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Economic Development & Sustainability in Dynamic Global Market

Does Uberisation affect the Psychological wellbeing of IT professionals?
Study on the impact of uberisation on the psychological wellbeing of IT professionals.

Socially Responsible Leadership - Indian Historical Perspectives
Analysis of corporate entities and how leaders execute socially responsible duties through them.

Study on Impact of Succession Planning on Employee Career Attitude in selected IT companies of West Bengal
Impact of identifying the right successor for the future vacant position on the career attitude of employees.

Relationship between the Industrial Types and Managerial Pay: A Study Involving Principal Industrial Sectors of India
Do types of industrial sector affect the executive compensation in India?

Note: The views expressed in the articles in Globsyn Management Journal do not necessarily reflect the opinions of the Institute.

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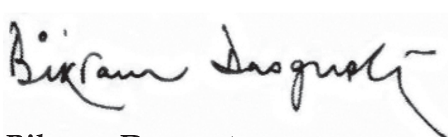
Patron-in-Chief's Desk

With a journey of over 20 years encompassing education, technology, skill development and infrastructure, Globsyn Group is now focused on evolving GBS into a global B-School with an education edifice that promotes Innovation, Research and Technology. With the Group now focusing on emerging technologies as a way of life, exciting times are awaiting the students, alumni, corporates and other stakeholders of GBS.

A significant aspect of the GBS delivery process is our pioneering concept of learning 'Beyond Education'. Through various 'Beyond Education' activities we have amalgamated academics, corporate ethics and human values in the student development process. Globsyn Management Journal (GMJ) is one such effort to realise our vision of building a research-driven education edifice. Having been published over 10 years, GMJ has successfully positioned itself as a signature journal for all management educators, researchers and students to come together and experience the power of diversified management education.

I wish this all success!



Bikram Dasgupta
Founder & Executive Chairman
Globsyn Group

Patron's Desk

Globsyn Business School's (GBS) emphasis on *Beyond Education (BE)* has come of age. The various activities of *BE* including the activities of Kalyani Foundation, Management (Research) Conference and publishing of the Globsyn Management Journal are taking place regularly.

GBS believes that it's students should not only be *Knowing* their subjects well and be able to be *Doing* the job in practice but they should also be good human *Beings.* This is done through the various activities of *BE.* Globsyn's mission is "to transform young minds to become managerial leaders of tomorrow with integrity and human values through innovation, research, technology and global networking. Globsyn Management Journal is one such product publishing research articles involving cutting edge research work not only from Indian writers but also writers from abroad.

I am glad that the research group of GBS is continuing with their endeavor of regularly publishing Globsyn Management Journal (GMJ). The choice of this year's topic "*Economic Development and Sustainability in a Dynamic Global Market*" is apt.

With increasing population of the world reaching almost 7 billion, sustainability has become a key factor. Economic Development of the world is at cross roads now. There is a trade war between USA and China which is affecting the global market. On the other hand, continued civil war in middle-east particularly in Iraq and Syria are causing havoc in the region giving rise to a large number of refugees going to Europe and other places, causing economic disbalance in host countries. Moreover, climate change and consequent global warming is changing the nature of weather all over the world. For example, floods are occurring in places hitherto unknown. Forest fire in Australia are causing socio-economic problems. It is said that by 2050, 10% of the world will be under sea unless everybody in the world immediately takes action to reduce carbon-footprint and yet USA, one of the major country creating global warming is a deviant in this cause.

It is therefore, necessary for the researchers to look at how economic development should take place for the sustainability of the society in a dynamic world market.

I understand that GBS received many research articles, perspectives from industry, not only from India but also from abroad for the forthcoming Journal. I hope, the next GMJ will be insightful and of value to researchers, faculty members and society in general.

I wish the research team of GBS a great success in this endeavor.

Prof. R. C. Bhattacharya

Vice Chairman - Globsyn Business School

Director - Globsyn Technologies Ltd.

Editorial

It is my pleasure to bring to you Volume XIII, No. 1 & 2, January – December 2019 issue of Globsyn Management Journal.

Advancing human well-being – including material well-being, health, education, voice, access to a clean and safe environment and resilience – is at the core of transformations towards sustainable development. Not only is human well-being inherently important, but people's capabilities, in turn, drives global social, economic and environmental change according to sets of knowledge, skills, competencies, and psychological and physical abilities. Value creation is a key element for ensuring societal prosperity. There is interrelationship between three complementary issues: amalgamation into the global economy and the globalisation of markets; the promotion of fast economic growth; and sustainable human development. The complexity of the overall issues is also considered, and several weaknesses of so-called 'holistic' or 'comprehensive' development approaches are identified. Taking these factors into account we decided to bring out an issue on "Economic Development and Sustainability in Dynamic Global Market".

Uberisation is a neo-euphemism for a property of a highly tele-networked business to hit peak efficiencies in operations, providing highly economical and efficient services. Uberisation in developing countries involve changes in social support and life events which have been shown to affect many aspect of human well being. In his research article, "Does Uberisation Affect The Psychological Wellbeing of IT Professionals?", Rajni Singh explores the factors responsible for creating psychological distress and poor organisational commitment among temporary workers. This article endow with direction to the HR practitioners for handling the challenges of Uberisation effectively by eliminating all those factors which are responsible for creating psychological distress among the temporary workers.

Most individuals choose to spend the majority of their adult lives in paid employment. The reasons individuals so devote themselves to work are varied, and for many, self-concept factors are focused when individuals are asked why they work. However, money is one of the most dominant response. In their research article "Relationship Between the Industrial Types and Managerial Pay: A Study Involving Principal Industrial Sectors of India", Arindam Ghosh and Amir Jafar identify the quantum of managerial remuneration which is determined by many factors like financial strength of the organisations, ownership structure, risk propensity of the executives etc. The result of the analysis has highlighted non-existence of relationship between types of Indian industry and compensation offered to the top-notch functionaries of the organisations belonging to those industries. The research has established that variations in the types of industrial sector do not affect executive compensation in India.

Editorial

The purpose of succession planning is to derive a systematic process that would independently and successfully tender modern business challenges such as development of organisation, team development, globalisation and talent management. In her research article, "Study on Impact of Succession Planning on Employee Career Attitude in Select IT Companies in West Bengal", Bobby Basu aims at study of the impact of identifying the right successor for the future vacant position on the career attitude of mass employees in general.

In his research article, "Socially Responsible Leadership - Indian Historical Perspectives", Bidyut K Sarkar focused on glimpses of the salient features of these corporate entities and their activities that are delineated in the paper. He gives illustrations of some Râjarshi leaders from ancient days to the contemporary period and that of their social responsibility to establish the fact that the model of leadership has stood the test of time and is the one valued and respected by the 'Indian Mind' from time immemorial till the recent times. Corporate activities in the form of philanthropic gestures through legally constituted co-operative organisations, however rudimentary in comparison to the present context, in different fields of human activity, have been observed in Bhâratvarsha from the very ancient days.

Culture is a key driver to one's career trajectory which directly or indirectly plays pivotal role for economic sustainability. In his research article, "A New Look at Careers Across Cultures: Eastern vs. Western Approaches", Debaprasad Chattopadhyay highlighted the perspective by comparing Eastern and Western Approaches. The purpose of this research paper is to explore the practices prevailing in the Eastern and Western parts of the world so as to epitomize the cross-cultural career perceptions which are commonly seen in various locations with similarities and sharp disparities if any in shaping one's career depending on where the person originates from to understand its sustainability effects on socio-economic development.

The section on Perspectives aim to identify and highlight emerging issues and paradigms in management. In this section "Imminent Transformation of Tax Functions: Are You Ready?", Gagan Deep Nagpal and Jimit Parikh put emphasis on changing pattern of tax structure as an important element of corporate governance from financial and reputational standpoint to focus on its inter-relationship with changing worldwide business scenario. In the other article "Effective Reward & Recognition Programs – Overcoming the Dilemma of Role Importance vs. Individual Visibility", Dhrubajyoti Majumdar has enlightened the subjectivity and objectivity of Reward and Recognition programme on employee engagement and retention across hierarchies in any organisation.

Editorial

Sustainability is a comprehensive approach to management of organisations which is focused on creating and maximising long-term economic, social and environmental value.

In the Case Studies section, "Corporate Social Responsibility: Case of SREI Foundation Work", Bikramjit Sen presented a case of SREI regarding the importance of CSR to put emphasises on its mission "Service to Humanity" by providing Medical Assistance, Educational Support, Healthy Sanitation, Developing Hospitals, Schools, Medical Centres, etc. and multifarious activity with a dynamic approach towards creating value and developing building blocks for the nation. "Gap Analysis: A Case of BSNL", Dipak Saha highlighted the expectations and perceptions in telecom sector in the context of customer service quality in BSNL in this competitive world. His writing analyses the impact of service quality gaps on loyalty and attracts the attention of practitioners towards of service quality.

This edition also contains the regular Book Reviews section where two contemporary publications, "The Future is Asian" and "The Polymath: Unlocking the Power of Human Versatility" have been covered.

Sustainable development and the global corporate responsibility have emerged recently as relevant factors both at a business level and with reference to the society in general. Sustainable development represents an important issue whose implementation requires the adoption of a suitable orientation of the governance policy, the diffusion of ethic principles and values common to corporate network, the adoption of efficient systems of risk prevention and internal control. Cross-relationships between effectiveness and economic and social-environmental efficiency are necessary conditions to minimize risk and to obtain success in a sustainable manner.

I look forward to your feedback on the issue, and comments and suggestions.

Tanusree Chakraborty

Editor - Globsyn Management Journal

Research Articles

Research Article

Does Uberisation Affect The Psychological Wellbeing of IT Professionals?

Rajni Singh

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Hierank Business School, Noida

Abstract

This paper highlights the impact of Uberization on the psychological wellbeing of the IT Professionals. Various researchers (Wilkin, C, Jong, P, J, & Rubino, C, 2018) supported that Uberization has an impact on the psychological wellbeing of the temporary workers. This paper explores previous researches and opinion of temporary workers working in IT organizations. On the basis of secondary data collected a research model has been prepared which shows important factors responsible for creating distress among the temporary workers. This paper reveals the factors responsible for creating psychological distress and poor organizational commitment among the temporary workers.

The factors investigated are inadequate integration, inadequate socialization, perceived injustice, lack of career growth, lack of training opportunities and absence of job security. More research is needed to be conducted in order to highlight the reasons of distress among the temporary workers. Primary data must be collected to prove the proposed model. This paper provide guidance to the HR practitioners for handling the challenges of Uberization effectively by eliminating all those factors which are responsible for creating psychological distress among the temporary workers.

Keywords: *Uberization, temporary workers, psychological distress, organizational commitment.*

Introduction

"Uberisation of workforce" has become a new reality of the workplace. Uberization has become a new weapon in the hands of organization to fight with the competitive pressures. It helps in cost cutting, hiring specific talent on demand for a specific time period, successful accomplishment of projects with less cost. On the other side employees who are hired on contract enjoys autonomy and flexibility on their own terms. Kind of employment arrangement depends upon the strategy of the company and the kind of work required (Burgess and Connell, 2004). Different arrangements of employments are done by different companies like permanent employment, adhoc employment, on call employment, temporary agency employment etc. (Campbell and Burgess, 2011).

Information technology (IT) industry hires both permanent and temporary employees to accomplish the projects in hand. These projects can be successfully achieved if both permanent and temporary employees work together as a team. When an employee works in a team he becomes more productive then he works alone (Jones et al., 2007). Teams are needed to be effective for achieving their goals. Teams can be effective if there is cohesiveness and mutual understanding between the permanent and temporary employees. There are certain challenges which hinder the effectiveness of teams. These challenges are from the side of temporary workers. Temporary workers face some problems which are often ignored by them as well as by the management but these problems are responsible for employee's psychological distress. Due to this psychological distress they are not able to integrate within the organization and are forced for premature departure from the company. To achieve sustainability and benefits from competitive pressures IT organizations In the next section desired literature on the concept of Uberisationin IT organizations and its challenges has been reviewed. Third section includes theoretical framework, research model and hypotheses. Towards the end of the paper fourth section includes managerial implications. Fifth section includes limitations and conclusion of the study.

Literature Review

Concept of Uberisation

In Bhagvad Gita 'The Holy book of Hindus' it is mentioned that " Change is the only thing which remains permanent". This Quote really gives a very good message for leading both our personal life and professional life. Sometimes situations can be positive or negative but we need to keep moving ahead embracing changes suitable for our progressive growth. Digitisation of the companies across all the sectors is the biggest change happening nowadays and another change which organizations are facing is the changing mind sets of the employees. Young employees or millennials wanted to maintain work life balance so they prefer flexibility in their jobs. Companies have accepted this change very positively by adopting a system of "Uberisation". "Uberisation of workforce" can be considered as one of the very good move initiated by the companies in response to the demands imposed by the organizations and by the employees. This concept helps in creating a win-win situation. Digitisation has developed a concept of gig economy; where organization wanted to hire skilled people solely on demand and also the skilled people want themselves to be hired for a specific time period in order to maintain their work life balance.

Most of the IT companies do not hire full time employees for completing their projects but they hire talent on demand for a specific time period. Uberization of workforce is a system where "talent" works on demand and supply model. As a result of "Uberization of workforce" temporary workers are in demand. Labour flexibility attracts temporary workers for working on a project for a specific duration (Carre and Tillyy 1998, Connell and Burgess, 2002, DIR, 2001). Temporary employment has become a modern method of employment nowadays. Temporary workers work on a contract for a fixed term and are given a salary for the work they perform. In Europe there are different categories of temporary workers like seasonal, temporary, freelancers, fixed term employees, outsourced employees etc. (Biggs et al., 2006). Some startup companies like IT companies hire contract employees for some specific jobs like- app designing, website designing, project accomplishment etc. there is a company called Truelancer which has a main team of seven employees which works for whole day. Rest of the work such as digital marketing, graphic designing etc. is given to the freelancers.

Trend of Uberisation in IT companies and its Challenges

Concept of Uberization is attracting a larger number of organizations to hire temporary workers because it has proved to be less expensive as it does not involve the cost of hiring, training and maintaining them for a longer period of time as they are hired on contract basis for shorter time periods and are hired directly or through agencies (Kalleberg, 2000). Temporary work is in use by the IT organizations to adjust with demand of flexibility and to reduce the cost of employment (Bidwell et al., 2013).

Most of the other IT companies like Infosys and Wipro are of the opinion that Uberisation of workforce is increasing at a good pace because of the changed preference of the young workforce as they give more weightage to their flexible hours and freedom. Wipro has acquired "Appirio" a global cloud services platform in 2016. Appirio is a platform where other business companies can drop their requirement of skilled workforce along with their budget and it helps in matching the requirement by providing desired employees with desired skill sets on contract basis. This platform helps Wipro in supporting the new model of "Uberisation of workforce".

According to Richard Lobo (Head HR, Infosys) "Uberisation of workforce" has posed some threats to the organization also. Full time employees and part time employees work under one roof but both of them have different needs and expectations. There are challenges in motivating and engaging them for better performance and good result.

Trainings constitute an important part of the organization in order to polish the skills of the employees and to make them well equipped in handling the new technology. But providing training is a costly affair so organizations provide trainings to some of the employees and rest of the vacancies are filled by the skilled contract people as and when required. These contract people can help in saving the training cost but after some time they also develop aspirations of being trained by the company. When the company does not provide training to these contract people then they develop frustration and psychological distress. This poses a challenge in front of the organization.

Despite of getting freedom and flexibility in their working life temporary workers are not happy. Temporary workers keep themselves detached from the day to day activities of the organization for which they work. The reason for such a detachment includes several factors like lack of career opportunities and growth, not involved in training programs offered by the organization, organizational identification and other employment benefits (Bendapuriet al., 2003). These Permatemps (temporary workers) are fighting for getting their rights (Cole1999). Microsoft was forced to improve its work benefits and facilities for its temporary workers after a lawsuit filed against it by a number of temporary workers. Temporary workers were not given benefits like health benefits, pension schemes and stock options by the IT conglomerate. The company was forced to pay US$97 million to the workers in-order to settle the lawsuit. (Nation, 2000)

RutaDaciulyte&Aranauskaite (2012), found that lack of career growth, inadequate financial benefits, lack of trainings, inadequate supervision and job insecurity are some of the reasons causing Psychological distress and poor organizational commitment amongst the workers. It was analyzed that the important determinants needed for increasing the organizational commitment of temporary workers employed with the help of temporary agencies. RutaDaciulyte&Aranauskaite (2012) analysedthat those temporary workers who feel lack of career opportunities were 63%, lack of training opportunities were 63%, who feel lack of financial support were 60%, who feel insecure were 57% and 38% were negative about their working environment.

Temporary agencies help in providing temporary or contract workers to the company which helps in providing a competitive advantage by reducing the cost of having a full time employee; however many researchers have highlighted the adverse effects of such kind of work and the treatment they receive from the organization on the psychology of the contract workers (Galais and Moser, 2009).

It has been observed in many researches that there is a negative impact of temporary employment/uberizationon the mental wellbeing of the temporary workers. Temporary employment or uberization creates high level of stress at work on the temporary employees than their counter employees who are permanently employed in the organization (Yeh, Koet al., 2007).

