inclusion in India. The paper aims to study the extent of financial services accessible to vulnerable sections of the society such as weaker sections and lower income groups. The present study uses stratified sampling method, the data was collected from 501 households. Regression analysis was used to analyze the data. Finally, the results of probit regression indicated that though majority of the population opened bank accounts, credit facilities availed in the urban areas are comparatively lower than the rural area. The educational qualifications of households also impacted the access to credit as households who completed their secondary education had access to more formal sources of finance than the households who completed their primary education.

Introduction

Banking sector reforms in India marked a beginning for unprecedented economic development in the country. Development of banking sector paved a way for growth of other sectors thereby positioning the country in a prominent place. India still faces the challenges such as illiteracy, poverty, growing inequalities between rich and poor, disparities in development in rural and urban areas. The poor and weaker sections of the population are yet to taste the fruits of economic development. Planning in India, brought about structural changes required for the economies' development. With an aim to reach the backward sections of the economy and the term inclusive growth was coined to cater to the needs of economically backward population. The 11th five year plan aimed at eradicating poverty with the help of financial inclusion and focused on guaranteeing gender parity in order to address the issues faced by the economy. The concept of inclusive growth intended to reduce the gap between the urban and the rural, rich and poor, men and women and amongst different sections of the economy. The objective of financial inclusion is to provide access to financial services among the most underprivileged sections of the society. Financial Inclusion as defined by the Financial Inclusion Committee (2008) is the "delivery of financial services at an affordable cost to the vast sections of unprivileged and low-income groups". A range of products are included in financial services such as savings, suitably designated loans, insurance, credit, payments and others. An economy's financial system is effective when mobilization of funds from surplus units can be efficiently diverted to deficit units. Financial inclusion emphasizes on those segments that were not roofed under the purview of financial services hitherto.

Review of Literature

Inclusive finance and its accessibility has been studied by many authors, Banerjee and Newman (1993) opined that access to finance facilitates the poor to exit poverty and helps in enhancing productivity. Binswanger and Kandker (1995) studied the progress of Indian Rural expansion program and found a significant change in rural poverty scenario and increase in non-agricultural employment. Beck et al (2008) explained inclusive finance as "a well-developed financial system accessible to all reduces information and transaction

costs, influences savings rates investment decisions, technological innovations and long run growth rates". Mehrotra et.al (2009) found financial inclusion to be "The degree of 'public nesses in financial inclusion may be different from a typical public good like 'defense'. But being as important as access to water or basic education, it does qualify to be termed as 'quasi-public good'".

The financial inclusion committee formed under the chairmanship of Rangarajan, 2008, formed by the Government of India testified that the access to formal sources of credit in farmer households in India is less than 73 percent. It is found that around 560 million people in India are excluded from formal source of finance. Around 41.6 percent of the population still lives below the poverty line earning less than US $ 1.25/ day (NCR White paper on Financial Inclusion, 2009). Financial Inclusion is now recognized as a policy priority in many countries and identified to be a powerful tool to not only alleviate poverty but also to accelerate economic development of the nation. Chakraborty (2010) in his study explained that as the benefits of economic growth have not been equitably shared, the concept of inclusive growth has received paramount attention as a strategy for economic development.

Need for the Study

Most of the studies related to financial inclusion are based on secondary data of RBI of by FINDEX report. There are hardly any studies based on primary data. Therefore, the present paper aims to study the financial inclusion status at a disaggregated level. Two districts are selected for study on the basis of urban-rural orientation and literacy. Jogulamba district in Telangana has a lowest literacy rate of 49.9 percent according to "Telangana Socio-Economic Outlook 2018" (Sridhar, 2018). The study conducted by "Telangana Socio-Economic Outlook 2018" reported that 26 out of 31districts in Telangana have literacy rates below the State average of 66.54 percent. Ranga Reddy District also known as "Hyderabad rural" is another district considered for study in the present paper. According to Directorate of Economics and Statistics, Statistical year Book, 2017, Government of Telangana, the urban population of Rangareddy district is 57.70 percent and rural population is calculated at 42.29 percent. The present study is one of its kind as it focuses on access to credit of people who have opened their bank accounts under various government schemes.

Hypothesis Development

The disparity in FI is quite significant across gender. Globally, it has been found that only 47 percent of women have solo or joint bank account, compared to 55 percent of men (Ghosh and Vinod, 2017). Approximately 63 percent of men had account with financial institution compared to 43 percent women in 2014 (Demirguc Kunt et al., 2015). Since with the launch of PMJDY the number of accounts with the banks have multiplied tremendously in this paper we study the FI in terms of access to credit for women.

H1: Women are not financially included in India

Since educated people are considered to be financially literate we hypothesize that educated people have more access to credit from formal financial sector. Zins, A., & Weill, L. (2016). AllenAllenetetal.al. (2016) analyzes the determinants of FI and one of the important determinant was Education. Similarly it was found by Fungácová and Weill (2015) in there study in China they found the relationship between education and FI.

H2: Educated people have more access to credit than uneducated

There is a relationship between Income and FI. Since people with higher incomes will have more resources and also more savings and may also need more loans for their businesses they are expected to be more financially included compared to the poor. The rich are also

more credit worthy to get loans from the formal financial sector. The relationship between income and FI was also found in the studies of AllenAllenetetal.al. (2016) and Fungácová and Weill (2015)

Methodology

The present study uses stratified sampling method, by considering Jogulamba District with lower literacy rate and semi urban district – Ranga Reddy in the state of Telangana. A pilot study was conducted by collecting 50 samples from each districts totaling to a 100 from each districts. The two districts of Telangana have been selected to test the extent of financial inclusion. Jogulamba district is preferred for its lower literacy rate with 126 commercial and 77 regional rural banks (R, 2013). The data was collected from two villages, Sindhanoor and Thoomkunta of Jogulamba district where the literacy rate is recorded lowest at 49.01 percent (Shridhar, 2018). A total of 252 households were visited to collect the data for the present study. The second district considered for the study is Rangareddy district, which happens to be a even distribution of urban-rural population (Vijaya). Antharam and Yadavalli villages were selected for the even population as required for the sample. The data was collected from 256 households from the said villages. Simple random sampling method was used and a structured questionnaire was prepared for the collection of data. Enumerators visited house to house to collect the data and questionnaires were filled while the respondents answered the survey. The empirical data collected reflected the demographic and socio-economic status of the respondents. The demographic factors included information with respect to age, gender, educational qualification, income, occupation, caste and aspects to identify the determinants of financial inclusion in the dual districts (Rao, 2007). In addition to the primary data collected, secondary sources of information were gathered Census of India, Economic Survey of Telangana 2016-17 and concerned district statistical hand books were referred to collect the required data. Descriptive statistics and Probit Regression analysis have been used to analyze the data the study.

Results and Discussion

From the survey of 501 respondents almost 463 had account in the bank (table 1) which constituted almost 92.4 percent of the total. The frequencies are displayed in table 3.

Table 3: Account in the Bank				
	Frequency	Percent	Valid Percent	Cumulative Percent
No	38	7.6	7.6	7.6
Yes	463	92.4	92.4	100
Total	501	100	100	

Since almost 93 percent of the total sample had an account with the bank we looked into another dimension of financial inclusion i.e. access to credit or loan from the banking sector. The frequency table is given in the table 4.

Table 4: Access to Credit

	Frequency	Percent

Friends Money lenders and relatives	231	46.1
Banks	171	34.1
Total	402	80.2
Neither	99	19.8
Total	501	100.0

We find from the table 4 that almost 231 respondents which constituted 57.5 percent of the sample had taken loan from friends, relatives and money lenders, while only 171 people got loans from the banks which is only 42.5 percent of the sample. Another 99 respondents did not go for the loan. This implies that people have opened bank accounts only for keeping the deposits or for availing the subsidies from the government and still they do not have access to credit.

Coming to the gender wise and district wise classification of access to credit we find that 109 men from the sample of 251 of Jogulamba district received loans from the banks which constituted 63 percent of the total men while only 40 women (51 percent) received credit from banks out of total of 78. It shows that a large number of people still do not have access to credit from the banks (Table 5).

Table 5: Access to Credit: Jogulamba District					
		Neither	Money Lenders, Friends and Relatives	Banks	Total
Men	Count	24	85	64	173
	Percent	13.90%	49.10%	37.00%	100.00%
Women	Count	15	25	38	78
	Percent	19.20%	32.10%	48.70%	100.00%
Total	Count	39	110	102	251
	Percent	15.50%	43.80%	40.60%	100.00%

Coming to gender wise percentages we find that percentage of women receiving loans from banks are higher almost 49 percent while only 37 percent men received loans from banks. Almost 44 percent took loans from money lenders, friends and relatives.

Table 6: Access to Credit: Rangareddy District					
		Neither	Money Lenders, Friends	Banks	Total

		and Relatives		
Men	Count	74	34	36	144
	Percent	64.30%	51.50%	52.20%	57.60%
Women	Count	41	32	33	106
	Percent	35.70%	48.50%	47.80%	42.40%
Total	Count	115	66	69	250
	Percent	46%	26%	28%	100.00%

In order to study the determinants of access to credit we fitted Probit regression with loan from bank as dependent variable and gender, education, family income and family occupation as independent variables. The results of Probit regression are summarized in table 7.

Table 7: The Results of Probit Regression

	Credit from Banks both the districts	Credit from Banks Jogulamba district	Credit from Banks Rangareddy district
CREDIT	-0.16455	-0.10892	-0.68744
	(0.2005)	(0.4326)	(0.6864)
DISTRICT	-0.27479		
	(0.0649)		
LITERACY	-0.27913	-0.38919	0.41728
	(0.1331)	(0.0591)	(0.0823)
SECONDARY_EDUCATION	0.290403	0.480804	-0.4553
	(0.1099)	(0.0368)	(0.0899)
TERTIARY_EDUCATION	0.507595	0.089498	0.44281
	(0.0256)	(0.083)	(0.059)
GENDER	-0.0939	-0.21553	-0.33904
	(0.4496)	(0.2361)	(0.2411)
McFadden R-squared	0.01472	0.022366	0.058785
LR statistic	9.681492	7.54893	8.18221
Prob(LR statistic)	0.08478	0.109571	0.085127

The table 7 reveals that the values for the districts is significant negatively which implies that in comparison to Jogulamba district the people of Rangareddy district are using less of bank credit. The reason may be in cities since most are having jobs the requirement of credit is lesser compared to the rural areas where most people are in agriculture. Literacy is

separately significant in both the districts but in Jogulamba it is negative while in Rangareddy it is positive. It is becoming insignificant for the two together. Both Secondary and Tertiary Education is significant and positive implying that with education financial inclusion is improving. Gender is not significant but coefficient is negative for both the districts and also for the total data set.

Therefore, the present study attempts to reflect the state of present financial inclusion in the Indian context. Though, the efforts put in by the stakeholders is immense the execution and implementation of the same needs improvement. The study highlights the present situation of availability of bank credit to rural and urban areas and diversity in gender in the use of bank services in the two districts of India.

Conclusions and Policy Recommendations

It is concluded from the present research that gender is not significant but the negative coefficient implies that there is some negative impact. Policy makers are required to focus on decisions that reduce the gender gap and take steps to mitigate the gender discrimination. Education has got positive and significant impact on financial inclusion and this is also an important result of the paper for the policy makers to focus. The study found that though bank accounts are opened in the rural areas, keeping them operational requires expansion of financial inclusion facilities through easy access to credit and improvement in educational facilities will go a long way in building a strong financial system in the rural areas. One significant finding of the paper is that almost 93 percent of the total sample had an account with the bank but coming to access to credit it was only 34 percent. In fact, it can be concluded that a large number of people have opened bank accounts for government subsidies but are not using the same. It is a tremendous job for the government to make people financially included.

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Sexual Harassment and Psychological Well-Being

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Introduction

With the advent of globalization, increase in family income and improvement in the education level of females, more and more females are entering the labour force, especially into non- manual or service-oriented jobs (Sanghi, Srija, & Vijay, 2015). In recent years, corporate culture has evolved in India and women workforce over the years has grown appreciatively in all the work domains (Garima, 2006). Like most other areas, the corporate and workplace environment was historically dominated by men, but now, with greater female involvement, there are more cases of sexual assault. On a daily basis, most women are harassed (Sung, 2008). In order to foster greater economic prosperity and sustainable growth to benefit not only women but the country as a whole, it has now become imperative to provide all women with healthy and dignified work environment.

Sexual harassment problems are rooted in our workplaces and women of all ages and backgrounds have complained about gender discrimination for years. Improving a workforce's mental well-being provides advantages to individual employees as well as to the company as a whole. Psychological well-being is a central component of general well-being and for individual employees is correlated with physical health, longer life and greater happiness. The business case for engaging in mental well-being for companies is clear and shows improved results of businesses, including reduced sickness, absence rates and better work performance. The present study is an effort to evaluate the impact of sexual harassment on the Psychological Well-Being among female participants in the MBA Program and professionals and suggest ways by which organizations can improve Psychological Well-Being and prevent & prohibit sexual harassment.

In the fall of 2018, the #MeToo movement gained momentum in India when a large number of women came out with sexual harassment stories. They exposed their supposed perpetrators by publishing the incidents on social media. It was an outpouring that a patriarchal and conservative India had never seen. Some high-profile males who indulged in harassing women were forced to step down from their roles. Critics point out that, we live in a dystopian world, where a woman who speaks is either made to shut up or step down. (Khan & Pathak, 2019)

Sexual harassment is widely prevalent in Indian workplaces (Prakash and Sahai, 2011). A survey conducted in India in October 2016 of 6,047 people(who were mostly working at Delhi, Mumbai, Bangalore, and other regions like Assam, Jalandhar, Kolkata, Ahmedabad, Hyderabad and Lucknow) found that, 78 percent of whom were women (Garmia, 2016), more than 38 percent of women admitted to be sexually harassed in their workplaces, and 50.7 percent said they were victims of online harassment. A global survey of 24 countries found that India had the highest rate of workplace sexual harassment and nearly 25 percent have reported assault (Prakash and Sahai, 2011). India also has a very poor overall Human Development Index in the Gender Inequality Index (UN Human Development Report, 2013). Women are discriminated against in Independent India culturally, politically and legally (Pereira and Rodrigues, 2014). We come from

a society wherein, one gender i.e. the girls are shown to be helpless and gullible, and the stronger sex are the boys who are the heroes and smart men with prestigious jobs. The same gets portrayed to a child the moment he/ she is born into a family. Another cause can be attributed to the unequal distribution of power between the superior and the subordinate in workplaces.

Literature Review

Sexual Harassment at the workplace is one of the major factors that is an impediment to not only the growth of women in the workplace but also their participation in the workforce. Despite such serious concerns, it remains one of the most un/ under addressed issues. Sexual Harassment at workplace has remained one of the central concerns of women's movement in India since the early 1980s (Patel, 2002).

The country woke from its deep slumber during the 1990's, when a state government employee was gang raped brutally as she tried to prevent child marriage being a worker of Women Development Programme. This led to a huge legal battle in Rajasthan, but all the efforts went in vain as the culprits were let go. This led to formation of Women's rights group, Vishakha, which filed Public Interest Litigation in the Supreme Court of India. That is when India saw the dawn of first legal mechanism against Sexual Harassment at Workplace, Vishakha Guidelines. The guidelines date back to 1997 when the Supreme Court laid them down while passing judgment in a public interest litigation filed by Vishaka and other women's rights groups. ("What are Vishaka guidelines? Know what constitutes sexual harassment at workplace", 2018). Later, it is these guidelines that motivated the formation of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH). The Act is very important as it discusses the various forms of sexual harassment and how a woman can complain against this kind of behavior (Rajkumar, 2018).

The country also reports a 14% rise in sexual harassment complaints in FY19 (Bhattacharyya, 2019). This can be attributed to the full swing of #Metoo movement in the country. Despite all of this, several cases of Sexual Harassment go unreported. A survey by Indian National Bar Association (INBA), reveals that out of 6047 participants (both male and female), 38% had faced harassment at workplace, of which 68% did not complain (KPMG, 2019). Hence, most complaints of sexual harassment are never filed. Some of those who have had terrible experience of harassment and violence are scared and ashamed to make it public, as they choose to stay silent. They are faced with a choice between forced harassment at their workplaces on one side and harassment disclosure, countersuit and defamation on the other. Though the relationship between sexual harassment and defamation is unsettled on many fronts. In some cases, sexual harassment is likely to be verbal and low key (Parikh & Sinha, 1999). Several researches showcase that the private sector has not been very welcoming towards the redressal of women's complaints about the sexual harassment at the workplace. Also, women's activists point out that the MNCs get away with these complaints in order to protect the defamation of their public image. Hence, these cases are not viewed as an employee's right to work in a dignified and safe manner. Thus, this leads to contaminated attitudes and poor redressal of such cases (Deshpande, 2013). Therefore, it is imperative to have the right set of company policies on sexual harassment in place, adequately defining the role of Human

Resource Department and clear articulation and upholding the code of conduct of private sector to achieve the successful prevention and redressal of sexual harassment at the workplace (Sarpotdar, 2013).

Sexual harassment is a notable, exceptionally common, broadly examined, and seriously treated social issue. An acknowledged model orders sexual harassment practices into the classifications of gender harassment, unwanted sexual attention, and sexual coercion. Hypothesis and research demonstrate that inappropriate behaviour conduct happens as a result of individual, situational characteristics and has considerable individual and organizational expenses (Barak, A. 2005)**.** Following on the similar lines, revised SEQ, Sexual Experiences

Questionnaire has been developed to apply the instrument over the large regulated utility (Louise F. Fitzgerald, Michele J. Gelfand & Fritz Drasgow, 1995). Sexual harassment is a pervasive and damaging public health problem, and research in the area has tended to focus on prevalence reporting. There have been developed Sexual Harassment Inventory, which is a 20 item instrument ready to be applied to a wide variety of populations (Murdoch, Maureen & G. McGovern, Paul. 1998). Thus, sexual harassment is a social issue, which is in a dire need of HR Intervention. Not only that, companies need to clearly define while framing the policies for Sexual Harassment. This is because the sexual harassment can not be defined by listing down a set or a list of potentially offensive behaviours. Each situation is different, pertaining to the facts and relationships between parties (Jayashree S, 1999).

Psychological Well-being is one of the areas that has gained a lot of research attention, yet what remains unanswered is as to how it should be defined. There have been many attempts at expressing its nature but they have primarily focused on its dimensions rather than a concrete definition (Dodge, Daly, Huyton, & Sanders, 2012). Psychological well-being (PWB) at the most basic level is quite similar to other words relating to positive mental states, such as happiness or satisfaction, and it is not necessary or helpful in many respects to think about fine distinctions between such terms. When I say I'm happy or very happy with my life, you can be quite sure that my emotional well-being is very high! (RobertsonIvan, et al., 2019). A theoretical model of mental well-being spanning 6 different dimensions of well-being (Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life, Self-Acceptance) was tested with a representative sample of adults (N= 1,108) aged 25 years and older who took part in telephone interviews. Confirmatory factor analysis supported the proposed 6-factor model with a single superfactor of second order (Ryff & Keyes, 1995).

Sexual harassment has been theorized as a stressor with repercussions for its victims ' physical and mental health. Although social scientists have reported a negative correlation between sexual harassment and mental health, few longitudinal studies have studied the connection between sexual harassment and depressive symptoms. Evidence shows that women and men with more frequent workplace sexual harassment have significantly higher levels of depressed mood than non-harassed employees, even after pre-harassment and depressive symptoms have been monitored. In addition, we find evidence of long-term effects of sexual harassment on depressive symptoms in adulthood (Houle, Staff, Mortimer, Uggen, & Blackstone, 2011). The perceptions of sexual harassment,

coping strategies, and job-related and emotional outcomes of 447 female employees in the private sector and 300 female university employees were analyzed. Discriminant function analysis suggested that women who have not been harassed and women who have encountered low, medium and high harassment rates could be differentiated on the basis of both job-related and psychological outcomes. Results suggest that relatively low-level but recurrent forms of sexual harassment may have significant negative effects on working women (Schneider, Swan, & Fitzgerald, 1997). Various studies also suggest that increased levels of depression are associated with gender harassment while unwanted sexual attention, sexual coercion and racial harassment were associated with an increase in post-traumatic stress (PTS) (Buchanan, Settles, Wu, & Hayashino, 2018).

Meta Analysis also shows that both environmental and individual factors contribute to harassment, which then impacts the well-being of not only employees but also their organisations (Bowling, N. A., & Beehr, T. A. 2006). Moderator analyses have been conducted that examine whether gender, age (below 40 years vs. greater than or equal to 40 years), and type of measure (a 'direct question' approach vs. 'behavioral list' approach) moderate the strength of these associations. Meta-analytic results confirm that sexual harassment experiences negatively impact outcomes, psychological well-being and physical health conditions (Chan, D. K.-S., Chow, S. Y., Lam, C. B., & Cheung, S. F. 2008). Random-effects meta-analysis and path analysis show that more intense and less frequent harmful experiences (e.g., sexual coercion and unwanted sexual attention) and less intense but more frequent harmful experiences (e.g., sexist organizational climate and gender harassment) had similar negative effects on women's well-being (Sojo, V. E., Wood, R. E., & Genat, A. E. 2016).

Conceptual Model
Sexual Harassment comes with a lot of negative impact on the victim ranging from puncturing their psychological well-being to physical well-being. Especially when occurred in an occupational setting, it turns into an uglier form. It has been described as a slithering snake that ripples its way through a work environment causing disastrous results (Spector, 2017).

The study attempts to gauge the occurrence of harassment in workplaces and also assess the effect of sexual harassment faced by women on their psychological well-being as depicted in the model below:
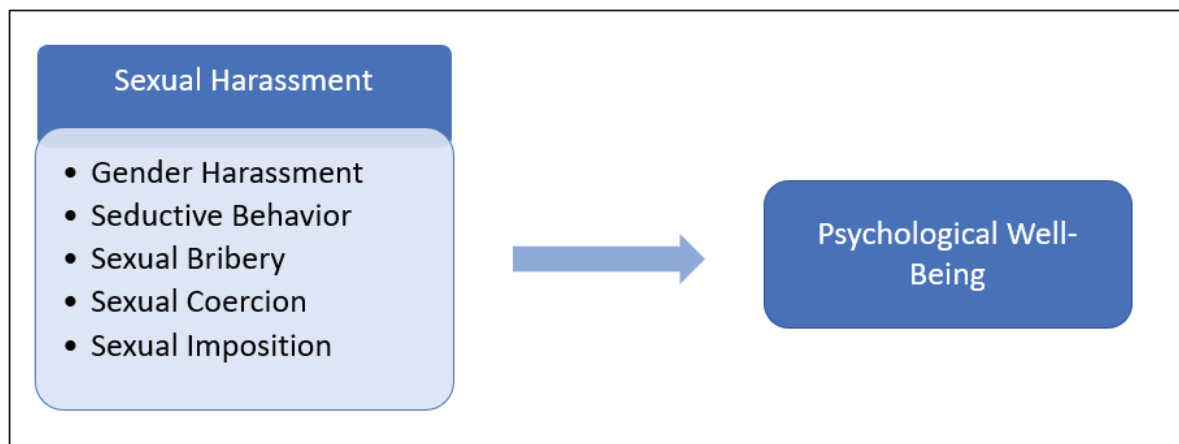
Source: Author's own

As per the opinions of the clinical psychologists, the most common symptoms of the impact of sexual harassment on psychological well-being include depression, anxiety, post-traumatic disorder (PTSD), sleep disorders, substance use disorders. The women who go through sexual harassment, face issues like anxiety and depression. There are also cases in which sexual harassment have worsened a previous condition that may have been controlled or resolved. When it comes to workplace harassment, especially in the nascent stage of one's career, it can lead to long term symptoms of depression. In the cases where harassment leads to violence or assault, the victims tend to experience Post Traumatic Disorder. For women experiencing sexual assault, 90% of those experiencing sexual abuse in the immediate aftermath have portrayed symptoms of acute stress (Spector, 2017).

Sexual harassment often occurs as a trauma. This experience of sexual harassment as trauma becomes overwhelming on the psychological well-being of the victim and sometimes may lead to serious impact on the physical well-being of an individual. The effects include headaches, muscle pains, nausea and gastrointestinal disorders, respiratory problems, weight changes, fatigue, heart palpitations, and insomnia. Some studies point towards the fact that sexual harassment leads to deep rooted consequences and the victim's natural self becomes constrained, they stop being themselves, leaving a deep scar on their personality (ISTSS, 2018).

These consequential effects on the psychological and physical well-being leads to situations in which the victim feels helpless without an idea of whom to talk to. The victims also have experienced fears of their career being at stake. All these factors lead to a lowered productivity, springing up fears of safety in the minds and hearts of the victims and they start avoiding people, minimizing interactions, socializing and networking.

Methodology
The purpose of the study was to gauge the occurrence of harassment in workplaces; and assess the impact is has on psychological well-being. The survey has been based on exploratory research. Two standardized questionnaires were used to conduct the survey and collect primary data through the pen and paper method. As a part of this, two

questionnaires were floated to the set of respondents. The first questionnaire is a standard survey taken from Sexual Experiences Questionnaire (Fitzgerald, Drasgow, & Gelfand, 1993) [Fitzgerald, L.F., Drasgow, F., & Gelfand, M.J. (1993). Sexual experiences questionnaire, form W(E). Unpublished research scale. University of Illinois at Urbana-Champaign, Department of Psychology]. The opening question was to learn whether the respondent has faced sexual harassment in any form. The next part of the questionnaire, apart from questions on demographics, comprised of 19 questions relating to various forms of Sexual Harassment wherein respondent was asked to read each one carefully and place a tick mark on a 5 point scale depending on the frequency of such harassment where 1 represented never and 5 represented very often.

The questionnaire on Psychological Well Being comprised of 35 questions based on the behavior of the respondent measured on a likert scale of 6 wherein 1 represented strongly disagree and 6 represented strongly disagree.

The sampling for this research has been done in the form of convenient sampling. The study has been carried out on the students of a premier B-School in Delhi NCR and participants of short duration Management Development Programs conducted at the institute. The sample size for the study is 130 females.

Data Analysis, Results

Analysis of data reveals that out of a sample of 130, 81% of the respondents have faced sexual harassment in some form or the other.

The reliability (measured by Cronbach Alpha) of sexual harassment scale was .78 and that of psychological well-being was .89 which is clearly above the cutoff of .70. The average variance extracted (AVE) was more than 0.5 and composite reliability more than 0.7. This explains adequate construct validity of both the measures.

In addition, the Pearson coefficient of correlation was - 0.32, which suggest that the two focal constructs are negatively related. Hence, the research supports the conceptual model in the sense that higher degree of sexual harassment leads to decreased psychological well-being.

The regression analysis was carried out using SPSS and found the standardized regression weight to be - 0.21 with p less than 0.05.

The study reveals that sexual harassment impacts the psychological well-being of women. Sexual harassment has an impact on the psychological well-being of women, in any form, be it gender harassment, seductive behavior, sexual bribery, sexual coercion and sexual imposition.

Managerial Implications

The most gruesome and pervasive forms of violence against women is sexual harassment. It needs more attention as the incidence of Sexual Harassment is very high, even in our limited sample of 130 (81%). There is plenty of scope for workplaces to revamp existing policies and formulate new and stronger policies in their organizations to prevent cases of sexual harassment, thereby creating a stress free and congenial environment for women who can then contribute meaningfully to the success of organization's objectives.

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Workforce Diversity: Towards Bringing Creativity and Innovation in Organizations

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Abstract

Globalization has led to increasing interconnectedness enabling the workforce in organizations to become highly diverse in nature. On one hand where we analyze diversity in terms of its composition, on its other hand we see it in terms of differential perspectives that can bring about greater flexibility, better decision making and enhanced creativity and innovation. Not only this, workforce diversity enables in bringing a competitive advantage to the organization as well.

The significant positive organizational outcomes that workforce diversity brings with it are inevitable. Multinational organizations globally are endorsing the concept of workforce diversity as an organizational intervention that helps the organization to develop a creative and innovative mindset for the future upcoming challenges and opportunities.

Considering the array of changes that are shaping the transformations taking place in this interconnected world, the need to acknowledge workforce diversity and adopt the appropriate diversity management techniques to ensure that the best can be extracted in terms of knowledge , skills, efficiency and a positive contribution towards both personal as well as organizational growth. Nonetheless, recognizing the role that both organization culture and environment can play is extremely relevant in the context and cannot be ignored.

Thus, drawing upon the existing literature, the present paper develops and present the conceptual model of the relationship between workforce diversity, innovation and organizational performance.

Key words: Creativity, Innovation, Workforce diversity, Organizational performance.

INTRODUCTION

With the increasing concept of globalization thereby leading to multiculturalism in organizations, it has become an imperative to create openness and flexibility in the workforce to bring a competitive advantage. Most organizations in the present day context are endeavoring towards diversity and inclusion efforts. In fact, many organizations find the concept of workforce diversity and success to be interwoven. To restrict an organization to merely traditional ways of thinking and functioning would render redundancy and suppress what is needed to outshine against its competitors and create a barrier to the out of the box thinking processes. Moreover, workforce diversity had a positive impact over the resultant of organizational outcomes in numerous ways. Organizations are promoting diversity as an organizational support that helps in creating innovative mindsets and skillful employees that will spur organizational innovative capacity. Engagement of diversity practices in organizations stresses upon the urge to manage diversity so that differences in terms of ideas, thoughts, culture, ethnicity, religion and educational background amongst the organizational members can be harmonized to accolade and reinforce the organizational creativity and innovation.

The multiple advantages associated with the diverse workforce such as employee's personnel growth, novel ideas, lower level of turnover and absenteeism, skillful workforce help the organization to gain a competitive edge. Simultaneously, it becomes the responsibility of the managers of the organization to support diversity and encourage multiple thoughts to blend into creative business solutions. In order to, ensure that the challenge of workforce diversity is appropriately managed, the organizations must acknowledge it.

Thus, in the light of the above mentioned arguments, the present paper, through wide review of literature, aims to establish the connect between workforce diversity, innovation, creativity and performance in organizations. The managerial implications of the same shall also be discussed.

OBJECTIVES OF THE PRESENT RESEARCH

The objectives of the present research work are:

a) To establish the relationship between workforce diversity and innovation in MNCs.

b) To explore how workforce diversity affects performance of employees in MNCs.

c) To throw light upon organizational culture as a facilitator for innovation;

d) To build a conceptual model that establishes the relationship between workforce diversity, productivity and innovation in organizations.

LITERATURE REVIEW

Workforce Diversity: Analyzing the connect with Organizational Performance and Innovation

In the context of the present research paper, the term 'diversity' shall envelope a range of diversity aspects broadly revolving around age, gender, ethnicity, nationality, sexual orientation, work capacity, language, religion, way of life or residency, etc.

Gomez, Balkin and Cardy (2007) inferred that diversity refers to the "human attributes that makes one person different from one another". This definition of diversity includes the biological characteristics such as race, gender, age, color, family background and the place where they are born. Strengthening this thought, Carrell, Mann, & Sigler (2006) stated that diversity acts as a facilitator and influencer in terms of the associated tasks and relationships.

Gonzales & Denisi (2009) defined diversity as "differences between individuals on any personal attributes that determine how people perceive one another". Carrell, Tracey, & Sigler (2006) substantiated this definition with the addition of sexual orientation, abilities, organization affiliation and personality traits.

Jayne & Dipboye (2004) and Cañas & Sondak (2010) presented a broader concept of diversity that reflects several legally protected dimensions like age, gender, socio economic status, geological location, religious association, learning etc. Jehn & Bezkrukova (2004) explained that diversity management yields organizational benefits like problem-solving and innovative practices.

Also, there exists a need to understand the relationship that diversity brings with it in terms of organizational performance. Many researchers (Smith & Fernandez, 2010; Selden 1997; Hindera 1993) shed light on the fact that the organizations with a diverse workforce are carrying out their business practices and implementing the same in a different manner which in turn helps them in satisfying their wide range of customers wants, needs and expectations, thereby enhancing their organizational performance.

Pitts & Wise (2010), Page (2007), Riccucci (2002) and Selden (1997) also dwell upon this relationship by establishing that diversity in an organization allows the amalgamation of different and new ideas/perspectives which become a significant asset for organizations, while simultaneously addressing the intricate organizational tasks.

Researchers have also demonstrated the connect between workforce diversity and creativity/innovation business practices in organization. According to Van de ven, Andrew, Polly, Douglas, Garud, Raghu and Ventataraman (1999), innovation can be understood as performing new activities or performing old activities in new way.

Cox & Blake (1991) shed light on the fact that creativity and innovation in any organization can be enhanced by "diversity of perspectives and less emphasis on conformity to the norms of the past", which in turn could result in increasing the ability of organizations to innovate and improved decision making (Okoro & Washington, 2012).

Infact, Richard (2000), Richard, McMillan, Chadwick and Dwyer (2003) and Hoffman (1985) revealed the fact that there exists a direct link between diversity and innovation. The appropriate usage of talent aligned to the functioning of MNCs enables in bringing out the best through requisite organization interventions, thereby augmenting the innovation ecosystem of the organization.

Skarzynski & Gibson (2008) and Sohail et al. (2011) stated that workforce diversity is an outline to innovation, Adding more to the diversity and innovation connect, A study by Bridgstock, Lettice, Ozbilgin & Tatli (2010) acknowledged that there is a positive relationship between diversity vis-a-vis innovation, organizational performance and creativity. Thus, broadly it can be observed that the concept of innovation has become an imperative for companies to be successful in the long run.

RESEARCH GAP

The organizations acknowledging diversity at the workplace are assumed to have a competitive advantage because of the different ideas that club in to provide exclusive and creative approaches to the problem solving, which in turn helps in increasing the levels of innovation and thus resulting in better organizational performance.

The study being conducted by Kossek, Lobel, & Brown (2006) brings out the connect between workforce diversity and organizational outcomes. The research also sheds light on the fact that workforce diversity is linked to the management of human resources and organizational outcomes, while suggesting more research in the domain. However, after reviewing the work of researchers like Hobman, Bordia & Gallois (2004); Kirchmeyer (1995); Harrison, Price and Bell (1998); Harrison, Price Gavin and Florey (2002); Jehn, CrafT and Neale (1999) ; Orpen, (1984); Strauss, Barrick and Connerley, 2001; Turban & Jones (1988) and Wayne & Liden (1995), it was

seen that diversity at team level in the organizations can affect the organizational outcomes while ignoring how diversity within the overall organizational consideration irrespective of the levels could improve the organizational performance and help in bringing out innovative solutions that could further solve the complex problems, thus, requesting for further research in the domain.

RESEARCH METHODOLOGY

This paper is based upon the literature in the domain that can enable in understanding relationship between creativity, innovation, workforce diversity and organizational performance. Further, this paper also endeavors to identify how diversity in organizations facilitate in bringing a competitive advantage thereby indicating the multifarious benefits that may be derived out of it. Based upon literature, the following prepositions are suggested that in the global business context bring out the essence of creativity and innovation with respect to workforce diversity.

PROPOSITIONS

P_1: Workforce diversity facilitates in creating innovative business solutions

Hoffman (1985), Richard (2000), Richard, McMillan, Chadwick and Dwyer (2003), Skarzynski & Gibson (2008), Sohail, et al. (2011), Okoro and Washington (2012) inferred that the best practice for the constant and steady flow of innovative business solutions, new ideas can be made possible by hiring and retaining workforce from diverse backgrounds.

Carrell et al. (2006) and Bridgstock, Lettice, Ozbilgin and Tatli (2010) talk about the role of diversity programs in generating innovation as a competitive advantage for organization. The Forbes Insight (2011) report indicates diversity to be a driver of innovation. It puts forth that senior management must be aware and acknowledges in bringing people from diverse cultural backgrounds to extract new and novel ideas through their extensive experience and thought processes.

Thus, P_1: Workforce diversity facilitates in creating innovative business solutions.

P_2: Workforce diversity enhances the performance of individuals in organizations

Diversity is also associated with various other performance indicators within an organization such as sustainability, competitiveness (Cox, Lobel, & McLeod, 1991), the shared common experiences, the racial and cultural differences that yield innovativeness which in turn leads to providing better solutions within organizations (Okoro & Washington, 2012) and thereby enhancing the productivity and performance.

Cadrain (2008) elaborates upon the relevance of diversity and inclusion in organization particularly as a constructive motivational tool that enables organization to attract talent which can potentially be used as a competitive advantage. Not only this, such collaborative mechanism in organization leads to augmenting the overall performance of employees therein.

Infact effective organizations that are able to manage the diversity are better capable of responding to the business opportunities (Cox, 1993). In terms of enhanced functioning and performance levels Richard (2000) through his work favors the connect between diversity and performance.

Thus, P₂ : workforce diversity enhances the performance of individuals in the organization.

P₃: A facilitating organizational culture and environment helps in fostering innovation in a diverse work set-up.

Florkowski (1996), Morosini (1998) and Triandis & Bhawuk (1994) inferred that the more organizations incorporate the practice for supporting culture for diversity at workplace the more they will be able to retain the best possible talent and remain competitive. As far as the benefits of diverse workforce is considered, organizations that promote the culture and environment that breeds innovative practices in a diverse setup are considered to survive for a longer period of time in the competitive world. Langbein & Stazyk (2011) inferred that high performance and efficiency can be achieved at workplace by efficient management and high performing employees there by indicating the kind of organization culture that can promote innovation.

Holt (2010) addressed that organizations that promote the occurrence of diversity at workplace in organizations gives rise to enhanced decision making and increased productivity particularly if supported by a facilitating organization culture that includes acceptance and understanding of differences.

Thus, *P₃: A facilitating organizational culture and environment helps in fostering innovation in a diverse work set-up.*

On the basis of the prepositions drawn from the literature, the conceptual model is proposed as under:-
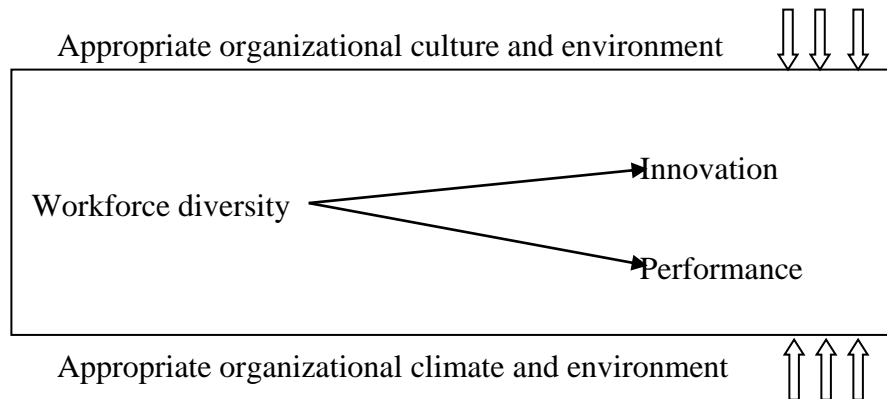
Figure 1: The dynamic interaction between workforce diversity, innovation and performance.

Figure1 suggests that in the presence of an appropriate organizational culture and environment that promotes the intermingling of diverse perspectives and ideas, innovation and performance amongst the employees can be seen as the two key outcomes.

CONCLUSION AND SUGGESTIONS

Through this paper it has been endeavored to bring out the essence of workforce diversity in terms of its direct or indirect implications towards organization's overall innovation capability and better performance. Diversity and differences carry with them the opportunities for better

organization functioning and igniting the possibilities of combing multiple perspectives and ideas towards greater creativity and innovation.

It is suggested that in order to enhance the innovation and performance amongst the employees in organizational set-ups, the organization may adopt interventions like a) effective trainings including cross cultural trainings; b) effective diversity management practices; c) proper appraisals and unbiased feedback and e) encouraging the new ideas from diverse groups that can promote effective management of the diverse human resource with enhanced levels of innovative business solutions to solve the business issues and challenges faced by organizations globally.

MANAGERIAL IMPLICATIONS

In the context of the present research, organizations need to create a positive environment and carry out practices that recognize differences while simultaneously demonstrating responsiveness towards the differences. This in turn can lead to enhanced employee enthusiasm, retention and lower rate of turnover/absenteeism (Smit, Brevis, Cronge and Vrba 2008).The implementation of diversity management programmes, trainings and creating an environment that help in bringing out the full potential of the entire workforce, is the need of the hour. Also that, organizations must take steps that facilitate in preventing the discriminatory practices. Subsequently, organizations must keep an eye on the internal and external culture in order to craft a work environment that enhances cooperation and eagerness.

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Feminine Leadership: A review of concept and research

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Introduction

The times that organizations are struggling to survive are being described as the VUCA, volatile, uncertain, complex and ambiguous when attempted to understand and thereby manage (Bennett and Lemoine,2014). In such a context, the style and form of leadership that can deliver growth and sustainability to organizations becomes critical. Current discourse on one such new form of leadership has been conceptualized as feminine leadership, one that focuses on multidimensional progress and growth using communicative and collaborative approaches.

According to Bill George's article in the Harvard Business Review, the most successful leaders in 21st century will focus on sustaining quality performance by empowering leaders at all levels of the organization and collaborating throughout the organization for aligning employees around mission and serving customers (George,2010). If the suggestion is for a markedly different approach to leading people and organizations, then the contours of such a process need to be identified in literature and explicated. The need therefore to develop a comprehensive understanding of feminine leadership, its form and characteristics.

Objective of the study

This paper reviews extant conceptual and empirical literature on the concept feminine leadership. We investigate how literature has identified and defined it and what theories have been employed to conceptualise it. The resultant discussion would provide a description of what feminine leadership entails, its conceptualisation as a management style, as an androgynous form of leadershipor one enacted exclusively by women. We attempt a categorization of the underlying theories and streams of key arguments.

Rationale of the study

The literature has conceptualised the concept of feminine leadership in various ways. Feminine leadership has been defined as a set of traits women have, as leadership style, as a post-heroic leadership model suitable for new forms of organizations operating in an uncertain environment. Most of such conceptualisations of feminine leadership are essentially from a western literature lens.Traditionally the western concept has a very strict division between femininity and masculinity as it is influenced by Christian traditional values of difference between men and women. This has formed the basis of what feminine leadership is in management literature. There many problems when discussing feminine leadership within the context of gender lens. The conception of femininity may not be same across culture (Due Billing and Alvesson, 2000). For example Chinese philosophy talks about yin and yang, yin is related to feminine and yang to masculine values, with neither of them being superior or inferior. Both the elements are required for performance of any kind of activity.Western literature, in contrast clearly differentiates feminine and masculine forms making them contrary and competitive in nature thereby reinforcing gender stereotypes.

It is therefore important to examine multiple perspectives on feminine leadership to arrive at a valid and usable conceptualization of this construct so that it is not about old wine in new bottle.This study is a literature review is to understand the position management literature

takes regarding feminine leadership by investigating its nature and conceptualization. Conceptualization.

Methodology

A systematic literature review was conducted to explore the current themes and future research scope in feminine leadership domain. The main aim of the review was to identify how feminine leadership has been conceptualised in the research

Selection of databases- Four online databases were employed as search tools to identify suitable journal publications. ABI/INFORM Complete, EBSCO, Sage, Scopus and Jstor were chosen.

Selection of Articles- Data sources were queried using the keyword "Feminine leadership,". The result was a initial sample of 200 in Abi Inform, 350 in Ebesco, 124 in Sage, 38 in Scopus and 104 articles in Jstor. In a second step, duplicate articles were eliminated. Then the abstract was examined where articles with non-relevant topics were excluded. In the final step a total of 103 peer-reviewed journal articles.

Results & Discussion

Five distinct themes emerged from the literature review. Feminine leadership has been conceptualised on the basis of orientation, behaviour, process and gender. One of the most prominent ways of conceptualising feminine leadership is on the basis of orientation of women. This stream of research finds difference between the male and female leaders on the

Table 1: Themes in Literature: Conceptualization of Feminine Leadership (sample papers only)

Themes	Behaviour	Orientation	Outcomes	Process	Gender
	Due Billing and Alvesson, 2000; Sharma,1990; Appelbaum, and Shapiro, 1993; Paris, Howell, Dorfman and Hanges, 2009; Irby, B. J., Brown, G., Duffy, J. A., &Trautman, D. (2002); Fondas, 1997; Grisoni and Beeby, 2007; Altıntas¸ and Altıntas¸ 2007;	Due Billing and Alvesson, 2000; Sharma,1990; Appelbaum, and Shapiro, 1993; Kirton and Healy, 2012; Paris, Howell, Dorfman and Hanges, 2009; Sheaffer, Boggler and Sarfaty, 2011; Johnson, Murphy, Zewdie,&Reichard,2008; Guillet, Pavesi, and Weber 2018;	Due Billing and Alvesson, 2000; Sharma,1990 Appelbaum, and Shapiro, 1993 Fletcher,2004 Silingiene and Stukaite, 2014 Orser and Elliot, 2011	Due Billing and Alvesson, 2000; Sharma,1990; Appelbaum, and Shapiro, 1993; Kirton and Healy, 2012; Paris, Howell, Dorfman and Hanges, 2009; Fondas, 1997; Altıntas¸ and Altıntas¸ 2007; Guillet, Pavesi, and Weber 2018; Ziya and Erhart, 2015; Fletcher,2004;	Due Billing and Alvesson, 2000; Sharma,1990; Kirton and Healy, 2012; Paris, Howell, Dorfman and Hanges, 2009; Altıntas¸ and Altıntas¸ 2007; Quader and Oplatka, 2007; Guillet, Pavesi, and Weber 2018; Ziya and Erhart, 2015; Mair, 1997; Park, 1997; Vasavada,2012;

Guillet, Pavesi, and Weber 2018; Fletcher,2004; Maier, 1997; Koopman,2000; Park, 1997; Vasavada,2012; Syed and Murray,2008; Johanson,2008; Buttner,2001; Eagly A.H., Johnson B.T., 1990; Broadbridge and Simpson,2011; Embry, Padgett and Caldwell, 2008; Adler,1997; Billing,2011; Silingiene and Stukaite, 2014; Faizan, Nair, and Haque, 2018; Ashcraft,1999; Lämsä, &Sintonen, 2001; Orser and Elliot, 2011;	Ziya and Erhart, 2015; Fletcher,2004; Vieira da Cunha, & Pina e Cunha, 2002 Adler,1997; Vasavada,2012; Syed and Murray,2008; Buttner,2001; Eagly and Johnson , 1990; Broadbridge and Simpson,2011; Embry, Padgett and Caldwell, 2008; Adler,1997; Bowring, 2004; Billing,2011; Silingiene and Stukaite, 2014; Faizan, Nair, and Haque, 2018; Ashcraft,1999; Ashcraft, 2001; Lämsä, &Sintonen, 2001; Orser and Elliot, 2011; Quader and Oplatka, 2007;		Vieira da Cunha, & Pina e Cunha, 2002 Embry, A., Padgett, M. Y., & Caldwell, C. B. 2008; Vasavada,2012; Buttner,2001; Eagly A.H., Johnson B.T., 1990; Broadbridge and Simpson,2011; Embry, Padgett and Caldwell, 2008; Adler,1997; Lewis,2014; Bowring, 2004; Silingiene and Stukaite, 2014; Faizan, Nair, and Haque, 2018; Ashcraft,1999; Ashcraft, 2001; Orser and Elliot, 2011;	Syed and Murray,2008; Syed and Murray,2008; Eagly and Johnson , 1990; Broadbridge and Simpson,2011; Embry, Padgett and Caldwell, 2008; Adler,1997; Lewis,2014; Bowring, 2004; Billing,2011; Silingiene and Stukaite, 2014; Ashcraft,1999 Lämsä, &Sintonen, 2001; Orser and Elliot, 2011;

basis of their predisposition. Sex role theory has been employed to argue the difference between orientation of men and women as leaders. For example, women are different from

men due to their socialisation and hence they develop different attitude towards various aspects like power, interpersonal relations, problem solving etc. Due to this, their approach towards leadership is different. For example, Grant (1988), explains that women tend to see power as capacity which stems from community and is directed towards them. On the other hand, men tend to see power as dominance. Women have a relational approach in carrying out managerial functions like problem solving, conflict management, goal setting, decision making etc. (Sharma, 1990). One of the most important factors that define feminine leadership is their interpersonal orientation (Eagly& Johnson, 1990). The main distinguishing factor that separates feminine leadership is the relational stance maintained while carrying out various functions. Feminine leadership is about a pre-disposition towards creating relationships, empowering others, developing a web like structurewith subordinates rather than a hierarchical structure.

The second basis on which feminine leadership has been defined is behaviour. Feminine leadership is defined as a particular style which is characterized by a set of behaviours. These behaviours include communication style, skills relating to managing relationship with subordinates, awareness of patterns, ability to listen, being socially expressive (Due Billing and Alvesson, 2000; Sharma, 1990; Irby, Brown, Duffy and Trautman, D., 2002; Guillet, Pavesi and Weber, 2018). Johanson (2008) explains that the concept of feminine leadership may not be a new development. There are certain behavioural dimensions of leadership that may be considered as feminine in nature but have never been specifically defined as such. The Ohio state leadership studies in 1950s, found that leadership behaviours can be classified into two kinds - consideration and initiating structure. The behavioural dimensions of consideration can be considered as feminine as it includes showing consideration for feelings of subordinates, participation, emphasis on employee satisfaction and building relationship with subordinates.

The third conceptualisation looks at what feminine leadership aims at doing. Feminine leadership is rooted in the logic of "how to grow people" in the domestic sphere whereas the masculine logic is rooted in "how to produce things" in work sphere (Fletcher, 2004).This feminine logic has implications in work sphere with relation to leadership. The aim of feminine leadership is then to create conditions where individuals can grow and learn and produce things together. Thus, feminine leadership is about creating flatter structures, aiming at subordinate satisfaction, aiding team formation and focusing on learning and development of subordinates (Due Billing and Alvesson, 2000; Fletcher, 2004; Silingiene and Stukaite, 2014;Orser and Elliot, 2011).

The forth conceptualisation looks at the process of feminine leadership. Here the focus is how the relational stance of feminine leadership is carried out by collaboration, building networks, consensus building, democratic and transformative leadership style (E.g. Paris, Howell, Dorfman and Hanges, 2009, Altıntas¸ and Altıntas¸ 2007; Ziya and Erhart, 2015; Buttner, 2001).The interactions are multidirectional, as opposed to unidirectional in traditional leadership, characterised byparticipatory and democratic processes (Ashcraft, 1999). For example Fletcher (1994), proposes that post-heroic leadership such as shared leadership are feminine in nature. They are characterised by interactions which are more fluid where influence flows in both direction.

The fifth conceptualisation relates to looking at feminine leadership from gender aspect. Two main themes emerge in this line of research. First defines feminine leadership as orientations and behaviours anchored in women's actions. This line of argument finds its basis in gender resistance feminism. Women differ from men due to their unique experiences and this

difference should be celebrated. (Ely and Meyerson, 2000). It rejects the notion that men and women are similar and that socialisation has rendered women unfit for managerial jobs. This perspective emphasizes women experiences and the unique contributions they bring into the workplace. This unique experience gives rise to a distinct leadership style known as feminine leadership style. Majority of the studies define feminine leadership on these lines. They consider qualities of a female as an advantage also known as "female advantage" (Howell, Dorfman, &Hanges, 2009), which can be useful in effective management and leadership. One of the drawbacks of this line of research is that culture plays an important role in sex role socialisation. The characteristics, that come under the purview of 'female advantage", are rooted in western management literature. It is not necessary that it is similar across cultures. When gender is used as a variable in studies to investigate feminine leadership style, it does not take into account the cultural patterns that may lead to gender differences (Alvesson and Billing, 1997). Secondly the studies are focussing on stereotypical differences between men and women. The second theme of feminine leadership focuses on the nature of leadership as masculine and feminine and not on gender, though the concept of masculinity and femininity is still western in orientation. Here the feminine leadership is conceptualised as set of characteristics which can be enacted by both and women, an argument thatfinds its basis in gender resistance feminism. Gender rebellion and feminism challenges the existing male and female duality by arguing that gender is fluid and reject perspectives which consider universality of female characteristics (Lorber, 2001). Factors like race, class, ethnicity and context like historical background plays a very important role in power imbalances (Mohanty, 1991). Table 1 provides a snapshot of the papers under various themes.

Conclusion

The problem with current literature is that the construction of feminine leadership is still in the gender realms based in western management research. It is important to move this discussion from this gender realm and include other important factors. For example, culture is an important aspect while studying feminine leadership. Also, the instrumentality of feminine leadership will have implication if we investigate in what kind of context feminine leadership will be most effective. There has been a surge of studies which looked at leadership from a gender lens. Does this mean that the traditional masculine construction of leadership is not able to fully fulfil the leadership requirements in certain context? Consequently one may ask, what is the context in which feminine leadership can contribute? Industries like service, education, social sector etc may require a feminine orientation. They may require a form of leadership which is more participative, non-hierarchical and distributed. This essentially is construction of leadership in feminine terms. Exploring the concept of feminine leadership may provide future directions to see how they contribute to effective leaders

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Acknowledging Gender Diversity and Inclusion as Key to Organizational Growth: A Review and Trends

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Diversity refers to the existence of human differences on the grounds of color, creed, race, ethnicity, gender, identity, sexual orientation, age, social class, physical attributes, ethical values, political beliefs, nationality, education, personality, skills, experiences and knowledge base. Inclusion, on the other hand, is the collaborative environment that enhances belongingness, participation and contribution as it provides respect to people across varying parameters of difference. Over the past few decades, workforce diversity and inclusive work practices have acquired the core position in several small, medium and large sized organizations whether national or international. Historical and current status of women workforce participation in Indian organizations reveals that there is a huge gap exists between the proportion of female labor force and their male counterparts. Presently, as the companies have initiated to acknowledge that women constitute a significant and un-ignorable source of human capital, it has become essential to create female friendly workplaces to encourage gender diversity in organizations. The present scenario identifies gender diversity and inclusion of workforce as the key to business success and growth. This piece of research investigates the nuances of gender diversity and inclusion that bring out their true essence in terms of creativity and innovation, organizational reputation, productivity, decision-making, problem-solving and organizational performance as its several advantages. Additionally, the present research throws light upon the status of gender diversity in Indian organizations and present global trends in the domain of gender diversity and inclusion as a key competitive advantage.
Key Words: Gender diversity, inclusion, workplace and MNC's.

Employee Job Crafting Behaviour: Role Shibaof Leader Member Exchange, Positive Organizational Support And Change Readiness

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Job crafting is a deliberate self-initiated employee behavior targeted at seeking resources (i.e., asking a manager or colleagues for advice), seeking challenges (i.e., asking for more responsibilities), and reducing demands (i.e., eliminating emotional, mental, or physical job demands), through which job crafters reshape the content of their jobs to deal more effectively with changes communicated by their organization. This paper examines the role of Leader Member Exchange (LMX) and Positive organizational support in individual's readiness to change. Drawing upon social exchange theory, this study explores the relationships between LMX, POS, readiness to change and response or initiate change (job crafting) among a group of middle level managers in financial sector. Because change readiness is a trait in itself, the research also attempts to study if change readiness moderates the relation between LMX and JCB. The present study has established a relation between leader member exchange and job crafting behaviour among employees. The role of change readiness has been found to be moderating the relation between LMX and JCB, even the role of positive organization support has been found to be important among employees of financial sector studied in this research.

INTRODUCTION

One of the biggest concerns of workplace today is lack of job enjoyment and career gratification in the long run. Every one day, we get to hear from a friend who is bored of his present assignment, or another gentleman who is seeking a job change, or him who is extremely stressed out with his uncooperative boss and team members. Unhappiness with the job leads us to a belief that the job itself is a wrong job. To find a joyful job, someone suggests finding out the right role, or the suitable position or the right organization. What actually is needed is that motivating factor that can place an individual in the driver's seat to have a meaningful job, a happy feeling and an enhanced performance. An emphasis on human relations at work, and importance of positive psychology, leads to the question whether relation between employer-employee, manager-subordinate matter? If it matters, where does the impact lie? Employees should be comfortable enough to discuss about job crafting strategies with their leaders, especially in the times of organizations initiating change, or when their job behaviour demands a change at his individual level. Researches have been conducted on styles of leadership, psychological contracts as an impact of leadership styles, personality styles in leadership, leadership and organizational culture, leaders' political behaviour, leadership and teamwork and a lot more on leadership; but a gap in research has been observed on whether *LMX and POS has any role to play on how the employees behave*. When employee would want engage in job crafting behaviour, they can induct various modifications in the way they do their job, interactions, or approaches they think about their work to make it better. But engaging in JCB would require personal change readiness among employees. Not only how employees behave, but how the employees, because of leaders' exchange with them initiate changes in the job roles or other aspects of their jobs. In this context, this study endeavors

to explore the relationships between LMX, POS, change readiness (RFC) and job crafting behaviour (JCB) among a group of middle level managers.

With this background the present study endeavours to explore the relationships between LMX, POS, readiness to change and response or initiate change (job crafting) among a group of middle level managers in financial sector. Because change readiness is a trait in itself, the research also attempts to study if change readiness moderates the relation between LMX and JCB.

CONCEPTUAL DEFINITION OF VARIABLES

a) Job Crafting Behavior (JCB) - Wrzesniewski & Dutton (2001) has defined job crafting as those endeavours that employees take in order to bring about a desired change in the job they do; these changes could be physical or cognitive changes.

b) **Leader Member Exchange (LMX) -** The leadership concept that displays the role of both leaders and subordinates to leadership effectiveness is that of LMX, which revolves around the dyadic association between leader and subordinate. LMX concept holds that leaders establish special relationships with unique subordinates (Dienesch & Liden 1986; Graen & Uhl-Bien 1995).

c) **Perceived Organizational Support (POS) -** Eisenberger et al. (1986) have delineated perceived organizational support as the reflection that **employees** hold about the degree to which the organization worries about their well-being and gives importance to the employees' role.

d) **Change readiness(RFC) -** It refers to the employees' ideals, attitudes, and intent about the volume to which changes are wanted and he/she is capable to efficiently implement those adjustments. Bernerth (2004) defines change readiness has the employees' preparedness to accept changes; it is more than just understanding it, and also involves taking the effort towards change.

Thus we hypothesize that H5: Readiness to Change moderates the relation between LMX and Job

Crafting Behaviour.

S. No.	Hypotheses
H1	LMX has a positive relation with JCB.
H2	LMX has a positive relation with POS.
H3	POS has a positive relation with JCB.
H4	POS mediate the relationship of LMX & JCB.
H5	RFC moderates the relation between LMX and JCB.
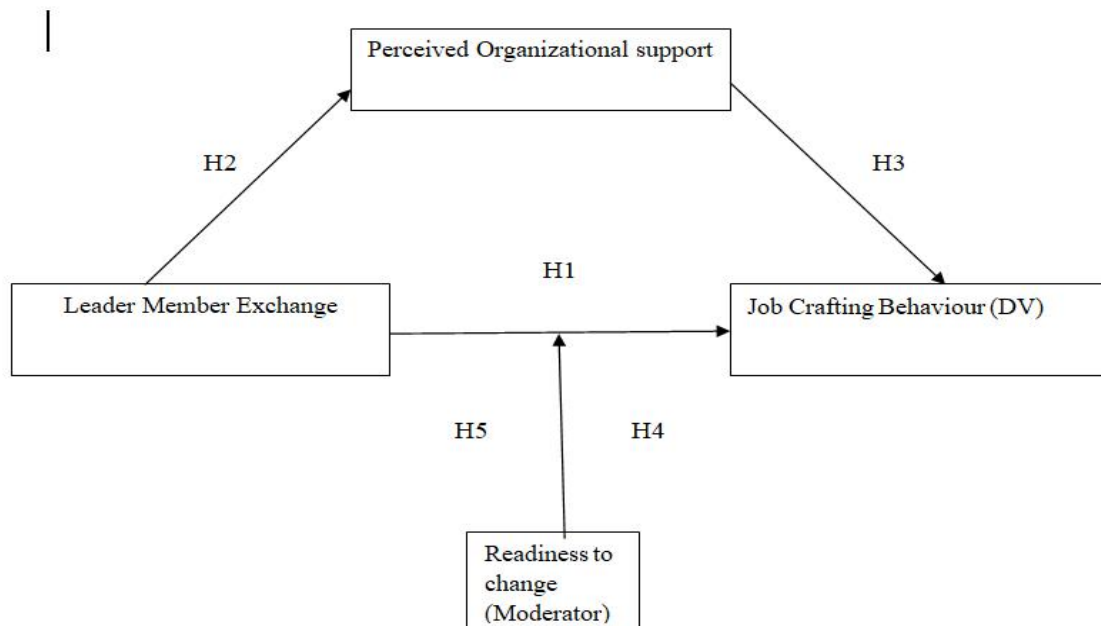
METHODOLOGY

The methodological framework of the research is explained in this part. It consists of the research design and procedure, followed by the description of the subjects and the instruments. This chapter ends with a description of the statistical analysis.

RESULTS AND DISCUSSION

The data was collected, scrutinized and made ready for analysis. Data was checked for missing values, outliers and probable errors. Incomplete data sets were removed. Thus finally 140 complete and clean data were arrived at by the researchers. We employed factor analysis in order to check the construct validity of variables. For this purpose, PCA or Principal Component Analysis was employed to check the theoretical underlying constructs of the model (Pallant 2007). Before PCA was conducted, factor analysis was done to check suitability of data.

Table 2: The KMO and Reliability indices obtained.

S. No.	Variables	KMO	Cronbach α (Internal Consistency)
1.	LMX-7	0.860	0.833- Good
2.	Job Crafting Questionnaire (JCQ)	0.802	0.803 -Good
3.	Perceived Organizational Support	0.792	0.900- Excellent
4.	Change readiness Scale	0.843	0.830 -Good

Correlations:

Correlational analyses were conducted to understand and explain the relationships among variables. Pearson's correlation was used for this purpose in order to designate how strong was the relationship among the variables without explaining the causality (Pallant, 2007, p. 127). (Table 3).

Table 3: Mean, SD and Correlational Coefficients

	Variables	N	M	SD	LMX	JCB	POS	RFC	Age	Gender	Tenure Leader
1.	LMX	140	3.75	0.44							
2.	JC	140	4.10	0.52	0.37**						
3.	POS	140	4.21	0.54	0.57**	0.51**					
4.	RFC	140	4.00	0.61	0.52**	0.55**	0.43**				
5.	Age	140	35.2	10.20	0.151	0.07	0.25**	-0.02			
6.	Gender	140	1.54	0.51	-0.158	0.453**	0.23**	0.21*	0.12		
7.	Tenure Leader	140	3.65	4.49	-0.325**	0.061	0.061	0.053	0.008	-0.061	

The results of the correlational study show the evidence of a positive correlation between LMX and JCB (r=0.37**, medium and significant), supporting the first hypothesis H1: LMX has a positive relation with JCB. The results also display that there is a positive correlation between LMX and POS (r=0.57**, large and significant), therefore the H2: LMX has a positive relation with POS has been supported. Addressing H3, i.e. POS has a positive relation with JCB, it has been found that (r=0.51**, significant, positive and large), and correlation between RFC and JCB is (r=0.55**, large, positive and significant), thus leading us to find that H4: RFC has a positive relation with JCB is supported.

Discussion

This study is one of the first efforts to understand the interplay among the significant factors of JCB; in the way that it endeavours to understand the relation between LMX in the light of POS and change readiness towards an employee's JCB. From the present study, it can however be discussed now that the quality of leader member exchange relationship assists employees in their

evaluation of support received from the organization (Liden, Bauer, Erdogan, & Wayne, 2004; Wayne et al.1997).

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From Sustenance (Nutraceutical Industry) to Sustainability (UNSDG-2030): An Exploratory Network Analysis

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ABSTRACT

The research on Nutraceutical Industry goes a long way to resolve 'triple burden of malnutrition' faced by the world. We conduct a systematic content-based review followed by exploratory network analysis on managerial issues in this industry with respect to Sustainability Development Goals using a sample of 138 papers published in the past decade. This review will help in understanding the various challenges faced by the decision-makers and also provide direction to researchers for proposing future Public Policy initiatives in Global Hunger Index (GHI) countries (mainly from developing and underdeveloped economies) and thus enable achieving United Nations Sustainable Development Goals-2030. We tabulate three important findings: (a) Research directions are influenced by global agreements in the nutraceutical industry; (b) The studies in Non-GHI countries (developed economies) primarily focus on economic, strategic and operations domains. (c) Researchers and policymakers should focus on resolving operational challenges for better accessibility and affordability in underdeveloped/ developing economies (GHI countries). This is attained using multiple methodologies and appropriate theoretical lenses to achieve Zero Hunger (Goal-2) and Good Health and Well-Being (Goal-3) goals. The study also proposes a unique framework to compare the literature development across multiple complementary industries (Food, Pharmaceutical, and Nutraceutical) and helps develop future research agenda.

Keywords- Nutraceutical, Public Policy, Global Hunger Index, Sustainable Development Goals, Network Analysis

1. INTRODUCTION

Studies over the years have highlighted the positive correlation between a healthy society and corresponding economic output (Loeppke et al. 2007, World Bank 1993). Improvement in the standard of living across developing countries has some negative impact on dietary and lifestyle behaviors leading to a higher incidence of public epidemics (Sinha et al. 2009). These unhealthy dietary practices lead to the consumption of food and beverages with high salt, sugar and low micronutrient contents. In addition, the United Nations Food and Agriculture Organization (FAO) estimates that majority of the global population (868 million approximately) suffers from undernourishment i.e., insufficient intake of dietary energy and protein (FAO 2012). These challenges on the nutritional content of health are often referred as the 'triple burden of malnutrition' i.e., undernutrition, micronutrient deficiency, overweight and obesity (Pinstrup-Andersen 2007, Labadarios 2005). Gomez et al. (2013) highlighted that lack of dietary intake (either due to food availability or poor dietary habits) weakens the immune system leading to premature death and/or higher health care cost. According to UNICEF (2016) and WHO (2017) studies, one in three people worldwide suffer from some form of malnourishment, and 88% of countries have triple burden of malnutrition affecting across age groups.

A historic political agreement known as the United Nations Sustainable Development Goals (UNSDG) for 2030 was signed by 193 countries in September 2015 (UNSDG 2015). No poverty (SDG- 1), zero hunger (SDG-2), maintenance of good health and well-being (SDG-3) were identified as the top three goals of UNSDG. Sinha et al. (2009) had observations while proposing the care model with "diet, exercise and drugs" as core elements.

Nutraceutical has a tremendous potential to move towards achieving the second and the third SDG goals (zero hunger, maintenance of good health, and well-being). According to Kalra (2003), Nutraceutical is defined as "a food (or part of a food) that provides medical and/or health benefits, including the prevention and/or treatment of a disease" and generally follows a preventive healthcare approach. Examples of such nutraceutical products are Yakult (Danone), Pediasure (Abbott Nutrition), Lactogen, Cerelac (Nestle), Cod Liver Oil Capsules (Merck), Plumpy Nut (Nutriset) and many others. According to ASSOCHAM (2017), developed countries are pioneers because they were the first to embrace this industry.

Whereas the developing countries due to the high percentage of malnourishment need to be the mass market, but on the contrary accounts for merely a 2-3% share of the global market. Therefore, expansion of the Nutraceutical market in developing and underdeveloped countries might be necessary to enhance the societal conditions required to achieve SDG-2 and SDG-3. In accordance with, the pertinent research questions explored to understand the progress and identify future area of research are:

- *Do international agreements influence the research directions in Nutraceutical Industry?*

- *What are the various managerial challenges investigated in literature? Have supply chain and sustainability issues been explored enough to achieve SDG-2 and SDG-3?*

- *What are the main ingredients of a future potential research agenda to achieve the identified Sustainability goals through the use of nutraceuticals in framing Public Policies?*

Subsequent sections have been arranged as follows: Section 2 presents the methodology followed by section 3 that details a content analysis intended to answer many of the stated research questions. Section 4 maps the network analysis with respect to SDGs. Finally, section 5 concludes the paper by proposing a framework which captures the insights from previous sections and provides future research agenda in nutraceuticals.

2.   METHODOLOGY

Content analysis is considered to be one of the predominant methods of carrying out literature review. It is a class of methods within empirical social science that can be applied in both quantitative and a qualitative manner (Seuring and Gold 2012). We use the four step methodology for content analysis proposed by Mayring (2004): collection of articles, descriptive analysis, category selection, and finally evaluation of articles dealing with managerial challenges in nutraceuticals industry.

The academic literature of interest in this study (managerial issues in Nutraceutical industry) has been collected from various databases (in English language) like ABI Informs, Proquest, EBSCO, Google Scholar and then cross-checked in Scopus. The articles from peer-reviewed journals have been taken as the unit of analysis. These journals are ranked in ABS-2018 /ABDC-2016/JCR-2016/SJR-2016.
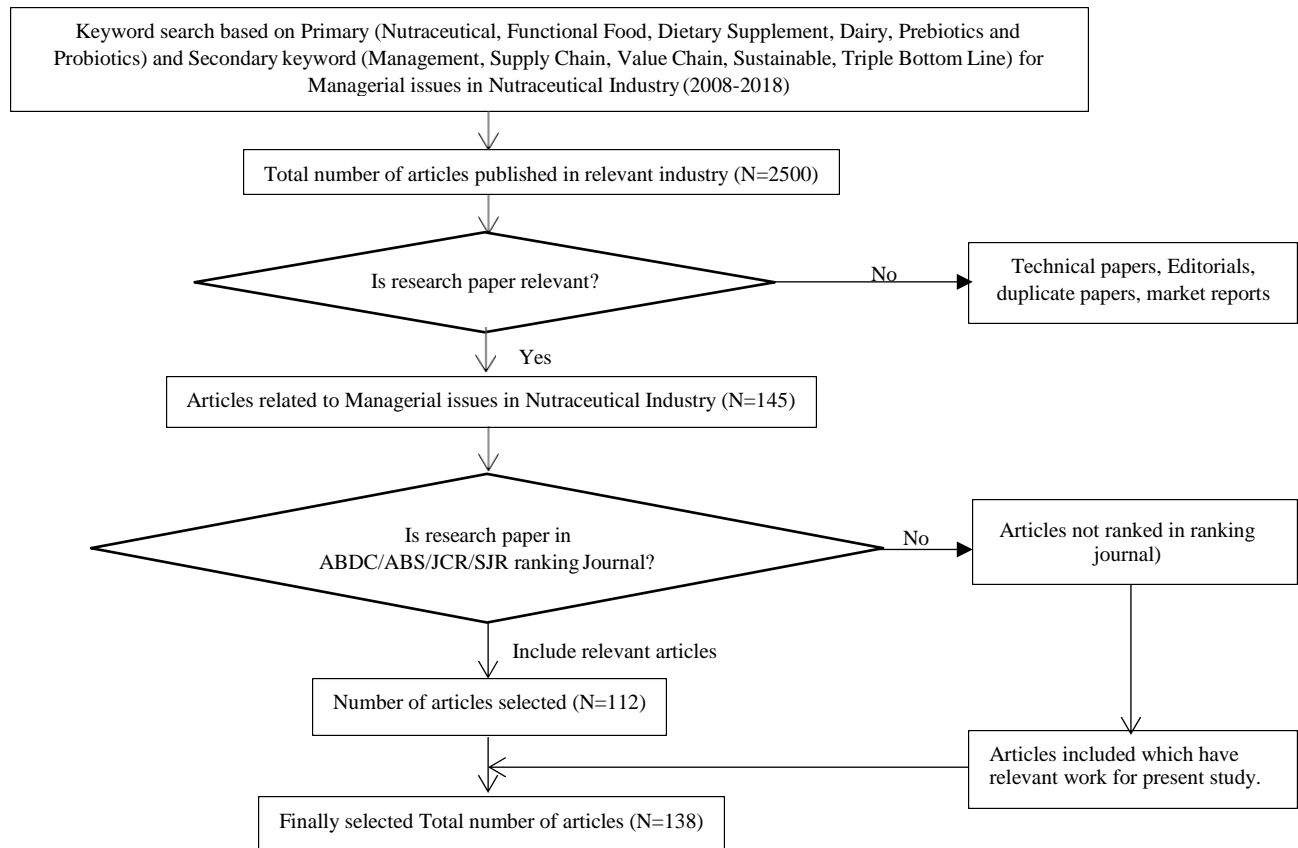
Figure 1: Steps involved in the selection of articles for the Study

Figure 1 reports the filtering processes followed for shortlisting 138 articles used in the study. In the descriptive analysis section, the information provided across 138 articles is assessed and presented along with analytical findings. Every article has been coded based on initial judgment of three authors. The difference in the codes, if observed, was sorted through mutual discussion and iteration until the consensus was reached. Seuring and Gold (2012) indicated that the categorization scheme with predefined categories and clear definitions enhances reliability of the coding. In addition, an intense discussion within the research team reassures internal validity of the findings. Hence, the systematic arrangement of codes and their categorization helps in understanding the patterns. Inter- rate reliability of the coding has been done according to the guidelines given by Syed and Nelson (2015). Validation of the research was done by following the guidelines indicated by Kassarjan (1997).

3.   CLASSIFICATION OF THE COMPILED LITERATURE: ANALYSIS AND FINDINGS

World Health Organization (WHO) proposed the Global Hunger Index (GHI) as an important indicator of malnutrition level for any particular country in the world (Von Grebmer et al. 2017).

3.1.   Progress on literature dealing with managerial issues over the study period

An uneven cyclic pattern can be observed in the total number of studies reported in Figure 2. Series of global conferences were held in 2004, 2008 (subsequently in 2012) at the Copenhagen Consensus Centre with expert panels deliberating on 12 major global challenges. Micronutrient malnutrition always featured in top two or three priorities (Eggersdorfer et al. 2013). Subsequently, The Scaling Up Nutrition (SUN) Movement was launched in 2010 by World Bank that unites stakeholders like the governments, civil society, businesses and citizens in an
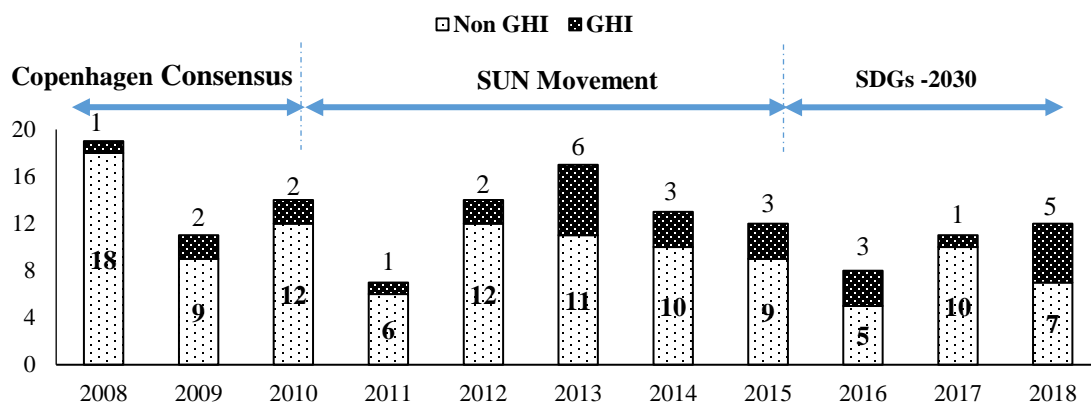
Figure 2: Published Articles across Years and Global Hunger Index

effort to end under- nutrition. It was the first attempt to include private players through partnership (Schuftan and Greiner 2013) in this global initiative. Furthermore, "Transforming our World: the 2030 Agenda for Sustainable Development" was launched towards the end of 2015. In this era, studies discussed for regulatory frameworks, assessment of food value chains. Hence, it could be seen that research in supply chain and sustainability issues have emerged in the nutraceutical industry.