Theoretical framework

A research model has been proposed showing the factors responsible for creating psychological distress and poor organizational commitment amongst the temporary employees. These research factors have been developed on the basis of important psychological theories-Two factor theory (Herzberg, 1959) and Social exchange theory (Malinowski, 1922).

One of the important theories of motivation "Herzberg- Hygiene theory" or "Two factor theory" propounded by Frederick Herzberg (1959) suggested that dissatisfaction of the workers can be eliminated by providing the Hygiene factors / Dissatisfiers /Maintenance factors or Extrinsic factors. These Hygiene factors are external to the work and include factors like relationship at the workplace, supervision, salary, leadership, company's policies, job security, working environment etc. In the absence of hygiene factors employees are highly dissatisfied. While Herzberg factors / Motivators / Satisfiers or Intrinsic factors are also important which provide satisfaction to the employees and include factors like work itself, reward, recognition, growth and advancement in career. This theory suggested that both the Herzberg and Hygiene factors are important to maintain the wellbeing of an employee. Herzberg factors provide "satisfaction" while Hygiene factors prevent "dissatisfaction". On the other hand Social exchange theories suggested that social transactions have an impact on our behavior. Social exchange theory is based on the principle of give and take reciprocity in which a person develops a positive attitude towards the organization if they get a good treatment at their workplace.

Social exchange involves a number of interactions amongst people; these interactions are interdependent on the actions of other person (Blau, 1964). This theory suggests that interaction which takes place between people has the potential of determining the quality of relationship. A number of researches support that the Quality of relationship is based upon the kind of interaction and the degree of interdependence amongst people involved in the social exchange process.

Proposed research model highlights the role of Herzberg factors, Hygiene factors and social exchange theory factors in overcoming psychological distress of the temporary employees working in IT firms. A thorough review of literature related with the psychological problems faced by the temporary workers has been explored. In this theoretical framework, the present paper highlights the factors responsible for creating psychological distress and low organizational commitment amongst the temporary workers.

Research model

On the basis of research model, seven hypotheses formulated are as follows-

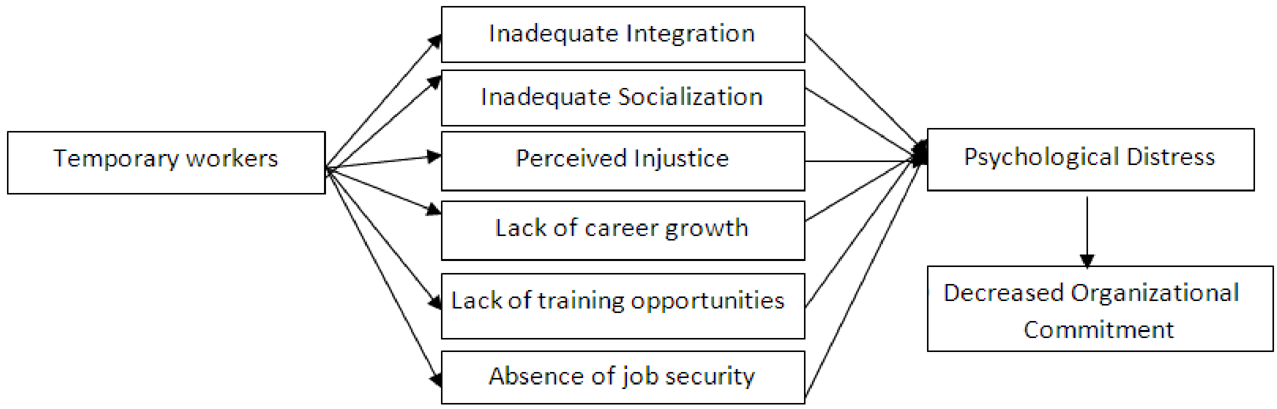

Fig:1 Model of Uberization

H1: Inadequate integration results into psychological distress amongst the temporary workers.

H2: Inadequate socialization results into psychological distress amongst the temporary workers

H3: Perceived injustice results into psychological distress amongst the temporary workers

H4: Lack of career growth results into psychological distress amongst the temporary workers

H5: Lack of training opportunities results into psychological distress amongst the temporary workers

H6: Absence of job security results into psychological distress amongst the temporary workers

H7: Psychological distress results into decreased organizational commitment amongst the temporary workers.

Inadequate integration and psychological distressamongst the temporary workers

Most of the organizations do not involve temporary workers in day to day staff meetings and other activities which help in developing integration between the permanent employees and temporary employees. This inadequate integration becomes responsible for low level of team spirits and weaker performances of the temporary workers. This exclusion from the social activities affects mental health of the temporary workers (Nagi, 1976). Inadequate integration affects employee engagement. Employee engagement is the emotional commitment the employee has towards the organization and its goals. It is a desired condition which develops involvement, a sense of commitment, enthusiasm and a more focused approach towards the desired goal (Macey & Schneider, 2008).

If the temporary workers are not involved by the organization in day to day activities then they develop a feeling of isolation which creates stress over their mind. As a result of inadequate integration temporary workers will confine themselves with their work only and will work only under self-defined boundaries.

This will result into poor performances, which is an alarming situation for an organization. Thus, managers must develop some ways with the help of which temporary workers can feel themselves attached and involved with the organization. This literature supports the first hypothesis formulated - H1: Inadequate integration results into psychological distress amongst the temporary workers.

Inadequate socialization and psychological distressamongst the temporary workers

Socialization is an important process of Human resource management which makes employees familiar with the working environment of an organization. After socialization employees understands the working trend and norms of the organization which helps in making them comfortable with the organization.Ashforthet al; 2007 were of the opinion that learning socialization helps in a good adjustment of the employees. Knowledge acquired by the socialization process about job, role, group study and organization study gives good information which helps in better understanding of the job. Such kind of learning decreases the uncertainties involved in job and increases the job satisfaction, (Allen, 2006). Information sharing is a prerequisite for increasing the participation as well as job satisfaction of all the new employees (Pfeffer, 1995). Socialization of new employees helps them in understanding the culture of the organization. Socialization is an important process but it is often neglected in the case of temporary workers which creates a negative impact in the proper settlement of these workers within the organization. Researchers Ashforth and Saks, (1996) found that institutionalized socialization is positively correlated with organizational identification, job satisfaction and organizational commitment. Both the researchers suggested that socialization is even more important for the young entrants as theywanted to get more information about the organization and also wanted to socialize themselves with the new people and new place.

Process of socialization is important for all the new employees whether permanent or temporary but most of the time it is neglected in the case of temporary workers. It is equally important for the temporary workers because it explains the company's culture, interconnection of their role with others, expectation of others from their role and their own role relevance in the organization. Figurska, 2015 confirms that knowing the nature of the job, co-workers, working conditions and culture of the organization helps in better engagement of the knowledge workers. Socialization helps to frame boundaries within which temporary workers can work. It increases their abilities to perform better. This literature supports the second hypothesis formulated - H2: Inadequate socialization results into psychological distress amongst the temporary workers.

Perceived injustice and psychological distressamongst the temporary workers

Lesser involvement of these temporary workers in the day to day activities results into a feeling of perceived injustice. Less authority and responsibilities are given to the temporary workers and they also receive less supervision and control from their superiors as compared to the permanent workers, this develops a feeling of low worth inside them (Saunders & Thornhill, 2006).

Sharing relevant organizational information and offering support are the important ingredients of socialization in its absence temporary workers develop a feeling of injustice. Those IT organizations which gives less empowerment to their temporary workers and also do not control or supervise their actions then such temporary workers develop a feeling of worthlessness, not informed and do not complete their assignments properly on time(Foote, 2004; Saunders & Thornhill, 2006). This lack of empowerment, inadequate communication, in adequate supervision develops a feeling of isolation and injustice amongst the temporary workers. More often managers do not involve them in day to day staff meetings. Another problem of injustice has been highlighted by Fagan and O' Reilly, (1998), that the female workers who joined the company as a part time employee are often discriminated and given lower level work.

According to Foote (2004), Koster (2005) Chambel & Castanheira (2006), Saunders & Thornhill (2006) temporary workers develop a feeling of discrimination on the following grounds-

a. Poor supervision by their immediate supervisors

b. Feeling of insecurity and instability

c. Non-involvement in decision making

d. Development of the feeling as if they are inferior to their permanent team members

e. Allocation of boring and tedious tasks to them

f. Inadequate perquisites

g. Poor socialization

Currentliterature supports the third hypothesis formulated - H3: Perceived injustice results into psychological distress amongst the temporary workers. Organizations must take full care and must extend their full support to ensure that the temporary workers must not develop a feeling of injustice happen to them.

Lack of career growth and psychological distressamongst the temporary workers

Ryan, Imus, Morgeson, and Hauer (2005) reported that 1/5th of the temporary workers are not treated in a good manner and they feel devalued at the workplace. Temporary workers do not get growth opportunities in their careers as a result of which psychological distress arises in them. Lack of career growth compels them for leaving the organization before completing their project (Ghoshet al., 2013). Most of the time they do not get any kind of appreciation for their good work which dilute their commitment level with the organization. Various researches have proved that career opportunities and growth are directly related with the job satisfaction and commitment level of the temporary workers (Ruta Daciulyte & Aranauskaite, 2012).

This literature supports the fourth hypothesis formulated - H4: Lack of career growth results into psychological distress amongst the temporary workers. Organizations must develop some sort of career growth provisions or some future assurance of job to the temporary employees so that they can be relieved about their career advancement.

Lack of training opportunities and psychological distress amongst the temporary workers

One of the important determinants of organizational commitment and job satisfaction is staff training. Training develops skills of the employees and also gives them confidence of some career growth in future (Puah & Ananthram, 2006). Organizations do not provide trainings to the temporary workers on the excuse that they would be leaving the organization in a short span of time then what is the need to spend on them. Temporary employees also have a strong desire of being trained for upgrading their skills such kind of deprivation creates a condition of stress. They see their colleagues who are permanent being trained further increases their stress. For maintaining the passion and professional career of the knowledge workers their active involvement is required in different development activities (Figurska, 2015).

This literature supports the fifth hypothesis formulated - H5: Lack of training opportunities results into psychological distress amongst the temporary workers. It proves that there must be some provision of providing training facilities to the temporary workers also, so that they can get a psychological satisfaction of being trained by the organization and being developed with a higher set of skills. This feeling eliminates psychological distress of not being trained.

Absence of job security and psychological distress amongst the temporary workers

Many researches proposed that job security is directly proportional to the employees' commitment level. These temporary workers perceive a decreased job security for them as compared to their counter parts- permanent workers (De Jong, 2014). It has been observed that if organizations adopt a method of retrenchment then they start this process with the temporary workers. A research conducted by Amuedo-Dorantes, Malo et al., (2006) suggested that with temporary workers there is a flexible employment which helps the organizations to save time and money as well as flexibility about hiring and firing such workers whenever needed. Such a situation creates job insecurity among them which compels them to search a new job option ready for them. They develop a negative attitude towards the organization on the basis of social exchange theory (Blau, 1964). As a result of job insecurity, commitment level of the temporary employees also decreases.

This literature supports the sixth hypothesis formulated - H6: Absence of job security results into psychological distress amongst the temporary workers. It proves that job security is one of the major contributor which helps in the elimination of psychological distress.

Psychological distress and Decreased organizational commitment

Majority the temporary workers are under continuous stress as they feel alienated, they develop higher levels of psychological stress than their co-workers who are permanent (Yeh, Ko et al., 2007). Poor integration and poor relationships at the workplace is a major contributor of stressed work life (Moreno A, Aranda C, 2010). Temporary workers do not enjoy their work life due to distress created due to poor social exchange. Job insecurity creates most of the stress as these temporary workers have to search for a new job. Such a condition of Psychological stress decreases the productivity and commitment level of the employees. Those employees who are less stressed have a comfortable and a satisfied life at their workplace. They also enjoy working with such organizations. As they are satisfied with the workplace relationship so they have less probability of getting health ailments like anxiety and stress. There is an inverse relationship between job satisfaction and stress of the employees (Khamisa N, Peltzer K, Oldenburg B, 2013). Quality of work life provides job satisfaction which prevents stress of the employees. Many authors were of the opinion that Quality of work life can be achieved by having a number of factors at the workplace like- safety at the workplace, feeling of pride in performing the work, salary, reward and recognition, workplace relationships, freedom of choice etc. (Chiavenato I.2009).

Many researchers have contributed in the literature of organizational commitment. Temporary workers can also develop commitment to the organization for which they work but their productivity and commitment level depends upon their motivation level (Drucker, 2002). If the temporary workers get autonomy and a good working climate then their organizational commitment can be increased. Trainings, growth opportunities, monetary benefits and a good organizational climate must be provided to the employees in order to retain them (Daciulyte R., Aranauskaite A., 2012). Researchers J. P. Meyer and N. J. Allen (1997) have distinguished four important factors important for increasing organizational commitment. These factors are as follows-

1. Experience of the employee at workplace- If the employee has a quality of work life at the workplace then he becomes more committed to his job irrespective to the job in which the employee is not comfortable.
2. Matched values- when the values of an employee matches with the organizational values then he develops a positive attitude towards the organization which increases their commitment level with the organization.
3. Careful attitude of the organization for employees- If the organization has some concern for the well-being and safety of their workers then they become happy and loyal towards the organization.
4. No discrimination of the employees at the workplace- if the employees get adequate salary as well as equal opportunities for growth and learning then they become more satisfied and committed with the organization.

Above literature supports the seventh hypothesis formulated - H7: Psychological distress results into decreased organizational commitment amongst the temporary workers. Organizations must take the desired steps needed to prevent the psychological distress of temporary employees so that their commitment level or loyalty with the organization can be increased. Premature exit or failure of these contractual or adhoc workers can result into a huge loss to the organization.

Managerial Implications

This study gives knowledge about the illeffects of Uberisationon the psychological wellbeing of the temporary workers. This paper guide managers about the factors which are needed to be considered while implementing Uberisation. Thus, the findings of the research work leads to the following suggestions and managerial implications.

1. Managers are needed to integrate temporary employees in daily activities of the organization.
2. Socialization of temporary workers is also needed after placement, which is most often neglected inside the organizations
3. Managers must provide all the necessary support to the temporary workers like sharing of adequate information, giving authority and responsibility so that the temporary workers do not develop a feeling of injustice.
4. There must be some career growth opportunities for the temporary workers.
5. Managers must not forget the temporary workers while giving trainings to the permanent employees.
6. There must be some job security measures also for the temporary workers.

Limitations of the study

Many researchers and leaders acknowledge the problem of psychological distress amongst most of the temporary workers but vey less research work has been conducted till now. More research is needed to be conducted in order to highlight the reasons of distress amongst the temporary workers.

Conclusion

Wright (2007) suggested that by taking a bivariate correlation of 0.50 between performance and mental wellbeing of a temporary worker, it was found that 25% of the variance is related with the changes in the psychological wellbeing and mental makeup of a temporary worker. Mental health of a temporary worker is an important factor which influences their performance in the organization.

Social exchange theory supports that interrelationship amongst the employees at the workplace affects their work behavior (Cropanzano and Mitchell 2005). Nelson1989, Colbert et al., 2004 proposed that quality of social exchanges reduces destructive behaviors as well as workplace conflicts. When the temporary workers do not share good relationship at the workplace then they develop a negative attitude towards the organization on the basis of social exchange theory (Blau, 1964). Temporary workers and the organization most of the time share a weaker bond between them as a result of poor interrelationship which weakens their commitment level with the organization.They develop a poor commitment level for the organization because they feel that the organization does not provide the benefits to them for which they are entitled (Ashford, 2007, George Ng, 2010).

Another theory Hezberg's two factor theory of motivation supported that Herzberg factors like career advancement, growth opportunities, advancement, quality of work etc. must be provided to satisfy and motivate the employees and also Hygiene factors like work environment, relationship, job security etc. must be given to prevent dissatisfaction. A number of researches support that the organizations must not neglect temporary workers if they want a good work behavior from them. There must be an inclusive organizational culture in order to develop theirsound psychological makeup. They must be realized that they are an important part of the organization and the organization has some future plans for them. Management can share career opportunities, future training programs to be given to them, incentive plans, other employee benefits etc. with them. This would encourage temporary employees to stay with the organization and to complete the project whole heartedly without premature departure from the organization.

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Research Article

Relationship Between The Industrial Types and Managerial Pay: A Study Involving Principal Industrial Sectors of India

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Abstract

The quantum of managerial remuneration is determined by many factors like financial strength of the organizations, ownership structure, risk propensity of the executives etc. Nevertheless, the role of types of industry with reference to their operational peculiarities and profitability scenarios have not been remarkably explored so far to identify the relationship between executive compensation and types of business in India. This research has performed the exploration with 5-yearly data from 2012-13 to 2017-18 for leading Indian industrial sectors like fast-moving consumer goods (FMCG), banking, automobile, information technology (IT) etc. The selection of companies has been done on the basis of the list published by Bombay Stock Exchange (BSE) as on the end of second quarter in 2018. With executive compensation data obtained from top 10 organizations of each industrial sector, analysis has been performed using one-way between-the-group analysis of variance (ANOVA) to identify the aforementioned relationship. The result of the analysis has cited nonexistence of relationship between types of Indian industry and compensation offered to the top-notch functionaries of the organizations belonging to those industries. Therefore, the research has established that variations in the types of industrial sector do not affect the executive compensation in India.