4.   Nutraceutical Industry: A new path to attain SDGs of 2030

The main objective of Nutraceutical industry is providing proper nutrition; zero hunger; good

health and well-being; poverty reduction as their Primary goals.

Fig 3: Sustainable Development Goals of 2030
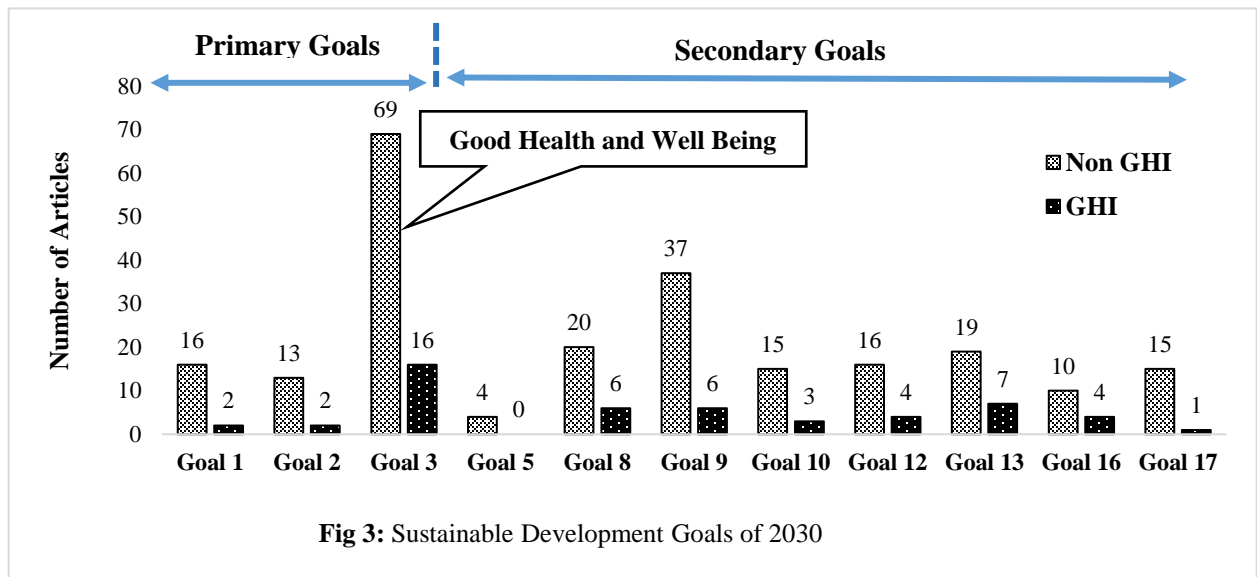
NON GHI Studies:

- Good Health and Well Being (Goal 3) has maximum 66% of all articles as shown in Fig.10.

- Furthermore, Management issues which are included under this goal are Operations Management followed by Strategic Management, and finally Marketing Management with 32.35%, 28.99% and 17.39% respectively of all Goal 3 articles for Non GHI countries Operations Management discipline has highest number of articles, explains health and nutrition at the Bottom of Pyramid with the help of multinationals (Parmigiani and Rivera-Santos, 2015), value chain for vulnerable groups (Maestre et al.2017), herbal medicines (Booker et al., 2012), product recalls for multigrain food products, infant food powders due to melamine contamination in China (Marucheck et al., 2011; Roth et al., 2008), controlling sustainability in local food supply chain (Hamprecht et al., 2012) through Conceptual methodology. Another methodology as Mathematical Modelling is used in manufacturing plants (Pinior et al., 2015; Doganis and Sarimveis, 2008), transportation (Kopanos et al., 2012) in dairy and yogurt industry to reduce cost and greenhouse gases emissions.

- Strategic Management discussed Business Strategy (Schrader et al., 2012), Dynamic Capabilities for competitive advantage (Kirci and Seifert, 2015), Food–Pharma Convergence to provide medicine nutrition (Weenen et al., 2013), Nutraceutical as marketing strategy to target India's rural population (Street, 2015) with Conceptual studies, while Empirical studies are supported through Converging industries and Innovation the relevant industry (Song et al., 2017). Strategic area is generally explained with Case studies methods as Grameen Danone Project (Rodrigues and Baker, 2012) and International expansion of Nutraceutical industry in New Zealand (Dana and Paulin, 2008).
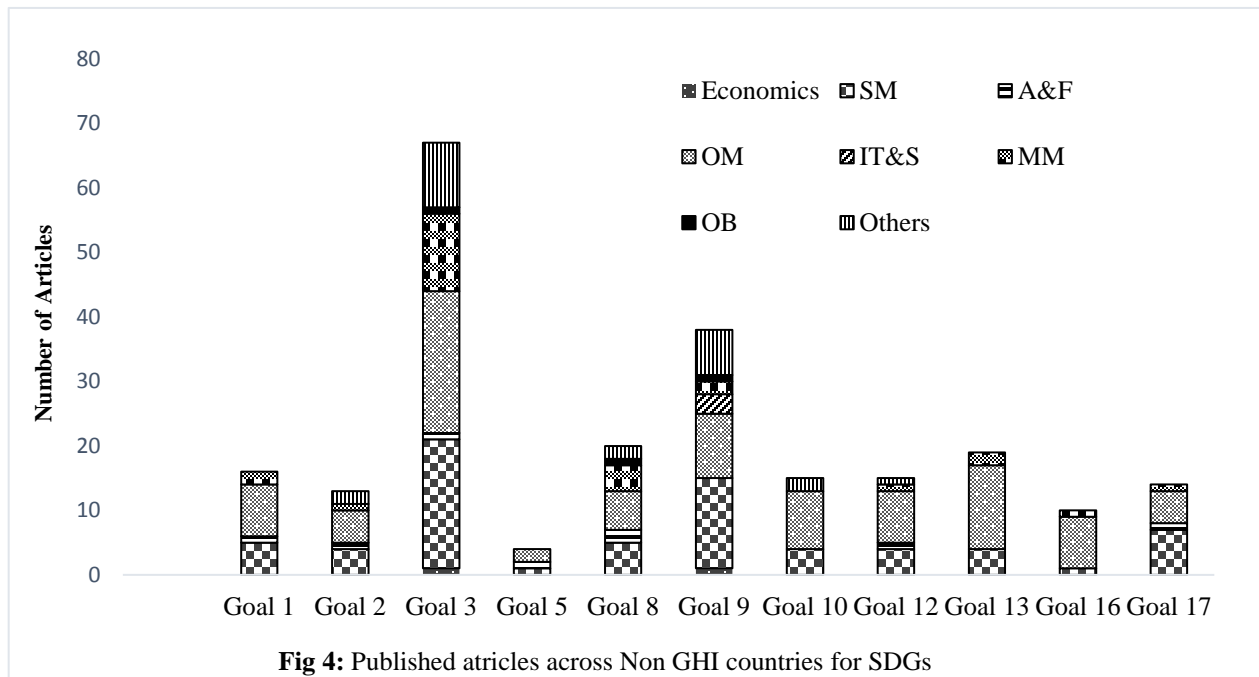
Fig 4: Published atricles across Non GHI countries for SDGs

- Marketing Management under Goal 3 includes Empirical Studies better than other methodologies. In addition to this, effect of perceptual benefits, barriers and awareness act as mediator for the purchasing intention to buy natural functional foods (Rezai et al., 2017).

- Goal 9 has more Strategic Management (24.56%) articles than Operations Management (17.54%).

- Information Technology and Systems have all articles in Goal 9 which help inventory management in Glaxo SmithKline Company (Shanj, 2008) with the help of Decision Support Systems and implementation of RFID techniques in healthcare of Germany for proper monitoring of products and services (Chircu et al., 2014).

- Accounting and Finance related major articles are in Goal 8 and optimizing the price of yoghurt with micronutrients based on recommended daily allowances for health improvement as well

as wealth generation with decent wages for local supply chain in developing countries as Bangladesh (Reiner et al., 2015).

- Economics discipline includes Goal 3 and 9 which underlined market competition and household structure for the purchase intention of functional foods using Empirical Studies (Barrena et al., 2015).

- Organizational Behavior studies are carried out in goal 3, 8 and 9, reflecting advantage of functional foods as first mover strategy in the market competition with Empirical studies (Sporleder et al., 2008) and Supply Chain responsibility for the employees for employee retention with Conceptual method (Van et al., 2009).

GHI Studies:

- Approximately 1/5 (20.74%) of all articles focused on GHI countries which are of prime importance.
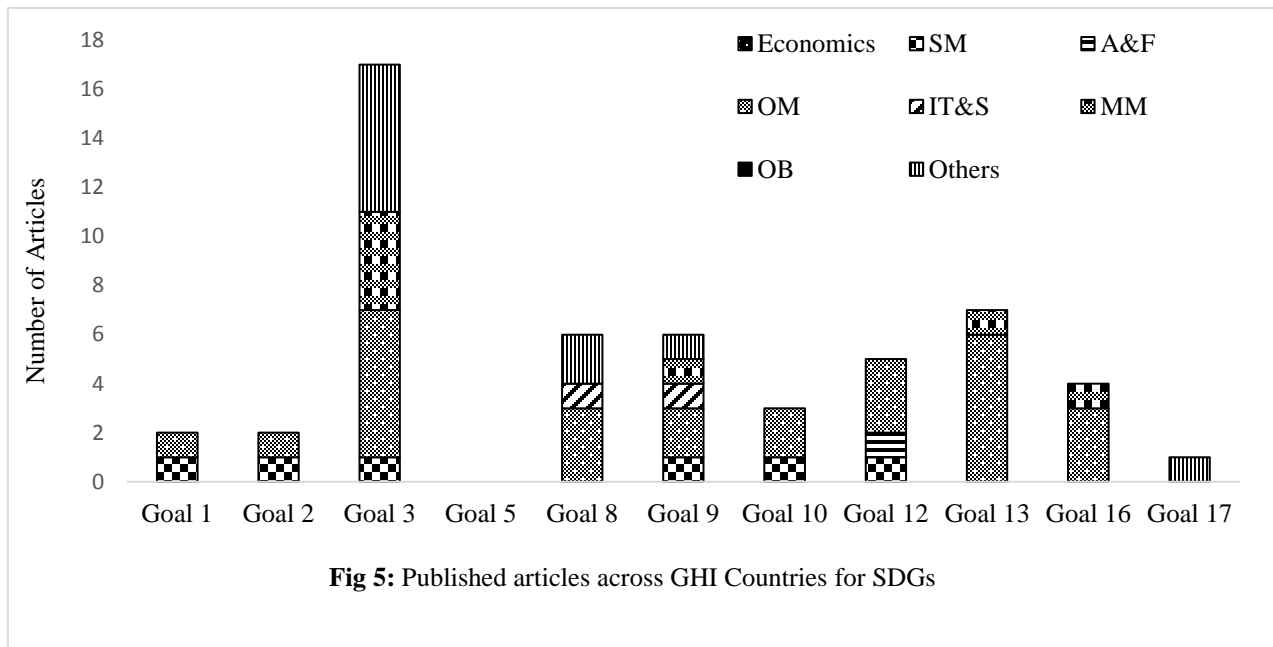
Fig 5: Published articles across GHI Countries for SDGs

- Economics and Organizational Behavior studies are found negligible in this context.

- Particularly, conceptual studies are high in GHI countries however, mathematical modelling are found more in Goal 12, 13, 16, 17. One essential reason for this is, that all goals are related to 3rd party logistics in cold chain, manufacturing scheduling, and distribution planning in dairy industry. All these functions are supported by mathematical modeling for the optimization process.

- Goal 8 and 17 includes Others as major theme for management issues. It includes functional food as a growing trend for health conscious consumers (Lau et al., 2012) especially, with the main focus on mother and child care through conceptual studies (Pushpangadan, et al., 2014), institutional barriers for food innovation in Brazil by Empirical studies (Oliveira et al., 2014).
- Information Technology & Systems highlighted local supply chain visibility to stop counterfeiting of ingredients used in products with Electronic pedigree by RFID technology explained with conceptual method (Matalka et al., 2009).

5. Exploratory Network Analysis among Sustainable Development Goals in Nutraceuticals
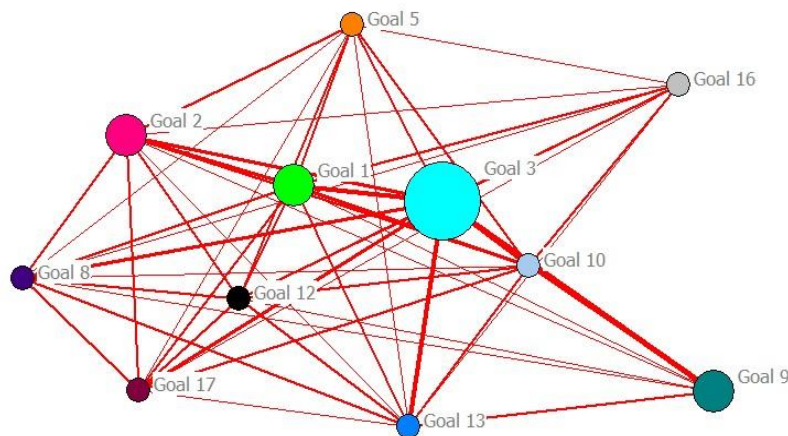
Fig 6: Network Analysis among all Sustainable Development Goals

This section deals with the interrelationships among SDGs with respect to Nutraceutical Industry. For this, initial step involves content analysis of 138 papers with the provided codes given in all goals. Further, a correlation matric has been made to quantify the number of papers in each individual goals. Finally, an exploratory network analysis has been made with the help of Pajek Software to visualize the strength and relationships in the network.

Hence, Figure 6 explained that Goal 3 (Good Health and Well Being) has maximum number of papers under this goal. Goal 1, 2, 3 have very strong in interrelationships among each other. Therefore, it explains zero hunger and less malnutrition issues with reduction in poverty in any country leads to enhancement of Good health and well-being.

4. CONCLUSION AND FUTURE DIRECTIONS

Over the years, regulators, academicians, practitioners and associations like WHO, UNICEF, Bill and Melinda Gates foundation have considered malnutrition as biggest threat to the society. The key findings from the present study are:

- Research direction is influenced by the global agreements in nutraceutical industry thus a potential researcher should always be aware of international development to conduct relevant and contextual research.

- Non-GHI countries have conducted majority of research in nutraceutical penetration, adoption, and accessibility. These are mainly to provide nutritional supplements due to poor dietary habits. In contrast, GHI countries facing severe nutritional challenges (due to food/pharmaceutical accessibility and affordability issues) have rare studies in the literature on the use of nutraceutical. Accessibility of nutraceutical can be improved by using appropriate logistics management strategies and affordability through optimal sustainable supply chain strategies. These initiatives are expected to help achieve SDG-2 and SDG-3.

- To identify the research agenda for the future a three phase framework is proposed in Figure 7. Such initiatives play a vital role in achievement of SDG-2 and SDG-3 objective for societal benefits.

PHASE I:
Present Challenges in Food and Pharmaceuticals (F&P)

PHASE II:
Research Gaps in Nutraceuticals with opportunities from F&P Literature

Challenges in Food Industry
(FAO, 2018)

- Increased population with reduced land under cultivation leads to food shortage
- Poor consumer dietary habits leads to over/under nutrition
- High use of chemical fertilizers leading to pollution.

Need for Nutraceutical

Challenges in Pharmaceutical Industry
(WHO, 2018)

- Environmental harmful impacts in pharmaceutical manufacturing and disposal.
- Affordability and accessibly in GHI (developing and underdeveloped) countries.
- Potential side effects on human body during long term exposure.

Gaps in Nutraceutical Research

- Lack of studies in GHI economies.
- Public policy framework and their optimal operational process in the industry needs to be developed
- Lack of studies across all methodology of research w.r.t various context (issues and geographies).
- Very limited theoretical aspects have been explored to understand business decision on operational challenges.
- Many managerial issues are yet to be explored to consumer behaviour, understand and enhance sustainability of industry to contribute towards achieving SDG from SRBV.

Opportunities from F&P Theoretical perspective

- F&P industry have studied managerial issues from various organizational theory perspective (except SRBV)

Opportunities from F&P- Research issues

- F&P industry have studied various aspects of supply chain as well as Sustainability (section 4)

Opportunities from F&P - Mathematical Tools and Techniques

- F&P industry have used different types of deterministic, probabilistic, constrained optimization, system dynamics modelling, simulation; Artificial intelligence, heuristics etc. to understand managerial challenges.

Research Agenda towards SDG for Nutraceutical Industry towards SDG

- Develop conceptual policy frameworks for success in GHI countries.
- Propose framework to improve understanding of Consumer Behaviour.
- Empirical studies to improve Sustainability practices across Nutraceutical supply chain in GHI countries different theoretical perspective including SRBV.
- Propose strategies to improve health & wellbeing through use of nutraceuticals for mass consumers using different mathematical techniques under deterministic and probabilistic scenarios.

SDG-2: Zero Hunger

SDG- 3: Good Health and Well Being.

Figure 7: Challenges and future directions towards achieving SDG 2 & SDG 3 through Nutraceutical Products- 3 Phase Framework

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Finding Oneself: Individuation and Identity discovery through Art based exploration

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I have never made a painting as a work of art, it is all research.

---------Pablo Picasso

Introduction

Individuation and identity formation have been explored mostly in the context of adolescent actors. Scant attention has been given to such transformative processes happening later in life particularly among women, who on account of their heavily socialized upbringing often find opportunities for self-exploration and consequent individuation and identity development much later in life. This paper deploys art-based research methods that use "artistic expressions in all of the different forms of the arts, as a primary way of understanding and examining experience" (McNiff, 1998) to capture individuation and identity transformation among women. Actors were allowed to describe themselves, their lives and its challenges, their experiences of learning, empowerment and individuation using pictures cut out of magazines, drawings embellished with colours and some texts all fashioned into a creative collage. The utility of this unconventional method lies in its offering the actors the opportunity to express themselves freely and accurately in an original way, reaffirming their learnings and their newly articulated identity.

Art based methods of visualization and drawing have been used in creative ways for conveying personal meaning and interpretations that may be otherwise difficult to communicate in words (Gauntlett, 2005; Young and Barrett, 2001). From a psychological perspective, this research method has been recommended as, "more nuanced than traditional written or oral research strategies that can better uncover subconscious or unrealized feelings and perspectives" (Rattine-Flaherty & Singhal, 2007).

Proposing a new ontology: a Tripartite Model of Identity

Explaining the process of inclusion or empowerment of women requires the demonstration of the processes through which women actors' make use of opportunities of self-expression through participation and work outside the family context. We describe such a process of individuation as a gradual change in the relationship dynamic between a woman and her husband and other family members in a way that reduces their power asymmetry. It involves a steady self-discovery of the potential and capabilities of the woman and hence her acceptance as an equal partner in decision-making and a valuable contributor to the household and society. This process of individuation is explicated through a tripartite model of identity, built on three lenses women use to create their sense-of-self: as a woman (a gendered conceptualization), as a partner (a role-based conceptualization) and finally as a person (the true self). The model proposes that women predominantly construct their identity around a gendered role description of themselves. They see themselves as a female and hence bearing and rearing children and managing the household as their foremost obligation. Their schema of life and its possibilities centre mainly on their femininity and biological capabilities and consequent restrictions arising from them. The next lens women see themselves from is that of a partner, particularly after marriage, with set family and social roles to enact, typically emanating from the gendered conceptualization of self. The partner here is responsible for the smooth functioning of the family unit with the woman being the primary nurturer, cook and caregiver responsible for all household chores within and outside the four walls of the household. The third and critical lens

is that of the true self, one that has capabilities for decision-making, agency, and aspirations for self that need not be limited to engendered and socialized expectations. This perspective is perhaps the most underdeveloped in women raised in a patriarchal social context which offers limited opportunities for a unique identity development through self-exploration.

Early socialization processes determine the development of a self-concept in an individual. In Indian society, with its unconcealed preferences for a male progeny, a girl child is often an 'unwelcome' addition to the family. Early years see the beginning of restrictions and a training in becoming a "good girl" who will be capable of growing into an ideal young woman ready to take on marital and family responsibilities. Education and grooming are attuned towards creating this desirable persona, one that is of value and utility to men in particular and society in general. Developmental stages of teenage and young adulthood are mostly directed at gaining socially appropriate proposals for marriage. Little emphasis is given to nurturing independent thinking or of conceptualizing a life of personal achievement or progress. Further, the socio-cultural environment does not facilitate a young girl's exploration of her environment outside the bounds of the household and therefore offers little opportunities for nurturance of an identity beyond the immediate environment. Anecdotal evidences from several women confirm the fact that conformance to norms and expectations of family members continues in most cases, even after marriage in the new household.
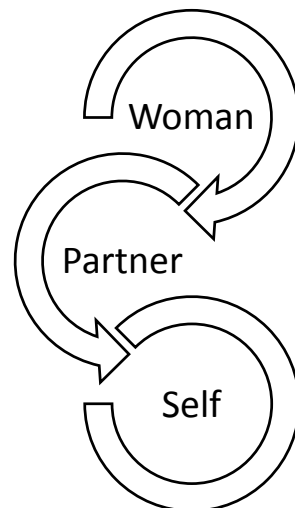
Figure. 1 - Tripartite Model of Identity

Erikson (1968) has described identity formation as a simultaneous process of reflection on self and observation of other's reactions to self, using which an individual compares his conceptualization of self with an assessment of how others would think of her/him. This necessitates a concurrent comparison of both self and others perspective of oneself using socio-cognitive skills. Even though such a process of individuation usually happens during adolescence, it can happen at any stage in life when an individual has access to new information about oneself (knowledge, skills and capabilities) as well as other's impression of oneself in the light of a new role performance and consequent salience of previously undemonstrated capabilities and actions.

Objectives of the study

The objective of this research study is to understand the process of individuation that has occurred and the consequent identity emergence as a result of women taking on increased responsibilities outside the home like setting up and running micro enterprises as well as coming to the forefront of leadership in the socio-political spheres of their communities. Using art based methods, the paper explores how the process of individuation takes place, the transformation in the conceptualization of self as captured by the renaming exercise and finally the nuances of the changing gender dynamics at home and in the community. Several of these

changes happen gradually over a period of time corresponding to the progress the woman makes in her new role as a Kudumbashree member and the subsequent realization of her capabilities and increasing influence in a wider socio-economic context.

From a research perspective, what is being attempted is the building of a conceptual bridge between the context of learning and empowerment offered by Kudumbashree and the experiences of the women that build in their minds a reconceptualization of themselves after becoming members of Kudumbashree and their subsequent growth. The paper captures the nuances of this dynamic process using an art-based exploration of their individuation and identity re-conceptualization.

Research context: Kudumbashree

After having failed in reducing poverty through several top-down poverty alleviation schemes, the Kerala government (in 1998) experimented with a new bottom-up approach centred on the woman of a household, a program rightly christened *Kudumbashree, the light of a family*. Women from lower socio-economic strata in Kerala deal with lot of challenges. Firstly belonging to lower economic strata they miss out on higher education, consequently lack vocational or professional skill. Further, patriarchy entraps them within the four walls of their household, stunting their capability to venture out and find income generation opportunities. Their families therefore are dependent on the sole male breadwinner's income. Kudumbashree aimed at empowering women economically, socially and politically by organizing them in neighbourhood groups, providing them with leadership, organizational and entrepreneurial opportunities.

By participating in Kudumbashree, women have set up successful micro-enterprises and in doing so they are now able to provide their families with stable source of income, achieve an improved economic status and be politically empowered. Individuation and the emergence of an expanded and bolder identity have been the other positive consequences that this study attempts to illustrate.

Methodology

We use three methods to depict the process of individuation and development of a new identity, both of which have deep personal meaning and lifelong implications. This transformation process is captured using two art-based methods and one self-disclosure in text:

1) **Self-portrait Collage**: this method involved creating a self-portrait collage that depicts the *before and after* conceptualization of a woman's identity and position in her marital relationship, family and society using pictures cut out from magazines. Further illustrations with personal drawings and texts add clarity and depth to the explanatory capacity of the collage.

The art of collage is deployed for eliciting the memories of women who have experienced such changes in their own identity of themselves as well as their perception of how their husbands have changed in their behaviour towards them and how they view their enhanced capabilities and bolder personality. Collage as a form of expression has the advantage of being easy to create and does not inhibit women on account of their limited ability to draw beautifully. At the same time, it offers flexibility in creatively expressing a wide range of emotions and feelings through pictures cut out from magazines, colours used to embellish images, symbols and other representations as well as words and sentences cut out and pasted in the collage to convey what the women may have gone through. As a visual art form, collage offers an opportunity for introspection and a huge canvas to capture every feeling which may otherwise have been difficult to convey or constrained by the existing clichéd vocabulary of the women. The fact that most of them have limited formal education and subsequent restraint in language fluency is another reason why art comes in handy for self-expression.

2) **Visual Timeline Exercise** that involves graphical description of the critical turning points in the life of the subject. The subjects describe as growth curves their learning, empowerment and growth process and critical incidents, events and opportunities accorded to them after joining Kudumbashree. Such graphical representations offer insights into what each woman considers as a worthwhile and rewarding learning experience and the personal outcomes of these experiences.

Since changes in identity and consequent changes in perceptions of men about their wives happens gradually over a period of time, we use a visual time-line exercise to help women depict the significant moments/ events/ stages in their growth as a KS member when they experienced these changes within themselves and the changes their perceived in how their husbands or close family members treated them. This gives a temporal account of the critical turning points in the changing gender, social and family dynamics. The collage offers a fundamentally non-linear method that enables the representation of concepts, emotions and information of critical developmental opportunities in a chronological sequence (Awan, 2007; Gauntlett, 2007).

The reason for the choice of art based methods was because art-based methods offer adequate reflective time for the subject to contemplate the growth and changes that have taken place within them and consequently re-conceptualize their identity and sense of self that methods like an interview or a focus group cannot offer (Gauntlett, 2007).

Rose (2001) suggests that researchers working with visual evidence need to employ a "critical visual methodology" (p. 16). The critical visual methodology requires close attention to be paid to not just the imagery that the women create but also to the circumstances of its production, which, in case was a training program in women empowerment during which such imagery was created as part of an exercise and not produced spontaneously. All the participants agreed that the exercise was the first time they reproduced their experiences and inner conceptualization of their growth and consequent individuation, and identity re-conceptualization. Further, it has been suggested that in order to avoid "mis-andover-interpretation of visual art-based representations", this method ought to be used in combination with case-based research methods so as to cross-validate the salience of the findings through triangulation (Ioana, 2013).

Using a self-portrait collage and timeline exercise involves re-interpreting the deeply personalized experiences captured by women in pictures that may have individualist and symbolic meaning. It was therefore essential to couple it with a method that ensured the translation and sense -making being done with minimal errors of interpretation. To facilitate this, the author collected short summaries written by women of the key aspects of their representations that added supplementary explanatory power. Extensive demographic data was also collected on all the 48 cases.

3) **Self-disclosure of the new identity by renaming oneself**

The subjects were asked to reflect upon their new conceptualization of self and capture it in a new name they would give for themselves. In Indian tradition, a name is chosen as an aspirational identity to grow towards and actualize in one's lifetime. Following that logic, the self–disclosure exercise gave the women a unique opportunity to reflect upon and articulate a name that captured their new identity and thereby re-affirm their internal growth and change. The exercise has both an imaginative and a self-efficacy enhancing dimension to it. Public declaration and affirmation of ones newly formed identity has the power to strengthen the change within oneself.

Thematic coding was done to capture the images that were visualized which resulted in the emergent conceptual framework of the Tripartite Model of Identity. Such an emergent identity resulted in the women creating a reconceptualization of self that was captured in the new name

they chose for themselves. The coding clarified the individuation process undergone by the women.

Sample

Our sample comprised of 48 women who had been member of Kudumbashree for an average of ten years. The data collection was part of a three day training program for Kudumbashree members in further enhancing their managerial and entrepreneurial skills to better manage their organizational responsibilities and in some cases microenterprises and joint farming ventures they had set up.

Sl no	Woman	Partner	Person	
	Gender based conceptualization, wife, homemaker, daughter, sister etc.	*Roles in various contexts, KS member, contributor, secretary, president etc.*	*Personal attributes, learning Self Confidence, etc.*	*Material possessions/contributions*
1	Wife and mother; family member	Member, ADS,CDS, panchayat member, convener of the Social Development Subcommittee	Respect, training, identity, election – recognition, confidence, Friendship	Gas furnaces, Car, Refrigerator, Vegetable farming, Bullet, Big house
2	Wife and mother; family member	Secretary – CDS, Chairperson - ADS	Social contacts, Prosocial, trust worthy, pride, confident, bold, recognition, hope, entrepreneur, respect, social support, financial independence	Land, home, restaurant
3	Mother; family member	Secretary	Recognition, Courage, self-sufficient, public speaking, support from authorities, support group, learning	Group farming, Self-employment
4	Wife and mother	Member	Social support, confidence, growth, recognition	Social Service
5	Wife and mother	ADS and CDS	Communication skills, financial independence, social interaction	Social Service, group farming
6	Wife and mother; family member	Kudumbashree President, CDS member and ADS Secretary	Family support, trust, recognition, friendship, social support, confidence, dignity, financial security, independence,	Social Service, social enterprise, job

7	Mother	Kudumbashree Secretary and President ADS member, CDS member	Knowledge in economic and social matters, communication skills, personality development, recognition, training, financial, social, health: growth, bold, inner strength, mental courage, acknowledgement	Social service, enterprise
8	Wife and mother; family member	Social Service	Social contacts, financial support, training, knowledge, recognition	Savings, sewing machine, group farming, self-employment
9	Wife and mother	Secretary	Recognition, strength, better decision making, practical knowledge, attitude, bold, identity, leadership, public speaking, financial independence, acknowledgement, recognition	House, savings
10	Wife and mother; family member	President, ADS member, CDS member	Recognition, respect, acknowledgement, proud, confidence, freedom, financial independence, strength, courage	Farming, mobile phone, new facilities, cattle, catering services etc.

Table 1. The Tripartite Model of Identity: thematic coding of self-portrait collage (sample)

Sl no	Name Given	Reason for choice
1	Thengu	It's the most important tree in our property. We get a lot of useful things from it. Oil and firewood are got from it which are pretty useful.
2	Nirbhaya	I have given this name because I have faced many situations without any fear. I believe and hope that I will have that confidence forever.
3	Ambal	Even though I lack many things I always work actively even in adverse situations
4	Jasmine	I believe like the beautiful scent of jasmine I can spread the light around. I believe I can do my best for others.
5	Indu	Nehru used to call Indira Gandhi Indu and I have read about it. I liked that powerful name.
6	Olangalilude	My life is like a wave. I am travelling in that wave.
7	Thenmaavu	In 2002 I had planted a Mango tree. It still gives me Mango. Like that from that time I joined Kudumbashree it had been fruitful. So have I.
8	Jasmine	I had a friend in school with this name. I have become smart like her
9	Nilavu	Many of our hearts are dark. If we can't shine like a sun at least be a moonlight so that the coming generation can be a bright like a sun shine.
10	Rose	Everyone likes a rose. Same way Kudumbashree women also is liked by everyone.

Table 2. **Self-disclosure of the new identity by renaming oneself (***sample***)**
Discussion and Conclusion

The data comprising of rich visual imagery, written interpretations and self-disclosure of the new names together brought to the fore a very implicit and nuanced change process within the women as they stepped out their houses and became part of the neighbourhood groups. This initial steps led to their finding a voice and being aware of their capabilities, competencies and importantly their agency in life. The profound internal transformation that happened to the women emerges as an explication of individuation captured through their self-portrait collages and the specific milestones engraved in their visual timeline exercise. The final affirmation of the inner change was articulated through the choice of a new name underlining the emergent identity.

Reflective collage as a tool for autobiographical narration of the individuation process provided a method amenable to differing levels of skill the subjects had in representing themselves. Women could present themselves through a fairly large number of pictorial options provided to them in the form of a variety of magazines to describe their development as an individual and more importantly as a person. Their personal transformation from a woman to an empowered individual with a larger role in the community and finally to a fulfilled person got captured by this rich method. This method was also advantageous to use as it offered an emotional connect for the women and hence could elicit from them their deepest thoughts, emotions and conceptualizations of identity and self.

Art based methods offer a unique, flexible, deeply involving and enjoyable way of collecting data. The provision of magazines being made available allows the subjects to transcend their artistic limitation and along with textual inputs helped them translate more readily their inner feelings and perceptions of self, particularly their advancements and individuation.

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Manager's Perception of CSR in Hotel Industry: Measurement, Scale Development and Validation

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Abstract

The manager's perception towards corporate social responsibility (CSR) initiatives of the hotel industry is the least discussed topic in the business and academic world. A scale is developed and validated to measure the perspective of the manager and its effect on the behavioural outcome. Based on the multidimensional CSR model of the Carroll, a 16 item scale is developed and validated with its impact on positive emotion at the workplace. The result of the study proves that CSR dimensions have a favourable effect on positive emotion.

Key Words: Corporate Social Responsibility (CSR), Scale Development, Positive Emotion.

Building Mindsets: - Inspirations from Indian Wisdom

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Introduction
"Parithranaya Sadhoonam Vinasayacha duskrutam
 Dharma samsthapanarthaya sambhavami yuge"

(Bhagavad Gita Chapter 4 Verse 8)

Meaning – To protect the pious and annihilate the miscreants as well as to re-establish the principles of righteousness, I myself appear, millennium after millennium.
Lord Krishna mentions three events as reasons for his re appearance in the above verse -

   i.   Protecting the pious
  ii.   Annihilating the miscreants
 iii.   Re-establishing principles of righteousness (dharmam).

The third one assumes relevance in the context of this essay. It presupposes that society lives on principles of dharmam (righteousness). This is amplified in Sanatana Dharmam – which means eternal laws for living. Eternal, because the laws have not changed. Life styles might have changed. Secondly, they have been most ancient and affirm cyclical rebirth.

In the context of mindsetbuilding, the attempt is to look at INDIVIDUAL and thenGROUP to understand how we have drawn inspirations from Indian wisdom. Subsequent to the group assessment, we look at specific areas of social life that have been inspired by Indian wisdom, before touching on management inputs and some personalities.

1. SELF: Ancient wisdom identifies individual as the building block of society. May be, nothing new about it. But the scriptures define certain approaches to facilitate the individual to understand oneself and grow to be contributing to a healthy society

    a. BREATH:
        The primary input to a human being is breath. Breath control has been advocated as the first step for physical discipline. Many mystic wonders said to have been performed by Sadhus like eating glass shards is attributed to their capacity to building breath locks for longer interregnum

    Many have sneered at Lord Shiva being depicted adorning live snakes on his neck. Little have people realised that Shiva was able to synchronise his breathing rhythm with that of the snake, as a result of which the snake never sensed any hostile environment around it.

    From breath control, the techniques move on to exercises for body discipline, meditation for spiritual discipline and eventual elevation to attaining moksha

(salvation or liberation from present birth). These are encompassed in Yoga sutras, Patanjali being one among the early exponents. It is worthy to mention that even at international level yoga has been given recognition and since 2014, 21st June is held as International Yoga Day.

Yoga has formed a part of many group trainings and has also gained acceptance as a mode of therapy

    b. FOOD: After breathing, the next input to a human being is food. Here again, our scriptures have unfailingly described the food habits an individual needs to follow for a healthy living. There is a misconception among many that non vegetarian food is permitted for other varnas other than brahmins.In Bhagavad Gita, Lord emphatically states that all humans should confine to vegetarian food.

The prescriptions for a healthy diet stems from the need to attain an optimum balance of the three gunas – Satvam, Rajas and Tamas. Non vegetarian food contributes nothing in fostering Satvic gunas, elevates Rajo gunas (which needs to be lowered) and as it takes more time to digest, Tamo guna also sets in leading to laziness and lethargy. This forms the logic for advocating vegetarian food.

Bhagavad Gita also states that food must be eaten to fill only one quadrant of the stomach, two quadrants to be used up for water and one quadrant must be left empty to facilitate easy digestion. It also recommends for fasting once in a fortnight (ekadasi day) which also acts as a self-cleansing mechanism. It also recommends smooth food – not excessively spicy, to avoid too much of sour items like tamarind and cooked food to be consumed within not more than three to four hours of cooking.

    c. KNOWLEDGE: Once the hunger and thirst of an individual is satiated, his quest for acquiring knowledge sets in. As stated earlier, Sanatana Dharma is eternal laws for the individual to lead a comfortable life on this planet. This triggers in him the instinct to grow eternally and surmount the limits that these laws have set for various stages of spiritual evolution.

    The Bhagavd Gita again sets the guidance path for him to pursue knowledge seeking path in its three chapters – Bhakthi yogam, Janana yogam and Karma yogam.

    Bhakthi Yogam recommends abject surrender to the Lord and continuous indulgence in prayers, offerings and thoughts about the Supreme Being.