Keywords: *Executive compensation, types of industry, Indian industrial sectors.*

Some industrial sectors are often considered prolific and remunerative as far as the payout of the employees is concerned. From the employer branding point of view, organizations belonging to the above-mentioned industrial category enjoy better response from job seekers and the better rate of employee retention (Tavassoli, Sorescu & Chandy, 2016). Especially for the managerial pay or executive remuneration, notion prevails that executives of specific industrial sectors are better paid compared to executives from other industries. This research has done an in-depth analysis of such prevailing perception through an empirical study on different industrial sectors to see if types of industries have any impact on executive remuneration.

Executive Compensation in India: An Overview:

Economic reform in early 1990's in India had a significant impact on salary of top-tier executives of the country (Chakrabarti, Subramanian, Yadav & Yadav, 2012). The new economic policy (NEP) at that time had resulted a qualitative change in the salary strucutre of the prominent exeutives of private sector organizationsas they had started having better remunerations compard to the preliberalization era (Mishra & Nayak, 2006).

The term "executive" has been defined in section 2(59) of Companies Act., 2013, of India as – “Officer” including promoters and key managerial personnel. The “key managerial personnel” are defined in section 2(51) of the Act. as Managing Directors, Chief Executive Officer or Manager, and in their absence, a Whole-Time Director, Company Secretary, as well as Chief Financial Officer (Ministry of Corporate Affairs, 2013). Therefore, the term "executive" includes all the above-menitoned funcitonaries of an organisation.

After economic reform in India, capping of CEO salary had been abolished with suitable amendments in Companies Act, and by 1994, Pradip Singh, founder MD of the credit rating firm Crisil Ltd. was one of the forerunners entering seven-figure salary club (Pande & Dubey, 2014).

Meanwhile, the CEO pay components have changed to little extent. Compared to 2010 data of 55 per cent fixed pay, 25 per cent variable pay, and 20 per cent long-term incentives; 50 per cent fixed pay, 20 per cent variable pay, and 30 per cent long-term incentives had been recorded afterwards.

Review of Extant Literatures:

Exploration of contemporary cases on executive compensation provides an overview about the relationship between the executive compensation and other contributing variables. In United States of America, the past performance of the firm is found to be significantly associated with determination of the present executive compensation (Jensen & Murphy, 1990). The executive compensation has been found to have positive impact on shareholders returns and sales growth (Murphy, 1998). In China, it has been observed that executive performance and firm performance hold a weak relationship compared to USA. This work is done on Chinese listed companies and it shows that shareholders play a major role in strengthening the relationship between executive compensation and firm performance (Wang & Xiao, 2011).

A study across different industrial groups like food processing, farm machinery, construction and oil field equipments, drugs and chemicals in USA has revealed limited effects of economic (size and profitability), behavioral (stock ownership), and strategic (advertising and research & development activities) on executive remunerations. (Rajagopalan & Prescott, 1990). The vital limiting factors for the remuneration of top executives include conflicting demand for cash, equity issues, ownership structure etc. (Meltzer & Goldsmith, 1997). The role of corporate governance in determining the pay structure of executives has been established as well (Werner, Tosi, & Gomez-Mejia, 2005). Executive reward system also has an alignment with business strategy, structure, and culture of the organization (Heneman, Fisher, & Dixon, 2001).

Indian legal framework has ascertained clear disclosure of executive remuneration with all its components like basic salary, perquisite, commission etc. The Companies Act, 2013, has been very particular about revelation of executive remuneration ratio with the median salary of employees as well as maintenance of remuneration ceiling for executives of the public limited companies (Ministry of Commerce & Industry, Govt. of India, 2016). According to section 197 of the said act, this ceiling is amounted to 11% of the profit obtained in a given financial year (PwC, 2013). Placing a ceiling is justified as the managerial remuneration should have a clear boundary in terms of all its pay components in order to avoid extra cost incurred in company's expenditure statement (Tion & Mana, 2013). This ceiling is further specified as not more than 5% of the net profits in case of one managing director or whole-time director; however, upper limit is fixed as 10% of the net profit in case of more than one director (Ministry of Commerce & Industry, Govt. of India, 2016). The aforementioned act is even vocal on restriction on hefty executive remuneration package if the executives fail to perform substantially (Tion & Mana, 2013).

Although the legal framework of India provides a guideline for executive remuneration and an uniformity is expected under ideal conditions, a significant variation in employee compensation across the country is seen and this variation is concomitant with various socio-cultural and financial dimensions like social status, individual performance, social benefits, as well as employee ownership plans (Schuler & Rogovsky, 1998).

The above-mentioned "variation" does have many precipitating factors like ownership structure (Barontini, Superiore, Anna, & Bozzi, 2008), national culture (Schuler & Rogovsky, 1998), behavioural and strategic impact (Rajagopalan, 1990), corporate governance (Core, Holthausen, & Larcker, 1999), style of managing business (Graham, Li, & Qiu, 2012), firm size (Chakrabarti et al., 2012), global reward philosophy and practice (White, 2005), firm strategy (Balsam, Fernando, & Tripathy, 2011) etc.

Objectives of the Study:

Types of industries apparently have impacts on executive remuneration and often bring about the remarkable variation in quantum of executive pay. Keeping this fact in view, in this research, it has been tried to identify the relationship between types of industry and executive remuneration across the predominant industrial sectors of India through an empirical analysis.

Methodology of Study:

The secondary data have been obtained for this research from the annual reports of leading 100 companies listed in Bombay Stock Exchange (BSE). These companies are from various leading industrial sectors like FMCG, automobile, banking, healthcare, tele-communication, information technology, infrastructure development, capital goods, manufacturing, and consumer durables. They have been selected based on their positions at the end of second quarter of 2018. These positions have been decided based on turnover measured in crore. The dataset is characterized by 5-yearly data starting from 2012-13 to 2017-18.

This above-mentioned dataset contains the total executive compensation inclusive of all its components like basic salary, allowance, as well as employee stock options. Three subsequent steps have been performed to obtain empirical findings and they are as follows:

- Calculation of 3-yearly moving average of 5-yearly data of executive remuneration for all organizations.
- An initial and apparent comparison of total executive compensation across the industrial sectors based on descriptive statistical outputs.
- Actual comparison of means of total executive compensations across the industrial sectors with the help of one-way between-the-group Analysis of Variance (ANOVA) method to see if the means are significantly different.

In this section, total annual executive remuneration according to the industrial sectors has been documented for 5 years period of time. As previously stated, 10 leading industrial sectors have been chosen as sample frame and each sector consists of 10 organizations. Therefore, the total number of observations is 500.

Analysis of Data:

Moving Average of Gross Annual Executive Remuneration across the Industries in India:

At the onset, the method of calculating the moving average of gross executive remuneration has been adopted. As the data are obtained over a 5-year time period, it is essential to remove the seasonality of the data. Therefore, the centered 3-yearly moving average data of all industrial sectors have been accounted for the research:

Descriptive Statistics and One-Way between the Group ANOVA:

One-way between-the groups ANOVA has been used to identify if the means of gross annual executive remunerations between the industrial sectors are significantly different. Through the analysis, it has been tried to ascertain whether the industrial operations and types of business affects the quantum of executive remuneration or the variation is not affected by the types of industrial operations at all.

The null hypothesis H_0 is assumed as "the average annual executive remuneration is same in all industries in India."

The descriptive statistics are listed below in Table 1. The maximum mean value is observed in telecommunication industry and the minimum mean value of executive remuneration is observed in consumer durables industry. The amount paid to the top executives of the banking industry is significantly low as well. On the other hand, the standard deviation is maximum in telecommunication industry.

The mean plots below show the variation in executive compensation across the Indian industries, however, does not state the nature and cause of the variations.

Gross Executive Remuneration (in crore)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
FMCG	10	10.71311	10.207801	3.22799	3.410889	18.015331	0.3364	32.4137
Automobile	10	20.446	29.931049	9.4650288	-0.965383	41.857383	0.9541	103.1215
Banking	10	5.67153	6.1615313	1.9484473	1.263836	10.079224	0.8021	19.9285
Healthcare	10	19.7653	18.508989	5.8530562	6.524767	33.005833	2.1154	51.8685
Telecommunication	10	23.88986	34.510775	10.913265	-0.797661	48.577381	0.5705	117.9222
IT	10	10.65188	11.099747	3.5100481	2.711599	18.592161	0.1789	36.9572
Infrastructure Development	10	11.16388	17.539025	5.5463267	-1.382783	23.710543	1.4497	59.5495
Capital Goods	10	11.01465	17.793448	5.6267823	-1.714016	23.743316	1.3839	59.5495
Manufacturing	10	19.63807	18.627098	5.8904056	6.313047	32.963093	5.1208	59.5495
Consumer Durables	10	5.58895	3.7373989	1.1818693	2.915376	8.262524	0.0323	11.1591
Total	100	13.854323	19.31982	1.931982	10.020852	17.687794	0.0323	117.9222

Table 1: Descriptive Statistics (Computed from the Annual Reports, 2012-13 to 2017-18)

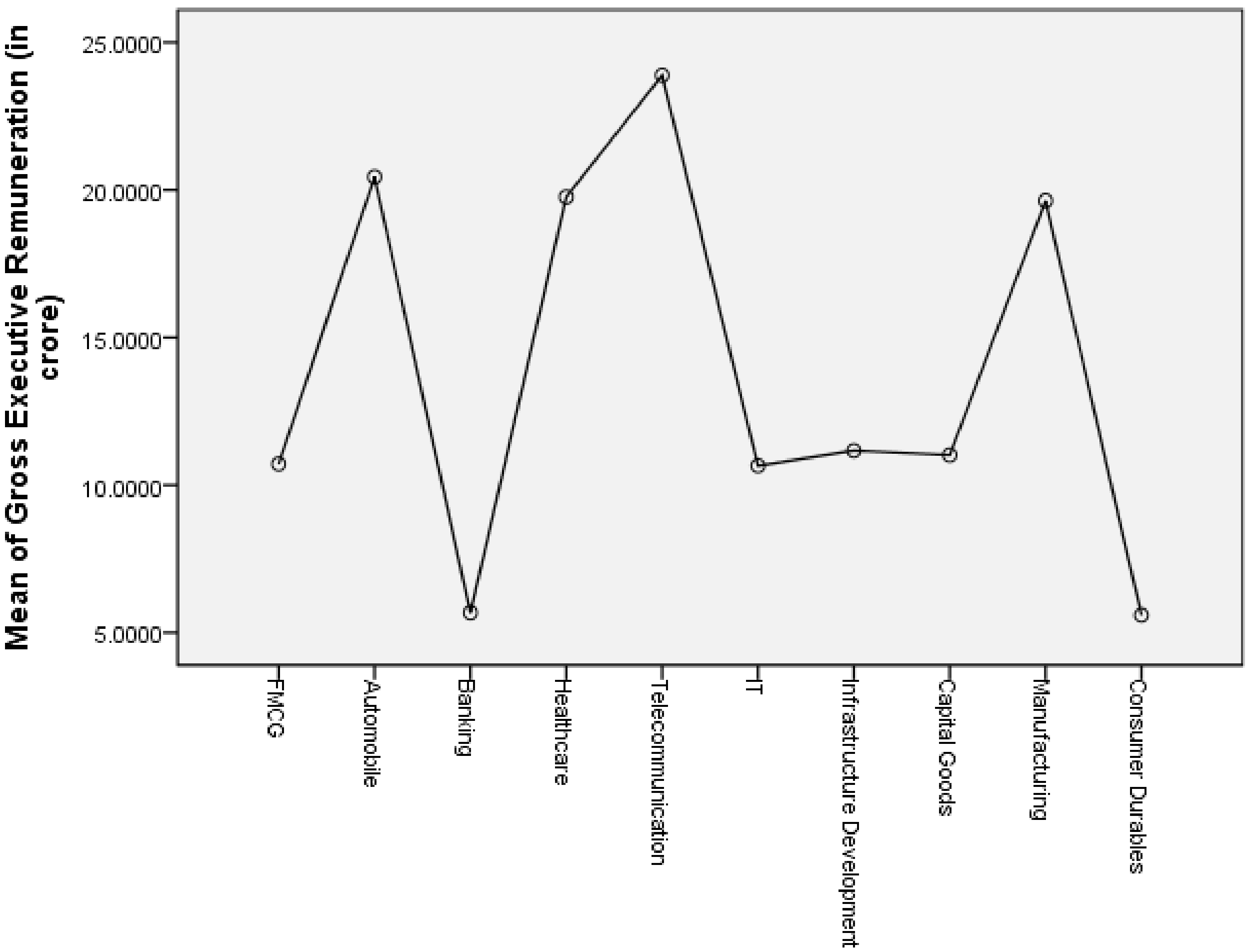

Figure 1: Means Plots

The following table (Table 2) contains the results of Levene's Test to check null hypothesis that the variances of the annual executive remuneration across the Indian industries are not significantly different and are equal. It is identified that for df1/df2 = 9/90 with p = 0.078 at 0.05 alpha level, Levene's Test is not significant with F(9,90) = 1.803. Therefore, hypothesis that assumes the homogeneity of variance for this sample is accepted.

Gross Executive Remuneration (in crore)

Levene Statistic	df1	df2	Sig.
1.803	9	90	0.078

Table 2: Test of Homogeneity of Variances

Our calculated F ratio (1.157) is not significant with p = 0.332 at the 0.05 alpha level (Table 3). Therefore, the null hypothesis that sates that the average annual executive remuneration is same in all industries in Indiais accepted. This research thus identifies that the mean annual executive remunerations do not vary significantly according to the variation in types of Indian industry. Hence, the industrial operations do not have any impact over the gross annual executive remuneration in India.

Gross Executive Remuneration (in crore)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3832.53	9	425.837	1.157	0.332
Within Groups	33119.8	90	367.997		
Total	36952.3	99			

Table 3: ANOVA Table

Discussion: This research has thrown lights upon the relationship between gross annual executive remuneration and types of business. The finding of nonexistence of any significant relationship between them has dissolved the existing perception of viewing one or more particular industries as more glamorous and prolific in terms of executive remuneration. It is further established through this research apparently that the variations in executive compensation is a result of individual profit-making ability of the firm as executive remuneration is dependent on organization's profit earning. However, this is to be ascertained by the future research.

This research has opened the scope of further researches that can assume a holistic nature of executive remuneration in India. Precisely, the researchers need not to concentrate on analysis of segmental nature of executive remuneration based on industrial variations as this research has clearly cited the nonexistence of such relationships. Future researches can also focus on the Indian economic and financial performance parameters as precipitating factors of executive remuneration. The essential parameters linked with existing human resource accounting practices to determine executive remuneration can also be used. On the other hand, a reverse relationship can also be explored as well where relationship between executive remuneration and human resource and financial performance parameters can also be tested. Whatever be the direction, it is significant to note that executive compensation in India follows an integrated approach and is not a direct function of types of industrial operations per se.

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Study on Impact of Succession Planning on Employee Career Attitude in Select IT Companies in West Bengal

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Abstract

Many a time, people retire from offices leaving behind knowledge gaps that are not easily filled up by other individuals. In most organizations, we do not have the next generation of leaders ready to fill the vacant roles. And as a result, under-qualified people move into leadership roles as there is no one better to take over. This is an issue that should be addressed much before these individuals do retire so that a smooth transition takes place from one personnel regime to another and the success of the organization can be ensured in terms of its continuity, responsive to competition, changing technology and expanding customer base. However, identifying a potential candidate may have a negative impact on other potential candidates, who are not identified in the plan. Thus identification of right successor as well as retention of quality employees are the two major challenges faced by today's organizations.

Introduction: In today's dynamic business environment, change is the only constant. The primary challenge that the leaders in a global community must face is that, "one cannot manage change. One can only be ahead of it" (Drucker, 1999)[1]. Attrition, retirement, illness, and more lucrative job offers are factors that can create instability in a company's workforce. This instability can permeate through every level of the organizational hierarchy and can lead to gaps in the leadership structure of the company.

Job jumping, career changing, volatile industries, and shifting work environments are now a way of organizational life. The contracts between employer and employee have significantly changed" (Gaffney, S., 2005)[2]. It is within this increasingly fragile environment that companies need to secure the future of their organizations by ensuring that key positions within their firms remain competently staffed.

Historically, the organizational deliberate was on replacing key employees exactly before they leave the organization. Replacing employees and not developing them was a big and common mistake by organizations. Thus identification of right successor for the future vacant position as well as retention of quality employees are the two major challenges faced by today's organizations. The only way to reduce the effect

[1]Drucker, P. F. (1999). Management challenges for the 21st century. New York: Harper Collins.
[2]Gaffney, S. (2005, Fall). Career development as a retention and succession planning tool. The Journal for Quality & Participation, 28(3), pp 7–10

of lost leadership is through a strong succession planning (SP) program that identifies and fosters the next generation of leaders through mentoring, training and stretch assignments, so they are ready to take the helm when the time comes. Research supports sound succession planning. However, identifying the potential leader may have a negative impact on the career attitude of other employees in general. This paradox forms the backbone of the research problem, "Impact of Succession Planning on Employee Career Attitude".