    Janana Yogam recommends understanding the nature and life around us, and through that move towards understanding oneself. It has recommended following the vedas and sukthas towards this pursuit.

Karma Yoga recommends in intensive and passionate action – in doing things depending on the skillsets each one has acquired. The outstanding feature of this recommendation is the advocating of nishkama karma – with utmost detachment to the fruits of ones actions.

"Karmanye Vadhikaraste, Ma phaleshu kada chana
Ma karma phala Hetur Bhumatey Sangostava Akarmani"

Geetha Ch 2 V 47

Meaning – You have a right to perform your prescribed duty, but you are not entitled to the fruits of actions. Never consider yourself to be the cause of the results of your activities and never be attached to not doing your duty.

This concept enables each individual to grow in utmost self-effacing manner.

In a real life situation, it is highly impracticable for an individual to practise one of these three recommended yogam to the exclusion of the other two. Hence the suggestion to follow all the three yogam in as balanced manner as possible, which will eventually lead to self-actualisation state and this contentment leading to self-realisation. Collectively, the result of one's actions in following any of the three paths becomes his output.

2. GROUP: What has inspired our culture from the ancient wisdom is the strong familial bonding. From the individual, family forms the first unit of collective living. Such families lived in clusters, thus giving life to villages. In order for such clusters to evolve in a most self-sufficient manner, Lord Krishna himself postulated the varna ashrama dharma in Bhagavad Gita.

3.1The Caste System:

"Chathur Varnyam Maya Srushtam karmavibhagashaha
Thasyakarthaaram Api maam Vidhi akarthaaram Avyayam"

Geetha Ch 4 Ver 13

Meaning: The four fold caste system has been created by Me according to the differentiation of qualities and actions. Though I am the author, know me as non-doer and eternal.
The term 'varnam' in the above verse has been grossly misunderstood to be colour and the caste system, as it exists in our society today, and distorted to suit political ends. While the Lord himself owns the creation of this structure, he has outlined the differentiation based on centre of actions arising from the skillsets. The classification is not hereditary – that a sudras offspring is a sudra nor is there any ordained

superiority among the four varnas – Brahmanas, Kshatriyas, Vysyas and Sudras. However, because of the skill sets and varying types of actions expected to be performed by people from each of these varnas, Lord himself explains the predominance of one or more of the three gunas – Satvam, Rajas and Tamas – will differ in the people belonging to different castes.

In Purusha Suktham (chapter 10 – 90 of Rig Veda), it describes that Brahmans were born from Lord's mouth, Kshatriyas from his arms, Vysyas from his thighs and Sudras from his feet. This again explains that all four castes belong to the Lord and nobody can function without all these parts. Hence the ordained equality of all castes.

Though Vishwamitrar was born in a Kshatriya family based on the knowledge acquired and life style practised, he was revered as a brahmin rishi.

3.2 Language

When humans, belonging to all castes, started living in self-sufficient clusters, a language as a common medium of communication was a necessity. Sanskrit remains one among the older languages in the world that historians have chronicled.
All the scriptures – Vedas, Upanishads, Bhramasutras, and Mahapuranas – are composed in Sanskrit. Two most inspiring features of this language have been its brevity to pack meaning and a well-defined, yet simple grammar structure. Even software specialists have acknowledged that this is the simplest programmable language and have extensively drawn from its grammar for coding computer programmes.

3. INSPIRATIONS: What the nation has inspired from Indian wisdom can be traced to the same two levels, self individually and group collectively. Some of the inspirations find a mention in the later paragraph under management too.

4.1 Personal Life
At a personal level, the understanding of our culture leads one to realise that the mind and body are separate. The body is only a medium for the mind (atma) to reside. This realisation enables the individual self to look inwards and seek liberation from this birth (moksha). When one is able to distinguish his atma from his body, he is able to identify the atma in all beings, not only humans, but also animals and plants. Subsequently, he is able to realise that the atma is the same in all beings, but manifest in different forms because of the change in mix of trigunas – Satvam, Rajas and Tamas.

The Sanatana Dharma, as mentioned earlier is eternal. It only serves as a guideline to each person in his pursuit for liberation. So, it is in each individual's hands to practise the principles of Sanatana Dharma, similar to the lines on which people make use of open source softwares today.

4.2 Social Life
As a group, if we observe the Indian culture right from the ages of Indus valley civilisation and what is documented in puranas, we may find that the social life

fell into place in harmony because of more unwritten laws than written ones. We owe this to out Suktas and smritis and what has been passed on from generation to generation.

a) Legal

The Arthasastra by Kautilya/Chanakya forms the rubric of welfare society that we live in today. It is an extensive treatise on all aspects of social life and not confined to legal framework alone. It speaks about family, marriage, political leadership, economic policies, welfare measures and the like. This treatise is complemented by Manusmriti. Manu was the first son of Brahma and from then on itself we have had codified instructions and guidelines for our social wellbeing.

The Indian Constitution has also drawn heavily from these scripts. What strikes out is that the Indian Constitution is non-conflicting to any religious faith. The word "secular" was added to our preamble only in 1976. This reflects that for nearly three decades since its adoption, secularism was presupposed in Indian constitution.

b) Administration and Defence:

Beyond a legal framework, Arthasastra extensively dwells on administration and defence too. In early days when communication was mostly direct and from mouth to mouth, these ancient literature put forth how a ruler must rule his subjects, how he must communicate with them, how the ruler must directly interact, how he should have trusted spies in different disguises to understand the pulse of the people and also be prepared to ward off any threats and so on.

Two of our mahapuranas, Ramayana and Mahabharata culminate in war. The rules of warfare are very well documented in these. While Ramayana depicts Lord Rama to be always seen following the path of righteousness, in Mahabharata Lord Krishna is free from scruples whenever he deftly circumvents the rules, because he maintains that what he does is righteous and those at the receiving end of his actions owe it to their karma.

The wide use of astras with varying destructive powers and target orientations that are detailed in our puranas lead us to believe that today's missile technologies are adaptations from the astras.

Vidhura Neeti is one chapter in Mahabharata. Dhritharashtrar is extremely uneasy and unable to sleep during the night on the previous day of the commencement of the war. He sends for his minister Vidhurar and requests Vidhurar to counsel him on what is expected of a just king. Vidhurar, with a semblance of hope, if his counselling would trigger a rethink in Dhritharashtrar's mind to call off the war, spends the whole night, detailing various qualities required for an efficient administrator. Our judiciary and legislature have greatly inspired from Vidhurar's thoughts.

c) Education

The Gurukula system of education that is documented in our scriptures is intended for all round development of the student and is built on a holistic approach. Our educational system though meandered towards extreme specialisation, is revisiting the holistic approach, at least at the basic level. Even Lord Krishna, after the assassination of King Kamsa, chose to undergo gurukula scheme of learning under the tutelage of Sandeepani Maharishi. He learned the 64 art forms in 64 days. Some of the major areas where a pupil receives inputs from Guru are listed below.

   i.   Language and grammar
   ii. Mathematics
   iii. Singing
   iv. Musical instruments
   v.   Dance
   vi. Theatricals (Natya)
   vii. Painting (Alekhiya)
   viii. Offerings
   ix. Cooking
   x.   Needle work and Weaving
   xi. Carpentry
   xii. Engineering
   xiii. Astrology
   xiv. Astronomy

Today's case study based learning owes its origin to the story based learning followed in Gurukulas.The success of Amar Chitra Katha publishing house in bringing out the Panchatantra stories and Karadi Tales as a net based story telling business venture are worthy of mention, who have been deeply inspired in our wisdom.

The practice of adorning the front yard of every house with Rangoli or Kolam (a drawing done with white and coloured powder) daily brings out the ease with which a woman is able to perfect symmetry.

Ancient Indians had developed indoor entertainment avenues through games of dice, cards, seashells and the like.

d) Engineering

If there is vestigial evidence of Setu bridge off Rameswaram coast leading to SriLanka, the event being chronicled in Ramayana of Treta yugam, or a city of Dwaraka lying submerged off the coast of Saurashtra, chronicled to Dwaparayuga, it speaks of the engineering capabilities that we have inherited. So many artefacts are in display at various museums around the nation that reflect on the engineering skills of our forefathers.

With abundant natural resources, ancient India grew to be a self-sufficient kingdom. This was made possible with the engineering skills that we had in processing our resources. Sanskrit texts have documented the use of geared machines, spinning wheels and manufacturing of textiles.

Ancient mathematician S.Ramanujan is described as "The man who knew infinity" and Aryabhata (499 CE) has stated Earth is a rotating sphere and had measured its diameter with 12% deviation from accuracy.

e) Architecture; Astrology; Astronomy
We can understand the deep understanding ancient Indians had in astronomy and astrology which have been engaged to perfection in several architectural marvels. The use of rock stone for constructing mammoth structures like temples while mud bricks for houses reflects how much they were in synch with nature. Natural lighting and ventilation have been put to effective use from olden times. The emergence of Vastu compliant architecture in present times is a reflection of how much inspiration we have drawn from vastu sastra.

f) Medicine
Chakra Samhita, Sushruta Samhita and Ashtanga Hridaya have documented most of the ailmemnts, symptoms and medicinal practices for curing them. Ayurveda analyses the imbalance of three doshas – Vata, Pitta and Kapha and comes up with concoctions from nature (herbs and plants) to balance the three doshas. The samhitas have documented from surgery techniques to stem cell technologies.

g) Trade and Commerce
Through the caste system each cluster was able to grow in a self-sufficient manner. The adept use of natural resources opened up avenues for trading. Indians pioneered trade initiatives in minerals, steel, spices, cotton, and perfumes to mention a few.

h) Conservation of natural resources
All forms of nature are worshipped. The pancha bhoota stand out among this
- Prthvi – earth
- Apas – water
- Agni – fire
- Vayu – air
- Akash – ether

The recent plea by the Himalayan states for "Green Bonus" for providing environmental service is a case in point.

4. Management: World over, people have been turning to India, to crystallise thoughts on nebulous concepts, evolve solutions and avoid recurrence of setbacks. This must largely be due to the richness in content in our scriptures and how structurally they have been documented. And documented not once, but repeatedly and consistently in the suktas and smritis. An attempt to curate some of these is listed below.
   a. Liberation: The concept of moksha or mukthi, ordained by the Lord through the cyclicality of rebirths, is the prime motivator at an individual level that drives him to seek inwards, as well grow outwards, through righteous action (good karma). A parallel may be drawn to self-actualisation.

b. Detachment (karma yogam): The importance of performing action without any attachment to the fruits of ones actions has already been detailed in para 2.3. This concept could be leading to Total Quality Management (TQM).

c. Non-violence (Ahimsa): The nation owes its independence to Mahatma Gandhi's steadfast following of the path of Ahimsa, against all odds, in holding together emotionally charged up masses. Sticking to Ahimsa translates into the high level of tolerance in our society.

d. Self-Discipline: Sanatana Dharma outlines a guidance path for every individual. Hence, the importance of self-discipline in personal life.

e. Honesty: A universally acclaimed policy, has been inspiringly conveyed through characters like Harischandra.

f. Limiting Desires: Very strongly propounded by Gautama Buddha and articulated in Vedas to overcome the distractions in one's pursuit of absolute truth is an effective tool.

g. Trust: This is a corollary from honesty and the fabric of our society is built on high levels of trust. Several anecdotes display people being steadfast to their word than cause breach of trust, led by Dasaratha, who agreed to Kaikeyi's demands than fall for the love towards his son, Rama.

h. Motivation: Mostly driven by self-motivation, given the background of thrust on self-realization.

i. Leadership: Predominantly driven by leadership by example, with Ahimsa and equanimity (samadarsana) in background.

j. Innovation: Once again driven by Sanatana Dharma, where you are on a self-seeking mode. Leaves ample scope for fertile imagination to plan for action.

5. PERSONALITIES:

Any discussion on Indian wisdom would be incomplete without a mention of some of the inspiring personalities who have been instrumental in their own ways in shaping this nation.

1. The ten avataras of the Lord
2. Great sages and personalities in Ramayana and Mahabharata
3. Gautama Buddha
4. Mahaveera
5. Ashoka
6. Mahatma Gandhi
7. Ramakrishna Paramahamsa
8. Swami Vivekananda
9. Ramana Maharshi
10. Adi Sankaracharya
11. Ramanujar
12. Sarojini Naidu
13. Narayana Moorthy (Infosys)
14. Kiran – Mazumdar Sha (Biocon)

6. CORPORATE INSPIRATIONS

A mention of some of the tag lines adopted by some of the organisations is listed below that reflect on their inspiration from Indian wisdom.

Government of India – Satyameva Jayate – Truth alone triumphs – Mundaka Upanishad
Lok Sabha – Dharma Chakra Parivartanaya – Set in motion the wheel of righteousness – Buddhist mudra
Supreme Court – Yato Dharmastato Jaya – Where there is dharma, there will be victory – Mahabharata
Akashvani – Bahujana Hitaya Bahujana Sukhaya – For the happiness of all, for the welfare of all – Rigveda
Navy – Sham no varuna – May the Lord of the oceans be auspicious to us – Thaithreeya Upanishad
Air Force – Nabhah Sprisham Deeptam – Touching the sky with glory – Bhagavad Geetha
LIC – Yoga kshemam vahamyaham – Will take care of your safety – Bhagavad Geetha
IAS – Yoga karmasu kaushalam – Skill in action lies in performing duty with equanimity – Bhagavad Geetha
CBSE – Asatoma sat gamaya – Lead us from untruth to truth – Brihadaranyaka Upanishad

7. CONCLUSION: We began by saying Lord has listed three reasons for his reappearance. In the preceding verse, He has assured to reappear whenever there is decadence of righteousness in society.

"Yada yada hi dharmasya glanir bhavathi Bharata
Abhyuthanam adharmasya tadatmanam srijamyaham" (Geetha Ch 4 Verse 7)

Meaning – Whenever there is decline in righteousness and an increase in unrighteousness, O Arjun, at that time, I manifest myself on earth.

So, for those who have missed to get inspiration so far, Kalki avatar of the Lord holds promise.

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Exploring dependencies among Corporate Social Responsibility, Attitude towards Brand and Purchase Intentions

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1. Introduction

Triple bottom line is making businesses increasingly conscious about the people, planet and profit. How to strike a balance between the sustainable corporate social responsibility (CSR) and profits is one of the major challenges for organizations. CSR refers to socially responsible acts performed by companies to benefit their stakeholders, shareholders, and communities (Cetindemar et.al, 2007). Ellen et al. (2000) identified four types of CSR motives. They are: value-driven motive (CSR is the right thing to do), strategic-driven motive (CSR to increase sales or profit), egoistic motive (CSR to take advantage of the cause for itself), and stakeholder-driven motive (CSR because of stake-holder pressures).

It is a widely accepted fact that the socially responsible activities undertaken by the companies help them getting the attention of all its stakeholders. Corporate social responsibility (CSR) has gained increasing attention from individual consumers, policy makers, and companies. CSR represents the deliberate engagement of the company to allocate resources to social or ethical actions beyond the financial and shareholders' obligations (Brown & Dacin, 1997). Companies are encouraged to spend significant resources on socially responsible causes in the hope to increase their profits (Drumwright, 1996). With the progression of systems associated with information dissemination, Indian consumers have become more aware about the responsibilities that a firm has.

One significant issue is the dearth of research about CSR in developing countries (Dobers et.al. 2009). Some marketing experts believe that the role played by corporations in society would affect the consumers' perceptions regarding corporate image. Thus, how corporations treat their employees, shareholders and others, would contribute to corporate image (Keller, 1998). CSR is used for brand building through marketing and promotion of positive activities. (Gurhan et.al. 2009). Although researchers agree on the positive influence of CSR initiatives, some inconsistent findings exist. Kim et.al. (2003) did not find that positive attitudes would be likely to influence purchase intentions. Werder (2008) reported that CSR initiatives need not influence consumers' attitudes and behavioral intentions. Moreover, many studies have found that the effects of CSR initiatives are moderated by several factors, including the type of CSR initiatives and the congruence between a brand and cause (Ellen et.al.2000; Menon et.al. 2003). Due to the inconsistency in research findings related to CSR outcomes, it is important to try to gain more understanding about whether CSR actually has a positive effect on consumers' attitudes.

The objective of this paper is to analyse whether the CSR initiatives of an organisation influence the purchase intention among the customers. It also measures whether CSR influences attitude towards brand which may lead to purchase intention.

2. Literature Review

Balqiah et al., (2011) and Mukhtar et al., (2012) found that consumers perceived that CSR activities have different motives. Becker-Olsen et al. (2011) suggested that consumer perceptions are enhanced if a brand is recognized globally. CSR has positive

impact on the national competitiveness (Boulouta et.al. 2014). While an extensive literature stream examining the effects of CSR on financial performance has predominantly found small positive returns to CSR efforts (Margolis et al. 2007), research on consumers' responses to CSR efforts is more limited (Ailawadi et al. 2014). Although many studies found positive effects of CSR on customer responses such as customer commitment and general company evaluations (Lacey et.al. 2010; Sen et.al. 2001), recent literature shows that CSR initiatives can have a dark side. For instance, CSR initiatives may negatively affect evaluations of luxury brands (Torelli et al. 2012) or of products in certain product categories (Luchs et al. 2010). Literature also cautions that the effectiveness of CSR critically depends on company characteristics and strategy. CSR efforts may pay off more solidly for a market challenger than for a market leader (Du et al. 2011).

One of the criticisms against the CSR activities of companies is that the resources that are invested in improving a company's CSR record are diverted from strengthening a company's market position. Another reason for the insignificant effect of CSR on customer perception could be because of the fact that customers of successful companies already have positive attitudes and high retention rates, leaving less potential for CSR to further increase attitudes and create loyalty (Du et. al. 2011; Henderson and Arora 2010). Companies usually use CSR with a strategic-driven motive to have positive impact on sales (Ellen et al. 2000). The influence of CSR activities of a firm on the attitude of customers can be explained with the help of Persuasion Knowledge Model (Friestad et.al. 1994) and Affect Transfer Hypothesis (Moore & Hutchinson, 1983). The Persuasion Knowledge Model explains how consumers' persuasion knowledge influences their responses to persuasion attempts in ads, campaigns, or sales promotion, and helps them cope with those persuasion attempts. The basic assumption of the Affect Transfer Hypothesis is that, "At the most general level, we learn to like (or have) favorable attitudes toward objects we associate with 'good' things, and we acquire unfavorable feelings toward objects we associate with 'bad' things" (Fishbein et.al.1975). Therefore, affect transfer occurs when audiences have low involvement in processing the content of persuasive messages. Rather, they use simple cues, such as attractive sources, in order to decide whether to believe those messages or not (Mackenzie, Lutz, & Belch, 1986).

3. Research Model

Based on the review of literature, it is found that consumers respond differently to different kinds of CSR initiatives. They might perceive a particular CSR initiative to be more sincere than another (Bae & Cameron, 2006; Dean 2004; Menon & Kahn, 2001; Varadarajan & Menon, 1988). In the context of CSR, a company is an influence agent who sends messages (remarks) of doing good through CSR to consumers (targets). Thus, consumers may use supplementary persuasion knowledge with types of CSR that have a stronger relation with the motive of selling like cause-related marketing than with one that has less relation with the motive of selling. This suggests that consumers' persuasion knowledge moderates the relationship among CSR initiatives, attitude toward CSR initiatives, attitude toward a brand, and purchase intention because consumers' persuasion knowledge changes the direction of the strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). This is illustrated below
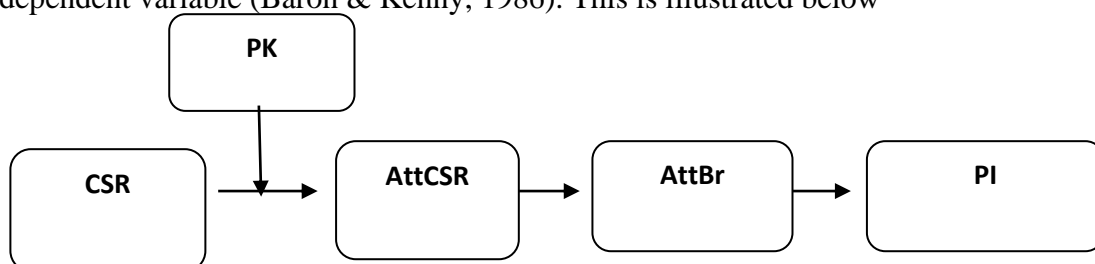
CSR represents CSR initiatives

AttCSR represents attitude towards CSR

PK represents Persuasion Knowledge

AttBr represents Attitude towards brand

PI represents Purchase Intention

Based on the above model, the following hypotheses are proposed.

H1- There is a relationship between CSR initiatives and attitude towards CSR

$H1_a$ – The strength of the relationship between CSR initiative and attitude towards CSR will increase with the increase in Persuasion Knowledge

H2 – There is a relationship between attitude towards CSR and attitude towards brand

H3 – There is a relationship between attitude towards brand and purchase intention.

4. Methodology

Most companies have their CSR declared on web pages and in other information media about the company and its activities. However, not all corporations use CSR as a major part in positioning and marketing. In order to fill the gap in the existing research, the authors wanted to base their study on a company with a well-known CSR. Coca Cola is a brand which is popular among the youth in India. Recently, there were a lot of campaigns regarding the ill effects of soft drinks like Coca Cola. There were a lot of criticisms against Coca Cola Company in different parts of rural India on the unscrupulous tapping of ground water resources and environmental pollution caused by the functioning of different manufacturing units of Coca Cola. Inspite of all these, Coca Cola still maintains its market share. It also publicizes a lot of CSR initiatives undertaken by the company through different media and also in the product packages. Coca Cola has been selected as the brand to test the different hypotheses framed for this research work. To achieve the purpose of this study, a controlled experiment was conducted using stimulus materials based on Coca Cola CSR initiatives.

A questionnaire was administered to measure the variables of interest namely, attitude towards CSR, attitude towards brand, persuasion knowledge, purchase intention and demographic variables. The participants of this research were 226 adults (age group 18 – 25). Of these participants, 114 (50.6%) were females and 112 (49.33%) were males. The respondents were asked to be present in a large hall for collecting the responses. The researcher explained the purpose of the study to the respondents. Coca Cola's website was presented before the respondents and all the CSR initiatives of Coca Cola which can be categorized under (a) cause promotion (b) cause related marketing (c) corporate philanthropy and (d) corporate volunteering (Kotler and Lee, 2005). After spending 15 minutes through the details in the website of Coca Cola, participants were asked to fill the questionnaire. The variables measured included attitude towards CSR initiatives, attitude towards brand, purchase intention and persuasion knowledge. Separate measures that were adapted from previous research (Bearden and Netemeyer, 1999; Werder, 2008, Lefa and Larocha, 2007) were created to measure the variables of interest.

5. Data Analysis

A structural equation model with all constructs used in the study was analyzed using WarpPLS 3.0. It enables the evaluation of measurement model as well as structural model at the same time.

5.1 Model Fit and Quality Indices

S.No	Particulars	Value
1	Average path coefficient (APC)	0.426 (P<0.001)
2	Average R-squared (ARS)	0.296, (P<0.001)
3	Average adjusted R-squared	0.292, P<0.001
4	Average block VIF (AVIF)	1.012, acceptable if <= 5, ideally <= 3.3
5	Average full collinearity VIF (AFVIF)	1.469, acceptable if <= 5, ideally <= 3.3
6	Tenenhaus GoF (GoF)	0.400, small >= 0.1, medium >= 0.25, large >= 0.36
7	Sympson's paradox ratio (SPR)	1.000, acceptable if >= 0.7, ideally = 1
8	R-squared contribution ratio (RSCR)	1.000, acceptable if >= 0.9, ideally = 1
9	Statistical suppression ratio (SSR)	1.000, acceptable if >= 0.7
10	Nonlinear bivariate causality direction ratio (NLBCDR)	0.750, acceptable if >= 0.7

The overall model fitness is good.

5.2 Model Evaluation Results for testing the hypothesis
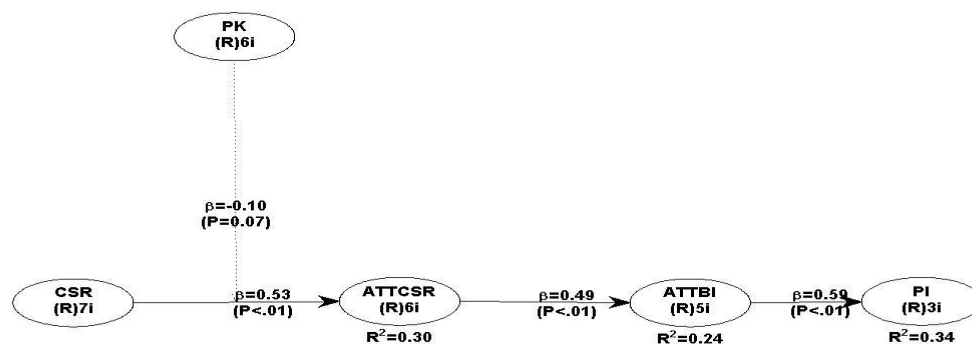
It can be seen that the CSR initiatives of the company influences attitude towards CSR (β= 0.53, p <.01). Therefore hypothesis 1 is accepted. Hypothesis H1a states that the strength of the relationship between CSR initiative and attitude towards CSR will increase

with the increase in Persuasion Knowledge. It is found that the moderating effect is to the extent of .10 at a significance level of 90%. Attitude towards CSR influences attitude towards brand in a positive manner ($\beta = 0.49$, p <.01). Therefore hypothesis 2 is also accepted. There is a strong positive relationship between attitude towards brand and purchase intention ($\beta = 0.59$, p <.01). Therefore, hypothesis 3 is also accepted.

6. Results and Discussion

The results showed a positive relationship between CSR initiatives, attitude towards CSR, attitude towards brand and purchase intention. It is found that the strength of the relationship between CSR initiatives and attitude towards CSR increases with the increase in persuasion knowledge. The results tell that consumers transfer what they feel about the CSR initiatives to what they feel about the brand. The more positive they feel about the CSR initiatives, the more favourable they feel toward the brand and more likely they are to buy their products. We also checked the moderating effect of persuasion knowledge on the relationship between CSR initiatives and attitude towards CSR initiatives. Theory proposes that if consumers can access an ulterior motive of a company's persuasion, engaging in CSR initiatives, they probably use their persuasion knowledge to cope with the persuasive attempt. This is proven in this study. When the brand engages in CSR initiatives, people tend to have less suspicion toward the brand. Thus it is important for organisations to communicate with the public about their CSR initiatives in order to retain consumers' positive attitudes.

7. Managerial Implications

This paper provides evidence that creating and maintaining a state of connection or closeness between the consumer and the company (identification) is a significant in generating positive affective and behavioral responses towards the company (Bhattacharya et.al. 2003). Managers should nurture any initiative that improves the appeal of the company's identity, making it into an element that can be used to satisfy consumers ' personal definition needs (Marín et.al, 2007).In this sense, this research shows that the social responsibility link is a very useful instrument for generating identification with the company. If the company wants to construct close, long-term relations with its consumers, it is important that it shoulders its social responsibilities and carefully communicates those initiatives, seeking to generate CSR associations.

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Career Attitudes Influence over Career Adaptability - A pilot study among MBA students in Chennai

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Abstract

The pilot study investigates the career attitudes of the MBA students in Indian context. Questionnaire was designed and self-administered in the study. Participants (N=30) completed the Career Adapt Abilities Scale (CAAS) in Chennai, India. The questionnaire indicates high internal consistency. Mean and Average Variance analysis was statistical analysis used. Group Interview was adopted and conducted to gather qualitative information regarding career attitudes from the students. The findings from the statistical analysis and group interview revealed that MBA students do possess excellent attitude towards their career and the 4 Cs- concern, control, curiosity and confidence attitudes are excellent. Hence students do have career adaptability skills and they are active in nature. The study further suggests that career oriented and related concepts for students should be imparted through primary and higher education. The study further supports the study taken in Macau. The study can be further explored among other professional and undergraduate students in India.

Key words: career attitude, career adaptability, career concern, career control, career curiosity and career confidence.

Introduction

With the advancement in the field of technology, psychology and other different disciplines in India youth need to be very prudential in their decisions about career formation. In the previous years the meaning of work of an individual was related to his living. There were not much people like career counselors, parents or teachers involved deeply with the career of individuals. But now a days the world scenario relating to work has been viewed significant and it has been termed as "career formation" or "career development" or "career adaptability"(Savikas, 1997). This has been developed within last 20 years and viewed as a serious concern. (Burke, 1995).This current situation is viewed as an interesting topic for both employers and employees. Career or professional development of individuals has received more attention due to the changing work opportunities, career advancements, major shift in labour, change in career attitude, flexibility available in work place for individuals etc. The modern career has not deviated itself from that of the traditional one. In 1950s the theorists started to consider the importance of career in child hood days. The development of psycho-social development theory by Erikson emphasizes the need for career based education. Because of this fact, career need or career based education should be practiced right from schools (Auger et al., 2005). The Modern career developments are viewed from employability point of view and advancements and opportunities point of view that it would lead to or provide. This situation has arose due to various factors like many job opportunities, talent and adaptability of younger generation, availability of international assignments, globalization, liberalization, privatization etc. According to (Guichard, 2001) socio-cognitive career by Super have started to gain prominence in the career process. His theory has created a milestone in the career and has led to changes in career education in Turkey.

Super, the theorist and father of the model self-concept and career maturity emphasizes that an individual need to be aware and conscious about one's career. There are many international studies found on career adaptability but in India not much studies are found. The previous national educational policies even though have highlighted the importance of career oriented skills but much efforts has not been taken from the educational institutions part. But the new educational policy of 2019 emphasizes and has the current syllabus in favour of students and helps to form proper career for his or her future. The policy aspires to close the skill gaps and directs to work on the development programs that lead to employment.

Skills gaps is a major threat for the work force. How to identify the skill gaps? For this an individual need to carry out a self-introspection on his career interest and his opinion on it. For this purpose the study carried by (Savikas, 2012) was taken as the base. Such kind of career oriented surveys among school and college students are not given much importance. (Savikas, 2012) had studied on career attitudes on 4 different bases. They are concern, control, curiosity and confidence of an individual on one's career.

(Jacobus Gideon Maree 2018) in his latest study highlights that career construction play an important role in an individual life. He further stresses that an individual need to show interest in creating one's profile. Career construction helps to reframe career concerns and provides more clarity for an individual about his career. Career construction is closely related to self-construction theory that was contributed by Guichard's (2005). Concern, control, curiosity and confidence are the important bases that an individual has to look in career construction. This can be defined as an initial process the individual has to undertake. Once individual interests are identified, the individual has to take control over his career. Individual interest arises due to age and experience. This process of self-interest leads to self -awareness and self-evaluation in the career construction. Individuals are curious to know what would happen and they are in a position to learn as per their identified capabilities which provides confidence and finally career adaptability to the individual (Super, 1994).

Lot of international studies of various backgrounds on CAAS are found, but this research is not carried much in India. The researcher found dearth in areas like Concern, control, curiosity and confidence and had decided to conduct the research study in Chennai, Tamil Nadu, India.

Objective of the study:

- To analyse the perceptions of students on career attitudes and career adaptability.

Hypothesis of the study:
- **H$_1$:** There is significant association between students' career attitudes and career adaptability.

Conceptual Model

| CAREER ATTITUDES | → | CAREER ADABILITY |

Source: author's own model

Diagram 1 showing Author's own model

Research problem: Students need to be vigilant about their ability and strengths required for the future world of work. Students are required to be more responsible when they make future career choices as they would be opened to new experiences and they need to be confident about the choices they make. Not much study about the career attitudes of students in India is done. Hence the CAAS study is researched in the current study.

Research gaps: With respect to India, it is country with diverse background. It is a combination of various religions, diversified languages, culture with 130 crore people. 70% of the populations are youth and they fall within the age group of 18-25 years. Among them 56.8% are undergraduate students and 11.8% are post graduates in various streams.

It is important and necessity to create career interest among students right from schools. Parents, teachers and career counsellors need to develop and globalize the thought on students' career interests. Students having an aptitude in choosing careers lead to better standard of living. It is mandatory to pre-prepare students before taking up the jobs. The new Education policy 2019 has been drafted to in such a way that students need to be trained and be aware of their competencies that they possess. The required competencies that have been mentioned in the New Education policy are:

1. Creative and Innovative thinking
2. Improvising one's technical expertise
3. Students learning outcomes etc.

A self-analytical study on the abilities will give a better position and view about his or her career. As per the LinkedIn talent adaptability survey, it is found that skill gap is a major threat for the industries. Hence CAAS study will help students to increase their self-awareness on the talents, strengths and competencies.

Data Analysis

Research Methodology

Research Design: Type of research: Descriptive in nature. The perceptional study about career attitudes was conducted among MBA students alone. Students Concern about career, Students control over career, Students Curiosity about career and Students Confidence about career were the variables taken for the research. These variables were titled as Career attitudes of students and these variables alone were tested in the study. The period of study is from October-November 2019. The type of data is quantitative in nature. Likert scale was adopted by the researcher for the study. The career adapts abilities scale (Savikas, 2012) was adopted for the study. Self-concept theory is the theory that highlights the perception of the individuals. Hence career attitudes and the perceptions regarding careers are considered in the study.

Participants: Respondents included 30 MBA students from an Educational Institution in Chennai. They volunteered to fill in the CAAS study. The study composed of 25 males and 5 female students.

Measures: The CAAS questionnaire by Savickas and Porteli 2012, was adopted for the study without making any changes. The questionnaire comprised of 24 items that form the total score for career adaptability for students.

Type of sampling: Convenience.

Response rate: 100%.
Place of data collection: An Educational Institution in Chennai city.
Tools for data analysis: SPSS 16.
Statistical tools: Average variance analysis, Mean, Group Interview method.
Procedures: The questionnaire was self-administered by the researcher herself during college hours. Students filled the questionnaire individually after the researcher explained the purpose. The questionnaire was entitled as Career attitude.

Results and Discussions

Table 1 Factor wise Reliability Statistics

Factors	Cronbach's Alpha	No of Items
Students Concern about career	**.734**	6
Students Control about career	**.703**	6
Students Curiosity about career	**.623**	6
Students Confidence about career	**.617**	6
Total	**.825**	24

The reliability scale ranged from 0.734 to 0.825 which has met the convention standards (Kuijpers & Scheerens 2006).

Table 2 showing convergent validity and composite reliability

	Concern about career	Control about career	Curiosity about career	Confidence about career
Concern 1	**.871**			
Concern 2	**.823**			
Concern 3	**.708**			
Concern 4	**.663**			
Concern 5	**.712**			
Concern 6	**.773**			
Control 1		**.797**		
Control 2		**.824**		
Control 3		**.468**		
Control 4		**.660**		
Control 5		**.791**		
Control 6		**.883**		
Curiosity 1			**.707**	
Curiosity 2			**.758**	
Curiosity 3			**.648**	
Curiosity 4			**.671**	
Curiosity 5			**.833**	
Curiosity 6			**.803**	
Confidence 1				**.536**

Confidence 2				**.645**
Confidence 3				**.676**
Confidence 4				**.658**
Confidence 5				**.826**
Confidence 6				**.654**
N	6	6	6	6
AVE	**.579 ie 57.9%**	**.561 ie 56.1%**	**.548 ie 54.8%**	**.5 ie 50%**
COMPOSITE RELIABILITY (Construct reliability)	**.897**	**.896**	**.878**	**.829**

The above table portrays the convergent validity and composite reliability of the data. The table shows the exploratory factor loadings of the constructs. This serves as the base for calculation of Average variance analysis and composite reliability. The average variance analysis should be 0.5 and greater (Kenneth-Oliver 2014), to indicate a good convergent validity and to fulfil the criteria. The research analysis satisfies the criteria.

The composite reliability analysis is considered to test the construct validity. The construct validity as per provides thumb rule for construct validity as 0.5 and greater. From the above table the values for Students Concern about career is 0.897, Students control about career is 0.896, Students Curiosity about career is 0.878 and for Students Confidence about career 0.829. The study coincides with the study done by (Hsiu-LanShelley Tien et.al 2014) in Macau. Hence the variables in the research reading show good internal consistency and construct reliability.

Table 3 showing the overall mean on the attitude level of students

Variable name	Overall Mean	Attitude level of students on 4Cs
Students Concern about career	**4.14**	**Excellent attitude**
Students Control about career	**3.97**	**Very good attitude**
Students Curiosity about career	**4.07**	**Excellent attitude**
Students Confidence about career	**4.07**	**Excellent attitude**

The above table depicts the career attitude level of the students. The students' attitude level on the concern, curiosity and confidence on careers are really excellent. The control level on career had one step lower attitude in the category of very good.

Based on the findings the statistical analysis reveal that CAAS survey helps to understand students mind set on career and its adaptability. The questionnaire indicates high internal consistency with all the four scale related to careers. It is found that students in Chennai are more concerned about their careers and they are ready to take steps in shaping their careers. Students

further would like to have control over their careers and they have realized the right things to be done at right point of time. They are further curious to know things happening on careers (Savickas, 2012) and they are ready to overcome the obstacles.

When analyzing the table that confirmed the convergent validity of the items, it is observed that some items had seen the range between .645 to .676. The items ranged from awareness of the career choices, investigating on the various career choices, observing ways and strategies related to career choices, positive mindset on career, willingness to learn new things in order to build one capability and providing solution to the problems. In these areas dearth was found in the research study which are the major findings. In order to confirm the statistical results, the researcher conducted group interview method in order to cross-verify the results. The students expressed that for exploring their surroundings they took the help of their peer groups. They were willing to learn new courses with the help of technology, swayam courses, IBM cognos, and internship courses (Timothy S. Clark and Heidi 2017).The awareness on career choices was lacking and they did not know how to strategize in choosing their careers. This has led to have a moderate mindset among students.