Literature Review

The term "succession planning" has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (Garman & Glawe, 2004)[3]. The term succession planning has traditionally referred to planning for leadership continuity at the CEO level, but today succession planning provides for leadership continuity at all levels (Cooke, 1995)[4]. Succession Planning is the process of pinpointing the key need for intellectual talent and leadership throughout the organization over time and preparing individuals for present and future work responsibilities needed by the organization.

Succession Planning is the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plans" (Sambrook 2005)[5]. Succession Planning has been defined as:

A process of identifying and developing suitable employees with the potential, through mentoring, training and job rotation, to replace key players within an organization as their terms expire. It is rated as one of the top focus areas for HR as it attempts to pave the way for a smooth continuity of policies and practices that constitute organization culture. Succession planning is a voyage, not an end by itself. Succession planning is the course of action insuring that the appropriate intimates are ready, at the right time, to effectively run the organization and meet its future challenges.

Succession planning involves an "elaborate, integrated, and systematic approach" for identifying and developing high potentials or talent pools intended for enabling the organizations to have a list of adequately prepared candidates to fill key positions of the top two or three management levels whenever vacancies occur (Berke, 2005)[6]. The key feature of succession planning is that it should not be viewed as a one-shot event, but rather a continuous process.

Grusky (1960)[7] put forth the vicious-circle theory that described the event of succession as disruptive to the organization and the relationships among the members of the

[3]Garman, A. N., & Glawe, J. (2004). "Succession Planning". Consulting Psychology Journal: Practice and Research, 56(2), pp 119-128.

[4]Cooke, R. (1995). "Succession Planning". Credit Union Management, 18(10), pp 27-28.

[5]Sambrook (2005) "Exploring succession planning in small, growing firms", Journal of Small Business and Enterprise Development, Vol. 12 Iss: 4, pp.579–594.

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organizations. The incidence of turmoil through changes in policies and practices put forth by the new leader is a part of the vicious circle.

Chung et al. (1987)[8] find that in poorly performing firms, the selection of either an insider or an outsider does not significantly influence firms' post-succession performance. This is because investors do not believe that a change in CEO will improve the firm's future performance.

Huang (2001)[9] studied about succession management systems and human resource outcomes. The purpose of the study was to find out whether local firms with a more sophisticated succession plan achieved more favourable human resource outcomes than those with fewer sophisticated plans. He found that there was no significant difference in human resource outcomes between companies who adopted succession planning and those who did not.

However, in detailed results, he argued that there was an important relationship between the level of sophistication with which succession plans were carried out and human resource outcomes.

Byham et al. (2002)[10] suggested a different approach to grooming executive talents. Rather than targeting one or two hand-picked people for each executive position, an Accelerate Pool emphasizes the development of a group of high-potential candidates for executive positions in general. The model highlights the accelerate development of pool members during stretch jobs and task-force assignments that offer the best learning, including mentoring, coaching, training, and special developmental activities such as university executive programs and in-company action learning sessions, and highest visibility opportunities. Byham explained the process of the Acceleration Pool in five phases. The five phases of the Acceleration Pool are: Identifying high potentials; diagnosing development opportunities; prescribing solutions to development opportunities; ensuring that development takes place or documenting development; reviewing the progress and new assignments.

The extensive study of available literature reveals that the literature is resplendent with articles on the importance of succession planning. However, there are few studies that describes the event of succession as disruptive to the organization and has a negative impact on the relationships among the members of the organization (Grusky, 1960)[11] or shows that there was no significant difference in human resource outcomes between companies who adopted succession planning and those who did not (Huang, 2001)[12]. Moreover, only a few studies explored the effects of succession planning as an organizational level intervening program on career attitudes as individual level

[8]Chung, K.H., Lubatkin, M., Rogers, R.C., & Owers, J.E. (1987). "Do insiders make better CEOs than outsiders?" Academy of Management Executive, 1: 323-329.

[9]Huang, T. (2001). "Succession Planning Systems and Human Resource Outcomes". International Journal of Manpower. 22 (7/8), pp 736-747.

[10]Byham, William.C, Smith, Audrey B and Paese, Mathew J.(2002) Grow Your Own Leaders: How to Identify, Develop, and Retain Leadership Talent. New Jersey: Prentice Hall.

[11]Ibid 7

[12]Ibid 9

variables. (Farashah et al., 2011)[13]. The basis of the available literature forms the backbone of this research article.

Objective of the Study

The objective of the study is to understand the impact of Succession Planning efforts on the career attitude of employees in general. The succession planning was measured in terms of three factors, namely Identification of Potential candidate, Management attitude and Development plan for the successor.

Methodology

a. Sample Design

Three IT companies in West Bengal, registered under STPI, Kolkata as well as NASSCOM and having established method for identifying potential candidates and developing them (which are the important aspects of Succession Planning) forms the sample design. The study was confined to junior and middle level of management. A sample of 153 respondents was taken from the three select organizations.

b. Method of Data Collection

The study is based on both primary and secondary data. The primary data has been collected through questionnaires and interviews of employees from the selected IT companies. The questionnaire was made in the form of a Google Doc as well in the form of an excel sheet. The questionnaire was sent along with the covering letter to the respondents through e-mails. At the time of interviews, the purpose of the study was explained elaborately to the respondents. Secondary data was also collected from different Government reports like NASSCOM data base, STPI database, and websites of the select companies.

Sample of junior executives and mid-level executives were drawn from selected IT companies. Two criteria were considered for respondent selection:

i. Employees belonging to junior to mid-level of management.

ii. The work experience with the current employer should be at least 3 years.

c. Research Tool

The research Tool used was a survey questionnaire and a face-to-face interview method. The designed questionnaire was divided into three parts. The first part of the questionnaire dealt with demographic profile of the respondents; the second part dealt with research variables to understand the Succession Planning process in the select companies; and the third part dealt with research variables to understand the Career Attitude of employees in the select companies.

The questionnaire consists of 17 questions, 6 on demographic profile of respondents and 11 on research issues. The research based questions are measured on a five-point Likert Scale, with scale responses varying from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

d. Rationale for Choosing IT Industry for the Study

The IT Industry is a project-driven, knowledge–based industry, catering quality conscious customers across the globe. It is characterized by fast changing technology, and stiff competition between the competent competitors. The features of IT organizations are service oriented, technology based, employee centric and they have dealings with transnational

[13]Farashah, Al. D., Nasehifar, V. & Karahrudi, A.S. (2011). "Succession planning and its effects on employee career attitudes: Study of Iranian governmental organizations". African Journal of Business Management, Vol.5 (9), pp. 3605-3613, 4 May 2011.

customers. Subsequently, employees are the key drivers of the business. Rapid change and advancement in technological know- how, complex nature of the business model, flexi-work time, globally distributed workplace with multi linguistic, multicultural workforce working around different time zones of world has made the dynamic industry unique as well as complex in its operation.

Hence it is very important for IT companies to identify the right skill, motivation and leadership qualities to forecast and meet the future challenges. So, in this challenging environment, along with highly advanced and changing technology, the need to explore / develop, attract, engage and retain talent has became a dire necessity of the time. It is important for the IT companies to achieve management efficiency by increasing employee satisfaction and retention in the organization.

e. Data Validation

Before analyzing the data obtained from filled-in questionnaire, the reliability and validity of the scales used in the study were tested. The content validity of the questionnaire was carried out by including subjective judgement by two experts, ONGC & IOL, for assessing the appropriateness of the constructs.

Reliability Analysis

The reliability statistics was measured in terms of cronbach's alpha. Cronbach's alpha based on standardised item found to be 0.839 (>0.60), which shows that there is a good consistency between the various items of the multiple-item scale.

Table 1: Reliability Statistics of The Total Standardized Items of Career Attitude

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.842	0.839	11

Source: Primary data

Validity Analysis

The validity statistics in terms of Friedman and Turkey's test for non-additivity was measured.

Table 2: ANOVA with Friedman's Test and Tukey's Test for Nonadditivity

			Sum of Squares	Df	Mean Square	Friedman's Chi-Square	Sig
Between People			335.021	152	2.204		
Within People	283.508		10	28.351	81.624	0	0
	1.266[a]	1	1.266	3.65	0.056	178.582	0
	526.681	1519	0.347				
	527.947	1520	0.347				
	811.455		1530	0.53			
Total			1146.475	1682	0.682		

Tukey's test for nonadditivity was found to be significant, as indicated by the p value. This shows the validity of the measuring instrument.

Data Analysis

In order to reduce the numbers of variables into a workable number of factors for the construct Career Attitude, a factor analysis using SPSS 20 software is conducted. The value of KMO statistic (0.78) is greater than 0.5 indicating that factor analysis could be used for the given set of data. The 11 variables are extracted into 3 factors to work with as shown by the rotated component matrix in Table 3.

Table 3: Rotated Component Matrix

	Component		
	1	2	3
Getting ahead in the company on proving effective at present role (x_1).	**0.732**	0.262	0.021
Promotions based on assessment of potentials of employees (x_2).	**0.71**	0.323	0.01
Happy with the training and learning opportunities for advancing in career (x_3)	0.135	0.13	**0.82**
Existence of organization-wide-communication-system for sharing information regarding the job openings(x_4).	**0.85**	-0.005	0.17
Existence of a structured and well defined promotion process in the organization (x_5).	**0.897**	0.082	0.134
Satisfactory tangible benefits like income and other benefits to measure objective career success (x_6)	0.159	**0.753**	0.268
Existence of established performance appraisal system in the organization (x_7).	**0.841**	-0.012	0.015
Satisfactory process of developing identified people to occupy higher positions (x_8).	0.041	0.254	0.823
Satisfactory rewards and recognition system for outstanding works and contributions (x_9)	0.081	**0.815**	0.062
Congenial working atmosphere at my work place (x_{10})	0.241	**0.783**	0.138
Satisfactory quality of supervision from my boss in terms of career development (x_{11}).	0.008	**0.811**	0.127

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

The rotated component matrix shows that there are three factors explaining Career Attitude. Factor 1 comprises variables X_1 (Getting ahead on proving to be effective at present role) and X_2 (Promotions based on assessment of potentials of employees), X_4 (Organization wide communication system), X_{15} (Structured promotion process) and X_7 (Established performance appraisal system). The second factor comprises of variables X_6(Associated tangible benefits), X_9(Rewards & Recognition for outstanding Contribution), X_{10} (Congenial atmosphere at workplace) and X_{11} (Quality of supervision). The third factor comprises of variables X_3 (Training & Learning Opportunities) and X_8 (Process of Developing employees).

Study of Factor 1 (Perception of Structured Promotion Process)

The first factor extracted after factor analysis comprises of variables X_1 (Getting ahead on proving to be effective at present role) and X_2 (Happy with the process of identifying potential people), X_4 (Organization wide communication system), X_5(Structured & well defined promotion process) and X_7 (Established Performance Appraisal System) and is named as Perception of Structured Promotion Process. Table 4 below shows the internal relationship / association among the items and between the items and the First factor.

Table 4: Inter-Item Correlations for Factor 1

	Mean	Std. Deviation	Factor_CA_1	X11	X12	X14	X15
Factor_CA_1							
X1	2.73	0.728	0.732**				
X2	2.88	0.772	0.710**	0.747**			
X4	3.71	0.857	0.850**	0.471**	0.441**		
X5	3.75	0.805	0.897**	0.557**	0.543**	0.837**	
X7	3.52	0.82	0.841**	0.460**	0.476**	0.676**	0.724**

**** Correlation is significant at the 0.01 level (1-tailed)**

All the correlations of the items with the factor 1 are significant at 1% level and inter-correlations within the items also show significant relationship. All items are showing a factor loading of more than 71% with respect to Factor 1.

Study of Factor 2 (Career Success & Working Environment)

The second factor comprises of variables X_6 (Associated tangible benefits), X_9 (Rewards & Recognition for outstanding Contribution), X_{10} (Congenial atmosphere at workplace) and X_{11} (Quality of supervision) and is named as **Career Success & Working Environment**. Table below 5 shows the internal relationship / association among the items and between the items and the second factor.

Table 5: Inter-Item Correlations for Factor 1

	Mean	Std. Deviation	Factor_CA_1	X11	X12	X14	X15
Factor_CA_1							
X1	2.73	0.728	0.732**				
X2	2.88	0.772	0.710**	0.747**			
X4	3.71	0.857	0.850**	0.471**	0.441**		
X5	3.75	0.805	0.897**	0.557**	0.543**	0.837**	
X7	3.52	0.82	0.841**	0.460**	0.476**	0.676**	0.724**

**** Correlation is significant at the 0.01 level (1-tailed)**

All the correlations of the items with the factor 1 are significant at 1% level and inter-correlations within the items also show significant relationship. All items are showing a factor loading of more than 75% with respect to Factor 2.

Study of Factor 3 (Assistance in Career Management.)

The third factor comprises of variables X_5 (Training & Learning Opportunities) and X_3 (Process of Developing employees) and is named **Assistance in Career Management**. Table 6 shows the internal relationship/association among the items and between the items and the third factor.

Table 6: Inter-Item Correlations for Factor 3

	Mean	Std. Deviation	Factor_CA_3	X15
Factor_CA_3				
X5	3.41	0.58	0.820^{**}	
X3	3.61	0.553	0.823^{**}	0.466^{**}

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

All the correlations of the items with the factor 3 are significant at 1% level and inter-correlations within the items also show significant relationship. All items are showing a factor loading of more than 82% with respect to Factor 3.

The reliability statistics in terms of cronbach's alpha of the three factors with respect to Career Attitude is given in the Table 7.

Table 7: Reliability Statistics of the three factors of CA

	Dimensions	Cronbach's alpha
Career Attitude	Perception of Structured Promotion Process	**0.879**
	Career Success & Working Environment	**0.838**
	Assistance in Career Management	**0.636**

Source: Primary data

Regression Analysis

To understand the percent of variation in the career attitude level of employees as explained by the above three factors, a linear regression is conducted. Here the regression analyses the association between the three factor scores obtained from the factor analysis as independent variables and Career Attitude Level as the dependent variable. The regression result is shown in the Tables 8 and 9 below.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.796[a]	0.634	0.627	0.341

Source: Primary data

Table 9: Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.575	0.028		129.664	0
	REGR factor score 1 (S_P_P_CA) for analysis 2	0.323	0.028	0.579	11.694	0
	REGR factor score 2 (CS_CA) for analysis 2	0.262	0.028	0.469	9.462	0
	REGR factor score 3 (L&DE_CA) for analysis 2	0.157	0.028	0.281	5.667	0

a. Dependent Variable: Carrer Attitude Level of employees

The value of R2 equals 0.634 indicating that 63.4% of the variations in the succession planning are explained by identification of potential candidate, management attitude and development plan for the successor. The value of R2 is significant as indicated by the p value (0.000) of F statistic as given in the ANOVA table. The estimated regression equation as obtained from Coefficients table is written as

The estimated regression equation as obtained from table is written as

CA = 3.575 + 0. 323SPP + 0.262CS_WE + 0.157A_CM

P value (0.000) (0.000) (0.000) (0.000)

Where, SPP = Perception of structured promotion process

CS_WE = Career Success & Working Environment

A_CM = Assistance in Career Management

The regression results indicate that all the three factors, i.e. Perception of structured promotion process, Career Success & Working Environment and Assistance in Career Management positively influence Career Attitude of an employee. This is evident from the positive signs of the estimated coefficients of the corresponding factors. Moreover, all the three factors are significant in influencing succession planning as indicated by their p values (0.000). The significance of the coefficients is indicated if the p value is less than or equal to the level of significance (alpha), which is assumed to be 0.05 in the present case.

Findings

The related findings based on factors of Career Attitude are summarized in Table 10.

Table 10: Factors of Career Attitude

Factors of Career Attitude with descending order of ranks	Associated Variables	Variables with Low factor loadings (Less than 0.80)
Satisfaction of Structured Promotion Process	x_1 (Getting ahead on proving to be effective at present role) x_2 (Happy with the process of identifying potential people) x_4 (Organization wide communication system), x_5 (Structured & well defined promotion process) x_7 (Established Performance Appraisal System)	x_1 (Getting ahead on proving to be effective at present role) x_2 (Happy with the process of identifying potential people)
Career Success & Working Environment	x_6 (Associated tangible benefits) x_9 (Rewards & Recognition for outstanding Contribution) x_{10} (Congenial atmosphere at workplace) x_{11} (Quality of supervision)	x_6 (Associated tangible benefits) x_{10} (Congenial atmosphere at workplace)
Assistance in Career Management	x_5 (Training & Learning Opportunities) x_3 (Process of Developing employees)	-

The above table shows that

1. There was dis-satisfaction among employees in terms of 'identification of the potential candidate for promotion' and 'getting ahead in the company on proving effective at present role' as evident from the low factor loading values for these variables as shown in the rotated component matrix Table.