The overall mean table has revealed that students career attitude are excellent and they are ready to explore their potentials (Chang Jin, Vong & Sze 2009). The 4 Cs- concern, control, curiosity and confidence attitudes are excellent hence students do have career adaptability skills and they are active in nature.

Conclusion

The results of the present study confirm that CAAS study needs to be studied among Indian students by researchers and practitioners among UG, PG and professional students. No study has been carried out here in India.

Managerial Implications

"Globalizing the Thought "through organizations:

Organizations need to spread the thought about (Points found in review of literature over the years)

- Bringing down the labour market discrimination.
- Discrimination based on race, gender and age should be banned and curtailed.
- Government policies should be encouraging for the students from career prospects. In India, Technical and career skills can be given more importance.
- Backward class, financially weak and students who are willing to work in grass root employment need to be given more preference.
- Girl students (in India) who are married at an early age and if they are willing to pursue education and willing to form career though social capital ie education, organizations can create good career positions.
- Through literature reviews it is known that students choose career based on the wages (salary) that they are going to earn in the near future. Organizations should give a thought of providing truth about the existing labour markets in India.
- In London, loan facilities are offered to students to pursue their education. They repay the loans after settling down in good careers. In India, though banks provide such facilities it can be streamlined and more students can be benefitted.

"Globalizing the Thought "through Educational Institutions:

- Schools and colleges should provide confidence to students stating that they are capable in forming good careers in near future through motivation and by creating confidence in them.
- Students should have a feel that their expectations are realistic in nature.
- Students should be given a thought about the existing challenges in reality. They should be trained to explore about the opportunities. For this purpose institutions need to take concrete steps.
- Students should be trained to form and have career mission and vision for themselves.
- Students can be trained from school level by creating awareness about careers in each field.
- Students can be encouraged to do research on their future careers.
- Institutions can have good linkage with the industry through mentorship and guidance. This can be a beacon light for students in forming their careers.
- Institutions should promote skills. This has to be considered as a serious issue as education in India, is not technical but only theoretical in nature.
- Leadership and communication programs can be conducted for students at different stages which would   boost their confidence. These two qualities are the major expectations from the industry for students.

"Globalizing the thought" from the research study (major part)
- Educational institutions has to create an environment to encourage students to learn
- Awareness programs on career choices for students can be conducted.
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Predicting Unethical Behavioral of Life Insurance Agents in India

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Purpose: The study aims to understand the factors predicting unethical behavioral intentions of distribution channel members of life insurance industry in India.

Designs/ Methodology/ approach: A cross sectional survey was carried out to collect the quantitative data from full-time 825 insurance agents working for life insurance companies in Karnataka State in south India using a validated structured questionnaire. The data was analyzed using partial least square method of structural equation modelling.

Findings: There is a relationship between competitive intensity, supervisory pressure, product variety and attitude on unethical behavioral intention.

Practical Implication: The opportunity for unethical selling increases when insurance companies design varieties of products meeting a particular need, exert excessive supervisory pressure on agents to maximize sales, overemphasize outdoing competitors. Hence, the insurance companies should give adequate training on product features to the agents and building long-term relationships with customers rather than selling under intense competition and supervisory pressure.

Originality/value: There are few studies that have investigated the determinants of unethical behavioral intentions of the agents in life insurance industry. This study is an attempt to bring together product, market and organizational factors affecting unethical behavioral intention of sales agents from Indian perspective. Unlike the existing studies, our model empirically tests the mediating role of attitude in explaining unethical behavioral intention.

Keywords: Attitude, agents, unethical behavioral intention, mis-selling, insurance services, ethical climate.

Effective social media marketing strategy: Facebook as an opportunity for Higher Education Institution

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The increasing growth of internet users, the new variety of platforms, easy access to various sources and popularity of social networking sites have impacted the social behavior and life of people from all around the globe. The new medium has transformed the marketing world and has turned social media marketing into a competitive challenge for public and private sectors (Belch and Belch, 2014). The progressive use of internet and social media has created a major impact in the marketing world (Morris & Ogan, 1996; Smith & Brenner, 2012). Therefore, this study focuses on the variation of the Technology Acceptance Model for Social Networking Sites like Facebook to establish a background for it as a marketing platform for universities. It then shows how students at an undergraduate level use Facebook groups of universities and how it can be used to keep the students informed. Social Media is being used by Higher Educational Institutions as a tool employed in their marketing plan, the research regarding how effectively these sites can be used are very limiting in terms of the insights it gives on the topic and hence the use of this tool by Higher Educational Institutions remains questionable on the affectivity front. Though there are active efforts by universities across the world to employ social media in their marketing campaign to attract prospective students for higher education, the research done so far cannot signify the robustness of the same. In this paper, we try to answer this very question. The results of this study can help marketers to understand the usage pattern of students in these Social Networking Sites predominantly with respect to how they perceive information on Higher Educational Institutions on these platforms. This information can help the institutions devise more strategic marketing plans that can in turn help them be more effective in attracting prospective students. The method used in this study has been based on the data collected in universities across India.

Henceforth, prior to suggesting Social Networking Sites as a tool for marketing, it has to be considered whether Social Networking Sites are acceptable by students for finding information pertaining to their academics. The main objective of the paper was to find how Facebook usage as a tool in marketing can be enhanced for the marketing strategy of a higher educational institution. One of the frequent outcomes included the low ranking that Facebook website got as a tool for recruiting students as an "influential factor" that directs potential students to the choice of a program at a higher educational Institutions. There is also a suggestion for the enrichment of the social Networking Sites of the Higher Educational Institutions.

Keywords: Universities, Higher education, Social networking sites, Social media marketing, Marketing and Facebook

Entrepreneurship in India Opportunities and Challenges

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ABSTRACT

Entrepreneurship are passionate and driven to succeed and improve. Entrepreneur is a Business persons who not only conceives and organizes venture but also frequently takes risk in doing so not all independent business people are true Entrepreneurs & not all independent Business people equal. The economic development of the Nation depends on industrial development and it is based on entrepreneurship skills and competencies of the individuals. There are number of factors that need to consideration, when understandings various procedure, function and activities that are associate with perceiving opportunities and formations of the organizations to pursue them. It experience number of opportunities and challenges within the course of pursuance of their goals and objectives. The main fields that have been taken in to account to understand the importance of entrepreneurship in india are.

Role of entrepreneurs in economic
development Abilities of Entrepreneurs.
Motivating factors of entrepreneurship
Package for promotion of small and medium entrepreneurs.

The main aim of this paper is to understand the importance of
 entrepreneurship in india.

The Economic development of the nation depends on its industrial development.
The industrial development is based on entrepreneurial competencies of the people.

INTRODUCTION

Entrepreneurship development is getting a position of great importance for lacking every growing problem of unemployment due to rapid population growth. Through the last decade of 20th century experienced the growth of a large number of same entrepreneurship in our country, the number of innovating entrepreneurs is less than the imitating entrepreneurs as a result of which the country has been loggins behind in moving at a pace which international communities demand. Therefore to cope with the international order and the dynamic of the society, an entrepreneurs role as an innovator is prime importance.

According to J.A. Schumpeter an entrepreneurs basically an innovation who introduced new combinations of means of production development consists of carrying our new combinations.

A new combination may be carried out by utilization of both used and unused means of production.

According to Schumpeter, as an innovator, Entrepreneur for is the potentially profitable opportunities of exploit it . He is a risk bearer, problem shooter and gets satisfaction is confronting problems as an innovator, entrepreneur performs the activities like/

Bringing about new combinations

Introduction of new products

Introduction of new techniques of productive. Opening up of new market

Conquest of new source of supply of raw materials

The carrying out of new organizational of any industry like the creation of monopoly.

LITERATURE REVIEW

There as extensive research done of understand the effect of entrepreneurship on economic development and other measures on monthly limited to developed countries.

Wennekers etal (2005) assess the extent of FIT on crowding in or crowing out domestic investment with a panel data of three decades for the developers regions fo Asia, Africa & latin America they found that FDI has nothing to do with domestic investments for sub period and are as.

Carland & carland (2004) studies the impact of entrepreneurship on employment and economic development of U.S. They found that firms with less then 20 employees have great impact for the decade of 1900's that suggested that the firm has great potential for future economic development.

Leff (1978) development of banking institutions that follows firms obtain formal finance promoting entrepreneurship also the improvement in the flow of communication

among firms, reduced cost of gathering information & faciliting the diffusion of technological and experts. Promotions Entrepreneurships Liu, burridge and Sinclair (2002) investigated the causal links between trade, economic growth and inward foreign direct investment with a vaterly data lons run relationship found between growth, exports, imports and FDI. The author finds causality between economic growth, FDI and exports which reinforce open door policy.

METHODOLOGY :

For measuring entrepreneurships development two proxies production of micro small and medium enterprise and investment per MSME's have been taken for financial development stock market capitalization as percentage of GDP and FDI as percentage of GDP has been taken.

Y_{t2}=CfDIt9 GDP+9 MCAP)
Y_{t2} =f (fDIt, GDPtg, M(AP$_1$)

CHALLENGES :

Exposure to heightened international competition Issues of standard & compatibility

Business regulation and intellectual property concerns

Implications for business and organization modem and technological capability Lack of competitive supply capability

Inability to handle quick capacity expansion

Technical problems on accessions international market
Financial challenges (Difficulty in borrowing fund)

Technological challenges
Social challenges

Family challenges

Problems of raising quality capital

Problems of obsolescence of indigeneous
Adopting to modern technology

Managing the finance of business

OPPORTUNITES

Improved access to finance

New niche market

Ways of spreading risks

Upgrading technological capability

Bank of technology

Entrepreneurship development institute of india.

DISCUSSION

Entrepreneurship is the cornerstone of the free enterprise system in fact, research has found that nearly 500 million adult around the give were engaged in same form of entrepreneurial activity entrepreneurs are therefore vitally important to the economic healthy not only of india but also to the rest of the world.

Because of its importance, entrepreneurship should be thoroughly understood but this is easier said than done the field is relatively complex, and it is undergone constant change in response of shift in economic conditions. In addition there is a substantial body of knowledge concepts and tools that entrepreneurs need to know in order to launch and grow a company successfully.

CONCLUSION

Entrepreneurship simply got tried of working for others, had a great idea they wanted to commercialize or woke up one day with as urgent desire to build wealth before they retired so they took the big leap.

The country economic policy environment must be favorable for organizations to achieve efficiencies in today's global market. It should enable the entrepreneurs to provide a magical touch to an organization whether in public or private or joint sectors in achieving speed flexibility. Innovative and strong sense of self determination. They brings a new vision to the fore front of economics growth of a country. The study entrepreneurs has relevance today not only because it helps entrepreneurs better fulfill their personal needs but because of the economic contribution of the new ventures. Entrepreurs acts as a positive force in economic growth by serving as a bridge between innovation and market place.

IMPLICATIONS

Looking at the prospects of youth Entrepreneurship in india. It can be concluded that it has survey became a tool to handle the falling situation of Indian economy and achieve the targeted growth rates. The youth entrepreneurship can help the nation and its inabilities to secure a better standard of living for them. It has the capacity to dras the nation form the stagnating growth rates and take it to the expected ones. The young population not only provides better and move technologies sound goods and services to the society but also provides a growing march for manufactured products the market.

Which is willing to experiment with new products and services yours entrepreneurs put india at as advantages over other countries. Yours Entrepreneurship there by providing a stronger base for technological innovations. There unbeatable levels of creativity prove them to ultimate innovators. A motivation backed by creative products, outstanding technologies and skied workforce is sure to out perform other motivations both on professional and economic froner.

- Government should frame policies to appreciate entrepreneurial efforts and provide educational and financial support to the young aspiring entrepreneurs.

- Entrepreneurship education should be made a part of college curriculum to teach youth about the aspects and prospects of entrepreneurship.

- Big and established entrepreneurs should come forward to help young entrepreneurs and teach them through their experience. Networking between big and young entrepreneurs should be encouraged as a part of social activity.

- Tax incentives and relaxations in the form of subsidies can help entrepreneurs keep running and growing. Reducing the tax burden would help them use their profits for securing required technology and resources. Also this would make them concentrate on their operating mechanisms rather than worrying about their tax liabilities.

- Campaigns should be run not just to boost entrepreneurial spirit but also to bring about a change in social environment. It is equally important to change the attitude of the society about the entrepreneurship.

- Training centres, skill imparting institutes and business incubators should be opened in rural areas to provide knowledge to their youth. Opening these centres in rural areas would also provide an opportunity to women of these areas to gain training who otherwise find it difficult to travel to cities for gaining practical education. This is necessary to harness the talent of your of rural areas and remove regional disparities.

- Young future generation needs to be given not only the basic skills and technical know-how but also the right attitude and behavioural skills to come up with innovative solutions.

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Approach towards opportunity identification for connected product development for start-ups

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Abstract:

Everyday new entrepreneurs are breeding with lot of aspirations and dream. Market always provides opportunities who is pursuing the passion of entrepreneurship, not without challenges though. Many products without appropriate utilization of the opportunity goes to dust. This paper is a descriptive research on the existing frameworks and approach towards identification of opportunities. This furthered by bringing the context for building connected products or IoT enabled products. This research paper would propose different propositions as an approach or guideline for budding entrepreneurs to look various determinants of opportunity identification in the connected product development space.

Keywords: Connected Products, Opportunity Identification, Product Development, Opportunity Identification Frameworks, einstellung effect, startup ecosystem

1 Introduction

There is a Upanishads saying that "The truth is known when all is seen" opportunities which exists needs to be realized. Entrepreneurship is all about opportunity identification and creating a value through the journey of exploiting that opportunity.(Shane and Venkataraman 2000) In this digital era connected products play a vital role in our day today life. Connected Products or Smart Connected Products are products encompassing an embedded system, sensors, firmware and application software which can essential extend to cloud for exchange of data within its operating environment or context. Product development of connected products would involve activities with the identification and perception of market opportunities followed by appropriate production, sales, delivery and service activities.(Ulrich and Eppinger 2015) As smart connected products provide great opportunities for entrepreneurs to explore unexplored product boundaries with newer functionalities, better utilization disrupting the existing value chains and completely rethinking the internals of everything being done. (Joachimsthaler et al. 2015)

1.1 Opportunity Identification

From an entrepreneurship perspective opportunity is outlined as "opportunities to bring into existence new goods, services, raw materials, and organizing methods that allow outputs to be sold at more than their cost of production". Opportunity is also defined as set of circumstances that generates a new product or service as outlined by Barringer(Barringer and Ireland 2018).Many entrepreneurs don't fail

because they didn't work hard but because there was no real opportunity correctly identified leading to failure of business. Pursuing a wrong opportunity could result in waste of resources including time, money and human potential. Opportunity identification is to be considered as an on-going activity and it should enable to align the strategy in real-time for managing the market forces and disruptive changes with respect to technologies(Tajvidi and Karami 2015). As outlined by Barringer its essential to understand that startups or entrepreneurs needs to build that people are in need and willing to buy rather than what the entrepreneurs interested to make and sell. It further outlines the 4 essential qualities of an opportunity namely they should be Attractive, Timely, Durable and anchored along with the product which creates values.

There has been different models fueling innovation and opportunity for entrepreneurs. For example creative model of opportunity recognition outlines the discovery and formation stages of opportunity identification where in it involves progress in the way of preparation, incubation, deriving insights and furthering the same through evaluation and elaboration which clearly is an iterative process. This kind of thought process go in the minds of entrepreneurs cognitively. When it comes to building connected products these things are prone to happen more as we interact with physical objects on a daily basis and this calls for detailed study which can lead to lot more insights.
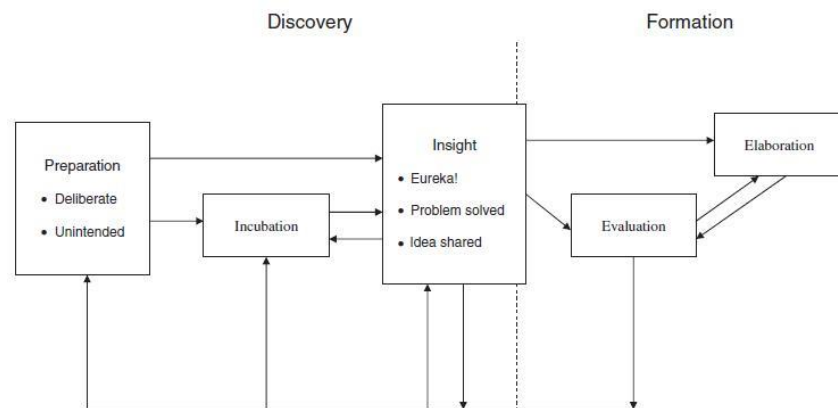
Adapted from Lumpkin, G.T., Hills, G., & Shrader, R. 2004. Opportunity Recognition. In H.P. Welsch (ed.) *Entrepreneurship: The way ahead.* New York: Routledge

Figure 1: Creative model of opportunity recognition("The Role of Organizational Learning in the Opportunity– Recognition Process - G.T. Lumpkin, Benyamin Bergmann Lichtenstein, 2005" n.d.)

1.2 Connected product

Connected products can also be termed as Cyber Physical systems (CPS). Connected products primarily have 3 core elements which are physical component, smart component and connectivity component. A good example of an connected product would be Alexa which has a physical components (Physical Enclosure with Embedded System), smart component (Voice Recognition) and connectivity component (Bluetooth, Internet). The below given technology stack provides the high-level overview of the connected product. It indicates its interaction with the business systems, external information sources, identity context, security context, hardware and software components. As these products has intelligence and connectivity it can have monitoring, control, optimization, and autonomy at its core which can be transformed as different set of features.

1.3 Connected product development process

Typical product development process involves various stages as outlined in the figure given below (Figure 2). Its very essential that from the ideation stage to the product development stage the entrepreneurs consistently have redefine the strategies of opportunity identification and validation with lot of agility. Identifying the opportunities in the early stages of product development makes it more viable and it would be cheaper for course correction(Ullman 2017). The connected product would require more due diligence due to the rapid growth of technology landscape and ecosystem.
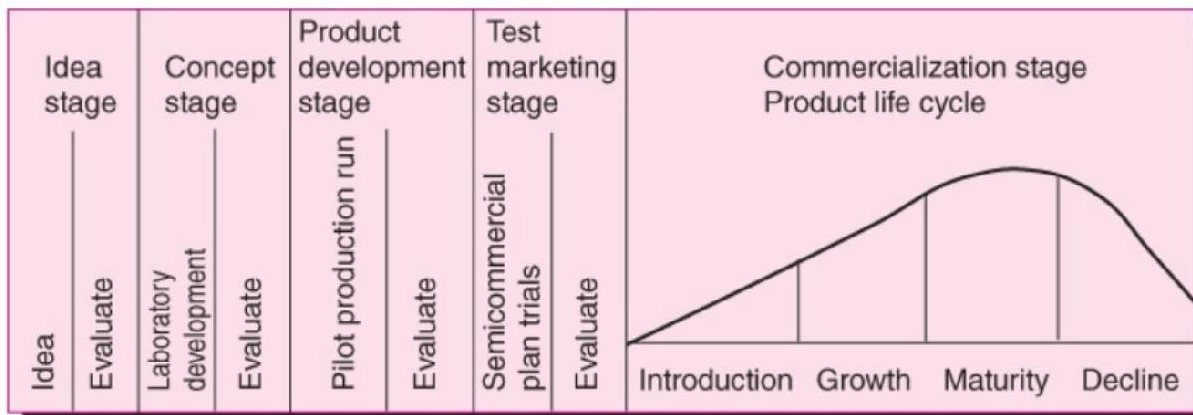
Figure 2: Typical product development stages

1.4 Window of Opportunity with connected products

When the overall IoT Market is estimated to be at $3.9 trillion and up to $11.1 trillion by 2025("Unlocking the Potential of the Internet of Things | McKinsey" n.d.), its essential for entrepreneurs to identify the opportunities which looms at large. How does an entrepreneur or startup organization can identify the

potential opportunity around them from this large opportunity estimate publicly available? So, it's essential that new age entrepreneurs have to understand some of the key challenges and theories behind identifying opportunities as they would like pursue it through incremental innovation or Entrepreneurial innovation with in the given window of opportunity. The metaphor "window of opportunity" describes the time when an entrepreneur or startup can enter the market, establish a formidable position, earn profit before the market matures.

1.5 Problems

The recent researches indicate that opportunity identification is an important capability which needs specific focus similar to management capabilities and social networking capabilities. The entrepreneur's ability to identify or recognize opportunities is a resource worth developing. Failure rates of new innovations and developing initiatives remains a major challenge with approximately 33% of new products and services fails prior to launch itself(Corbett, Neck, and Detienne 2007). Though there are discussions for the startups focusing on connected products having challenges in terms of Hardware ecosystem, privacy, security, ecosystem and adoption related challenges[1] its very essential to find the right opportunity by identification, discovery and exploitation. Also its important to understand that there is a need for implementing the generalized context of opportunity identification to a specific space such as connected product development to derive appropriate inference for upcoming entrepreneurs. The connected product space and IoT product development for business needs special attention because or various reasons which are outlined in the figure given below:

What are the most important differences between IoT and conventional application development? (check up to three)

The importance of developing solutions that are inherently reliable and scalable	51%
The importance of standards to address data & app compatibility & longevity	48%
The large number of intelligent edge devices and sensors	45%
The importance of addressing data and application security	41%
The need for intermediate gateways and controllers to manage data	39%
The role of advanced analytics to drive insight and understanding	37%
The continuous high volume of data originating from edge devices or sensors	35%

Source: 2017 Worldwide IoT Innovation Survey, N=253

Figure 3: IoT vs conventional application development

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[1] Shah, "Decoding the Opportunities and Challenges for Entrepreneurs in IoT"; "4 Challenges That Block The Growth Of IoT Startups."

This research paper would outline a) Discuss on the subject of opportunity identification for entrepreneurs in different frameworks b) provide a detailed understanding of the process of recognizing opportunity in the connected product development or service offering space c) provide a case study of potential approach for Coimbatore city d) finally providing perspectives which can be useful for entrepreneurs and startups an context of opportunity identification for building connected products.

2 Literature Review

Karthik Ramachandran in 2002 presented an research on the need for systematic analysis of opportunities which has been carried out by introducing three critical factors a) Criticality of the problem b) Customer Discontentment and c) Customer dissatisfaction elimination chain. He introduced a framework called Opportunity Identification Matrix which would help in analyzing opportunity and its potential success of the opportunity can evaluated. The paper also discussed the empirical validation of the framework and its effectiveness in comprehensive assessment of opportunities by evaluating 12 IT Firms.

In 2003, Alexander furthered the study on entrepreneurial opportunity identification and development leveraging the Dubin's theory of opportunity identification process. The proposal included identifying personality traits, social networks and alertness of the entrepreneur to business opportunities. Post evaluation of the theory the author recommended 8 propositions as logical deductions from the theory. The theoretical model was proposed in the context of laws of interaction, propositions and further research to implement and test the hypotheses in real-world was proposed.(Ardichvili, Cardozo, and Ray 2003)

In 2005, Andrew C Corbett highlights in research article about the connections between knowledge, cognition and creativity which could influence in opportunity identification and exploitation. It essentially outlines the importance of experiential learning theory (ELT) which is core to the learning process. It also discussed the Kolbs model of experiential learning which discusses the aspects of abstract conceptualization, concrete experience, reflective observation and active experimentation. It highlights the various learning asymmetries and its importance in terms of entrepreneurial journey and opportunity identification. (Corbett 2005)

Robert A Baron outlined in 2006 discusses about the pattern recognition closely associated to pattern recognition by entrepreneurs. The findings were discussed on identification of an engaging process similar to pattern recognition where an seemingly unrelated events constituting a identifiable pattern. This was done through a cognitive framework and knowledge to notice relationships between the events and

trends. It also brought up an important aspect of training the people to identify opportunities which can be perceived through "Connect the dots" approach and training them on relevant factors. This can also be enhanced by providing them experience. (Baron 2006)

In 2010, Jintong Tang proposed a model involving 3 distinct elements of alertness towards opportunities which includes search, connection and judgement. Multiple studies were conducted involving 13-item alertness scale which would capture these dimensions. The outcome focused on having an alertness scale which would act as a valuable tool for opportunity development using 3 different studies. The kind of investigations and studies help to construct cognitive process such as judgements, perceptions and entrepreneurial alertness in areas like social entrepreneurship.

(Tang, Kacmar, and Busenitz 2012)

In 2014, Frederick presented a research on using Bayesian approach towards development of entrepreneurial decision-making and exploring the relationship between opportunity recognition and innovative entrepreneurship. Innovative entrepreneurship is all about recognizing the unexploited or underexploited opportunity. The research also cited an example of opportunity of adopting spell check to all the PC Users and the potential of an investor investing into the opportunity using Bayesian reasoning. Though Bayesian reasoning has been good tool for estimating the probabilities of success of the opportunity, it furthered questions on Causation vs Effectuation on the opportunity. (Lins and Doktor 2014)

3 Methodology

3.1 Frameworks for product opportunity identification

Opportunities can be identified by observing the trends, solving a problem and finding gaps in the marketplace. This has been done with the help of various frameworks, the following table outlines some of the frameworks.

Sno#	Framework	Description	Purpose
1	OIM Framework	Opportunity Identity Matrix Framework	Framework built based on Customer Dissatisfaction Elimination Chain for identify opportunities
2	POEM Framework	Product Opportunity Evaluation Matrix	This framework helps to identify various constraints and conditions of the market prior to product launch
3	ODF Framework	Opportunity Discovery Framework	ODF framework utilizes the Business Model Archetypes,

			and Opportunity Heuristics for opportunity evaluation
4	Alignment Framework(Bungay 2010; "Auftragsklärung - A Framework for Collaborative Alignment." n.d.)	ACE – Assignment Clarification Exercise	Framework which focus on key 5 areas such as Complication, Intent, Hypotheses, Output, Outcome
5	60 Second Business Case("The Art & Science of Launch - Pragmatic Marketer" n.d.)	60 second business case scoring for opportunity assessment	Scoring based framework on different type of attributes towards product development
6	Marty Cagan's opportunity assessment framework(Cagan 2006)	Marty Cagan questionnaire on the assessment of the opportunity to venture on with product development	Questionnaire based on the product venture towards the specific idea.
7	Startup Opportunity Discovery Framework("The Smarter Startup: A Better Approach to Online Business for Entrepreneurs (Voices That Matter): Neal Cabage, Sonya Zhang: 9780321905017: Amazon.Com: Books" n.d.)	Framework works based on Business Model Archetypes and Opportunity Heuristics	Opportunities graded against 18 opportunity heuristics using product opportunity matrix
8	SCAMPER Approach(Eberle 2008)	SCAMPER framework	SCAMPER is based on acronym for Substitute, Combine, Adapt, Modify/Magnify, Purpose, Eliminate/ Minify, Rearrange/ Reverse
9	TAM/SAM/SOM framework	Total Available Market, Serviceable Addressable Market, Share of our Marker	This framework helps to narrow down the market and helps to identify and validate the opportunity

3.2 Connected products – Opportunity Identification

The connected products which are to be built needs to solves the right problems. The problems are the ones which create the opportunities. The problem domain of connected product could be different front in terms of technology like Power, Form Factors, Communication Interfaces, Embedded Systems, etc., Connected product means physical things which needs to be used by consumers at the fag end of the network. It would be essential to understand the user personas involved and the motivations behind their adoption of the problem. Its essential that the entrepreneur needs to put themselves in the shoes of the

persona and think through problem and potentially derive the solution and integrate the technology components. The customer journey on using the product has to be derived out using tools like customer journey maps and hypothesized with Design of Experiments or Lean Value Experiments.

Proposition-1: Enabling the connected product to communicate with other components

Building connected products which would get integrated with existing products would have dependencies on other products and communication interfaces. Such examples would be integration of Alexa kind of devices with LED Light. The LED light production which would having integration with Alexa devices would needs to be updated along with Alexa. This market space increase or decrease would be based on the integration component as well.

Proposition-2: Collection of data from connected products

Collection of data from the connected device would create newer opportunities by monetization of data by providing necessary insights. For example, products like Fitbit and related app can be helpful for consumers who would like to gain insights. This data could be used by the end consumer and there by creating new business models.

Propositon-3: Digital twin reflecting the state of the machines

There are scenarios where the product needs to reflect the state of the machines. This would be required to simulate scenarios and would reflect the physical state when there is a need for reflection of the shadow state of the device or machine. Example would be like the state of the light which can be managed from remote and its state from Apps.

3.3 Case Study

Coimbatore Region which covers to the extent of 4723 sq. km. had a population of 3,458,045 as per the 2011 census. There are opportunities around this region in terms of announcements of establishment of Defense Corridor("Defence Corridor" n.d.), Smart Cities Projects("Cities Profile of Round 1 Smart Cities :: SMART CITIES MISSION, Government of India" n.d.). This district caters to various industries not limited to broad categories such as Motor Pumps, Electrical Goods, Automobile, Bicycle and its parts Machinery, Machine tools, Textiles & Garments Software products.

The following table provides some sample scenarios or opportunities specific to Coimbatore regional context which can be further evaluated based on the suitable framework or combination of frameworks.

Industry	Opportunity
Pumps	Pump Monitoring
Textiles	Production monitoring of vertically integrated textile manufacturing
Machinery Tools	Machine availability integration
Agricultural Tools	Agriculture equipment monitoring
Automobile	Connected infotainment

4 Conclusion

This paper evaluated various framework and identified potential aspects opportunity identification with respect to the connected products. The paper identified 3 important propositions in terms of opportunities which would be applicable while building connected products. It also outlined the potential opportunities which can be further explored using the identified frameworks combined with market data. In the future the framework specific to this connected product context can be evolved by combination of various aspects of the framework or an empirical model can be evolved which can be well quantified.

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An Evaluation on ETF Performance and Replication Strategy

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INTRODUCTION

The prime objective behind every financial investment is to generate high return with least degree of risk. An investment is always concerned with the outlay of some asset today (time, money, effort, etc.) in hopes of a greater payoff in the future than what was originally put in*(Chen, n.d.)*. Financial investment means employment/outlay of financial resources/money in monetary assets like stock, bonds, derivatives, mutual fund, gold etc. Among the above said financial investment avenues mutual fund investment is having great popularity as it is well diversified investment vehicle. Mutual funds are financial intermediaries that mobilize money from investors particularly from small investors by selling their own units of capital and using it to purchase financial assets or securities issued by others *(Patak, 2018)*.

Exchange traded Funds (ETFs) is yet another model of mutual fund scheme. In a sense, it is a hybrid form of open-ended schemes and close-ended schemes. Like close ended scheme it is listed on stock exchange and like an open-ended scheme it creates and redeem units according to rise or fall in demand *(Chandra, 2017)*. ETFs are passively managed fund which tracks the underlying index of stock, gold etc. With low cost compared to actively manage fund and other benefits associated with ETFs like flexibility in buy/sell makes ETFs an attraction for retail investors.

LITERATURE REVIEW

The main causes for tracking error identified by the study conducted on S&P 500 index funds are index revisions, share issuances, spin-offs, index replication strategy and fund size. The understanding of determinants of tracking error is essential for market participants for investing and maintain index fund portfolios (Frino, et. al. 2004)

The study found out that due to imperfect tracking ability of ETFs, there is a presence tracking error with significant magnitude. In evaluation beta estimate of NAV returns and price returns they deviate. The reason behind the deviation is that demand and supply do not affect NAV

while it is reflected in the prices of underlying index. The difference between market price and NAV of ETF reveal presence of discount (excess of NAV over market price) and pricing inefficiencies. The premium/discount persist in the market for an average period of three days but exceptional persistence of five days was observed for two ETFs (Purohit & Malhotra, 2015).

OBJECTIVES OF THE STUDY

1. To identify risk adjusted rate of return of ETFs tracking Sensex and Nifty 50 indices.
2. To measure tracking error of ETFs tracking Sensex and Nifty 50 indices.
3. To find out effectiveness of replication strategy of ETF tracking Sensex and Nifty 50 indices.

METHODOLOGY

Research design: Descriptive and analytical research design.

Data and source: This study is entirely based secondary data. According to AMFI report October,2019 there are 72 ETFs listed in both NSE and BSE (other than gold ETFs). The study is limited to only Equity ETFs tracking Sensex and Nifty 50 indices. And from this segment only Equity ETFs completed 10 years since inception before 31st March 2019 were selected. Hence, the study is conducted on 4 ETFs namely, Nippon India ETF Nifty Bees, ICICI Prudential Sensex ETF, Kotak Sensex ETF and Quantum Nifty ETF. A brief outlook on selected Equity ETFs are given below.

Table 1.1

Name of ETF	Symbol	Underlying benchmark	Inception date	Issuer
Nippon India ETF Nifty Bees	NIFTYBEES	Nifty 50	28-12-2001	Nippon India Mutual Fund
ICICI Prudential Sensex ETF	ICICISENSX	Sensex	10-01-2003	ICICI Prudential Mutual Fund
Kotak Sensex ETF	KTKSENSEX	Nifty 50	06-06-2008	Kotak Mutual Fund
Quantum Nifty ETF	QNIFTY	Sensex	10-07-2008	Quantum Mutual Fund

Source: amfiindia.com, nseindia.com, bseindia.com

The study aims at understanding the performance of selected ETFs over a time period ranging from 1st April 2009 to 31st March 2019.

Data collection tools: This study is entirely based on secondary data. The main figures like daily NAVs (Net Asset Value) of 4 ETFs under study were received from amfiindia.com. The daily close price of respective ETFs received from their respective listed exchange's websites (nseindia.com, bseindia.com). The benchmark's (Nifty 50 and Sensex) close values were obtained from their respective websites such as nseindia.com, bseindia.com. The 10-year government bond is taken for the calculation risk free rate of return and its daily basis rate is obtained from the website investing.com. The whole calculations are done based daily basis return.

Tools for analysis: The tools used for analysis depend up on factors of study conducted. In order to find out the return of selected 4 ETFs the close price and Net Asset Value (NAVs) of ETFs on daily basis were evaluated for 10-yearly, 5-yearly. Apart from ETF return, the return of Benchmark (Sensex/Nifty), 10-year Government bonds were calculated on daily basis. Based on daily basis return of ETFs the descriptive statistics like average, standard deviation, variance etc were calculated for 10-yearly, 5-yearly. All calculations were made mostly on MS Excel and part of analysis done by IBM SPSS 21.

Risk is the variability of return of security/portfolio. The total risk of a portfolio can be measured through standard deviation and variance of return of the portfolio. So, standard deviation and variance of the returns of ETFs based on daily NAV and market price were calculated and compared. Lesser the variance or Standard deviation lesser will be the risk of the fund(Tripathy, Nalini, 2007).

In order to understand the replication capacity of ETFs selected, R^2 (R square) is calculated for 10-yearly based on NAVs of ETFs. R^2 (R square) indicates how much of a fund's movements can be explained by the movements in its benchmark index. The higher the R-squared value, the more closely the fund's performance can be explained by its benchmark, whereas a fund with a lower R-squared have lesser capacity to explain or replicate its benchmark. And the higher the R-squared, the more relevant the beta figure (Pak, n.d.). Previous studies such as (Kim, Shukla, & Tomas, 2000), (Gerasimos Georgiou Rompotis, 2006) etc. used R-square to check the replication of fund on underlying index.

There is no consensus regarding the definition of tracking error. Tracking error is the difference between a portfolio's return and its benchmark. (Frino & Gallagher, 2001) formulates the method for calculation of tracking error which is widely used as standard measure for estimating tracking error. Under this method, the standard deviation of difference in returns between portfolio and its underlying benchmark is considered as tracking error.

$$\textbf{TE}_{\textbf{p}} = \sqrt{\frac{1}{n-1} \sum_{t=1}^{n} (e_{pt} - \bar{e_p})^2}$$

Where, ($e_{pt} = R_{pt} - R_{bt}$) is absolute difference in returns of the portfolio and benchmark index

'n' means number of days.

To understand risk adjusted rate of return of portfolio the ratios like Sharpe Ratio and Treynor ratio has been computed. Sharpe ratio is the performance measure developed by William Sharpe shows the return to variability. Higher the ratio, better would be the performance of the Fund in terms of the returns for the risk taken. In Sharpe ratio, risk or variability means the standard deviation (σ) of portfolio return. Jack Treynor developed the performance measure Treynor's ratio. In Treynor's ratio reward to volatility or risk premium to volatility of return is measured by portfolio beta(β). Means Treynor's ratio accounts only for systematic risk not total risk as in the case of Sharpe ratio. Beta is the measure of systematic risk of a portfolio.

DATA ANALYSIS

The data analysis part brings clarity regarding the factors like replication strategy, risk-adjusted rate of return and tracking error measures of 4 ETFs under the study.

Table 1.2

Tracking error and R-square evaluation of ETFs from 1st April 2009 to 31st 2019 based on NAV return and Benchmark return.

ETF name	Tracking error	R^2
Nippon India ETF Nifty Bees	0.0609%	.997
ICICI Prudential Sensex ETF	0.2831%	.965
Kotak Sensex ETF	0.0009%	.992
Quantum Nifty ETF	0.1660%	.983

From table 1.2 it is evident that Kotak Sensex ETF has the least tracking error (.0009%) which proves that the ETF is closely following the benchmark that is Sensex. While in comparison Quantum Nifty ETF has the high tracking error proving it is not much efficient in tracking its benchmark Nifty 50 compared to other ETFs.

The R-square figure shows the extent of replication capacity of ETF of its underlying index. The R square value of 4 ETFs under study is very close to 1. This proves that all ETFs under study have capacity to replicate or explain the performance of its benchmark. Among the 4 ETFs, Kotak Sensex ETF showed comparatively high R square value during last 10 years (1st April 2009 to 31st 2019).

Table 1.3

Evaluation of 10 yearly (1st April 2009 to 31st March 2019) risk adjusted return of ETFs based on NAV returns.

ETF name	SD	Beta	Sharpe ratio (Rank)	Treynor's ratio (Rank)
Nippon India ETF Nifty Bees	0.01113	0.99744675	5.053% (4)	0.056% (4)

	0.01502	0.974499064	7.776% (1)	0.120% (1)
ICICI Prudential Sensex ETF	0.01502	0.974499064	7.776% (1)	0.120% (1)
Kotak Sensex ETF	0.01110	0.996210478	5.198% (3)	0.058% (3)
Quantum Nifty ETF	0.01261	0.996936944	5.490% (2)	0.069% (2)

From table it is clear that based on NAV returns, ICICI Prudential Sensex ETF has high Treynor and Sharpe ratio compared to other ETFs. It indicates ICICI Prudential Sensex ETF has high performance compared to other ETFs during the last 10 years by taking comparatively high risk of variability of return is taken (.01502). In comparison the least performing ETF based on Sharpe ratio and Treynor's ratio is Nippon India ETF Nifty Bees.

Table 1.4

Evaluation of 10 yearly (1st April 2009 to 31st March 2019) risk adjusted return of ETFs based on close price returns.

ETF name	SD	Beta	Sharpe ratio (Rank)	Treynor's ratio (Rank)
Nippon India ETF Nifty Bees	0.010454	0.9021	5.351% (2)	0.062% (4)
ICICI Prudential Sensex ETF	0.050714	0.2212	4.462% (4)	1.023% (1)
Kotak Sensex ETF	0.013195	0.6082	4.574% (3)	0.099% (2)
Quantum Nifty ETF	0.011804	0.7084	5.93% (1)	0.098% (3)

Table 1.4 depicts the 10 yearly risk adjusted returns measures of ETFs based on daily close price-based returns. While evaluating the Sharpe ratio it is Quantum Nifty ETF comes at rank 1 for its comparative better performance. While considering Treynor's ratio (which accounts only systematic risk) ICICI Prudential Sensex ETF has outperformed other ETFs under the study. The least performing ETFs based on Sharpe ratio and Treynor's ratio are ICICI Prudential Sensex ETF and Nippon India ETF Nifty Bees respectively.

Table 1.5

5 yearly evaluation of risk adjusted return of ETFs (during 1st April 2009 to 31st March 2014 and 1st April 2014 to 31st March 2019) based on NAV returns.

5-year performance analysis indicates that based NAV returns ICICI Prudential Sensex ETF has outperformed all other ETFs based on Sharpe ratio and Treynor's ratio during FY 2009-14 and FY 2014-19 as well. The least performer during FY 2009-14 and FY 2014-19 based on Treynor's ratio was Nippon India ETF Nifty Bees. The least performer based on Sharpe ratio

during FY 2009-14 is also Nippon India ETF Nifty Bees and it is Kotak Sensex ETF the least performer in FY 2014-19 based on Sharpe ratio.

Table 1.6

ETF name	SD		Beta		Sharpe ratio		Treynor ratio	
	2009-14	2014-19	2009-14	2014-19	2009-14	2014-19	2009-14	2014-19
Nippon India ETF Nifty Bees	0.01	0.01	0.99	0.99	3.48% (4)	7.82% (3)	0.046% (4)	0.067% (4)
ICICI Prudential Sensex ETF	0.02	0.01	0.96	0.99	6.53% (1)	10.14% (1)	0.13% (1)	0.11% (1)
Kotak Sensex ETF	0.01	0.01	0.99	0.99	3.87% (3)	7.59% (4)	0.051% (3)	0.07% (3)
Quantum Nifty ETF	0.01	0.01	0.99	1.00	4.03% (2)	7.95% (2)	0.06% (2)	0.08% (2)

5 yearly evaluation of risk adjusted return of ETFs (during 1st April 2009 to 31st March 2014 and 1st April 2014 to 31st March 2019) based on close price returns.

ETF name	SD		Beta		Sharpe ratio		Treynor ratio	
	2009-14	2014-19	2009-14	2014-19	2009-14	2014-19	2009-14	2014-19
Nippon India ETF Nifty Bees	0.01	0.01	0.90	0.92	3.66% (3)	8.26% (2)	0.05% (4)	0.07% (4)
ICICI Prudential Sensex ETF	0.07	0.03	0.06	0.66	4.10% (2)	5.53% (4)	4.52% (1)	0.29% (1)
Kotak Sensex ETF	0.02	0.01	0.57	0.69	3.48% (4)	6.55% (3)	0.09% (2)	0.10% (3)
Quantum Nifty ETF	0.01	0.01	0.70	0.72	4.46% (1)	8.32% (1)	0.08% (3)	0.12% (2)

Table 1.6 point out that ICICI Prudential Sensex ETF has outperformed other ETFs based on Treynor's ratio during FY 2009-14 (4.52%) and FY 2014-19 (0.29%). But it was the least performer during FY 2014-19 based on Sharpe ratio (5.53%). During FY 2009-14 and FY 2014-19 Quantum Nifty ETF ranked first based on Sharpe ratio (4.46% and 8.32%). The most underperformed ETF based on Treynor's ratio during FY 2009-14 and FY 2014-19 is Nippon India ETF Nifty Bees. Based on Sharpe ratio the least ranked ETF during FY 2009-14 is Kotak Sensex (3.48%).

RESULTS AND DISCUSSION

1. Among the 4 ETFs under study Kotak Sensex ETF showed least tracking error which proves that the fund closely moving according to its benchmark Sensex. Quantum Nifty

ETF has the highest tracking error proving that it is not much efficient in tracking its benchmark Nifty 50 compared to other ETFs.

2. The R square value of 4 ETFs are very close to 1 which proves the fact that all ETFs under study has the capacity to replicate or explain the performance of its benchmark. Among the 4 ETFs, Kotak Sensex ETF showed comparatively high R square value during last 10 years.

3. ICICI Prudential Sensex ETF has high Treynor and Sharpe ratio based on NAV returns compared to other ETFs during last 10 years. The least performing ETF based on Sharpe ratio and Treynor's ratio during last 10 year based on NAV returns is Nippon India ETF Nifty Bees.

4. Based on close price returns during last 10-year Quantum Nifty ETF outperformed other ETFs on Sharpe ratio. While considering Treynor's ratio ICICI Prudential Sensex ETF has outperformed other ETFs. The least performing ETFs based on Sharpe ratio and Treynor's ratio are ICICI Prudential Sensex ETF and Nippon India ETF Nifty Bees respectively during the last 10-year ending at 31st March 2019.

5. 5-year performance analysis indicates that based NAV returns ICICI Prudential Sensex ETF has outperformed all other ETFs based on Sharpe ratio and Treynor's ratio during FY 2009-14 and FY 2014-19 as well. The least performer during FY 2009-14 and FY 2014-19 based on Treynor's ratio was Nippon India ETF Nifty Bees. Again, the least performer based on Sharpe ratio during FY 2009-14 is also Nippon India ETF Nifty Bees and it is Kotak Sensex ETF the least performer in FY 2014-19 based on Sharpe ratio.

6. ICICI Prudential Sensex ETF has outperformed other ETFs based on Treynor's ratio during FY 2009-14 and FY 2014-19 based close price of returns. But it was also the least performer during FY 2014-19 based on Sharpe ratio. During FY 2009-14 and FY 2014-19 Quantum Nifty ETF ranked first based on Sharpe ratio. The most underperformed ETF based on Treynor's ratio during FY 2009-14 and FY 2014-19 is Nippon India ETF Nifty Bees. Based on Sharpe ratio the least ranked ETF during FY 2009-14 is Kotak Sensex.

7. While evaluating 10-year NAV returns and close price returns-based Sharpe ratio and Treynor's it is evident that ICICI Prudential Sensex ETF has outperformed other ETFs. It is also clear that Nippon India ETF Nifty Bees has underperformed all other ETFS based NAV returns but except in close price the fund was not the least performer on Sharpe ratio basis.

8. We can identify that there is little difference in ranking of ETFs during last 10 year based on Sharpe ratio and Treynor's ratio.

CONCLUSIONS

The study is conducted based on 4 ETFs (2 Nifty 50 and 2 Sensex based) completed 10 years since inception. This long-year basis analysis has proven the fact there can be difference in performance measures like Sharpe ratio and Treynor's ratio based on NAV returns and close price/market price returns. Even though the fact is like that, the most over performing and underperforming funds can be identified. Here the over performing fund is ICICI Prudential Sensex ETF and underperforming fund is Nippon India ETF Nifty Bees. The evaluation of

measures like R-square and tracking error proves that the ETFs returns under the study are closely related and almost perfectly tracking its benchmark index.

MANAGERIAL IMPLICATIONS

The major outcome of this study is that like any other resource finance is also scarce resource. As an investor one has to find required innovative investment avenue like ETFs and has to invest in them only by evaluating the risk-return parameters. The various measures in this study like beta, tracking error, R-square, Sharpe ratio, Treynor's etc. are some of the tools an investor can use in order to select the required fund. The longitudinal studies give one scope to identify the funds characteristics or at least helps in avoiding risky funds.

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A study on User's perception towards mobile payment services in Madurai

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ABSTRACT

Mobile payment service has become increasingly common in today's life. Mobile payment service is an emerging cashless transaction system, which fulfill the rapidly increasing needs of the customers. The mobile payment is the process of the parties exchanging financial value with the use of mobile equipment owned by the user and merchant. The purpose of this research is to investigate user experience with mobile payments. In particular, an elaborate analysis was carried out to identify the important factors of user's opinion in order to improve the quality in mobile payment transactions. Although, this study investigates the view point of customers about the benefits of mobile payment services, convenience, privacy and security while transferring the amount to others. In this survey, the data was collected from the mobile payment users through structured questionnaire which was framed on the basis of service quality dimensions.

INTRODUCTION

Over the past few years, creative consumer payment services have proliferated along with widespread internet, e-mail and mobile phone adoption. The new payment services built around these platforms are commonly referred to as' e-payments' along with related technologies such as smart cards. The types of services take a variety of forms— some are new ways to access existing payment arrangements; others offer alternative payment ar rangements, but all link to existing payment channels and banking channels in some way.

The rapidly changing nature of this market makes it a moving target to identify, but the major e-payment systems can be loosely categorized into those mainly internet-based, mobile-based and pre-paid card-based services.

To adapt to fundamental changes in socio-economic trends, the need for electronic payment technologies.

The payment system is the network that consists of structures, instruments, laws, procedures, standards, and techniques developed to affect the transfer of monetary value between all parties. The tasks of developing payment system infrastructures are becoming increasingly complex as competition and innovation are constantly pushing to the limit the search for better combinations of performance, reliability, safety and network consistency in delivering payment services to more individual users and institutions.

Review of literature

A Nobukhosi Dlodlo (2014) states, the major interest of business is continued usage of service, which is sustainable in the long term. This study examined the influence of service quality on continuance intentions and the mediating role of mobile payment trust and satisfaction. The study followed a qualitative survey approach in which data were collected from the respondent of South Africa. From the study the efficacy of mobile payment service was perceived by urban users. The author analyzed that service quality has a stronger effect on trust than it has on user satisfaction.

Giuseppe Tardivo, Milena Viassone, Gian Luigi Gola (2014), analyzed young customer's perception of quality of mobile banking service and states the issues of innovation technology is important for an increasing the growth rate of banking sector. This study aimed to understand the diffusion of mobile among young people to measure their satisfaction throughout the SERVPIRE questionnaire. Finally, their paper provides new direction about mobile banking services.

Joshua A J, V Moli, P. Koshi (2005) - The study evaluated and compared service quality in old and new banks using sample size of 480. The study found out that customers were satisfied in reliability, empathy and price and for other parameters the difference between expectations and perceptions were smaller than public sector banks.

Shamsher, ―Customer Perception of Mobile Banking: An Empirical Study in National Capital Region Delhi‖, this study has found out four dimensions of mobile banking service. Banking practitioners and mangers can use these dimensions to measure the effectiveness of service provided by them.

Objectives

The objectives of the study are two folds:

- To identify the factors of customers opinion about mobile payment service
- To study the user's perception in terms of time consumption, ease of use, innovative way in new services and confidence in the mobile payment service.

Conceptual background

Quality has been reported as having apparent relationship to costs (Crosby, 1979) profitability (Buzzell and Gale, 1987) customer satisfaction (Buttons and Draw, 1991) customer retention (Reichhled and Sasser, 1990) and positive word of mouth (Varma, 2000) Quality provides strategic benefits like increase in market share and high return on investment (Anderson and Zeithmal, 1984). Service quality can be thought of as having two dimensions: Expected performance and the actual performance. Service Quality provides (Delone and MC Lean, 2004) while (Kim Etal, 2010) system quality, information quality and service quality trust and repeat trust building.

Public expectations from banking transactions and consequential demand on money transfer especially at mobile payment service have been growing. The expectations vary not only over time but also from one class of customer to another keeping above in mind. This paper is aimed at studying the satisfaction level and confidence level of Mobile Payment user and correlates them with the deployment of quality age, occupation, income level were taken as key factors in considering the customers view point.
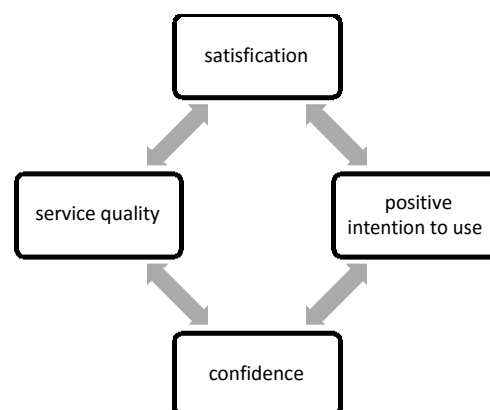
Research methodology

The descriptive research design and empirical research has been planned to carryout to find the perception of mobile payment users. Five measurement scales of service quality were adopted from Parasuraman etal 1988 with items relating to reliability (careful and safe performance), assurance (competence, credibility) responsiveness (readiness and availability) empathy (easy access, good communication) and tangibles (aspect of physical elements). To measure the service quality, customer satisfaction level and confidence level, a five point likert scale was used with anchors from ―1 – strongly disagree‖ to ―5 – strongly agree. Moreover a section on the demographic profile of the respondents was included in the questionnaire with variables relating to the gender, age, educational qualification, annual income, occupation, and frequency of mobile payment use as well as the preferred mobile payment service option.

These questions were structured on dichotomous; multiple choice and ranking order closed ended scales respectively. After analyzing the data overall score to each statement is given on a scale of 1 to 5 i.e 1 is given to strongly disagree, 2 is disagree, 3 is neutral, 4 is agreed and 5 is strongly agree. Sum the score for each dimensions of service quality to obtain a final score which tells which dimensions is performing well and which dimensions needs improvements.

Sample and data collection

A non probability convenience sampling method was used in the study to randomly select qualifying respondents. A sample size of 285 online shoppers was chosen for the study. The primary study was collected from the respondents in Madurai city.

Data analysis

To realize the objective set for the study the following statistical tools were utilized.

- Tabulation – cross tabulation
- Correlation

Age Vs Prompt service

Particular	MPS gives prompt service to the users				
Age	Disagree	Neutral	Agree	Strongly Agree	Grand Total
Below 30	10	84	112	41	247
30-40	-	12	21	-	33
40-50	-		5	-	5
Grand Total	**10**	**96**	**138**	**41**	**285**

From the above table, the sample customers are mostly in the age group of below 30 years (247 out of 285), 112 out of 247 customers are receiving prompt service while using mobile payment service.

Age Vs Confidence level

Particular	Confidence				
Age	Disagree	Neutral	Agree	Strongly Agree	Grand Total
Below 30	10	88	89	60	247
30-40	2	10	21		33
40-50			5		5
Grand Total	**12**	**98**	**115**	**60**	**285**

From the above table, the sample customers are mostly in the age group of below 30 years (247nout of 285), 89 out of 247 customers are having confidence while using mobile payment service.

Confidence level Vs Information

Respondent	Opinion					
Confidence	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	**Grand Total**
Disagree	-	10	2	-	-	12
Neutral	1	34	44	-	19	98
Agree	-	29	25	**47**	14	**115**
Strongly Agree	-	10	-	11	39	60
Grand Total	**1**	**83**	**71**	**58**	**72**	**285**

From the above table, the sample customers have more confidence about the information which is related to amount transaction in the mobile payment system.

Prompt Service Vs clarity service

Count of Respondent	Opinion				
Prompt Service	Disagree	Neutral	Agree	Strongly Agree	**Grand Total**
Strongly Disagree	-	10	-	-	10
Disagree	-	46	-	-	46
Neutral	-	51	22	12	85
Agree	-	8	74	13	95
Strongly Agree	17	-	21	11	49
Grand Total	**17**	**115**	**117**	**36**	**285**

From the above table, the sample customers have received prompt service from the mobile payment service.

Relationship Analysis

Significance and correlation of Expected Confidence Level

Factor	Pearson Chi Square	Correlation
Age	0.424	-0.038
Gender	0.345	0.074
Education	0.582	0.061
Income	0.048	-0.242
Occupation	0.238	0.096

As can be seen from the above table, the factors such as age, gender, education, income and occupation are correlated with confidence level of customers in mobile payment service. The above table shows that, the minimum value (0.048) of Pearson Chi Square indicated that confidence level. There is a significance relationship between income level and confidence level of customers. The correlation between income level and confidence level of customer is negative. The result indicated that increasing income level will lead to reduce the confidence level in mobile payment service.

Significance and correlation of Preference Level

Factor	Pearson Chi Square	Correlation
Age	0.398	-0.215
Gender	0.388	-0.157
Education	0.624	0.146
Income	0.047	-0.143
Occupation	0.359	0.154

As can be seen from the above table, the factors such as age, gender, education, income and occupation are correlated with preference level of customers in mobile payment service. The above table shows that, the minimum value (0.047) of Pearson Chi Square indicated that preference level. There is a significance relationship between income level and preference level of customers. The correlation between Age and preference level of customer is negative. The

result indicated that increasing Age will lead to reduce the Preference level in mobile payment service.

Service quality Measurement

After analyzing the data overall score to each statement is given on a scale of 1 to 5 i.e 1 is given to strongly disagree, 2 is disagree, 3 is neutral, 4 is agreed and 5 is strongly agree.

Sum the score for each dimensions of service quality to obtain a final score which tells which dimensions is performing well and which dimensions needs improvements.

SERVQUAL TABLE

S.no	Particular	Highest mark
1	MPS permitting an easy visual	4
2	The supporting material MPS is enjoyable	4
3	MPS performs service correctly on the first attempt	4
4	MPS is able to improve the performance of transaction	4
5	MPS allowed me to save time	4
6	The time single operation throughout MPS is clearly communication to user	4
7	MPS gives prompt service to the users	4
8	A guide is always present in online	4
9	I receive constant information innovations or new services concerning MPS	4
10	Helps available when I got problems in using MPS	5
11	I believe my information is kept confidential	2
12	I believe in the MPS system are clear and understandable	4
13	Instruction in the MPS system are clear and understandable	5
14	MPS satisfied all the needs of the user	4
15	MPS allows me to receive personal attention	3
16	it give confidence to the user	4

The above SERVQUAL TABLE inferred that the scores for each dimensions are summed up and a final score is obtained.

S.no	Particular	Marks
1	Tangible	8
2	Reliability	12
3	Relationship	16
4	Assurance	7
5	Empathy	20

Findings and Conclusion

- The score of **Empathy** dimensions of service quality is better as compared to reliability, responsiveness and assurance. As per the schedule, Mobile payment services satisfy all needs of the customer and also provide personal attention to its customer.

- As score for **Relationship** is at second place after empathy. So the Mobile payment service provides prompt service, clear communication guidance and concerning new services to its users.

- As score for **Reliability**, is at third place after relationship. So the mobile payment service performs correctly on the very first time which leads to save the time of its customer.

- The score of **Tangibility** and **Assurance** are got very lowest score. So the customers are not very confident and feel safe while transacting money through mobile apps. Moreover it does not provide supporting material for the easiest transactions.

Based on the study, suggested that the Reliability, Empathy, and Relationship are the strongest factor. Assurance and Tangibility are the weakest factor, which require urgent attention. The Mobile payment service providers need to convert the weak factor into strong factor in order to increase the confidence level among the customers and also attract the new customers.

- Customers expect confidence while using Mobile payment service. Because the result indicated that increasing income of the customers will lead to reduce the confidence level.
- To cope up with the competition, the Mobile payment Service should improve the confidence level among the customers.
- So the increasing confidence level will lead to create satisfaction.

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Creation of Model village of Excellence via Entrepreneurial Innovation& Infrastructural Amelioration:Hiware Bazar

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" The path of the progress of India begins with the progress of village." These are the words of Father of our Nation,Mahatma Gandhi. A Country whose more than 66 % of the total population reside at more than 649000 villages ,certainly needs a realistic model village of excellence in order to replicate the said model in the rest of the villages and would certainly contribute in becoming one of the top three economies in the Globe.Thirty years ago, the drought prone village of Hiware Bazar, a village consisting of 257 families, an overwhelming majority of which was under the poverty line, had to deal with all kinds of infrastructural & social problems – from a disappointing water supply system to rampant alcoholism. (1) Since then, the village has seen a complete eradication of poverty and even more spectacularly, made millionaires of one-fourth of all resident families (2) and is today cited as an ideal case of the power of community enthusiasm. (3) The village establishment has been given many national- and state- level awards, such as the Best Ideal Village in State and National Productivity Award in 1998, in view of their inspiring account of sustainable self-improvement. (4) The progress of HiwareBazzar is backed up by the three crucial elements of Indian thought,viz, Satyam (Truth), Nityam (Sustainability) and Purnam (Wholeness).(5)

The case study attempts to explore intrinsic and extrinsic causes of the transformationmade . An analysis of the personality-related factors relating to Sarpanch of the village, PopatraoPawar, the initiator of this amelioration, having entrepreneurial mindset is also attempted. An analysis of the factors such as geography, demography, economy and effect of State-sponsored developmental schemes is also made. Special attention is given to social aspects of the revolution, especially in the contexts of its water-supply stability and of the fact of 18 individuals having decided to donate their land for establishment of schools and the meteoric increase in the literacy rate from 30% to 95%. Through this case study, the suitability of the model of development is considered in relation to prospective developments in other villages in India of similar scale.

Keywords:Sustainable,amelioration,transformation,Entrepreneurial

Background

Located in the rain shadow area of the Sahyadari range as shown above ,Hiware Bazar, also spelt as HivareBaazaar and HivreBajar (henceforth HB), faced an acute water crisis and severe land degradation during the 1970s. Throughout the 1980s, the village had a rain fed farming situation which resulted in limited seasonal agriculture and forced the farmers to migrate to surrounding towns and cities for work. The village therefore was deprived of its sole source of income – agriculture and the inhabitants turned to local liquor production and selling, giving rise to criminal activities.

HB is a village in the Nagar Taluka of the Jilha of Ahmednagar, 28km west of Ahmednagar City. The village comprises an area of about 976.84ha, of which 860ha is private, 70ha forested and 8.5ha owned by the Panchayat. About 795.23ha thereof is arable. Population recorded in 2001 was 1150& recorded in 2019 was 1578.Monsoon is erratic, providing 400mm rainfall in relatively favorable monsoon years for not much more than 100 hours, the average annual rainfall being 597mm.

Need of the Case Study

Currently 66 % of our population is residing in almost 650000 villages across all the states and about 44000 villages in the state of Maharashtra.The progress of our economy is dependent on the progress of the villages.The problems faced by the villages are more or less common and therefore it is necessary to study the case of HB, how it has made possible to eradicate various issues and possible to replicate in all the villages in the country. There is a need to convert the progress made by HB into a model of excellence to be followed by the rest of the villages in the state of Maharashtra to begin with and then to the rest of the states.

Apart from this it is interesting to study the application of entrepreneurial mindset of the Protagonist of this case study ,the one and only visionary leader Mr.PopatraoPawar, and also of village residents together have made this happen.

Research Methodology

In the present case study there is a blend of primary and secondary research.Primary research consists of inputs captured from the interview of Mr.PopatraoPawar and the village residents and the secondary research consists of the data collected from the website of Central Government as well as the panchayat of HB and various other sources as mentioned in the references.

Infrastructural Amelioration

During the period 1972 to 1994 HB faced issues of rainfed cropping pattern,heavy soil erosion,drinking water scarcity,fodder unavailability,fuel wood unavailability and social problems of unemployment,migration,frustration of villagers,increase in village crime and bad reputation.

HB's fortunes changed when a lad from the village called PopatraoBagujiPawar who had then only recently received his Masters' degree in Commerce, decided to take upon himself the leadership to the end of the amelioration of the village infrastructure and economy. Today there are over 10lac trees planted with a "99% success rate". The number of wells increased from 97 to 217, so that there was collection of enough water to increase the irrigation area from 20 ha to 70 ha in 1993. The 70ha regenerated forest resolved catchment issues; contour bunding stopped runoff and saved farms from silting, and around 660 water-harvesting structures caught rainwater. Irrigated land has gone up from 120 ha in 1999 to 260 ha in 2006. One fourth of the families are millionaires (in terms of INR).The per capita income of the village is twice the average of the top 10 per cent in rural areas nationwide.A recent survey reported that now only three families out of 216 are below-poverty-line and only 12 are landless.

Daily milk production in 1995 was 250 litres which has recently become 4000litres, with the village having its own dairy cooperative.Grass production went up from 100 tonnes in 2000 to 6,000 tonnes in 2004. Consequently milk livestock numbers have gone up from 20 in 1998 to 1130 in 2018 according to a government livestockcensus.

In 1993, Pawar set up an NGO called YashwantKrshiGraamavaPanlotVikaasaSansthaa.In 1995, HB prepared its own five-year plan with special focus on local ecological regeneration (with its five-fold focus on Jana, Jameen, Jaanavar, Janataa and Jungle) using the Employee Guarantee Scheme. In 1994 it had been brought under the AdarshGaonYojana ("Ideal Village Project") proposed by the Government of Maharashtra with a view to replicate the success in Ralegan Siddhi under the leadership of KisanBaburaoHazare. It laid down five normative principles: ban on cutting trees, free grazing (for which goats were sold off in favour of cows) and liquor; family planning; and community-based contribution of labour.

Growth of Intensive Cropping during 1997-2003 (source: village accounts)

Land use	1996-1997	1998-1999	2002-2003
Grass cropped area (ha)	821	1007	1125
Net cropped area (ha)	723	730	748
Multi-cropped area (ha)	99	276	377
Cropping intensity	1140	1380	1500

Source, loss, demand and surplus of water resources in 2017-18 (source: village accounts)

Source/Loss of Water	Quantity (in crore litres)
Potential water available	265.78
Water lost as runoff	34.57
Water lost as vapour	161.72
Stored surface water	26.81
Water percolating into earth	46.20
Groundwater from harvesting structures	52.67
Sub-soil moisture or groundwater	138.61
Drinking water demand	4.27
Irrigation demand	249.61
Peripheral farming demand	5.32
Surplus water	6.59

Correlation between Rainfall and EGS Spending (from the Department of Agriculture, Ahmednagar)
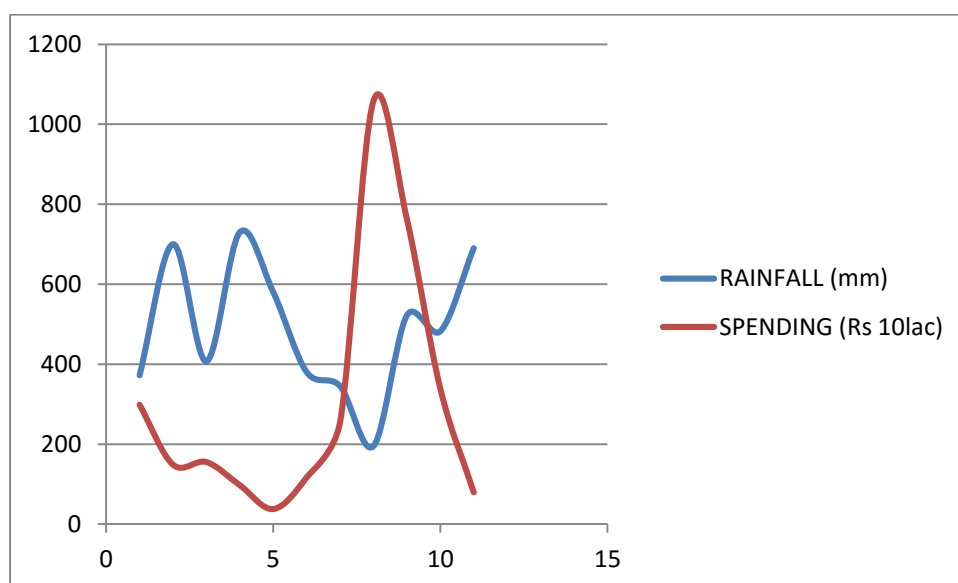
Of the total 1.7 million hectares that form the district, 11% is devoted to soil conservation. During 2003-04, when HB faced acute drought, funds of almost Rs. 1060 million were

directed to the construction of 201 farm ponds, 20000ha of continuous contour trenching (built in 1993 under the Joint Forest Management Programme with Shramadaana), 3400ha of compartment bunding and building over 1000 check-dam-like structures which eventually came to be part of the ridge-to-valley watershed infrastructure (divided into three micro-watersheds, the first with an area of 612.14ha, the second of 123.4ha and the third of 241.3ha) as follows:

Continuous contour trenching, plantation, compartment bunding, terracing, graded bunds and vegetative contour bunds (hectares)   190198.94

Live check dams, live fencing, brush wood dams, loose boulders, earthen structures, underground bandharas   57086

Soil treatment and conservation (hectares)   905.8

Diversion bunds, nullah bunds, cement nullah bunds   11514

Farm ponds   667

Consequently, the table water-level has risen averagely by 5m during 2003-2007. Drip irrigation systems are saving up to 70% of energy costs after having been installed as replacement to flood irrigation. Agriculture is becoming lucrative and demand for employment by December 2007 via government-aided employment schemes diminished to a third within the span of a year; farmers have also begun to sow cash crops and are getting significantly improved yields.

Each house is equipped with access to water, sanitation (a total of 1700 toilets are presenting the village) and electricity. Wind turbines and biogas plants have been installed to supplement the meager rural electricity supply. Sixteen solar panels have also been installed on the roads for public lighting. Arrangements for pavements, road markings and path signs have been put in place.

Education

The resolution in January 1990 addressed itself initially to less controversial issues such as education in order to foster confidence in the new management. Emphasis was laid on individual children being able to improve domestic prospects and eventually those of the entire village. Importantly, discrimination or partiality based on gender was excluded and parents were also helped be convinced of the value of education. This led to at least eighteen villagers donating their land for building the school premises. Owing to the lack of government funding for the schools, many youngsters volunteered to undertake teaching by rotation. The primary school was extended to offer education up to the tenth grade, computer literacy made compulsory, subsidy and medical facilities enabled and a central library accessible to all villagers built. The literacy rate has increased from 30% to 95%. Ecological awareness is instilled in the minds of students and incentives given to propagate sustainable practices.

Creator of Sustainable Transformation Model: PopatraoPawar

The success of HB may be explained by a bi-directional analysis of Pawar and his fellow villagers, if he be posited as the central agent for the unfolding of HB's amelioration. He was relatively well-educated (having a Masters' degree in Commerce) from the nearby city of Ahmadnagar. His decision to abandon prospects of a career in nearby urban centres to dedicate himself to the massive task of improvement of the village, his belonging to an upper caste, his popularity as a state-level cricketer and his willingness to work at very elementary levels of operations (as seen in his personal efforts with collaborative Shramadana at repairing the school infrastructure early on) contributed to the respectability he obtained as seen in the fact that seventy youngsters having convinced the elders to have Pawar, then 26, elected initially for a year as the Sarapancha in 1989. After rebuilding the school and other preliminary requirements, they decided to continue with Pawar as Sarapancha for the remaining four years. For the past two decades, he has been continuously re-elected as Sarapancha unanimously. He is the Executive Director of Maharashtra state government's Model Village programme. He speaks regularly at Policy BootCamp, a flagship summer school in public policy conducted by [Vision India Foundation](#).

A need based five point programme well known as "Panchsutri" in Marathi implemented for achievement of socio-economic progress is as follows

Prohibition on animal grazing

Ban on Tree cutting

No Liquor

Shramadan

Family Planning

Shramdan has inculcated a work culture among the local people, making Hiware Bazar a model for community development. Ban of grazing & cutting trees has tremendously increased the production of grass and reforestation. Due to the family planning programme (One Family One Child) , the birth rate has been brought down to 11 per thousand. The program included rainwater harvesting, digging trenches around the hill contours to trap water, afforestation and building of percolation tanks. The Hiware Bazar Gram Sabha instituted a watershed development programme and imposed a complete ban on water intensive cultivation like sugarcane, banana. Since 2004, Hiware Bazar has been conducting an annual water audit, measuring the total availability of water.

Change of Village in Adarsh Gram by Converting the School

PRIMARY SCHOOL BEFORE

- Primary school converted to high school
- The literacy grown from 30% to 95%
- 18 people donated their land for School ground & Building

This brought attention of Govt. agencies towards the leadership and the villagers which are turning to developement.

After Development

The School became model schools in the District.

Yet to identify the causes of the success of HB in its entirety demands attention to the mindset of fellow villagers more than Pawar's individual traits, for though Pawar himself has undertaken replication of his model in several other villages, success of HB's stature has not yet been attained.

Social Cohesion and Sense of Unity

Examples of social cohesion include that of Samodayika-Kheti ("Collaborative Community Farming") wherein multiple families share the work among their farms, of considerable accountability on the part of officials, vendors, teachers and workers who have to periodically put forth the details of their accounts. There is interdiction on using tube wells for agricultural purposes and limitations imposed per land owner on sowing high-water requirement crops. Sale of land to 'outsiders' is discouraged. Instead of patronage, there is a sense of brokerage and practical community-participatory amelioration. Out-migration which used to be rampant (up to 50% in the early 1980s) because of availability of opportunity nearby in relatively prosperous sugarcane cultivations (north Ahmadnagar) have drastically reduced and migrated villagers returned to their villager following its evident growth to prosperity.

Success's Path of Hiware Bazar
Inter Linkage between
Village Sabha - Grampanchayat- Block - District Panchayat (Z.P.)
& Other Working Agencies

The GraamaSabhaa ("Village Council Meeting") which used to take place only twice a year and would feature not much more than distribution of sweets and display of sports' drills, began, under Pawar's leadership, to take place frequently and involved active democratic discussions, including but not limited to accountability of public servants, decisions relating to sowing of crops, actions against violations, amongst all the inhabitants. Once during a land records verification procedure, one NamdevJaiwant threatened to commit suicide if the land he was encroaching upon would be seized from him. The Sabhaa however took a decision in the greater interest of the village and Namdev eventually agreed to withdraw from the case.

Land owners belong mostly to the Maratha caste, which make up 185 on 205 households in HB. Marathas are About 34% of non-Marathas are landless, while 27% are marginal owners. However, caste discrimination has been discouraged to be brought out in the domain of village development and has been restricted to domains such as that of marriage alliances. For couples about to be married, HIV tests have been made obligatory.

The annual Ganeshotsava is celebrated by installing just one Murti for the whole village, thus saving expenditure and energy on the part of the villagers and also thereby simultaneously encouraging a sense of unity, as seen in these five instances:construction of a temple, charity to the wife of a Kargilmartyr,donationsto victims of the Latur earthquake, a mosque built from village funds for the only Muslim family in the village and provision of monetary support for weddings of Dalit women.

Women's Issues

The ban on alcohol provided much needed relief for women. The burden of contraception as part of family planning falls often on the woman and sterilisation is a frequently chosen means towards this end. There are problems of outcome vis-à-vis equity in terms of Shramadaana and immediacy in wealth and land ownership.

Nevertheless, women are represented in the GraamaSabhaa and have formed BhajaniMandals and Welfare and Self-help Groups:

Name of Self-help Group	Members	Savings
Ambika	20	4000
Mukhodevi	13	25000(loan)+8000
Malganga	20	4000
Savitribai	20	500

Out of Box Initiatives

All the houses in the village are having name of female member in the house on the name plate of Entrance door.This conveys very clearly the acknowledgment of role played by female member in the family. Another noteworthy thing is there is no hotel and pan shop in the entire village. This is done mainly to avoid the villagers spitting on the road and doing time pass by sitting in the hotels. Availability of community hall to the village residents free of cost for the functions like marriages and entire village participates in such functions as one family.Changing the mindset of the villagers and inclusive growth approach certainly contributed in the creation of footprint on the global map and attracting foreigners to come to HB to witness this miracle by their own eyes.

Replicability

It is important that EGS funds be allocated to labour-intensive like agriculture undertakings rather than capital-intensive ventures like construction of roads.Replication is failing in many other villages because funds, even from NREGA, are either being siphoned off by middlemen or sanctioned for construction of roads and buildings.

Ultimately, it is this sense of self-dependency and self-sufficiency as seen throughout the course of HB's development, such that often even the police is not needed to be resorted to, coupled with a thorough instilling of faith in sustainable/long-term thinking that is the main factor that prospective plans of replications of HB will need to introspect upon and establish thoroughly, although it is to be nurtured in the course of development as confidence gradually builds.