This can be explained from the information as revealed by in-depth interview of employees that in IT companies, which are project driven, promotion generally goes to those employees who are best fit for the upcoming project rather than the successful performance of the employee in their current projects. Moreover, succession planning identifies a pool of potential candidates and developing them so that they can fit into vacant positions, thereby insuring that the appropriate intimates are ready, at the right time, to effectively run the organization and meet its future challenges. Hence the large majority of employees who are not identified in the plan are demotivated and hence they are dissatisfied in terms of identification of potential candidate. The reason behind labeling many of the genuine performers as mediocre can be attributed to the use of rigid bell curve used by the select IT companies to appraise the performance of its employees. Although many HR managers view that forced ranking system of performance appraisal through bell curve is the right tool to identify the top and poor performers others believe it compels the appraiser to use a forced rating instead of a fair one.

2. The second important factor in explaining the Career Attitude of employees is 'Career Success & Working Environment'. Our attitude towards career, to a large extent, depends on the physical outcomes of job like salary, hierarchical position, job location and psychological outcomes of job related experiences and activities like internal satisfaction due to recognition at work place or due to association with an organization with a renowned brand. However, analyzing the factors scores of the variables of factor 2, it is evident that intangible benefits are given more weight age over the tangible benefits like monetary rewards.

This can be explained from the demographic profile of the study, which shows that the respondents are mainly in the age-group of up to 35. This indicates that workforce is young and dynamic, aspiring for growth. Therefore a continuous feedback and recognition of their contribution are highly valued by these employees.

3. Moreover, factor scores for the variable X_{21} (Congenial atmosphere at workplace) is showing a low score. Through in-depth interview of the respondents, it is evident that the respondents are dis-satisfied over highly competitive and conflicting environment. They further added that many a times, the appraisal of the performance is biased based on next-project need. Friction and politics are very prominent at the workplace.

4. Factor 3 i.e. 'Learning & Development-Environment' has the least regression weight on the dependent variable, 'Career Attitude Level' of employees. In IT companies, training is imparted on the basis of technology trend as foreseen by HR department in consultation with Top Management. An in-depth interview of the IT employees by the researcher reveals that many a times, the training process is not found to be effective, which may be attributed to following two reasons.

- Training is not effective at times because the time that elapses between imparting the training to the employees and using the learned skills in upcoming projects is so high that trained employees are not able to demonstrate the newly-learned skills effectively.
- Training is not effective at times because by the time the employees are required to demonstrate the learned skills for completion of the projects, the skills are no longer needed because of fast change in technology in IT Industry.

Conclusion

From the small company to the international conglomerate, leadership development is important in business. Succession Planning is one of the top focus areas for HR as it attempts to pave the way for a smooth transition of business from one personnel regime to another by identifying the potential candidate and developing him so that he can take up the higher position. However, question remains how the succession planning process is to be implemented. If it is done in secrecy and companies include only top executives and human resource specialist to make decisions, then such limiting participation creates two problems: Firstly, the manager of the selected candidate being unaware of the selections, might not help develop the selected employee with challenging assignments and regular feedback and it can seriously undermine the readiness of high potential employees to move into positions of greater responsibility. Limiting participation also leaves gap in information about employee's strengths, development needs and career aspirations. Employees' immediate supervisors often can provide managers with insights into how employees work with others and what pertinent experience or skills they have.

People are the most important resource of any organization. Hence companies should equally focus on identifying the right potential as well as maintaining the positive attitude of the genuine performers towards their career and organizations.

Future Research Directions

While the present study examines the impact of succession planning on employee career attitude in IT sector, similar studies can be carried out in other sectors also as succession planning is a generic HR issue.

One important outcome that came out from the present study is the use of rigid bell curve by the select IT companies for the evaluating the performance of its employees. Most of the respondents view that managers are compelled to use forced ranking system of performance appraisal rather than a fair one just to fit the rigid distribution of bell curve. This has a negative impact on the morale of large majority of genuine performers, who take decision either to leave their job or to show low performance in their upcoming projects.

Both the decisions taken by the genuine performers who are labeled as mediocre have an adverse impact on the effectiveness of the organization as a whole. Further research work can be carried out in the direction of evolution of new appraisal system, different from the rigid bell curve appraisal system so that the morale of genuine performers can be maintained.

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Socially Responsible Leadership - Indian Historical Perspectives

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India has been held in high esteem by great thinkers of the world particularly for her past achievements. Let us consider the following wisdom statements of Swami Vivekananda:

> *'The debt which the world owes to our Motherland is immense…[1]. So great, infact, was the superiority of India in every aspect…[2]. Her influence has always fallen upon the world like that of the gentle dew, unheard and scarcely marked, yet bringing into bloom the fairest flowers of the world…[3].'*

This immense contribution and superiority in every aspect could not have been achieved without a very strong leadership on a sustained basis. What has been the nature of that leadership? 'The most systematic spiritual statement of the Perennial Philosophy'[4]- the Bhagavad Gitâ points out—

Evamparamparâprâptam/imam râjarsayoviduh…
(part of verse 2, chapter 4)
—Thus handed down in regular succession, the royal sages knew it (the *Yoga*)[5]

Thus ***Râjarshi*** **Leadership** has been the *paramparâ* (tradition) of our nation which has been the source of that 'gentle dew' which Swami Vivekananda was hinting at.

Râjarshi Leadership is a combination of two dimensions- *Râjâ*-the doer and *Rishi*-the seer. The *Râjâ*dimensions include characteristics likehumility, protecting the righteous/punishing the unrighteous, sense of sacrifice, *sanyam* (discipline of the senses), welfare of subjects, stress on knowledge etc. whereas the *Rishi* dimensions comprise of characteristics like silence, solitude, *Antarmukhitâ (*interiorization), seeing before doing, role before self, cosmic intelligence above human intelligence/power flowing from the Divine, ego expansion (love/compassion for all), intuitive culture, wisdom before knowledge among others. The whole leadership scenario was guided by the Rishis who 'having attained the supreme soul in knowledge, were filled with wisdom, and having found Him in union with soul were in perfect harmony with the inner self; they having realized Him in all the activities of the world had attained calmness…'[6]

As pointed out by Sri Aurobindo[7] as well as historical analysis shows that this *Râjarshi* leader model yields two varieties:

1) A single person showing *Râjarshi* characteristics ('kingly without and sagely within'[8]) e.g.

BhavâniPâthak or later Devi Chaudhurâni in *Ânandamath* (the famous novel by Bankim Chandra Chatterjee containing *VandeMâtaram* song) in which the same person inculcates both these dimensions and his *Râjâ* dimensions are guided by his Rishi dimensions.

2) A combination of *Râjâ* and *Rishi* as separate individual-e.g. Janaka and Yâjnavalka, Shivaji and Râmdâs, Ashoka and Upagupta, BukkâRâo/HariHarRâo and Vidyâranya, G D Birlâ & Gândhietc. in which the Rishi guides the Raja. It can be shown with sufficient illustrations from Indian political, cultural, social and economic history that the *Râjarshi* Leadership has shown continuity over time (Janaka to Kâlâm), continuity over space (leaders across India), continuity over gender (both male and female leaders), continuity over sector (examples from industry, politics, social sector etc.), i.e. the concept is comprehensively applicable.

Prof. S K Chakraborty[9] has designed a comprehensive *Râjarshi* Model to include all the variables involved in a Leadership situation viz. leader, follower and team member (a detailed discussion is not within the scope of the present topic, hence avoided).

Now let us ask ourselves another important question-What has been the motive of that Leadership? Again let us refer to Bhagavad Gitâ-

Karmanai'va hi samsiddhim / âsthitâjanakâdayah /
lokasamgrahameva' pi /sampasyankartumarhasi
(verse 20, chapter 3)
-It was even by works that Janaka and others attained to perfection.Thou shoudst do works also with a view to the maintenance of the world.[10]

Thus *Lokasamgraha* or world-maintenancehas remained the central theme of such leaders. Hence the ideal leadership model of India has been essentially socially responsible.

The ideal *Râjarshi* leader operated through the various corporate entities that got established over time through the wisdom of the *Rishi* and the effort of the*Râjâ* (aberrations and limitations were there but the ideal also was firmly established).

Glimpses of the salient features of these corporate entities and their activities are delineated below and then it will be shown how the leader executed socially responsible duties through these collective entities.

Thereafter we give illustrations of some *Râjarshi* leaders from ancient days to the contemporary period and that of their social responsibility to establish the fact that the model of leadership has stood the test of time and is the one valued and respected by the 'Indian Mind'(Many realizers of our nation esp.

Sri Aurobindo has opined in several of his writings that India has a national mind of her own) from time immemorial till the recent times.

Corporate activities in the form of philanthropic gestures through legally constituted cooperative organizations, however rudimentary in comparison to the present context, in different fields of human activity, have been observed in *Bhâratvarsha* from the very ancient days.

These activities may be classified into political, social, economic and religious arena.

Ancient Corporate Activities in Political Area

In ancient India, corporate activities were established in political arena. Broadly speaking, there were two types of political entities viz. kingdom and non-monarchical states[11] e.g. Kingdom at *Hastinâpur* or non-monarchical oligarchic state at *Dwârkâ* during the time of the *Pândavas* of *Mahâbhârata*.

Various Indian as well as European scholars have pointed out that there is clear evidence that in some kingdoms, kings were elected by the people[12]e.g. in *Râmâyana*, from the way king Dasharatha consulted the members of the council and from the subjects' response, it may be inferred safely that Sri Râmachandra was the people's choice to become thenext king.[13]

Much later period in the Buddhist text, *Mahâvagga*, we find that Bimbisâra called an assembly of 80,000 village–chiefs who took part in the decision making process. Thus we find the basic essence of representative form of political activity was preserved over the ages. Similar practices or reference to that are found in various *jâtakas* and other Buddhist texts like *PanchagaruJâtaka,Telapatta-Jâtakas, Dighani-kâya,Vinayapitaka*[14] as well as in *Mahâbhârata*[15].

The corporate bodies which carried out the political activities among the masses were the *Sabhâs* and *Samiti*. These assemblies of people at timesreally controlled the king who was supposed to be the *Dharmapâl*-the law enforcer and the dharma or law was laid down by the Rishi. Many references to these *Sabha* and *Samiti* may be found in our Vedas, Râmayana, Mahâbhârata and elsewhere.

These assemblies mostly carried out their activities on democratic lines, so much so that 'the only force before which they would yield was the force of reason and argument,'[16]

In the later period (of which detailed account we get in *Dharmashâstras* and *Dharmasutras*) also we find the continuation of the same principles in the form of *gana*, *puga*, *nigama*, *nigama-sabhâ* etc.

From Buddhist and Jaina literatures we get many instances of non-monarchical states e.g. the Sâkyas of Kapilâvastu, the Lichchhavis of Vesâli, and many others (at times referred to as *gana-râjya*). Most of these *gana-râjyas* later got engulfed into the kingdoms due to various historical reasons, but they remain a testimony to the fact that for many centuries in ancient India, highly democratic political institutions were prevalent. (An elaborate exposition may be seen in Sri Aurobindo's seminal work- 'Foundations of Indian Culture')

Ancient Corporate Activities in Social Area

Many historians across the world agree that India is the first nation in the world to have developed a structured society in the form of *Varnâshram Dharma*. This institution called *Varna* is acknowledged by them as 'the best form of social corporation known to history'.[17] People belonging to various *Varnas* gradually developed themselves into social corporations having their own rules and regulations regarding their rights and duties. Later the Dharmashâstras codified these rules and regulations to further establish the corporate nature of these social institutions. It may be proved with evidences from various sources that the *varna* of a person was determined through profession /occupation / aptitude / learning and not by birth during the ancient days but much later degenerated into what many have called caste system in which birth became the determining factor. Thus the characteristics of a well-formed corporate body were very much apparent in the formation and administration of the *varna* system. *Râmâyana, Mahâbhârata*, *Jâtaka* stories have abundant material to show that the varna system gradually moved from a liberal social order to one of increasing rigidity but none-the-less preserved its corporate character all along.

Ancient corporate activities in Economic Area

Indications of economic activities may be obtained in *Brihad-Âranyak*-Upanishad[18](1.4.12), *ÂdiSankarâchârya's* comment for this passage suggests that *Vaisyas* (one of the four *Varnas*) who were called '*ganasah*' were created to generate wealth through co-operation and not by individual effort. Thus it may be inferred that corporate organizations among the *Vaisyas* – the largest *Varna* in terms of population – were quite established even in those days.

In Buddhist jâtaka stories[19] we find mention of well-established organizations of traders and mercantile classes. Some scholars have pointed out that these institutions, mentioned in the *Jâtaka*, may be traced back to the days of Rigveda.

It is well-known that the word *gana* refers to any corporate organization and the word '*sreshthin*' in the vedic literature refers to the 'headman of a guild'[20]

The term '*sreni*' also denotes a corporation of people, belonging to the same or different caste, but following the same trade or industry[21].

From the Gautama *Dharmasutra* we come to know that nearly all the important branches of industry organized themselves into guilds. In *Muga-pakkhaJâtaka* we find mention of eighteen guilds[22]. In other sources we find names of various other guilds.

After analysis of the Jâtaka stories of the earliest period (7th and 6th century B.C.), scholars have identified the presence of artisan guilds and merchant-guilds in those days. Some of the Jâtaka stories point out the instances of a thousand men living under a single organization. [23]

The importance of these guild-organisations is conspicuous from the fact that the heads of these organizations sometimes held high posts in the political hierarchy and were close to the kings – they were materially rich and of great substance. Some *Jâtaka* stories, even refer to a Govt. officer, the *Bhândâgârika*, specially recruited to carry out the supervision of the merchant guilds.[24]

These guilds, at times, had some executive as well as judicial authority[25].In a work of later period[26]we are told that a special officer of the State viz. Superintendent of Accounts had to record all transactions of these corporations and elaborate systems were laid down to carry out this activity. Some of these guilds also acquired military powers[27] - the terms like '*srenivala*' , '*srenimukhyâs*' have been interpreted by many scholars as referring to the increasing influence of these corporations in the economic sphere in this period. Reference of these kind are also there in our historical epics such as in Râmâyana.[28]

Some of these corporations have survived in various parts of India even upto the very recent period in our history. *Manusmriti* and other Dharmasâstra (2nd century B.C. to 3rd century A.D.) speak about these guilds and their activities e.g. Manu-smriti talks about *Sreni-dharma* and the legislative power of these *sreni*(s).[29]

Several inscriptions distinctly refer to the guilds and their activities.[30] Some of these guilds also served as local banks.[31]

Reference of guilds is also obtained in Mahâbhârata, e.g.in the Âsramvâsika parva[32] it is stated that guilds are a source of royal power. The word '*nigama*' has also been interpreted by scholars as referring to the guilds. Thus from *Râmâyana*, *Mahâbhârata*, *Jâtaka* stories, Kautilya'sArthashâstra, Dharmashâstras, we find that corporations in the form of guilds in the economic arena were conspicuously present from the very ancient days to the post Christian era.

Ancient Corporate Activities in Religious Area

Bhâratvarsha has been known for thousands of years as the land of spirituality which is the core of all religious activities. In India, we have witnessed the most perfect kind of religious corporations e.g. the assembly of ascetics[33], *Tapovan*of Rishis, great Buddhist Sanghas, etc. The Buddhist *sanghas*, for examples, were administered on the basis of well laid out rules, regulations, procedures mostly based on 'truths and the rules of the order' set forth by the great Buddha. A well-formed administrative set up is seen in these *sanghas* where large number of *Bhikkhus* used to reside and strove for spiritual attainment. Incidentally, it may be mentioned that there were separate organizations for the nuns (*Bhikkhunis*) which also worked as established corporation. Historians have pointed out the existence of some Jainacorporations also. Apart from these there were religions corporations of various *Vaishnava* and Sâkta sects esp. in southern India in the ancient as well as in the medieval period.

Thus we have tried to show that corporate structures were prevalent in ancient India in their economic, political, social and religious life — in this paper we are taking the term 'corporate' in its widest connotation and not as per the restricted meaning as is currently ascribed to it.

Social Responsibilities of the above Corporate Entities

Now let us explore the social responsibility aspects of these corporate entities at the individual as well as at the collective level. These entities were led by individuals who were supposed to follow the *Râjarshi* model. This exploration will be done through theories and concepts as well as through illustrations.

The social responsibility of these corporate bodies was sine qua non of their existence as per the records that we find in our ancient and medieval historical and literary texts. To establish this point we are giving some representative data from established sources.

1) Some inscriptions of early Christian period point out that guilds of these days used to get endowments of property along with cash. These guilds were ordained to perform various social welfare activities like planting of trees, providing medicine to the monks etc.[34]

2) All the ancient texts talk about the duties of these bodies towards the state in great details e.g.Yâjnavalkya points out that the members of the guilds are to scrupulously perform the duties arising out of the rules and regulations of the guild. [35]

3) The list of items of business of the guilds given in BrihaspatiDharmashâstra includes many things apart from the strictly professional business. This includes various activities pointing to social responsibility of these economic entities e.g. construction of a house of assembly, *jalsatra* (shed for accommodating travellers with water), temple, pool, garden etc. They also helped the poor to perform sacred rituals.[36]

4) The concept of values and ethics were given highest importance along with the skills in appointing the executive officers of these corporate bodies, e.g. Brihaspati says that persons who are honest, acquainted with the Vedas and their duty, self controlled and skilled in various business of the guild shall be appointed as executive officers[37]. Thus we find the application of holism in recruitment and placement.