Programmes like watershed development,recharging of wells,development of good agricultural practices and dairy business,bettersanitation,concreteroads,electricity,biogas and effective drive against social evils like drinking and communal harmony have turned HB into a replicable development model.

Government of Maharashtra has launched **Model village** (Integrated Rural Development **Project**) An integrated intervention is a comprehensive approach in the areas of Health with the special focus on Mother and Child, Girl Education, Women Empowerment, Income Generation activities, creating awareness of safe and clean environment in the **village** and the person with entrepreneurial mindset ,Mr.PopatraoPawar is the Executive Director of Maharashtra state government's Model Village programme. He is credited to have transformed it from an impoverished village into a model of development that the government of Maharashtra wishes to implement across the state.So far under his able leadership 30 villages have already been transformed into self sufficient model which is really creditable.

Conclusion

To conclude we can certainly say that implementation of model HB has already begun and the road ahead to transform 650000 villages is very tough but not impossible and persons like Mr.PopatraoPawar, who with his entrepreneurial mindset and lateral thinking could achieve this transformation ,need to come forward in each and every underdeveloped village to make this dream happen of India as a Developed nation.

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Attitude of Graduate Students towards Entrepreneurship in the age of Competition and Technological Advancements

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1. Introduction: Entrepreneurship plays a crucial role in any nation's development and prosperity and an established fact especially in the developed economies. With the challenging economic scenarios the job creation in the formal sector is a tough task. And every year a lot of youth are looking for the jobs. Especially if we see in the last decade the jobs in the formal sector are dwindling and many educated unemployed youth are applying in lakhs for few jobs, the pattern is easily visible in the latest government notifications and the number of applicants for each notification. The pattern is year on year the applicants for each and every job notifications are increasing. In order to cater the need to create jobs in the formal sector, Indian government have started various initiatives such as startup India, Mudra scheme. In one way these schemes are yielding results but recently the Global Entrepreneurship Monitor (GEM) report of 2017-2018 revealed that self-perception increased by a meagre 0.6% change from 2016 (44.3%) to 2017 (44.9%) but the perceived capability i.e. the skill component there is (-02%) change from 2016 (44%) to 2017 (42.1%). India is having a very good demographic dividend across world economies and a rapid advancement in the technological space in the recent past, indicates we are very well placed but the underutilized potential is the main concern. The problem may be attached to the fear of failure, which is also captured in the GEM 2017-2018 report.

The developments in the technological space and the proliferation of mobile technology and smartphone market is creating an opportunity to be explored especially.

This paper mainly emphasizes on the aspect of attitude and perception of students (especially technological background graduates) towards entrepreneurship, idea of innovation and the challenges based on mainly two theories of Entrepreneurship i.e. Joseph Schumpter Theoy of Innovation and McClelland's Need Theory.

2. Literature Review: There are various theories of entrepreneurship but we have emphasized on the Innovation theory of Entrepreneurship (Joseph Schumpter) and the McClelland's Need Theory as these two theories are helpful and links to our study.

Why these two theories are important in this study: 1. Innovation can bring a lot of change and can drive the growth of the business and helps in sustaining in the competition. 2. The need for achievement can drive the motivation levels of an entrepreneur.

3. Methodology: The study is based on the random questionnaire survey conducted among current engineering students who are in ultimate and penultimate year of their graduate studies to assess their perception and attitude towards carrying an entrepreneurial activity in the near or far term.

4. Conceptual Model: The conceptual model tries to bridge or link the theory to the practical aspect through a questionnaire and analysis on the data obtained. The four aspects considered:are:

a. Demographic factors

b. Socio Economic Factors

c. Entrepreneurial Education or Training

d. Entrepreneurial attitude
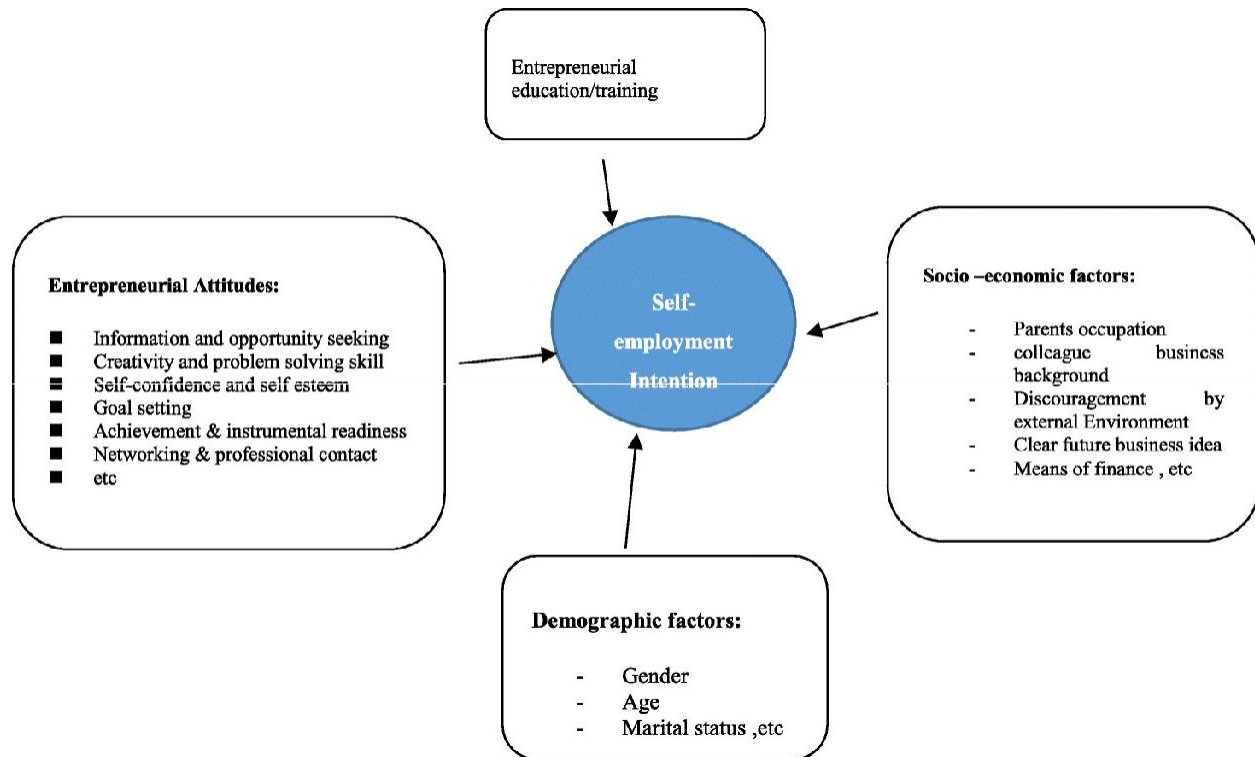
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Reorientation of agricultural schemes for providing a common awareness level to farmers

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Introduction:

Agriculture plays a key role in the development of the Indian economy. Some of the major problems faced by Indian farmers are :Lack of quality seed for higher yield crop, Fragmented and small land holdings, low productivity of land due to depletion and exhaustion of soil, lack of irrigation and mechanisation,

The research paper is on the condition of Indian farmers and the various schemes introduced by Government for their upliftment and the awareness level among the farmers. Today the various issues of the agrarian society is Climatic conditions, Demonetization, Minimum Support Price, Water supply, Electricity supply, loan repayment and Poor yield.

The study will emphasize on the level of awareness about the government initiatives. The study is limited to India, Thailand, Singapore and Malaysia.

Agriculture growth rates in India plays a very important role in the overall means of livelihood of the economy and social development of the country. Agriculture has to be kept at the centre of any reform agenda or planning process, in order to make a significant dent on poverty, malnutrition and GDP. Sustainable standard of living is the human basic rights for existing with minimum opportunities. The proposed research work would concentrate on the rural farmers to identify their economic problems specifically related to agricultural activities in parlance with the objectives forwarded by the NABARD and Reserve Bank of India.

India's Five year plan from 2012-17 showed that the agriculture sector grew by an average of 1.6% p.a. as against the targeted 4% annual growth. In order to achieve the above target the Government had set up several schemes and restructured the existing agricultural programs. The main features of these policies are Privatization of Agriculture, Contract farming, Revision of Excise duty, great role of Technology in agriculture and enhancing soil fertility. The research paper aims to analyze the various agricultural schemes promoted by the Government of India and their success rate during the previous five years. The diverse challenges faced by the government in implementing the schemes at the rural level. The study will emphasize on the level of awareness about the government initiatives towards promotion of agricultural credit.

I. **Thailand** is most engaged into contract farming .It's the world exporter of Rice. Agriculture is most competitive and diversified. Thailand's economy mainly on the agricultural sector. Some of the major agricultural policies are:

1. Production policy
2. Price Intervention Policy.
3. Agricultural crop insurance
4. Revenue assurance measure for farmers
5. Pledging program
6. The rice pledging policy

II.Singapore: Agriculture in Singapore composing about 0.5% of the total GDP, Agriculture is a small industry. Singapore needs more of food grains for its ever increasing population. Innovative ideas were put forth to increase agriculture in its less space. To overcome the space constraint the Minister of state rightly said that there is a need to "go upwards into the sky, downwards into the ocean and indoors within our buildings". And as per this quote Singapore agriculture is rightly going upward to the sky.Witha population of five million in a land of 715 square kilometer Singapore farming is in the sky. To urban agriculture Singapore is applying for vertical model, as for overcoming space constraints, the Minister of State said there is a need to "go upwards into the sky, downwards into the ocean and indoors within our buildings".

Some of the government grants for Singapore farming companies are:

1. Productivity Solutions Grant (PSG) This scheme was established to encourage digital productivity.

2. Enterprise Development Grant (EDG)

3. PACT schemes

4. Double Tax Deduction for Internationalisation (DTDi)

5. Market Readiness Assistance (MRA) Grant

6. Venture Debt Programme (VDP)

7. Agriculture Productivity Fund

8. Basic Capability Upgrading (BCU) Scheme

9. Productivity Enhancement (PE) Scheme

10. Productivity Enhancement (Test-bedding)

III.Malaysia : Agriculture in Malaysia is tremendously growing over the past three decades for a substantial growth of the agriculture sector. The countries human resource strength and capabilities are very much to attract the youth in agriculture. The Government of Malaysia have charted out various Government policies. In Malaysia out of the 30.5 million population 43.8% represent the youth. Out of this 43.8% the maximum percentage of 60% represent Malaysia workforce. To attract the youth in agriculture the various schemes and policies designed are as follows:

1. Young Agropreneur Program:

2. National Blue Ocean Strategy:

3. My Kampung My future :

4. In-Situ development:

5. Land consolidation and Rehabilitation

6. Agricultural support services

7. FAMA (Federal Agricultural Marketing Authority) It helps in securing markets for local produce of fruits and vegetable farmers market where the farmers can sell directly to the market.

8. Agricultural credits

9. Training programs

10. The institutional development program.

IV India:

Agriculture growth rates in India plays a very important role in the overall economic and social development of the country. An average Indian still depends almost half of his/her total expenditure on food, while roughly half of India's work force is still engaged in agriculture for its livelihood. Being a source of livelihood and food security for a vast majority of low income, poor and vulnerable sections of society, its performance assumes greater significance. Moreover this sector is a supplier of food, fodder and raw materials for a vast segment of industry. Hence the growth of Indian agriculture can be considered a necessary condition for "Industrial Growth" since agriculture forms the resource base for a number of agro-based industries and agro-services it would be more meaningful to view agriculture not as farming alone but as holistic value chain which includes farming, wholesaling, warehousing, processing and retailing.

The various agriculture schemes introduced by the Government are:

- Rashtriya Krishi Vikas Yojana
- Gramin Bhandaran Yojana
- National Food security mission
- Agriculture technology management agency
- Gramin Beej Yojana
- Paramparagat Krishi Vikas Yojana
- Pradhan Mantri Fasal Bima Yojana

These plans were to meet the target of 4% growth that has been declared in the 12th Five year plan. Several on-going schemes have been restructured. The popular ones are:

- NFSM (National Food Security Mission)
- NMOCP (National Mission of oil seed and oil plan)
- MIDH (Mission for integrated development of horticulture mission)
- NMAET (National mission on agriculture extension and technology)

The main feature of the agriculture policies was, Privatisation of agriculture, Contract farming. Revision of excise duty, Technology playing great role in the agriculture sector. Improvement in soil fertility

<u>Recent developments in agriculture are</u>

1. **Pradhan Mantri Fasal yojana** (2016)
2. **Paramparagat Krishi Vikas Yojana**
3. **Krishi Amdani Beema Yojana**
   This scheme was introduced with a view of the following points:
   i.   To give an impetus to the dying agricultural practice.
   ii.   There is 14 crore hectares of agri land in India, of which only 44% is under irrigation
   iii.   This yojanas was taken considering the plight of small and marginal farmers who were leaving the agricultural practice because of the uncertainty over the produce and returns.
   iv.   It was introduced so that the farmers do not bear any financial burden if their produce gets destroyed due to unexpected weather or for any other reason.

4. **Pradhan Mantri Gram Sinchai Yojana**:
5. **Pradhan Mantri Sansad Adarsh Gram Yojana**:

It was developed for the development of Model village. Under this yojana, members of parliament will be responsible for developing the socio-economic and physical infrastructure of 3 villages each by 2019 and a total of 8 villages each by 2024. This implies that a total of 6433 Adarsh gram of the 265000 gram panchayats will be created by 2024.

Key objectives of the yojana:

The selection of villages by the MPs must be any village other than their own village. The village must be of a population of 3000-5000 people if it is located in the plans or 1000:3000 people is located in hilly areas.

The funds for this scheme must be raised from Indira Awas Yojana, Pradhan Mantri Gram Sadak Yojana, Mahatma Gandhi National rural employment guarantee scheme, and backward regions Grand fund etc. The members of parliament local area development scheme etc.

6. **Soil Health card Scheme**

<u>Literature review:</u>

International: -

World Bank study: Agriculture needs has to be increased drastically, the need for Investment increases with the change in climate. Research shows that with the ever increasing population the demand for food will increase by 70% by 2050 and 80billionDollars of annual investments will be required to satisfy this demand. Financial sector Institutions in developing countries lend lower share of their loans to agricultural sector Compared to other sectors, whereas their contribution to GDP is much higher.

Global Agricultural Policy: The research is on global agricultural policies in selected continents The basic changes In Europe models concerning the transformation from supply driven models of traditional Agriculture to the concept of modern agriculture focusing on demand-driven types of Market agriculture. The North American Model; United States, Mexico, and Canada Have each made significant changes to their agricultural policies over

the past several Years particularly in the area of income supports. The Latin America continent was confronted with a new twist to the Green Revolution model, with the introduction of genetically modified (GM) crops and run by transnational corporations. In Africa, Agriculture is runs by the significance of aid provided by donors. The successful Asian State Green revolution model focuses more on seed and technologies to increase production. The most common policy re-sponse taken by the emerging economies – and also worldwide – has been to reduce or suspend import tariffs on food products. The year 2011 highlighted after many years of neglect, agriculture and food security are back on the development and political agendas. The study suggests to focus future policies on agriculture as a global agenda and global effort.

India economic survey (2018) states agriculture sector employs more than 50 per cent of the total workforce in India and contributes around 17-18 percent to the country's GDP. India's production of food grains has been increasing every year, and India is among the top producers of several crops such as wheat, rice, pulses, sugarcane and cotton. Agricultural growth has been fairly volatile over the past decade, ranging from 5.8% in 2005-06 to 0.4% in 2009-10 and -0.2% in 2014-15. However when compared to countries such as China, Brazil and the USA the yield of production of India is low.

National:

World Bank estimates: The research work over the year's states that the overall flow of institutional credit has increased over the years; there are numerous gaps such as inadequate provision of credit to small and marginal farmers, limited deposit mobilization and heavy dependence on informal channels. According to the World Bank estimates, half of the Indian population would be urban by the year 2050. It is estimated that percentage of agricultural workers in total work force would drop to 25.7 per cent by 2050 from 58.2 per cent in 2001. Thus, there is a need to enhance the level of farm mechanization.

Amarnath Tripathi (2009) The Agriculture credit system has made a very limited progress .Credit is the most important part of the economy no amount of credit at the most reasonable rate can guarantee higher productivity or income among the rural poor, as the success depends upon many factors including the availability of inputs and services, comprehensive credit policies, credit institutions, and proper delivery channels**.**

J.D. Von and Dale w Adams study shows that technology usage was emphasized for availing banking facilities but it is evident from the study that farmers from rural areas lack technological knowledge for utilizing the banking technology for availing agricultural credit.

Study will enable to analyst new awareness programs for promoting usage of technology for availing agricultural credit and other banking facilities.

Empirical study states that there is a significant number of schemes introduced by the Government. From the press information bureau Government of India, Ministry of agriculture states various welfare schemes for the development of the farmers. Out of the 51

schemes designed earlier it's now been restructured into into 5 Centrally Sponsored Missions, 5 Central Sector Schemes and 1 State Plan Scheme.

Centrally Sponsored Mission

1. National Food Security Mission (NFSM)
2. National Mission on Sustainable Agriculture (NMSA)
3. National Mission on Oilseeds and Oil Palm (NMOOP)
4. National Mission on Agricultural Extension and Technology (NMAET)
5. Mission of Integrated Development of Horticulture (MIDH)

Central Sector Schemes

6. National Crop Insurance Programme (NCIP)
7. Integrated Scheme on Agriculture Cooperation (ISAC)
8. Integrated Scheme for Agriculture Marketing (ISAM)
9. Integrated Scheme on Agriculture Census, Economics & Statistics (ISACE&S)
10. Secretariat Economic Service (SES)
11. Rashtriya Krishi Vikas Yojna (RKVY)

State Plan Scheme

The schemes were introduced with the noble intention of extending improved technologies to make agriculture more productive sustainable, remunerative and climate resilent, soil health management practices, optimise utilisation of water resources harness the potential of low productivity by strengthening input delivery mechanism, holistic growth of horticulture sector to provide insurance coverage and financial support to farmers in the event of crop failure due to natural calamities, financial assistance for activities like agro processing marketing of food grains, input supply, providing backend subsidy to state, cooperative and private sector investments, to help farmers get remunerative price for their graded produce.

Press Information Bureau Government of India states that

To increase knowledge and awareness among farmers to enhance the production and productivity of various crops, the Government of India has initiated various programmes such as Front Line Demonstrations and Extension through network of Krishi Vigyan Kendras (KVKs), National Mission of Agricultural Extension & Technology (NMAET), National Food Security Mission (NFSM), Soil Health Management Scheme, Mission for Integrated Development of Horticulture (MIDH), Bringing Green Revolution to Eastern India (BGREI) and Rashtriya Krishi Vikas Yojana (RKVY) as per details given below:-

NMAET: The aim of this Mission is to restructure and strengthen Agricultural Extension to enable delivery of appropriate technologies and improved agronomic practices to the farmers.
SMAE: focusses on awareness creation and enhanced use of appropriate technology in agriculture and allied sectors.
The Kisan Call Centre (**KCC**) Scheme is also implemented across the country for the benefits of farmers. The main aim of the Scheme is to answer queries of farmers on telephone calls in their own dialect. A countrywide common 11 digit toll free number 1800-180-1551 has been allotted for Kisan Call Centre.
A Central Sector Scheme "Establishment of Agri Clinics& Agri Business Centres (**ACABC**)" supplements the efforts of public extension, supports agriculture development

and creates gainful self-employment opportunities to unemployed youths with qualification in agriculture and allied sectors

NFSM: This Mission includes cluster demonstration of rice, wheat, pulses on improved package of practices, demonstration on cropping system, cropping system-based training of farmers, seed distribution of high-yielding varieties and other agri inputs. The Govt. of India has approved crops developmental programme on cotton, jute and sugarcane for enhancing production and productivity of these commercial crops from 2014-15. Demonstration on High Density Planting System (HDPS) in cotton on inter-cropping with pulses, oilseeds & cereals with sugarcane are also conducted under the Scheme to enhance production and productivity.

Indian Council of Agricultural Research (ICAR):

It has established a network of 642 Krishi Vigyan Kendras (KVKs) in the country aiming at assessment and demonstration of technologies/ products and its dissemination through number of extension programmes including training of farmers to update their knowledge and awareness to increase the productivity of crops.

Conceptual Model :

There should be a common balance between land for agricultural and land for industrial development various agricultural projects has to be introduced to increase urban agriculture. There should be a common universally accepted awareness program . This model can be prepared with the help of Virtual reality learning.

Methodology

Objectives

The research aims to study the following objectives:

1. To identify the schemes promoted by various Governments in India, Thailand, Malaysia and Singapore.
2. To design and build a universal model to promote sustainable development in agriculture.
1. To study the perception and the awareness about the government schemes for agriculture
2. To analyse the gap between farmers expectations and the deliverables of GOI schemes.

Data analysis:

The study is exploratory and qualitative in nature. The study encompasses to review the awareness level about the varied schemes promoted by Government of India for agriculture Credit amongst the farmers in Maharashtra and Kerala . Data collection will be through interviews and questionnaire administered through survey. Information about the varied schemes will be obtained from the secondary sources. Qualitative aspects relating to the factors restraining the awareness level about the govt. schemes will be analyzed using descriptive statistics.

The study will initially focus on the govt. initiatives and further will identify the awareness about the aforesaid schemes about the schemes amongst the farmers from selected states.

Results and Discussions :

There should be a collaboration with other countries to share the best policy practices on agriculture. To explore this opportunities there should be an aim to bring together market trends, growth sectors, challenges and opportunities in global and regional agricultural industry.

There should be a proper agricultural awareness tool universally accepted. This tool will help to spread the awareness level of the various schemes granted by the Government to the farmers easily.

An awareness model through a Virtual Reality Technology will help the farmers to interact in an environment of computer simulation this may be an real and imagined one

Conclusion :

It's no wonder the government is working tremendously to lift up the agricultural society by implementing various schemes.

There was a change from an agragarian centric economy to an Industry centric economy. Agriculture was not a profitable sector infrastructure costs have started running high. There should be a common balance between land for agriculture and land for industrial development.

Managerial Implications :

The challenges faced by Government at Rural level are

- Lack of technological infrastructure
- Illiteracy
- Diverse credit requirements of the farmers
- Dependency on informal credit channels for finance
- Lack of support from financial institutions in the promotion of Govt. schemes.
- Mismatch between the demand and supply side.

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Nurturing leadership for continuity of Development firms

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Keywords: Leadership development; Non-Profit firms; Non-Government firms; Governance in social sector; Sustainable firms

Introduction:

India's development agenda is intertwined with the effective functioning of the Non-Profit Organization or Non-Government Organization. We would like here to mention that we are focused more on non-religious, non-communal and non-discriminatory organizations that are focused on the development of economic and social parameters of humans in India. We have considered certain types of social business as defined by Muhammed Yunus[1]. He defines social business is as one which is not part of profit-seeking and its main goal is to solve a social problem by using business methods, including the creation and sale of products and services. There are two types of social business. One is a non-loss, non-dividend company devoted to solving a social problem and owned by investors who reinvest all profits, (We prefer to refer as "surpluses") in expanding and improving businesses. He calls them as Type I social business. Type II social business are those which make a profit either directly or through a trust that is dedicated to a predefined social cause. This qualifies as social business as profits flow to poor people in alleviating poverty. The difference between a non-profit organization and Type I social business is that the former receives donations and aid and capital (other than debt) money which comes in is not paid back to investors.

We have in this study probed into leadership for sustainability of non- profit organizations and Type I social businesses that are working for a social cause like eradication of poverty, education, healthcare and so on.

The importance of the study are as follows:
1. Non-profit organization in India is large in numbers which is estimated to be about 3.2 million units. The proliferation is so wide that they need to function effectively. It is common-sense that many of them are less effective and probably, exist in records. Further, during the last few years, the Government has discouraged receipt of funds from abroad which are unclear in their objective and some of them ceased to exist. Hence there is a lot of public interest in this sector.
2. Such organizations that are successful hugely impact and highly relevant for certain communities. For example, Amar Seva Trust in Ayikudy in South Tamil Nadu is doing such a Yeomen service for physically less privileged to be independent and live with pride. There are many more India like them. But we need such effective organizations that need to grow and sustain over a long period.
3. Further, such organizations like for-profit corporations have limitations in growth because of its ability to garner resources. Key resources required are that of finance and managerial talent. Leadership plays a crucial role in handling both. Hence leadership development is an important aspect.
4. Finally, such organizations have come up because of a trigger the promoter had in addressing an issue. Chandrasekaran in his work on Incredible Champions, (2014[3] &

Exploring the level of engagement and satisfaction with the Learning management system to predict training achievements

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1. Introduction

Classroom training had taken a leap of technological advancement through the integration of course contents and online activities such as forum discussion, chatting and instant sharing of learning resources, etc. Recently training institutes had been putting much effort into the implementation of simulation (case studies, operation network, etc.) or computer-based training (CBT) parallel to classroom lectures. The integration of traditional classroom teaching with online training content helped employees for experiential learning, which is also popularly known as blended learning. Blended learning, the named suggested the blend of the learning process through technology-mediated instruction, web-enhanced instruction, web-based learning or mixed-mode instruction. The integration of knowledge and information exchange was done on a web-based virtual platform known as Learning Management System (LMS). Initially Learning Management Systems (LMS) was used for front-end registration, course cataloging, track skills management, reports to back-end (Clark, 2002) and employee attendance update. Some LMS had certain value-added features such as online tracking of employees' progress, discussion forum, online courses (Nichols, 2003) and instant assessment of online activities with flexibility of anytime and anywhere (Capper, 2001). LMS could be used for publishing, editing, and modifying content through administration of software systems like Angel, MOODLE, Sakai, etc. After LMS being implemented in any training course, it is important to evaluate the degree of implementation success through measurements like employee's engagement level. Many researchers had investigated issues related to successful implementation of LMS and their results helped in designing better LMS interface. This is an empirical research paper to explore level of employee and teacher engagement and their satisfaction with learning management systems driving to positives outcomes or achievements for training in companies.

2. Research Approach

2.1 Statement of Purpose

The study explores the learning management system features usability, quality and its effect on learning outcomes as the predictor of varying levels of employee's online engagement.

2.2 Objectives

a) To analyze the features of LMS.
b) To explore the features of LMS as antecedents leading to the consequence of employee engagement.

2.3 Hypothesis

H_1 = There is difference in age group (21-23 & 24-26 years) consideration for LMS features.

H_2 = There is a difference between gender consideration for LMS features.

H_3 = Factors like usability, quality, and effective learning are the predictors of the employee's engagement with LMS.

2.4 Field of study

This study is conducted at one of the eminent management institutes of Gurgaon, Haryana, India. Recently the B-School has implemented MOODLE (Modular Object-Oriented Dynamic Learning Environment) as LMS for enhancing teaching and learning effectiveness.

2.5 Sampling

Postgraduate management employees are selected randomly to respond the survey designed to take feedback on usability, quality content, effective learning and employee engagement with LMS. Initially 180 responds are received through questionnaire. After data cleaning and deleting anomaly cases, 174 responses are processed for data analysis. The respondents include both the gender of boys and girls between the ages group of 21-26 years old.

2.6 Research Procedure

The questionnaire designed to collect primary data has three sections as follows:

a) Cover letter and background information
b) LMS feature and effective learning feedback

      c) Engagement with LMS.

Initially, the questionnaire contains 25 items representing independent variables usability, quality content, effective learning and dependent variable as employee's engagement. The statements are measured with the help of point 4 Likert scale (0=Not True to 3= Absolutely True). The scale includes "Not at all True" measured 0 to analyze the percentage of employee population who are not familiar with any features of the learning management system. However, it is assumed that all employees are aware of MOODLE (LMS), as the institute recently implemented it for introducing blended learning pedagogy in the campus. The items of the questionnaire have the content validity, as they are adapted from different literature indicated below:

a)   Usability: Paechter et al., 2010, Qureshi et al 2011, and Lee et al., 2007

b)   Quality content: Paechter et al., 2010, Oliver, 2005 and Liaw 2001.

c)   Effective Learning: Paechter et al., 2010, Qureshi et al. 2011 and Wan et al, 2010.

d)   Employee's engagement: Paechter et al., 2010, Qureshi et al. 2011 and Wan et al, 2010.

Exploratory factor analysis (EFA) is used to identify interrelationships among items or groups of items under same hypothetical variable called factor. To evaluate the construct validity of a factor, principal component analysis (PCA) with varimax is applied to determine the variance of variables within a factor. The components which are either cross-loaded or loading valued below 0.50 are deleted. After factor analysis two items Q3 and Q15 are deleted from the usability factor and one item Q23 deleted from engagement factor and the final data processing is done with 22 items as indicated in Table 1 below in the next section. 'Factorial validity' is reported as construct validity by Nunnally (1978) (p. 111). The same concept was acknowledged by Guilford (1946) that "the factorial validity of a test is given by its loading in meaningful, common, reference factors. This is the kind of validity that is really meant when the question is asked: Does this test measure what it is supposed to measure?" (p. 428).

3. Research Finding and Analysis

The primary data are analyzed through SPSS to understand the critical predictors of employee's online engagement with the learning management system.

Table I: KMO with Bartlett's Test; Factor Extraction (PCA); Mean and SD

Sl. No.	Factors	KMO	Bartlett's Test (Sig.)	Items Extracted	Cronbach's α	Factor Loaded	Mean	SD
1.	Usability 5 items	.753	.000**	Q2	0.66	0.524	2.00	0.783
				Q8		0.526	1.45	0.780
				Q14		0.627	1.66	0.786
				Q20		0.652	2.02	0.794
				Q21		0.703	1.75	0.836
2.	Quality 7 items	.715	.000**	Q5	0.71	0.473	1.63	0.747
				Q6		0.708	2.32	0.688
				Q11		0.528	1.50	0.678
				Q12		0.716	2.09	0.762
				Q13		0.576	2.02	0.721
				Q17		0.565	1.85	0.722
				Q18		0.658	2.16	0.740
3.	Effective Learning 6 items	.776	.000**	Q1	0.70	0.681	2.00	0.733
				Q4		0.652	2.00	0.831
				Q7		0.585	1.00	0.689
				Q9		0.554	2.00	0.795
				Q10		0.723	2.00	0.728
				Q16		0.627	2.00	0.805
4.	Engagement 2 items	.609	.000**	Q22	0.63	0.815	2.00	0.455
				Q24		0.817	2.00	0.548

** Significant at 0.05 level

The Table I indicate KMO measure sampling adequacy as all the variables are above the world-over accepted index of 0.60. Bartlett's Test of Sphericity found to be significant at 0.05 levels, shows that the validity and suitability of the

responses collected for the problem are being addressed through this study. With the help of Principle Component Analysis, the factors scoring higher than 0.5 are considered as valid factors for testing the assumed phenomena. The final questionnaire containing 22 items after factor loading indicates the proportion of observed variance in the scale scores due to the general factor common to all items comprising the particular factor. The internal factor consistency is tested through Cronbach's alpha coefficient and all the factors coefficient is above 0.60 which is an acceptable consistency indicator for the study. The fourth factor of Table I with different background color is the consequence (dependent variable) of the predictive factors (independent factor) serial number from 1 to 3. The item's means vary from 1.45 to 2 indicating most of the respondents found the items true which represents the factors. Standard deviation scores of the variables indicate the data are clustered closely around the mean.

Table II: Indicators for Age Group Difference in LMS Features Outlook through Analysis of t-value

Sl. No.	Factors (Cronbach's α)	Items Extracted	Age Group	n	Mean	SD	df	t-value	Sig
1.	Usability	Q2	21-23	104	2.01	0.757	172	.197	0.485(NS)
			24-26	70	1.99	0.825			
		Q8	21-23	104	1.40	0.731	172	-1.035	0.083(NS)
			24-26	70	1.53	0.847			
		Q14	21-23	104	1.69	0.789	172	.641	0.824(NS)
			24-26	70	1.61	0.786			
		Q20	21-23	104	1.97	0.830	172	-.933	0.331(NS)
			24-26	70	2.09	0.737			
		Q21	21-23	104	1.83	0.830	172	1.541	0.401(NS)
			24-26	70	1.63	0.837			
2.	Quality	Q5	21-23	104	1.66	0.732	172	.672	0.545(NS)
			24-26	70	1.59	0.771			
		Q6	21-23	104	2.38	0.671	172	1.244	0.748(NS)
			24-26	70	2.24	0.711			
		Q11	21-23	104	1.54	0.667	172	.912	0.763(NS)
			24-26	70	1.44	0.694			

		Q12	21-23	104	2.17	0.743	172	1.721	0.887(NS)
			24-26	70	1.97	0.780			
		Q13	21-23	104	2.10	0.731	172	1.640	0.466(NS)
			24-26	70	1.91	0.697			
		Q17	21-23	104	1.88	0.692	172	.543	0.110(NS)
			24-26	70	1.81	0.767			
		Q18	21-23	104	2.26	0.710	172	2.296	0.529(NS)
			24-26	70	2.00	0.761			
3.	**Effective Learning**	**Q1**	21-23	104	1.75	0.747	172	1.970	0.691(NS)
			24-26	70	1.53	0.696			
		Q4	21-23	104	1.96	0.880	172	.367	0.103(NS)
			24-26	70	1.91	0.756			
		Q7	21-23	104	1.40	0.661	172	-.098	0.328(NS)
			24-26	70	1.41	0.732			
		Q9	21-23	104	1.73	0.791	172	1.535	0.642(NS)
			24-26	70	1.54	0.793			
		Q10	21-23	104	1.65	0.798	172	.097	0.029*
			24-26	70	1.64	0.615			
		Q16	21-23	104	2.13	0.821	172	1.005	0.182(NS)
			24-26	70	2.00	0.780			
4.	**Engagement**	**Q22**	21-23	104	2.00	0.441	172	-1.221	0.115(NS)
			24-26	70	2.09	0.474			
		Q24	21-23	104	1.94	0.554	172	-1.019	0.564(NS)
			24-26	70	2.03	0.538			

* Significant at 0.05 level and NS=Non Significant

Table II indicates the independent-samples t-test to compares the means between two age groups of 21-23 years and 24-26 years. The t-test will help to infer that with the progression of the age, does the perception of the employees for LMS features differ in such a manner that it contributes to the variation of online engagement. Table II data depicts nonsignificant differences within the age groups for predictive factors like usability and quality. Thus, perception of the employees for LMS features like usability and quality does not change with age progression. All the items of predictive factor effective learning are found to be nonsignificant except item Q10 (Learning Management System gives motivation

for self-learning). It is found to be significant for difference in perception and motivational levels within age group. Thus learning management system motivates self-learning at different variations at the different age groups. Since only one item found to be significant, it can be assumed that effective learning through LMS rarely varies with age progression. Statistical hypothesis testing **H₁** determine null hypothesis to be rejected, thus concluding that there are grounds for believing relationship between two phenomena.

Table II also indicates that there is no difference in the age group for the engagement level influenced by the predictors.

Table III: Indicators for Gender Difference in LMS Features Outlook through Analysis of t-value

Sl. No.	Factors (Cronbach's α)	Items Extracted	Gender	n	Mean	SD	df	t-value	Sig
1.	Usability	Q2	Male	92	2.07	0.796	172	1.165	0.795(NS)
			Female	82	1.93	0.766			
		Q8	Male	92	1.58	0.815	172	2.212	0.055*
			Female	82	1.32	0.718			
		Q14	Male	92	1.70	0.808	172	.616	0.585(NS)
			Female	82	1.62	0.764			
		Q20	Male	92	2.18	0.797	172	3.018	0.337(NS)
			Female	82	1.83	0.750			
		Q21	Male	92	1.83	0.833	172	1.323	0.546(NS)
			Female	82	1.66	0.835			
2.	Quality	Q5	Male	92	1.53	0.748	172	-1.877	0.350(NS)
			Female	82	1.74	0.734			
		Q6	Male	92	2.33	0.697	172	.086	0.984(NS)
			Female	82	2.32	0.683			
		Q11	Male	92	1.57	0.700	172	1.347	0.451(NS)
			Female	82	1.43	0.648			
		Q12	Male	92	2.13	0.815	172	.704	0.006*
			Female	82	2.05	0.701			
		Q13	Male	92	2.10	0.757	172	1.455	0.069(NS)
			Female	82	1.94	0.673			

				N	Mean	SD	df	t	Sig.
		Q17	Male	92	1.86	0.720	172	.157	0.818(NS)
			Female	82	1.84	0.728			
		Q18	Male	92	2.17	0.735	172	.353	0.977(NS)
			Female	82	2.13	0.750			
3.	**Effective Learning**	**Q1**	Male	92	1.75	0.736	172	1.707	0.781(NS)
			Female	82	1.56	0.722			
		Q4	Male	92	1.86	0.806	172	-1.414	0.984(NS)
			Female	82	2.04	0.853			
		Q7	Male	92	1.46	0.670	172	.984	0.845(NS)
			Female	82	1.35	0.709			
		Q9	Male	92	1.72	0.843	172	1.094	0.209(NS)
			Female	82	1.59	0.736			
		Q10	Male	92	1.67	0.772	172	.469	0.321(NS)
			Female	82	1.62	0.678			
		Q16	Male	92	2.05	0.830	172	-.353	0.576(NS)
			Female	82	2.10	0.780			
4.	**Engagement**	**Q22**	Male	91	2.01	0.434	172	-.712	0.200(NS)
			Female	83	2.06	0.478			
		Q24	Male	91	1.96	0.536	172	-.528	0.977(NS)
			Female	83	2.00	0.563			

* Significant at 0.05 level and NS=Nonsignificant

Table III indicates the independent-samples t-test to compares the means between genders. The t-test infers about employee's perception of LMS features differ within genders in such a manner that it contributes to the variation of the engagement level with LMS. The displayed data indicate that there is no significant difference within the gender for predictive factor effective learning. Thus, perception of the employees toward effective learning does not vary between males and females. Predictive factors like usability and quality are found to be not significant except for the items Q8 (Learning Management System gives the feeling of virtual classroom) and Q12 (Learning Management System gives flexibility to learn in terms of location and content) respectively The item Q8 is significant due to difference in gender opinion and perception towards the virtual classroom environment. The item Q12 is significant because of the gender difference in belief for flexibility of access location and content of LMS. A short

discussion was conducted to understand the difference in gender perception and opinion for LMS, which made the items Q8 and Q12 significant. From the discussion the difference established on the basis of reasoning given by male respondents that they perceive LMS as virtual classroom where they can chat with peers and solved group assignments. However female employees perceive that LMS should have an instructor, facilitating employee's discussion and assisting employees in assignment workout. It is more acceptable for the female that the instructors should be visible, which gives the sense of better virtual classroom. The male employees are not concern about the LMS content source and its authentication; however female employees are more concern about the information authentication. The subject institute where the study was conducted, LMS is only accessible in i-pad and computer. The female employees found the process as comfortable in using; however most of the male employees prefer to access the same in their smartphones, which was restricted as per-interface design. Therefore, the discussion session helped to explore the possible reason for the mean difference for the item Q8 and Q12 conclude that the interface accessibility should be given through smartphone with facility of either web-based instructor or chatting with live instructor or peer. Another reason for variation in response between gender groups is selective perception for learning management system, and blended learning process. There is also opinion difference in quality accessibility of LMS and learning outcomes. Since one item from each factor is significant, it can be assumed that the usability and quality of LMS rarely vary in perception among the genders. Statistical hypothesis testing **H₂** determine null hypothesis is rejected, which conclude relationship between phenomena.

Table III also indicates no different among gender for engagement and predicting factors.

Table IV: Model Summary Box of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.343(a)	.118	.091	1.02226
2	.200(b)	.040	-.001	1.07286
3	.306(c)	.094	.061	1.03908

    a. Predictors: (Constant), U_ Q21, U_ Q2, U_ Q8, U_ Q20, U_ Q14
       Dependent Variable: Engagement
    b. Predictors: (Constant), Q_Q18, Q_Q11, Q_Q13, Q_Q17, Q_Q5, Q_Q6, Q_Q12, Dependent Variable: Engagement
    c. Predictors: (Constant), EL_Q16, EL_Q9, EL_Q7, EL_Q4, EL_Q1, EL_Q10
       Dependent Variable: Engagement

Table IV indicates the model summary of regression. Here R indicator of predictor's (X_1, X_2.....) correlation with (engagement) Y scores through predicted

Y

The footnote to the model summary is the critical predictors relevant

for the R and R2. The proportion of variation between 0 and 1 is symbolized by R^2 (R Square). For model 1 the value of R^2 is 0.118, which means 18.1 percent of the total variance in employees' engagement has been 'explained' by the predictor usability. In model summary 2 and 3 the value of our R^2 is 0.040 and .094 inferring that quality contributes only 4 percent and effective learning contributes only 9.4 percent in engagement variation respectively. Not very impressive, but not bad either as it tends to get in analyses of social survey data a vision for the predictors influencing the variation of dependent variable. Thus, usability is the most critical predictor for employee's engagement and all the institutes should consider usability as important factor while designing LMS interface. Since all the predictors are contributing to engagement, the statistical hypothesis testing **H₃** determine the null hypothesis to be retained, thus concluding that the null is plausible.

4. Managerial Implication & Conclusion

The mangerial implication for the learning management system should have a process of continual adaptation and alignment of information authentication, quality assurance usability, and accessibility at all levels. The learning management system demands regular up-gradation to meet the dynamic changes in technological advancement. Several themes and factors emerged from this study need to be examined in more depth across wider number of training within company in India. The data captured to study learning management systems can be used by the researcher to measure and improving level of engagement among employees and, also help to investigate the LMS effectiveness for learning outcomes or training achievements. Moreover, the influence of other extraneous independent factors such as teachers' perception and their influence,

course design and content, class size, employees' self-efficacy and internet proficiency are identified as factors that influence employee engagement that requires further research for understanding the influence LMS on employee engagement.

The finding of the study indicates easy to use or usability is the critical predictor of engagement with learning management system, however there may be other factors need to be explored, which might contribute more to the higher level of engagement. As Coates (2007) mentioned with the technological advancement universities and institutes are implementing the LMS without much-reaching about its impact on employee's behavior and learning outcomes. This study has suggested a proxy measure for engagement that aligns with what can be practically measured within an LMS as its features which attract attention of employees. Measuring engagement is difficult in terms of LMS features as there might be other factors influencing like network accessibility, learning environments, peer effect, social and psychological influence for engagement.

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2017[4]) mentions that commonalities in promoting an NGO or social business are due to:

- a) An accident or an event limiting a person and challenging one's survival making him fight for existence and then identifies a model for helping many beneficiaries who have met similar fate;
- b) A genetic disorder or misfortune due to health factors including psychological issues;
- c) An economic, social or cultural let down that forces a person to trigger some action for benefit such similar humans; and
- d) Position of self-esteem and the desire to give back to society.

We feel that such promoters are strong, articulate and visionary in promoting their organizations. They have imbibed strategic leadership qualities like develop a vision, mission, goals, organizing resources like capital and human resources and implement programmes and projects effectively. Emotional engagement and passion to make a difference drive such leaders. As the project takes off, challenge has been increasing beneficiaries and sustaining operations. Such focus is personally driven by the promoters and the core team. Up to some stage, most of the cases grow without hiccups. Problems creep in once the promoter leader is unwilling to add leadership bandwidth at the senior level; do not have someone among family and friends to step in or when the core team starts splitting develop parallel entities. We have studied how leadership can be nurtured for growth and succession.

2. Material and Methods:

2. A: Material for this study was primarily based on a literature survey of leadership studies as well as on operations of social business and Non-Profit organizations in India. Work of Muhammad Yunus; and by Pritha Venkatachalam and Daniel Berfond2 (2017) provided insights into the problem. Authors' experience with corporate especially relating to Corporate Social Responsibility initiatives as being a member of the Board of Companies and interactions through various programmes at the industry forum helped to formalize the problem in detail. The primary objective of this study was to explore leadership development in this sector.

2.B Methods: Research study was based on using multiple case studies of samples from the number of organizations in this sector. Veena Vohra3 has applied multiple case study approach design to decipher contextual leadership behaviour in Indian Organizations. Our methodology is comparable to the referred study. We selected based on our desk research firms which are into developmental sectors to probe on secondary data and reports available on them.

We, then shortlisted about 54 firms to be studied and conducted interviews with the promoters and leadership teams. These were qualitative research to mainly driven by our conceptual work and theoretical understanding of motives of such organizations and leadership. We also interacted with those who are part of the governing entities in such organizations and corporate especially with CSR foundations and managers.

3. Results and discussions:

Since our study was on organizations that were promoted by individuals on certain conditions explained earlier, the leadership was hands in running day to day operations. The time, they could provide for strategic thinking and initiatives for leadership was constrained. If they were to grow even at a marginal rate, leadership time was spent on addressing planning and operations time buckets.

Second, typically initial stages of organizational development were longer and resource-constrained. They could use more of less competent resources who were to be mentored and supported for executing the work. The important recruitment factors were: loyalty to the promoter leader and the ability to stay with the organization despite less than the market rate which was what then the organization could afford. Such an environment was not favourable for attracting talent for future growth. The growth phase of a few organizations was more structured while most of the others were irregular opportunities and chequered growth. The latter did not allow us to invest in leadership talents.

Third, there were behavioural factors among core team members especially of early stages which inhibited growth. Their competence and academic background were enough at the early stages. They did not have the wherewithal to drive high growth traction. They limited organizations' growth. If the promoters were abundantly successful in driving growth, these core team members were to be ignored and side-lined. This led to the issue of non-compatibility of a new set of professional resources and, issues relating to age differences and gender cropped up. As the promoter leader let go of such core team members, they distracted organization goals by setting up parallel initiatives.

Four, limitations on time, resources and inadequate infrastructure support did not support skill core team members to evolve as leaders. There were not enough opportunities and resources like the availability of training institutions and money to upskill such resources.

Five, though some of the promoters of organizations tried to bring professional managers two issues cropped up. One, engaging professionals from "for-profit" firms did not help them because here the economic models were based on frugality and beneficiary centric. There is no scope for managerial utilitarianism. But even enthusiastic managers from the private sector found difficult to fit in social business. Second, their cost unfavourably influenced parity among employees and could be driven.
Thus, these largely the experiences of the organizations limiting nurturing of leadership.

When we probed on how to handle the same, we have the following observations and recommendations.

1. There are successful promoter leaders who have early-stage brought in beneficiary as associates who could share leadership capability and retained them. Identifying potential leadership and empowering them in the early stage is a good model. One likely disadvantage is that the prodigies can overrule and dethrone mentors. There are limited contractual agreements that can be administered.
2. Social organizations that attracted international funding organizations; large government projects and CSR budgets of corporate had to follow the formal structure of governance and leadership. As the governance improved by structured meetings and reporting to donors, naturally promoter leaders started investing in next tier leadership.
3. Several organizations in this sector can use digital content available in open source and increased frequency of interactions in virtual space help for effective competency development. Both planned and natural involvement are helping for nurturing leadership.
4. As in urban places, there is a tendency to stretch effective working-age even after retirement, many resources are willing to engage at reasonable remunerations as such managers are seeing as "Giving back" to society.

5. We observed in cases like a unit in Pondicherry where they struggled for attracting talent, promoter leader could convince his son and daughter in law who were serving as managers in the IT industry to take up social business. We have seen this in more 20 percent of our cases such as engagement of kith and kin are increasing mainly from service and succession. There are two reasons for this.
   a) Since genesis is due to emotional factors, connecting emotionally within a family is possible as they have seen the effort put by the promoter. Once they convinced the cause, they are willing to carry on.
   b) The core team is not capable of resource drive and try to support family inheritance to leadership. Dynamic of this evolve and settle in favour of family nurtured leadership. In Indian society in this sector, this is fine.
6. Lastly, it may be noted that as we are discussing leadership, most of these are focused on top management. Otherwise, operating level things have improved in the last three decades as suggested by our respondents.

Conclusions:

Social business and not for profit organizations are important for the growth of the Indian economy and society. If we have to address poverty and human development indicators to improve for enhancing our ranking globally, this sector must succeed. Given the inherent weakness of the sector, governance, leadership development and consolidation must happen. We cannot leave to the organizations themselves. Some forums are focused on addressing these issues. To name few individuals in Chennai and South India where we focused this study, professionals like Prabhalar, J of Ennaggalin Sangamam, another organization from Mysore, one from Madurai and Ma Foi group have taken initiatives for networking organizations of this sector and develop leadership. We suggest that corporate India must also by seeding corpus drive leadership development.

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An Empirical study on Smartphone Intrusion and its Impact on the Job Performance of IT Employees in India

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Introduction

India has nearly as many smartphone users as the U.S. has people, and it's about to get many millions more. (CNN Tech, September 28, 2017)

With a rise in smartphone ownership globally, China will have the highest number of smartphone users, 1.3 billion, in 2018, followed by India with 530 million users. The US will be a distant third, with 229 million users. According to a new study by an US-based media agency Zenith, smartphone ownership globally will continue to expand in 2018. The agency said that 66% of individuals in 52 countries will own a smartphone in 2018 – up from 63% in 2017 (*Indian Express*, October 16, 2017).

As per the Nielsen (2015)

- On average, Indians spend around 2 hours and 45 minutes per day on their smartphone.

- About 33% of Indian smartphone users who access Internet on their phones are "super consumers" given their high engagement levels.

- Smartphone is seen not just as a tool for social media but also as a key enabler for information, entertainment and payments on the go.

- Preliminary forecasts indicate that smartphone usage in India is likely to exceed 45% by 2020.

- Reliable networks as well as wider arrays of apps and digital solutions will positively affect the numbers. More importantly, it will significantly change the way users interact, whether personally or professionally.

- The telecom super consumers typically are tech-savvy, urban smartphone users and they use three times more data than the regular consumers.

Benefits of Smartphones at Workplace

With the increased popularity of the smartphones for personal communication uses and for work purposes, mobile offices have gained a tremendous amount of attention. An increasing number of companies allow their employees to use their personal smartphones for job tasks (often referred to as "bring your own device" [BYOD]) and, conversely, to use job-provided smartphones for personal use, representing a major shift in smartphone use (Gruman, 2010).

As per Yun et al (2012), this type of smartphone is referred as "office-home smartphone" (OHS), a designation encompassing all smartphone devices that can be used for work purposes and also for personal purposes 24 hours a day, 7 days a week. Office workers who carry an OHS equipped with various mobile applications are able to retrieve critical information from the central office system and perform job assignments, scheduling and many other tasks, including sending/receiving company email, outside their physical office. People can now perform many decision-making, administrative and communication tasks to complete job-related assignments through personal smartphones whenever and wherever they want (Cho et al, 2009). Use of OHSs is expected to increase employee productivity and operational efficiency and improve organisational flexibility (Yun et al, 2012).

Workers are increasingly mobile, and a majority of enterprises are focused on supporting the growing number of employees who use mobile devices such as smartphones and tablets to do their work at the office, at home and while traveling. In fact, results from the Forrsights Networks and Telecommunications Survey, Q1 2011, show that 64% of firms in Europe and North America identify providing more mobility support for employees as a top priority (CISCO, 2013).

In early 2010, about 3000 Intel employees were using personally owned smartphones; this number increased to 17,000 by the end of 2011. Each of these employees gained an average of 57 minutes of productivity per day – an annual total productivity gain of 1.6 million hours for Intel.

Smartphone users report a number of benefits to using the devices, including developing better job skills, improving productivity and better balancing of work and home life, although they also admit that having a device puts pressure on them to stay connected more often (Frost and Sullivan, 2016).

Usage of Smartphones at Workplace in India

A survey by The Associated Chambers of Commerce and Industry of India (ASSOCHAM) in 2012 revealed that more than half of the corporate workforce in India prefers to use smartphones, iPads, tablets, and other mobile devices. Mr. D.S. Rawat, Secretary General of ASSOCHAM, also pointed out that tech-savvy employees are using 3G mobile Internet to communicate, seek, and share information. Dr Rawat also mentioned the potential snowball effect of employees using smart devices at workplaces in the IT industry. "*The growing demand to work from their devices of choice amid young employees is also likely to spurt demand for IT support including software applications, networking technologies for multiple devices and even the 3G mobile internet services in the long run,*" he said.

2.3 Usage of Smartphones in IT Industries

According to a study conducted by a group of Cisco partner firms in 2013, 90% of workers in the IT industry use their own smartphones for work every day. The *Cisco IBSG Horizons Study* of 600 U.S. IT and business leaders that shows IT is accepting, and in some cases embracing, "bring your own device" (BYOD) as a reality in the enterprise. The study found most organizations are now enabling BYOD in the enterprise, with a staggering 95% of respondents saying their organizations permit employee-owned devices in some way, shape or form in the workplace. The survey found that BYOD is just the gateway to greater business benefits. Over three-fourths (76%) of IT leaders surveyed categorized BYOD as somewhat or extremely positive for their companies, Mobility and device use are on the rise: 78% of U.S. white-collar employees use a mobile device for work purposes, and 65% of white-collar workers require mobile connectivity to do their jobs. Neil Sutton, Vice President Global Portfolio, BT Global Services says that "Cisco's findings tally well with the latest BT research, which found that 82% of companies across 11 countries allow their employees to bring their own devices to work (BYOD), or will do so within the next two years.

All these benefits are felt more greatly in the USA, India, and Beijing. In addition, these potential gains are magnified in mature organisations that have proactively embraced BYOD, and least in those actively disciplining against it; proof that a user-centric approach not only benefits the bottom line and keeps data safe but also engages and retains the people within it (Dell, 2012). A study by IBM says that 82% of employees think that smartphones play a

critical role in business. The study also shows benefits of BYOD include increased productivity, employee satisfaction, and cost savings for the company. Increased productivity comes from a user being more comfortable with their personal device; being an expert user makes navigating the device easier.

Mobile technologies are profoundly affecting both how work gets done and how we live our lives. In many sectors, there is an increasing need for ubiquitous access to systems and information, coordination with colleagues across time and space, and constant connectivity.

However while readily acknowledging the benefits of mobile technologies in their professional lives; many mobile workers also express a sense of helplessness arising from the constant intrusion of these technologies into their personal lives. Prior research suggests that a sustained lack of work/life balance (WLB) or work/life conflict arising from "temporal servitude" (being on call all the time) can, over time, affect workers' health, psychological well-being, commitment and productivity (Sarker et al, 2012).

Research Problem Statement

Smartphones are an intrusion at workplace and personal life among IT employees. Moreover Smartphones may be of assistance or an interference to work which will impact the job performance of an employee. Hence this study aims to suggest measures to the software organisation for attaining balance in work-life realms and improved productivity.

Methodology

This survey method consists of a simple random sample of 576 IT Professionals based in Chennai. T-Test and Multiple Regression Analysis in SPSS was used to test the hypothesis of the study.

Conceptual Model - Organisational Attitude, Smartphone Usage Intensity, Assistance to Work, Interference to Work and its Impact on Productivity.
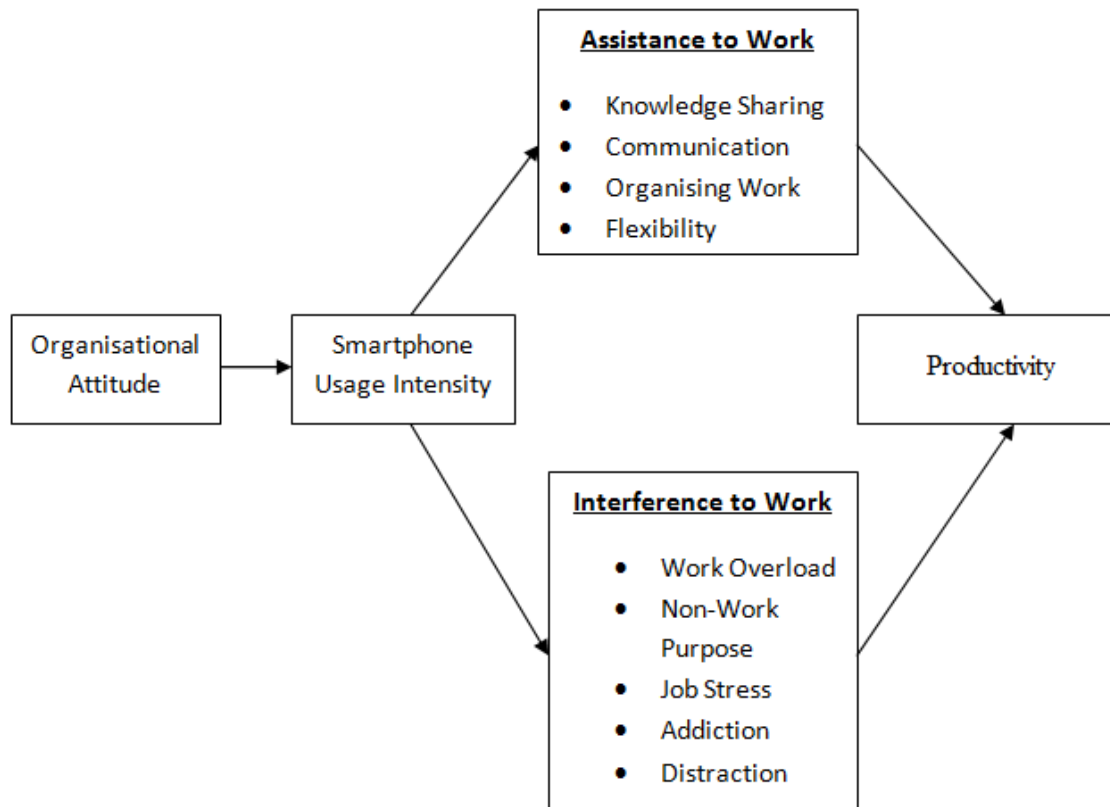
Conceptual Model - Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity.
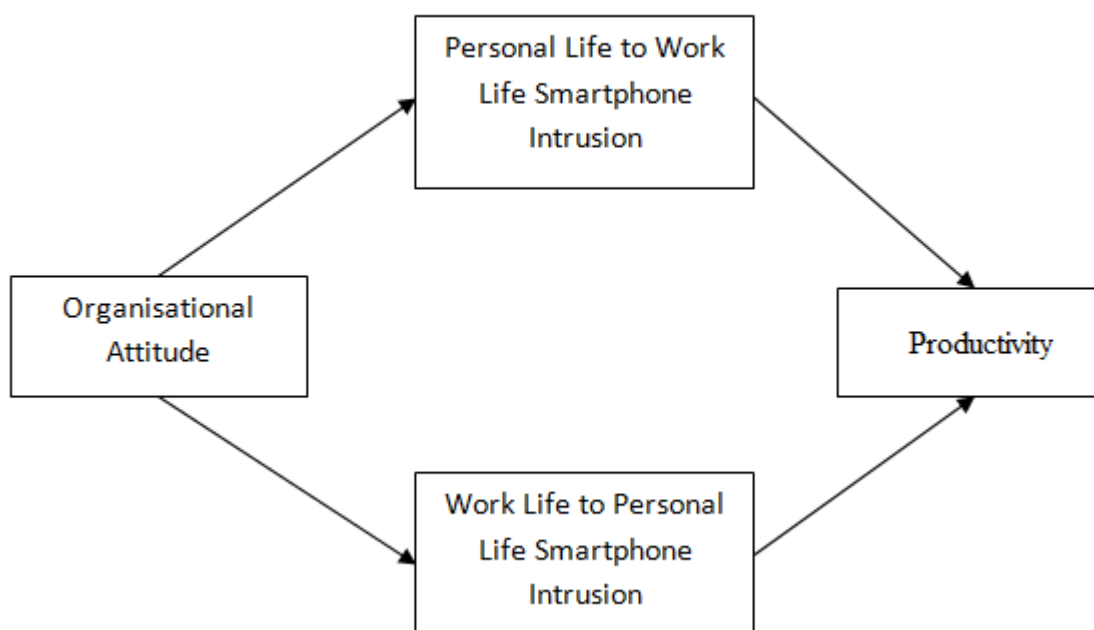
In order to study the impact of Smartphone Intrusion on Organisational Attitude, Assistance to Work, Interference to Work and Smartphone Usage Intensity, the average of mean values for Work Life to Personal Life Smartphone Intrusion and Personal Life to Work Life Smartphone Intrusion was taken into consideration and those respondents whose Work Life to Personal Life Smartphone Intrusion mean score was above Personal Life to Work Life Smartphone Intrusion mean score was grouped as Personal Life Smartphone Intrusion and for the vice versa as Work Life Smartphone Intrusion. *t*-Test was used to compare the mean values of the constructs of the study with respect to Personal Life Smartphone Intrusion and

- Assistance to Work
- Interference to Work
- Organisational Attitude
- Job Performance
- Productivity
- Smartphone Usage Intensity

Assessing the impact of Assistance to Work on Work Life to Personal Life Smartphone Intrusion

H_{a1}: *The Assistance to work which includes Knowledge Sharing, Communication, Organising Work and Flexibility are good enough in predicting the Work Life to Personal Life Smartphone Intrusion.*

Multiple regression analysis in SPSS was used to analyse the above hypothesis and the result is as follows.

Table 1 Testing the influence of Assistance to Work on Work Life to Personal Life Smartphone Intrusion

S.No	Assistance to Work	Unstandardized Coefficients B	Standardized Coefficients Beta	T	Sig.
	Constant	1.98			
1	Knowledge Sharing	0.02	0.04	0.64	0.52
2	Communication	0.21	0.33	4.05	0.00
3	Organising Work	0.46	0.78	8.07	0.00
4	Flexibility	0.13	0.25	4.81	0.00
	R	0.68			
	R Square	0.46			
	Adjusted R Square	0.46			
	Sig.	0.00			
	Dependent Construct	Work Life to Personal Life Smartphone Intrusion			

The dependent construct is Work Life to Personal Life Smartphone Intrusion and the independent constructs are Knowledge Sharing, Communication, Organising Work and Flexibility. The significance value from Table 1 shows that Work Life to Personal Life Smartphone Intrusion is influenced by the constructs Organising Work, Communication and Flexibility as $p = 0.00$ which is less than 0.05, except for the construct Knowledge Sharing. The value of R square and adjusted R square showed that 46% of variation in Work Life to Personal Life Smartphone Intrusion is explained by the independent constructs. The alternate hypothesis that the independent variables are good enough in predicting the Work Life to Personal Life Smartphone Intrusion is accepted and the model is fit.

Multiple Linear Equation for Work Life to Personal Life Smartphone Intrusion

Work Life to Personal Life Smartphone Intrusion = 1.98 + 0.46 (Organising Work) + 0 .21 (Communication) + 0.13 (Flexibility)

Amongst the constructs of Assistance to Work, Organising Work ($\beta = 0.46$), Communication ($\beta = 0.21$), and Flexibility ($\beta = 0.13$) seemed to influence the Work Life to Personal Life

Smartphone Intrusion of the respondents. Therefore it is inferred that Work Life to Personal Life Smartphone Intrusion is influenced by the constructs Organising Work, Communication and Flexibility which indicates that Smartphone usage for work purposes during personal time increases Organising Work, Communication and Flexibility.

Assessing the impact of Interference to Work on Work Life to Personal Life Smartphone Intrusion

H_{a2}: The Interference to work which includes Work Overload, Non-Work Purposes, Job Stress, Addiction and Distraction are good enough in predicting the Work Life to Personal Life Smartphone Intrusion.

Table 2 Testing the influence of Interference to Work on Work Life to Personal Life Smartphone Intrusion

S.No	Interference to Work	Unstandardized Coefficients B	Standardized Coefficients Beta	T	Sig.
	Constant	1.55			
1	Work Overload	0.05	0.08	1.67	0.10
2	Non-Work Purposes	0.04	0.05	1.07	0.28
3	Job Stress	0.19	0.31	5.32	0.00
4	Addiction	0.08	0.12	2.29	0.02
5	Distraction	0.46	0.75	14.27	0.00
	R	0.66			
	R Square	0.44			
	Adjusted R Square	0.44			
	Sig.	0.00			
	Dependent Construct	Work Life to Personal Life Smartphone Intrusion			

The dependent construct is Work Life to Personal Life Smartphone Intrusion, and the independent constructs are Work Overload, Non-Work Purposes, Job Stress, Addiction and Distraction. The significance value from Table 2 shows that Work Life to Personal Life Smartphone Intrusion is influenced by the constructs Job Stress, Addiction and Distraction

with significance value less than 0.05, except for the constructs Work Overload and Non Work Purposes. The value of R square and adjusted R square showed that 44% of variation in Work Life to Personal Life Smartphone Intrusion is explained by the independent constructs. The alternate hypothesis that the independent variables are good enough in predicting the Work Life to Personal Life Smartphone Intrusion is accepted and the model is fit.

Multiple Linear Equation for Work Life to Personal Life Smartphone Intrusion

Work Life to Personal Life Smartphone Intrusion = 1.55 + 0.46 (Distraction) + 0.19 (Job Stress) + 0.08 (Addiction)

Amongst the constructs of Interference to Work, Distraction ($\beta = 0.46$), Job Stress ($\beta = 0.19$) and Addiction ($\beta = 0.08$) and seemed to influence the Work Life to Personal Life Smartphone Intrusion of the respondents. Therefore it is inferred that Work Life to Personal Life Smartphone Intrusion is influenced by the constructs Distraction, Job Stress and Addiction which indicates that Smartphone usage for work purposes during personal time makes an employee feel emotionally drained out, disturbed, nervous and stressed.

To analyse the influence of Smartphone Intrusion on Job Performance and Productivity

H_{a3}: The Smartphone Intrusion which includes Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion are good enough in predicting Job Performance and Productivity.

Testing the influence of Smartphone Intrusion on Job Performance and Productivity

S.No	Constructs	Unstandardized Coefficients	Standardized Coefficients	Sig.
		B	Beta	
	Constant	2.57		
1	Personal life to Work life Smartphone Intrusion	–0.13	–0.12	0.01
2	Work life to Personal Life Smartphone Intrusion	0.55	0.53	0.00
	R Square	0.21		
	Adjusted R Square	0.21		
	F	75.96		
	Sig.	0.00		
	Dependent Construct	Job Performance and Productivity		

The dependent constructs are Job Performance and Productivity, and the independent constructs are Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion. The significance value from Table 3 shows that Job Performance and Productivity are influenced by the constructs Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion. The value of R square and adjusted R square show that only 21% of variation in Job Performance and Productivity is explained by the independent constructs. The alternate hypothesis that the independent variables are good enough in predicting the Job Performance and Productivity is accepted and the model is fit.

Multiple Linear Equation for Job Performance and Productivity

Job Performance and Productivity = 2.570 – 0.13 (Personal Life to Work Life Smartphone Intrusion) + 0.55 (Work Life to Personal Life Smartphone Intrusion)

Amongst the Smartphone Intrusions, both Personal Life to Work Life Smartphone Intrusion ($\beta = -0.13$) and Work Life to Personal Life Smartphone Intrusion ($\beta = 0.55$) seem to influence the Job Performance and Productivity of the respondents. Therefore, it is inferred that because of personal use of smartphone during work time (Personal Life to Work Life Smartphone Intrusion), there is a decrease or negative impact on Job Performance and Productivity, whereas when work is done during personal time (Work Life to Personal Life Smartphone Intrusion), there is an increase or positive impact on the Job Performance and Productivity of the respondents. Employees feel they are unable to achieve their pre-determined work standards as important activities at work get interrupted due to alerts from home. However they feel Smartphone usage for work purposes at home enables them to accomplish more work efficiently than would otherwise be possible.

Conclusion

From the literature review and test results, it is clear that advancement in technology such as the introduction of the Smartphone at workplace introduces a multitude of challenges; however, organizations should treat Smartphone as an opportunity that can yield significant benefits. Organisations and Employees can concentrate on these factors and improve their productivity as Smartphones are revolutionary, magical and a necessary tool.

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Gender Inequality in Workplaces

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ABSTRACT

Gender inequality acknowledges that men and women are not equal and that gender affects an individual's living experience. It exists in the past and still exists in the present. It has been noted that even though the conditions are better at present, gender inequality should be reduced. It is not just one gender who is suffering, the other too, due to these inequalities. Women are preferred more in services which require gentle seeming, whereas men are preferred more in jobs which have shifts. Sometimes, men are paid more than women, for the same qualification and for the same work. Also, there are cases where women are given some flexibility due to safety reasons, to which men too can be in danger. Organizations have to take care of these and also ensure that both the genders are considered equal.

Keywords: Gender inequalities; gentle services; flexibility; living experience; organization

1. INTRODUCTION

Gender inequality has been present since a long period, even though there is a large reduction in gender inequality in the present year, as compared to what it was before. It has been different since then, but it still exists. This includes gender inequality in workplaces, homes, etc., even though, the main focus over in this research is on "Gender Inequality in workplaces". Gender inequality did exist in workplaces, even though, measures to reduce them has been implemented. It merely doesn't exist in the mentality of people, but also due to various factors. In the past, women participation in organizational jobs, were less. This is because of the patriarchal society which believed that women were meant to be home makers, rather than working and getting paid like men and most of them were uneducated. Slowly, this reduced when women started getting educated, which made them to stand for themselves. Due to inequality faced by women, men are forced to work, as they had to handle the family financially. Also, they are forced to work, as women weren't skilled as them to work in other places.

2. MATERIALS AND METHODS

The impact of gender inequality in workplaces cannot be valued by mere literature reviews. The research, is therefore, consists of two types of data – Primary and Secondary Data.

2.1 Primary Data

This includes personal interviews and also, distribution of digital forms through various social media handles, in which the majority of the items belong to India or otherwise, they are Indians.

2.2 Secondary Data

This includes different researches, articles, websites and news reports. This also includes what was there in past and which is at present. So, this includes both the past and present, which has been mentioned properly.

3. RESULTS AND DISCUSSION

Gender inequality used to exist and still exists in many workplaces, but it has been comparatively reduced to a better state, than it was before, which in turn, benefited to the organizations as well. This inequality not only exists due to the factor of people's mentality, but also other factors, like, the type of job, the state of business organizations, etc.
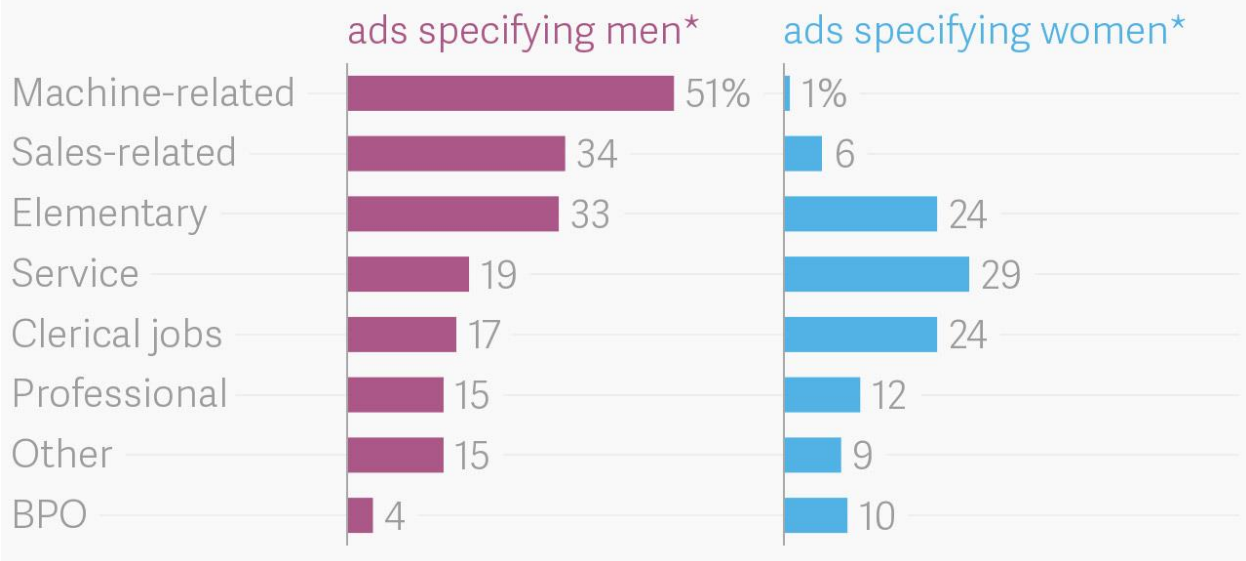
3.1 Case 1: Women

Some types of works to be performed requires women to do it, as women are considered to be pleasant and also, comfortable to converse with. This includes work relating to contact with customers, like, receptionists, customer care, child care, educators (especially to small children), nurses, etc. These jobs require women as they are the ones, who carry out the services to the customers directly, for the organizations. In contrast, jobs which both the genders are preferred, women get less income, less facilities, etc., as compared to men. Women's job turnover is more as compared to men, due to reasons like maternity leave, after marriage, etc.

3.2 Case 2: Men

In this case, men are preferred more in machine-related (driving, garment work), sales (retail clerk), or elementary jobs (delivery collectors, gardeners, watchmen). Also, they do get paid more than women and also, get more facilities. In contrast, even though men may have skills to perform the job as compared to women, they might not be preferred due to the characteristics assumed by the people. Men are flexible as compared to women, so they are preferred more, but there are inequalities, where the organizations prefer men to perform work which require power work.

The gender divide in India's online job ads by sector

	ads specifying men*	ads specifying women*
Machine-related	51%	1%
Sales-related	34	6
Elementary	33	24
Service	19	29
Clerical jobs	17	24
Professional	15	12
Other	15	9
BPO	4	10

Data: World Bank: Reflections of Employers' Gender Preferences in Job Ads in India

4. Conclusion

From this research, it is found out that the main factors which include are what organizations think customers prefer and the profitability of the organizations. Even though, there is a change in the mentality of the people, these factors should be taken care by the organizations. Also, women and men should move out and prove their skills.

5. Acknowledgment

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Continual Evolving of teaching Style and Methods

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Abstract

• Almost every University of the world spends tremendous amount of time upgrading and revising curriculum Every Year.
• What are we doing to enhance the interest of students in education?
• In our eagerness to attract students we spend little time in attracting innovative teaching minds of this world.
• We forget we can have the best courses in a university, best machines in our Industry, But what use of, It will be if there is no one capable to guide the young minds on this paths.
• We have seminars, Brain storming sessions, on what new courses are to be added and taught.
• But very little time is spent on drawing a road map of how to teach the new courses
• We can have the best Curriculum but that will of little use if it is not taught or rather I would say if a student is not able to learn.

Introduction

• The biggest challenge in this new world of virtual communication, where our time occupation on gadgets has surpassed all records and is even higher than our sleeping hours is
•"To be present".
•"To be present". I mean one is physically and mentally alert to grasp the information which is flowing from enormous quarters today.
• As I speak I am sure we have plethora of participants engaged on social networks trying to figure out one thing or the other.
• So Ladies and Gentleman if we cannot engage our students today we cannot inspire them to learn.
• I am never been of the opinion that we can teach our children Like Albert Einstein once said "We Cannot Teach Our Children, We can only give atmosphere to learn".