5) Charitable and religious deeds involving the people of all *varnas* of the society were to be performed by these bodies.[38]

6) The village corporations, *sabhâ, samiti* etc. (as envisaged in the various Dharma-shâshtras) had various welfare functions apart from judicial and executive activities.[39]

7) Some other village assemblies had special committees to carryout activities like charities, construction of tanks, gardens etc.

8) The village corporations were trustees for public charities which include feeding of *Brâhmanas*, supplying paddy to the needy, maintenance of flower garden, boats, water bodies,irrigation facilities etc. They also carried out extensive famine relief.[40] Theyalso at times took charge of educational institutions.

9) The institutions of Buddhist *Samghas* largely administered their daily activities on the principles of social responsibility – thus they performed tasks like distribution of food, store-keeping, distribution of robes, clothes, alms-bowls etc. They had collective ownership of all the resources which are to be utilized for the benefit of all.[41]

10) People of the four *varnas*, had specific duties towards the society as laid down in details in the various ancient law-books e.g. Manusmriti etc.

These duties arose from a spiritual dimension which led to the sense of social responsibility of the leader both at the individual and atthe collective level.

Glimpses of the Essence of Social Responsibility in the Vedas

The Vedas, the most ancient anthology of the world chronicles the wish for "universal happiness and prosperity" [42] through the following lines:

- "May all become happy, May all be free from illness."[43]
- "…the entire universe was born of a sacrifice, and furthermore the universe was maintained by proper sacrifice. It was man's responsibility to maintain order by properly performing... [his]duty."[44]
- "The man who, firm in his sacrifice, offers gifts…at the end of the ceremony, he gains health and wealth, blessed with offspring; shall also be in the keeping of the gods." [45]

Moreover, it should also be noted that these scriptures not only envisaged the path of an inherent responsibility within every individual of society to live for common welfare, but went a step forward to stretch that responsibility to a sense of duty. Therefore, the act of giving in order to maintain social order (social responsibility in other words) is no more a mere responsibility but becomes a duty of every human being. Getting something in return is the mere effect of sincere and earnest giving. However, one should give even if he does not get anything in return. In other words one has to give for giving and not with a hidden desire to get in return. This has been the strain that ran through all the ancient texts of Bhâratvarsha that offered a code of conduct for the people of the Bhâratiya Society.

These ideas were ingrained in the society as an application of the established theories viz. Law of *Karma* and *Nishkam Karma*. To be very specific Giving came as a duty not as a means to grab the benefit of giving in future. The whole universe gives for the sake of giving and to give without asking for return is to fall in line with the Giving mode that the universe is in. However, worry not while giving, for the return shall come as an effect to the cause of giving. Thus the Rishis tried to harmonize the society with the laws of the universe as realised by them.

Glimpses of the Essence of Social Responsibility in the Upanishads

The Upanishads again fall within the continuum in exploring the indispensability of undertaking fair amount of social responsibility. Not only so that social responsibility is merely advocated by the Upanishads, the same also takes special attention and care to air the message that such should be performed in the true sense of the term and not merely to preach and create goodwill. In this context though well known and often referred to the *Katha Upanishad* sequel can unfold to us a new dimension. Nachiketâ , a young lad when finds his father, *Vajasrav*âgiving away useless cows as gifts, (giving away everything from the coffers and also useful animals like cows, etc. was an integral part of the ViswajitYajna that Nachiketa's father was performing), immediately records his disapproval by approaching his father. Even though his father in a fit of fury at the audacity of the young boy offers him to the King of Death, it is through this curse that Nachiketâ ascends the planes of death to reach Immortality."[46] The responsibility of these institutions was thus ingrained within their social norm.

The Taittiriya Upanishad also chronicles the fact that:

- "nakamchanavastaupratâcaksita.tadvratam…"[47]
- "tasmâdyayâkayâcavidhayâbahvannam prâpnuyât."[48]
- Arâdhyasmânnamityâcaksate."[49]
- "Do not send anyone away who comes to your home without giving him food and hospitality. This is the inviolable discipline of mankind. Therefore, have a great abundance of food , and exert all your efforts towards ensuring such abundance (sustainability). Announce to the world that this abundance of food is ready to be partaken by all."[50]

Thus socially responsible leadership was a way of life as per the instructions of the ancient *Bhâratiya* anthologies.

Glimpses of the Essence of Social Responsibility in the Bhagavad Gitâ

The Bhagavad Git*â* (BG) encapsulates the essential components of social responsibility throughout the text. However, the seventeenth chapter of the Bhagavad Gita revolves chiefly around the motive of Giving. In this connection the Bhagavad Gita reasserts the point that any gift to be ideal should be given with a sheer sense of duty, without any expectation of any kind of return:

- "Dâtavyamitiyaddânamdiyate 'nupakârine"[51]
- "desekâlecapâtreca tad dânamsâttvikam smritam."[52]

('to give is right'- gift given with this idea, to one who does no service in return, in a fit place and time and to a worthy person, that gift is to held *Sâttvika*.') (one may refer to *Manusmriti* for a detailed discussion on the right time, place and the worthy person)

Here the BG essentially chronicles the glimpses of social responsibility of the leader as well as the corporate entities. In almost all the chapters we find the references to doing any work with the idea of *Yajna* that which suggests all work is basically meant for giving for the benefit of the whole world of which society is just a part. No work according to the BG is considered worthwhile if it is not meant for a greater good. Personal fruits or hankering after personal gains has been considered disrespectful according to the BG. Therefore the prescription of sustainable development is :

- "Karmanyev 'adhikârahte"[53]
- "mâphalesukadâcana…"[54]

(To duty alone one has right and never to the fruits thereof.)

Therefore, the BG here exactly corroborates to the idea of duty and never propagates mere personal gains.

- "Yajn'ârthât Karmano'nyatra"[55]
- "loko'yam karma-bandhanah"[56]
- "Tad-artham karma kaunteya"[57]
- "Mukta-sangah samâcara."[58]

(O son of Kunti! In this world …work for the sake of God without personal attachment).[59]

Swami Vivekananda's observation that:

"In the west they are trying to solve the problem how much a man can possess, and here we are trying to solve the problem on how little a man can live…But if history has any truth in it …it must be those who train themselves to live on the least …will in the end gain the battle, and those who run after enjoyment and luxury …will have to die…"[60]

It is the greatest secret of socially responsible leadership that the world has ever heard.

Socially Responsible Business leadership

In 1757, following the battle of Plassey, the British Rule in India is conventionally described as having begun. In that time there were various businessmen, traders, sea ship owners and entrepreneurs. Most of the wealthy people used to donate. In India the role of business has almost never been exclusively about wealth creation. Rather, there is a rich tradition of businesses contributing to social welfare, something that may stem from religious roots or from a very holistic point of view behind business purpose. The social responsibility of business was institutionalized from time immemorial in *Bhâratvarsha* as has been established earlier. According to Bhâratvarsha's psycho-philosophy wealth was never regarded as an end in itself, but as a means to the end — and the end of human life is *Dharma* or *Moksha* (for most-*Dharma* and for very few-*Moksha*). So, material wealth was taken as a support only to attain a higher gain in life. Wealth amassing was unethical, unscrupulous way was forbidden. Merchants belonging to the Hindu and other religion gave alms, got temples and night shelters made for poor. Hindus followed '*Dharmadâ*' where the manufacturer or seller charged a specific amount from the purchaser which was used for charity. Muslims followed Zâkât. The charity of Jain community is also very famous. There were numerous charitable organizations in the villages and larger communities created and supported by zaminders and kings. They were called '*annadânachhatras*' and '*jalachhatras*', where food and water were used to be given to the poor and needy. Apart from political turmoil, a serene but vigorous flow of philanthropy marks these pages of history of our spiritually enriched Motherland. The base of charity is essentially religious in Hinduism. Our scriptures have at several places mentioned the importance of sharing one's earning with the deprived section of society. We have a deep rooted culture of sharing and caring. Modern Indian philanthropy is rooted in the pre-industrial philanthropic tradition, which was largely motivated by religion and still displays some of its characteristics.

Illustrations of Socially Responsible Leaders

King Harshavardhana ascended the throne in 606 A.D. He believed in supporting art and literature and made regular donations to 'Nâlandâ University'. During his reign, hospitals were well maintained, good roads were constructed with rest houses in between. The needy travellers were given good food and medical care. King Harsha was generous as he gave all his personal wealth and belongings in charity during the 'Prayâg' assembly which was held once in five years.Huen-tsiang, the famous Chinese traveller, attended the great Yajna of

Harsavardhana that took place during his visit. From his biography we come to know that a body of people amounting to 500,000 or so were present during the occasion. The sequence of events may be narrated as under:

'On the first day, the image of Buddha was installed.Then the king accompanied by his followers and other kings from eighteen countries distributed precious articles of the first quality, and clothing of the same character and scattered flowers to the sound of music.

On the second day they installed the image of Âditya-deva, and distributed precious things and clothing in charity, to half the amount of the previous day.

The third day they installed the image of Isvara-deva, and distributed gifts as on the day before.

On the fourth day they gave gifts to 10,000 of the religious community, arranged in a hundred ranks. Each received 100 pieces of gold, one pearl, one cotton garment, various drinks and meats, flowers and perfumes.

The fifth arrangement was bestowal of gifts to the Brahmins, which lasted for twenty days.

The sixth turn related to the heretics, which lasted ten days.

The next occasion was the bestowal of alms on those who came from distant spots to ask for charity: this lasted for ten days.

The eighth distribution was to the poor and the orphans and destitute, which occupied a month.

By this time the accumulation of five years was exhausted. Except the horses, elephants and military items which were necessary for protecting law and order and protecting the royal estate, nothing remained. Besides these King Harsavardhana freely gave away his gems and goods, his clothing and necklaces, ear-rings, bracelets, chaplets, neck-jewel, bright head jewel etc. All being given away, he begged from his sister an ordinary second-hand garment and having put it on, he paid worship to the Buddhas of the ten regimes. Thus did India follow the discipline of sharing.'[61] This may be the behavior of an ideal *Rajarshi* leader which was not displayed by all but the fact remains that the ideal was lofty and was established in the society. Incidentally we may mention that in the famous history based epic-poem *Raghubamsam* of Kalidâsa, of the twenty-three kings all were trying to follow this ideal excepting one and the fall-out in either case has been depicted in graphic detail to establish the importance of *Râjarshi* leadership.

Râni Ahilyâbâi Holker (17^{th} century) though Râni Ahilyâbâi's rule relates to a relatively recent period, yet it shows the '*Paramparâ*' of selfless service as practiced in ancient times. Very few rulers in history demonstrated such a lifestyle in which they gave up all real comforts but at the same time carried on their jobs perfectly. She was known as '*Lokmâtâ Ahilyâbâi*'.

Râni Ahilyâbâi spent wealth on projects such as construction of roads , wells, dharmashâlâs (rest houses) and temples while she herself led a very simple and austere life. She even contributed to projects outside her dominion, particularly the restoration of ancient Hindu shrines that were destroyed by Islamic invaders. Two famous examples were-installation of Kâshi-Viswanâthat Vârânasi in a temple built by her near the place where Aurangzeb had destroyed the earlier one, another one was reconstruction of 'Somnâth Mandir' in Gujrat destroyed by Mahmood Gazni. List of her constructions and charities included Saptapuries i.e. Ayodhyâ, Mathurâ -Vrindâvan, Haridwâr, Kâshi, Kânchi, Avantikâ (Present day Indore) and Dwârakâ. Râni Ahilyâbâi used to distribute food and clothes to the poor and holy men and women everyday. So many welfare measures were undertaken at her initiative that wherever one goes in India, specially to a holy place, revered by the Hindus, one finds works of piety and charity attributed to Ahilyâ Bâi. On New Year's day, the learned officers, clerks and other staff were honoured by her for rendering good service.

Râni Ahilyâbâi stayed at a place called Maheswar which is situated on the bank of Narmadâriver. Construction of structures such as temples, jetties, inns etc. required thousands of artisans and masons. Thousands of sculptors, artisans etc., who were searching for employment came to settle in Maheswar. Efforts of Debi Ahilyâ led to the establishment of Maheswar as a prominent center of cloth industry on the commercial map of the country. She invited the skilled weavers from all parts of the country and helped them to settle in Maheswar. She helped them financially to start their business; She also bought ' sârees' and other goods produced by such workers to encourage them. Business of the weavers began to flourish because of the liberal support, high taste and incentives of Devi Ahilyâ and the artisans also grew in prosperity.[62]

Prince Dwârakânath Tagore (1794-1846) was the founder of illustrious Tagore (Thakur) family of Bengal in India. He was an entrepreneur who dominated the business world of Bengal in 1830s and 1840s in a short span of his life of 53 years. He is credited with introduction of steam engine technology and modern corporate farms in India. He had business interests in coal mining, tea gardens, insurance companies, banking, joint stock companies, silk, indigo, newspapers, landed estates and ocean going ships. Prince Dwârakânâth is notable for making substantial contributions to the Bengal Renaissance.

The efforts of Dwârakânâth Tagore led to an increase in the family's wealth as well as its landholdings. The self-made man not only prospered in business but also involved himself in many philanthropic movements. The Jorâsânko Tagore family played a major role in the Bengal Renaissance of the nineteenth century. Dwârakânâth's son Maharshi Debendranâth had a unique reputation for honesty, spirituality, saintliness and liberal refinement. In that age, the Jorâsânko Tagore family was the locus of literature and culture, liberal thinking and progressive ideas. Maharshi Debendranâth was involved in various philanthropic ventures. Debendranâth campaigned to reduce the tax burden on the poor. In 1859 he founded a Brâhmo school. He also co-founded a charitable institution. From 1851, as Secretary of the British Indian Association, he also campaigned for India's political autonomy. The Association aimed to represent Indian interests to the British government. He also campaigned for universal primary education in India.

Prince Dwârakânâth led his countrymen, many of whom were no less generous than he, in channeling philanthropy into various agencies[63].

Prince Dwârakânâth always wanted to make available the medical treatment to the poor and needy. Medicine was his special interest. He also wanted that the poor as well as the rich should have access to modern scientific medicine. He pressed his wealthy countrymen into supporting the 'Native Fever Hospital'.

Of all his public activities, his Human Values were expressed through his magnanimity of charitable doings for the poor and needy. It made very deep impression on his contemporaries. Dwârakânâth did not neglect the traditional duties. He continuously donated to the poor and Brâhmins and on other social causes. But at the same time he donated regularly to vast sums of money as public subscription. He also donated to International causes such as fund for victims of famine in Ireland or of cholera in France. As a leading businessman and philanthropist Prince Dwârakânâth earned many name and fame.

Râmdulâl Sarkâr (1752-1825) known as the first modern Bengali millionaire, was a self-made entrepreneur. Râmdulâl De, an orphan and destitute child, started his business career initially as a Sarkâr or housekeeper of Madanmohan Dutta, a businessman of Kolkâtâ. The family tradition goes that once he was sent to make a purchase from an auction sale. Instead of going for the designated auction, what he thought to be less profitable, De purchased scrap-ship from which he made an instant profit of one lakh rupees. MadanmohanDutta donated the entire money to the Sarkâr and allowed him to go for independent business. Râmdulâl De's success in business is linked to his interactions with the American traders.[64]

In spite of all his wealth and position Râmdulâl De (Sarkâr) remained the same person without any pride. He was the symbol of true humility. He never forgot Madanmohan. He loved to remain as a servant of Madanmohan. Even when he was regarded the richest businessman of Bengal (perhaps of India) he visited his master every month. With his modest and most ordinary clothes as suited to a servant of Rs 10, he would enter the house of Madanmohan leaving behind his footwear outside the house as was the custom of servants at that time and prostrated before him with his deep respect. Before leaving the house he would beg his monthly salary of Rs 10 from his master. He established a guesthouse in Belgachhia in north Calcutta for the poor. One thousand poor people ate there every day. He donated Rs 100,000 in the famine fund of Madras. None –who came to him for helpever returned empty handed[65].

He used to donate Rs 70 in his office every day. He never became a witness in any legal battle. If any person came to him to stand witness for him in the court-he settled the case by giving out all the money concerning the dispute, to the aggrieved person.

JâmsetjiNusserwânjiTâtâ (3rd March, 1839 – 19th May, 1904) founded the vast industrial empire of Tâtâ group that has received a unique identity today all over the world. As one of India's earliest philanthropists, he pioneered the concept of building wealth for the public good. Jâmsetji made it a point to look after the best interests of the workers in Tâtâ & Sons. Also he thought about the best interests of his countrymen. He applied the Trusteeship concept of Gandhiji in business world. The Tâtâ companies were then known to provide the best working atmosphere for its workers. Many dimensions of *Râjarshi* leadership may be illustrated through their activities. Policies which were unheard of during those times, like medical facilities for the sick and the women with children, provisions of pensions, accident compensations and on-the-job-training were a part of the companies owned by JâmsetjiTâtâ.

Jâmsetji Tâtâ and his sons Dorâb and Ratan bequeathed much of their personal wealth to the many Trusts they created for the greater good of India and her people. Bhâratvarsha has an old tradition of philanthropy, passed on down the ages by *Râjarshi* kings and rich merchants. JâmsetjiTâtâ gave new meaning to this term.

The cultural roots of philanthropy in India are ancient and deep, and have given life to long established traditions of philanthropic engagement, social service, and voluntary work[66].

As a matter of fact it can be well understood that the social responsibility of Business in the truest sense of the term was well established in the *Bhâratiya* culture from time immemorial. A very close scanning of the exploration of the historical perspectives of Bhâratvarsha can also throw light on the fact that collective responsibility to uplift society came as a crystallized effect of the constant endeavour of the Indian mind to facilitate the collective greater objective. Though the journey begins with the self or the individual who forms the fulcrum of the social network, realization of the ultimate social goal was always the chief motive. The Indian culture never stopped by declaring that the ultimate happiness lies in the realization of the common social objective but through various ways and means asserted and reasserted the same to ascertain the effect. It is also interesting to note that the chief impetus for performing duties came from the sense of spirituality that forms the core of the Indian culture. Greater goals were obviously honoured because the cause was mighty and worthy.

The huge gamut of corporate entities and their activities based on social responsibility were governed by leaders whose ideal was defined by the concepts of *Râjarshi* leadership which they tried to follow with varying degree of perfection. As a result, for thousands of years India was at the top in all spheres of human development and also in the world economy.[67] The core concepts that made that happen are still relevant in the wider sphere. The great historian Arnold J Toynbee opines-

'It is already becoming clear that a chapter which had a western beginning will have to have an Indian ending if it is not to end in self-destruction of the human race. At this supremely dangerous moment in human history,the only way of salvation is the ancient Hindu way…so now we turn to India--this spiritual gift,that makes a man human, is still alive in Indian souls.Go on giving the world Indian examples of it'.[68]

Keeping in conformity with Toynbee's exhortation it seems that the socially responsible *Râjarshi* Leadership concept has a wider global relevance to bring some peace and order into the present chaos.

If our nation is to put forward an Indian Art of Management for the serious consideration of the world and if India is to 'be the leader in a new world-phase, aid by her example and cultural infiltration…and spiritualise the human race'[69] it is imperative that we give adequate stress on thisindigenous leadership concept in our management education curricula as well as in our corporate development programmes so that we may have the right kind of leadership in our organisations.

(The author acknowledges with gratitude the contribution of some of his colleagues in shaping this article)

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A New Look at Careers Across Cultures: Eastern vs. Western Approaches

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Abstract

Culture is all about values and beliefs which one acquires from near-and-dear ones, likeparents, siblings,kins, -the process known as, encultarisation, alternately, which one acquires from workplace peers, associates, higher-ups and external environmental surroundings, -the process known as acultarisation. Career refers to a composite of jobs, vocations that a person undertakes during the life-span. Studies reveal that approaches to one's career are influenced by one's culture. From this standpoint therefore, culture is a key driver to one's career-trajectory. Interestingly, this differs across countries in the globe. Eastern approaches are those of classical traditionalists who tend to follow an orthodox, chartered path while Western approaches tend to be modernistic and varied who drift from hackneyed road-maps and are relatively more prone to venture into the unknown. Western cultures are highly independent as against Eastern cultures which are inter-dependent. In Eastern cultures, people expect organizations to be instrumental in shaping up their careers while in Western cultures,people are quite often exposed to hire-and-fire situations. This prompts a cross-cultural career-perspective in a transnational context. Holistic development of the human personality, through cross functional exposure and learning is the cardinal principle on which is based the policies and procedures of an organization. There are other issues too. Career seeking millennials are sometimes reluctant to confront, ask tough questions and challenge managerial leadership. They make safeguard their stakes for a better career-just as much a mature workforce may retain their silence for job security. A mix of both driven by performance provides organizations a healthy portion of assertive professionals. There has been a changing perspective both in the Eastern and Western scenes in so far as women careers and aged employees career paths and many shibboleths sorted out. Unlike East, US labor have shown upswing in careers above 65 years' personnel. The purpose of this research paper is to delve into the practices prevailing in the Eastern and Western parts of the world so as to typify the cross-cultural career perspectives which are commonly seen in various locations and thereby bring out similarities and sharp disparities if any when it comes to culture shaping one's career depending on where the person originates from.

Keywords: *Culture, Career, Cross-cultural Perspective, Eastern, Western.*

Introduction: Career approach is associated with many dimensions (Arthur and Rousseau, 1996; Higgins, 2005; Mainiero and Sullivan, 2006). Research on expatriate careers (e.g. Brewster, 1991; Osland, 1995; Tung, 1987) exemplifies an international-perspective. Careers in different places are culture-bound (Berry, 1997; Brett, 1997). Different countries have different norms. Employees also manifest various cultures. It is always desirable that these two aspects should be in sync. In Asian Countries gender socialization play a vital role in employees perception towards work-life balance and coping strategies are individualized. American multinational companies focus on flexible working hours. In contrast, Indian companies emphasize on employee welfare practices. Baby Boomer (Born between 1944 and 1964), Gen X (Born between 1965 and 1979), Millennial (Born between 1980 and 1994) and Gen Z (Born between 1995 and 2015) exhibit different career perspectives(Acharya & Jena, 2019). The paper discusses such various perspectives.

Literature Review

Huge work done by many authors listed below were studied. They were of the opinion that males and females differ in their approaches toward their respective careers (Brewster, 1991; Osland, 1995; Tung, 1987; Mendenhall et al., 2002; Tung, 1998; Stahl et al. 2002). International career is sometimes characterized by stress and adjustment of personality (Dickmann and Harris 2005; Vance 2005; Janssens et al. 2006; Janssens 2005). The general view revolved around the fact that self-initiated international career can be sometimes risky than company allotted expatriate assignments (DeFillippi and Arthur 1996; Lazarova and Tarique, 2005; DeFillippi et al.,2006; Moore and Birkinshaw, 1998). Eastern approaches towards career has been inter-dependent against Western approaches which tend to be independent (Carr et al., 2005; Tung and Worm, 2001; Lazarova and Tarique, 2005; Inkson et al., 1997; Myers and Pringle, 2005; Richardson and Mallon, 2005). People working in the Eastern part of the world are more concerned with organizations shaping up their careers while people in the West are self-driven and demonstrate to venture out in areas left unexplored hitherto (Carr etal., 2005; Suutari and Brewster, 2000). Countries like India and few others often have a unique practice of female managers / employees, at large, being influenced by their respective husbands, parents and in-laws when it comes to migrating abroad on expatriate assignments (Nath, 2000; Ozbilgin and Healey, 2003; Burke, 2001; Chudzikowski et al., 2006; Thanacoody et al., 2006; Noordin and Williams, 2002; Valentova, 2005; Khapova and Korotov 2007; Lirio et al. 2007). The aspect of glass-ceiling pertaining to women have been gently disappearing even in conservative Indian cultures (Nath, 2000). Women in traditional cultures often take refuge to an academic career-trajectory thereby trying to remain insulated from commercial corporate vibes which can result in male-dominated bickerings. Different age-groups of employees, according to the generation in which they belong to, exhibit various career-aspirations (Acharya and Jena, 2019)

Research Objective

The objective of this paper was to study the cultural differences in career perspectives across locations, East versus Western parts of the world, and in the process minimize the risks of expatriate and repatriate failure for both males and females.

Methodology

The study resorted to perusal of secondary data from previously done research in this area and also primary data by interacting with certain expatriate managers through informal and semi-structured interviews.

Findings

The study revealed core issues in cross-cultural career perspectives. On the international canvas, the culture differs from company to company and hence career perspectives will be company-specific. In certain situations, late office coming is the unwritten rule, so employees can optimize work-life balance by customizing working hours to suit their convenience. In Germany, employees do not prefer interruptions; they take decision through discussions: they are more concerned about collective decision. In Austria however, hours of work is restricted. Employers are also very careful about engaging employees; they do not go beyond scheduled working hours; the country values family culture. As is said, Germany prefers the concept of 'Living to Work' whereas Austria is guided by the philosophy of 'Working to Live'. Germans are organization obsessed and rank obsessed. In Germany, 25 days leave is fixed. Employers are concerned about employee experience. There is a dearth of talent in Austria:proper skill set is not available. Digiltalization is a matter of priority. In Europe people are retiring at superannuation age though there is no workforce to succeed. Companies have started providing incremental benefits and amenities like working from home, flexi work-timings, spouse-sharing of work, etc. The work ambiance is nice, green work environment. Entrepreneurial competition is organized to explore talent. The career trajectory for women in European countries is smooth compared to the Eastern part of the world as there is provision of sabbatical during maternity. Lady employees can avail part-time jobs post sabbaticals. Based the foregoing findings,people charter their careers for progression and development. Western countries in particular are populated by organizations and workplaces which are "smarter" and more efficient. In such locations therefore,repetitive jobs are being replaced by intelligent systems. This calls for erstwhile employees in such traditional jobs earlier,to acquire new skills to fit in to the new system. Modern technologies in the West like artificial intelligence, deep learning, robotics, etc., have ushered in mind-blowing possibilities, new solutions to global challenges and have created employment opportunities for jobs that have not yet existed. Concurrently, with such revolution, has arisen the peril of unemployment for jobs and skills that have become obsolete. So, employees migrating abroad need to be conscious of this change and prepare themselves depending on locations where such fascinating technologies have already come to stay. Baby Boomers are less technology prone, Gen Xers are caught between the dilemma of family obligations and career aspirations, Millennials communicate digitally while Gen Z are more savvy to disruptive technologies.

Limitations of the Study

The present study has been qualitative in nature and restricted primarily to secondary data retrieved from literature on records. The time-frame being a pressing factor, quantitative study could not be undertaken.

Scope for Future Research

Discussions of newly emerging career phenomena ought to be delved into, such as "boundaryless careers" (Arthur and Rousseau, 1996). Statistical analysis on how men versus women in various managerial positions across countries and various organizations have advanced themselves in the corporate hierarchy and career graph can be indulged in and attributing factors can be identified as triggers to such progress.

Conclusion

This study analyzed cross-cultural career perspectives in terms of expanding traditional facts and elaborated on various nuances of career approaches both from Eastern and Western aspects in today's world. It is imperative that organizations have clearly crafted out career-paths for their employees both inland and overseas so that there is no culture-shock while migrating abroad and also devoid of repatriate culture-shock and failure. Only when a dispassionate and objective plan is worked out by organizations and comprehended by employees that it will lead to a "win-win" situation for individuals and respective companies. Males and Females have specific career-aspirations and family-contingencies and it behoves on organizations to carefully study such motives so that hopes and expectations are not belied later. Different generation of employees also manifest distinct career perspectives which organizations need to be sensitive to.

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Perspectives

Imminent Transformation of Tax Functions: Are You Ready?

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In the recent past, tax has become an important element of corporate governance from financial and reputational standpoint, keeping hold in mainstream media, government bodies and boardrooms. The tax function is evolving, keeping pace with changes in business and tax regulations.

a) Signals of Change

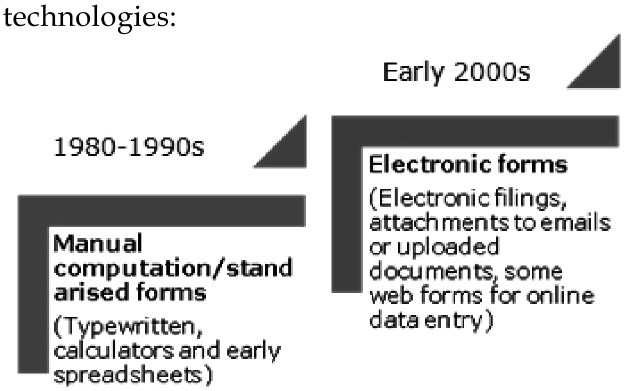
It is hard to miss the signals of change concerning tax. In the last few decades, the regulator of each country has put enormous amount of time and resources to keep the tax laws contemporary. This need arises due to evolvement of new complex business models, adoption of new accounting standards, competitive environment to attract foreign direct investments, uncertain economic and political climate, etc. It has become equally onerous on the taxpayers to be conversant with these constant changes and implement in business with an agile approach.

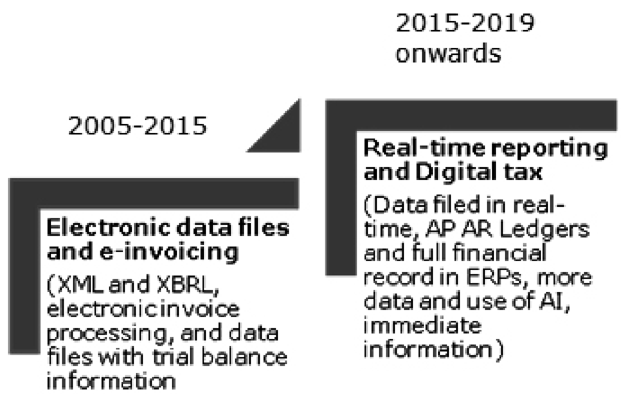
b) Journey so Far

Tax has always been seen as a social responsibility of every individual and business who carries out their economic activity in a particular country and benefit fromthe economic resources of that country. Tax evasion is unlawful and easy to curb with legal means; however, tax authorities are now more focusedon curbing tax avoidance, which does not fit within the four corners of tax laws. The scope of tax function has really widened after OECD and G20 led efforts to improve transparency, curtail aggressive tax planning and address the issue of BEPS. Further, new tax regulations focusing on digital or digitally supported business models make things more challenging for businesses.

c) Embracing Technology

Pressure on the tax function may be rising, but the good news is that recent technological advancements are enabling new solutions. The below exhibit showcases how the tax function has evolved in terms of adoption of new technologies:





Reference source: Deloitte analysis

Apart from the above, the emergence of new disruptive technologiesis really changing the paradigm of the tax function.In order to manage the significant compliance and data requirements of tax authorities, tax functions are now focusing to extract consistent, precise and real-time data of the businesses through technology aids. Algorithms are delivering tax expertise and knowledge, while robots will take the strain by relieving humans of manual processes. Tax professionals are now focused on framing strategy, working with their machines to deliver valuable insights to the business. The future of the tax function will certainly be machine-human collaboration.

d) The big picture – Expectations from tax professional as business enablers

Nowadays, the KPI of the tax function is not only to manage ETR, but also managethe compliance cost through automation or outsourcing routine functions, data management, embrace and adapt new technologies, actively integrate with other functions and get adequate attention of the top management in drawing effective tax strategies for the business.

The future tax professional would requirethe following skills, among others:

Tax technical: It always remains the basic requirement for any tax professional to beconversant withlocal and international tax regulations. Of course, the complexity and frequency of change has significantly increased in the recent past. The tax professionals needs to have zeal to always remain technically updatedby attending trainings and regular reading. Skills to apply tax knowledge and envisaging tax implications for the businesses is the real key.

Holistic mindset: For any business decision, multiple facets of tax laws need to be evaluated. The ambit of tax laws has become so wide these days that it is humanly impossible for anyone to be specialized in all the tax laws such as corporate tax, indirect tax, personal tax, international tax, etc. It is not effective and efficient for tax professional to just have a broader knowledge of all tax laws. In this age of super-specialization, the tax professional can seek for "T-shaped"tax skills wherein the vertical bar denotes the specialisation of the respective tax professional and horizontal bar represents the broad knowledge base and ability to collaborate across disciplines.

Business understanding and acumen: Nexus and value creation are the important principles based on which countries derive their taxing rights and collect taxes. Deep understanding of business functions (especially value and supply-chains) and respective industry is the need of the hour, so that the tax function can effectively put in place tax structures after understanding the value drivers. Further, tax professionals need to have business acumen to manage compliance costs, considering the significant increase in compliance requirements. The tax function, generally,hasa limited budget to operate, and hence, artful deployment of such budget is a sought after skill. Hiring, outsourcing, deploying new technology, managing cash flows for tax demands, etc. are critical business decisions expected from a tax professional.

Tech-savvy: Technology is no more at the periphery of any business; rather, businesses are now being evolved around technology. Organisations are constantly thinking of digitalization of their businesses and putting aside significant annual IT budget allocations.

Further, disruptive technologies such as block chain, cloud computing, RPA, AI, big data, IoT, etc. have changed the rules of the game,with even tax authorities grappling to understand the implications arising from these. Therefore, tax professionals, nowadays, are expected to be aware of existing and emerging business technologies, although not expected to have programming skills.

Soft skills: Tax is not a back-end support function any more. Tax engages and collaborates with top management and other business functions in all key matters such as expansion, price setting, business structuring, supply-chains, mergers, acquisitions, etc. Therefore, tax professionals require soft skills for collaboration and effective communication. Further, agile adaptation skills are required for business transformations; therefore, tax professionals have to be innovative, remain flexible and open mindedabout the frequent business changes.

The role of academia

Colleges, universities and professional bodies offering various tax courses will have to impart not only technical knowledge to aspiring students, but also facilitate understanding of evolving business models/needs as a part of their curriculum. The following features especially deserve consideration:

1. **Quick updates of tax curriculum** as per business requirements;
2. **Imparting knowledge of evolving supply chains** by inviting business and industry experts;
3. **Hone IT and soft skills**; and
4. **Mandatory practical training for students** through tie-ups with various organisations or tax consultancy firms to impart at least six months' internship in tax functions.

The academia is strategically placed right at the evolution of students, and hence, are expected to do the heavy lifting of imparting knowledge and provide adequate exposure, before the students come out as tax professionals to venture into the battleground of business. The academia also has the ability to cultivate interest in aspiring students, and thereby, attract better talent towards the tax profession.

Getting started

Although, there is alot of ground to be covered, to build a true character, basic human values and the moral obligation to pay fair share of taxes for development of the society, should be the starting point and should not be disremembered in this journey.

Disclaimer: *Views expressed herein are of the authors' and not of their employer or any other professional/social organisation of affiliation.* ■

Effective Reward & Recognition Programs – Overcoming The Dilemma of Role Importance vs. Individual Visibility

Dhrubajyoti Majumdar

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Introduction

It is a well accepted fact that sound reward and recognition programs are having a far reaching impact and positive correlation on employee engagement and retention across hierarchies in any organization. Organisations, in order to enjoy a competetiveadvantage over its contenders keep on revisiting their existing R&R (Reward & Recognition) programs at the same time devising new programswhich can be best fit for its employees.

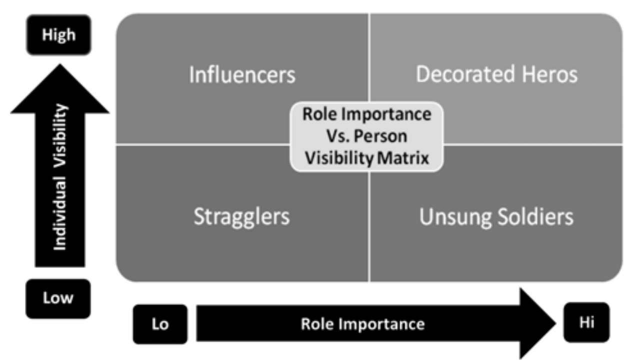
Unfortunately, despite all diligence in designing and administering, most of such R&R programs are highly prone to be a mere formality or accused for high level of subjectivity (***one of my colleague correctly named it as "Case to Case – Face to Face"***). Most of the time, Managers are blamed for taking part into these exercises knowlingly or unknowlingly by overlooking relative merit of the case, which ultimately culminates into ***Case to Cade – Face to Face*** or subjective decisions. Let us make a deep stick investigation in order to figure out the possible causes which can make any R&R initiatives a counterproductive one.

Case to Case – Face to Face – what is it?

As a HR Manager,most of us are accustomed with the above, though very delicately we avoid the exceptions and subjectivity.

Let us try to examine how the reward and recognition policies vary based on two broad variables namely :

1. Role Importance
2. Individual Visibility



Let us a have journey through above **2 X 2 Matrix**in which all the quadrants are labelled against their degree (High or Low) in respect of **Role Importance (RI)** and **Individual Visibility (IV)**. Objectives of Rewards and Recognition programs for all the four levels are different in nature.

Scenario I – High RI & High IV– Such person can be labelled as '***Decorated Heros***' for any organisation. Most of the people in leadership position or aspiring leaders are being located into such quadrant. Majority of the organisations are pampering their ***'Heroes'*** to keep them engaged and motivated by using following R&R interventions.

Objective of the R&R Program:Sustenance of Motivation, enhanced engagement and resultant retention of 'Decorated Heroes'.

- Both intrinsic as well as extrinsic motivation
- Faster career growth and constituent reward and recognition.
- Retention Bonus plan and Stock Options as a tool to increase their overall compensation package.
- Promoting their organisational recognition which in turn reinforces their societal recognition and acceptance.
- Continued scope for interaction with senior management to enrich their knowledge base at the same time enhance their visibilities which act as a deciding factor in deciding type and quantum of R&R.

Scenario II – High RI & Low IV – It can be presumed that most of the HR professionals have come across ***'Unsung Soldiers'*** with High Role Importance but Low (or can be Lack of) Individual Visibility**.**

Unfortunately, such employees constitute the largest chunk fitted in the Bell Curve. Organizations are hardly bothering for their retention but pathetic truth is, attrition in sizable numbers of ***'Unsung Soldiers'*** weaken the bottom line of operation in any organization may be they are Sales Executives of a FMCG sector or site Engineer of a Project organisation or may be a Shift Officer of a Press Shop Unit of a factory.

Most of the organizations adopt following R&R measures mainly focused at maintaining minimum level of motivation.

Objective of the R&R Program: Focus is mainly on Intrinsic Motivation and minimum engagement and retention of '*Unsung Soldiers*'.

- Mostly usage of verbal praise or appreciationto boost motivation superficially
- Only average reward administration coupled with low to moderate career progression
- Reward and recognition programs are used on a piecemeal basis rather than structured intervention.
- Training is used as a retention tool rather than honing competencies
- Restricted developmental initiative for equipping ***'Unsung Soldiers'*** for a long term employability.

Scenario III – Low RI & Low IV– Most of the organizations are having people holding the position of ***'Stragglers'*** with low Role Importance and Individual Visibility.

Think about positions, may be of a Data Entry Operator or Computer Hardware assistant; day in and day out discharging mundane repetative operations with very little scope of innovation or creativity.

The question is whether the organizations are serious enough to hone their competencies (both technical and behavioural) through structured developmental interventions (majority of organization don't even have such programs for '***Stragglers***'), or at all it is having R&R programs meant to be focused to these target audience. Due to lack of developmental opportunities coupled with low recognition, such chunk of staff are suffering from '***Low Self Esteem'*** and feeling of Uneven distributive justice. Such employees are commonly falls under '***Actively Disengaged Employee***'.

Scenario III – Low RI & High PV - An organization is a conglomeration of people with various persona, values, beliefs and interest. However, within a huge population, some people are like to be noticed by the management or key stake holders. Sometimes, these set of people correctly named as ***'Influencers'*** appeasing the leaders to manipulate resources or to secure resources.

Despite their low Role Importance they easily catch attention of others, may be due to this reason it is observed that some of these positions are enjoying more authority than the '***Unsung Soldier***' due to the fact that '***Influencers***' are very skilful to make their presence visible and amplify their contribution to the right forum to secure the individual benefits.

Objective of the R&R Program: Focus is mainly on Extrinsic Motivation and high engagement and retention.

- Reward and recognition is entirely based on ***Face to Face*** basis. The degree of Individual Visibility decides the degree and quantum of rewards and recognition.
- Recognition in the form of safeguarding their roles by switching from lower importance role to a higher one (the terminology of Job Enlargement or Enrichment is not ideally applicable here). (May be due to this reason, in last decade, Front Office Executives or Receptionist (of course capability of Pseudo Leadership) are re-designated or refitted as Administration Executive or even absorbed in HR department based on their degree of PV (Individual Visibility).
- Training is used as a tool to equip them just to swim with the people with high Role Importance named as '***Unsung Soldiers***'
- Talent management programs are selectively used for these set of employeesto upgrade them to the first quadrant of '***Decorated Heroes***'.

In order to overcome this dilemma, the organization can device and deliver R&R policy with following essential ingredients

- Reward and recognition policies must be based on objectively set criterion.
- It should maintain immediacy
- Reward and recognition policies should focus specifically on the '***Decorated Heroes***'who are going to affect the top end of the organization.
- R&R policies must address properly the requirement of the '***Unsung Soldiers***' whose sustained contribution affects the bottom end of the organization. Contribution of such soldiers cannot be overlooked as no one knows, when they glitter and shine like a hero.
- R&R programs must not promote a climate of appeasement or a channel to protect some cross section of employees facing obsolesces. Adequate precaution must be adopted to deal with ***Influencers***
- '***Stragglers***' should also to be covered under R&R policies to boost up their morale and which can in turn ramified into greater contribution to organizational success.
- R&R programs must not falls in the net of ***Case to Case (Role Specific)*** or ***Face to Face (Position Specific)***

In a nutshell, it can be summarized that any Reward and Recognition Program must pass the filter of the above areas not only to achieve the results for which it is designed but it should also earn the credibility of all section of employees by achieving a positive distributive justice. ■

Case Studies

Corporate Social Responsibility: Case of SREI Foundation Work

Bikramjit Sen
Deputy Director, SREI Foundation

Background of CSR

From th Although giving back to the society by businessmen had been there since almost the beginning of the profession of merchants, once businesses were being run by corporate entities, certain industrialists had started giving back to the society through **formal** arrangements in the form of endowments or trusts established by them and primarily controlled by themselves and their close associates, in the 19th century itself. This had formalized the activity hitherto fore existing in a disorganized manner. However, the term "Corporate Social Responsibility" is widely acknowledged to have been first coined in 1953 by Howard Bowen, an American economist.

With industrial revolution, business activities centered around factories started creating inconveniences to the society – through acquiring land which could otherwise be utilized, creating pollution and displacing habitations or even animals thereby creating imbalance in the nature's eco system. With rapid progress in industrialization such damages started assuming important proportions.

This gave rise to serious discussions on the social responsibilities the businesses need to pay attention to. It was gradually recognized that businesses have obligation towards society in terms of economic and human values which they ought to fulfill.

In India some of the well known business groups have been giving back to the society since long without having to be reminded of their responsibility. For them this was built into their business philosophy which many a time paid them rich dividend through improved motivation of employees and their loyalty.

Increased attention on companies' role

Since mid 1960's certain industrial accidents (e.g. oil spills, toxic dumps, polluting factories and power plants) led to a wise spread loss of confidence in business managements the world over and the discussions on CSR started gaining serious attention.

India sets an example

India is the first country in the world to make corporate social responsibility (CSR) mandatory, following an amendment to the Companies Act, 2013 in April 2014. Businesses can invest a mandated part of their profits in areas such as education, poverty, gender equality, and hunger as part of any CSR compliance.

The amendment notified in the Companies Act, 2013 requires companies with a net worth of INR

500 crore or more, or an annual turnover of INR 1000 crore or more, or net profit of INR 5 crore or more, to spend two percent of their average net profits of preceding three years on CSR.

Prior to that, the CSR clause was voluntary for companies, though it was mandatory to disclose their CSR spending to shareholders.

The list of activities considered as eligible for fulfilling CSR obligations have been mentioned in the Act and clarifications issued from time to time.

SREI Foundation is a Public Charitable Trust and was founded in the year 2001 under the guidance of Dr H. P. Kanoria, Chairman.

SREI Foundation emphasizes on its mission "Service to Humanity" by providing Medical Assistance, Educational Support Healthy sanitation, developing Hospitals, Schools, Medical Centres, etc.

Role of SREI Foundation

SREI Foundation is engaged in multifarious activity with a dynamic approach towards creating value and developing building blocks for the nation. The three major areas of activity are :-

- Education Promotion
- Healthcare & Wellness
- Social & Economic Welfare

Social & Economic Welfare

Acid Survivors & Women's Welfare Foundation

Acid Survivors & Women's Welfare Foundation (ASWWF), registered as a non-profit organization was established on February 2010 at Kolkata. It is one of the leading NGOs in India for prevention as well as for providing holistic support to acid survivors through a network of chapters and partners.

ASWWF's scope of work was expanded and it has now been working to mitigate all forms of violence against women through carrying out advocacy and prevention campaigns to raise public awareness to usher in changes in attitude towards women by working with communities and other stakeholders in supporting, developing and implementing strategies that would reduce and eventually stop this crime.

ASWWF extends assistance in the physical, psychological and social rehabilitation of women victims of violence and those who are economically disadvantaged. SIRAGU aims to empower these under-privileged women with skills and provide them the infrastructure to be financially stable thereby enabling them to uphold their human rights and live a life of dignity and honour.

The Inspiring Story of Reshma Khatun

They say life only starts at the age she was in but Reshma's life came crashing down at such a tender age. She was only 19 years old when Reshma Khatun was attacked by acid on 11th December 2014. She was staying at Siliguri, Darjeeling , with her mother (single parent) and a younger brother aged 11 years. At this tender age, she was already fighting against all odds and was the only earning member of the family after her father.

Although they came close to each other, Reshma decided to end the relationship when she came to know that Manoj was already married. Manoj could not accept the rejection and wanted to take revenge by throwing acid on her. On the day of the attack Reshma was going to work when the accused, Manoj came on a bike along with his friend Montu and threw acid on Reshma and disappeared.

Reshma had to go through series of surgeries and her family sold all the gold ornaments, and spent all her savings for her treatment. Reshma's dream was to lead a normal life with DIGNITY and support her family as she was doing before the attack.

Subsequently ASWWF stepped in and took up her case as a challenge. Through its special contacts, ASWWF arranged for her treatment at Sankar Nethralaya at Chennai by arranging to pay for her journey and stay at Chennai along with her mother (she could not travel alone as she was already blind). At Sankar Nethralaya she underwent 5-6 stages of surgery at different intervals starting from March 2016 till July 2018 and fortunately, her vision could be substantially restored.

Subsequently she was provided with skills training in computer with the help of a Bengaluru based NGO and has been employed by a leading group of hotels at Delhi.

In 2019 she got married and as per latest information, she is expecting a child

Reshma had always high hopes; we too have it for her. **She is absolutely an inspiration**, a motivation for those who think there is nothing after darkness. She has proved the fact that there is always ray of hope after the long dark tunnel you are to travel.

Education

ASWWF has tied up with a private university from Chennai for providing free of cost education (including stay) for graduation and post graduation to survivors of acid attack. ASWWF provided them with laptops for their studies and also helped them meet their expenses for treatment which had to be continued.

Six survivors have completed their graduation / post graduation and two are already gainfully employed.

Free Surgery

In 2017 ASWWF had joined hands with several other voluntary and commercial organisations for organising a free plastic surgery camp at W Pratiksha Hospital, Gurgaon where more than 80 surgical procedures were carried out, with many patients receiving free surgery for burns and acid attacks to the face.

The surgeries were carried out by Interplast UK - an international organisation of Plastic Surgeons and associated professionals who provide free reconstructive surgery for underprivileged patients in the developing world. They had brought a team of Surgeons, Anaesthetists and Nurses to work for two weeks here.

ASWWF We have for the **first time in the world** brought out a Trauma Informed Care Kit (TICK) **for proper handling of acid and burn survivors** which was funded by a firm based in Canada. The Kit consists of a book printed in recycled paper and using vegetable ink and a DVD which apart from graphically explaining the concept also shows few cases of survivors and their families speaking for them. The DVD seeks to explain the subject through interviews with senior Psychiatrist as also senior plastic surgeons all over India.

The KIT has been well appreciated by practitioners and stakeholders in India and abroad.

SIRAGU – Wings of Change

SIRAGU (meaning wings in Tamil) is a not-for-profit venture of SREI Foundation through its initiative ASWWF for public welfare and charity which aims to empower women by providing them a unique platform for self development and independence.

SIRAGU started in February 2018, is focused on the upliftment of women living in the urban slums and survivors of acid violence in Chennai. This initiative has been launched in its Training – cum – Self Help Centre at the opposite side of the Central Railway Station in Chennai. SIRAGU had initially identified more than 40 women from urban slums of Chennai for this programme which will be expanded to benefit more constituents in the near future.

Swayangsiddha - Rehabilitation of Rescued Trafficked Girls

SREI Foundation ensures "Women Empowerment" by initiating and donating funds for the rehabilitation of rescued girls / women who were trafficked from South 24 Parganas district. The SWAYANGSIDDHA programme was implemented in association with North 24 Parganas Police Department and Goranbose Gram Bikas Kendra (GGBK), an NGO based out of Canning, South 24 Parganas.

A total of 22 rescued girls/women were helped with the funds donated by SREI Foundation. All the rescued girls/women acquired necessary skill sets and started their own businesses in the various fields like rearing goats, sewing and selling readymade garments, running beauty parlours, kirana shops, cycle vans etc.

In the second stage another 30 such women are being provided with necessary support for rehabilitation

Solar Charkha Mission

The Solar Charkha Mission, an initiative towards the self empowerment of the women of the rural village named Baraiya, Bihar was launched on 1st of April, 2018, Sunday in the glorious presence of ministers, industrialist, social workers and thousands of rural people. The rural village of Bihar, Baraiya witnessed something like this for the first time in their entire lives and with it a ray of hope and light started entering their lives. For them it's real good news because for the first time solar charkhas are being installed for the women to empower them, made them self dependent and independent economically. This will be a milestone for the future of the women living in villages. This project will allow the women to cut threads in these charkhas and sell them to the government directly which gives them a chance of earning Rs. 200-250 per day (6k-10k approximately). Dr. H P Kanoria, the honorable Chairman of the SREI Foundation and the key person behind this project himself hails from Baraiya.

Suryodaya Schools

In India millions of children and adults remain deprived of educational opportunities, many due to poverty. We strongly believe that everyone has a right to be educated and if appropriate environment and education can be provided, they have a better chance of becoming self-reliant. This, in turn, would translate into a better society to live in.

Suryodaya Trust and SREI Foundation jointly manage two schools at Kolkata, with over 700 students. The schools draw student from the surrounding urban slums, i.e., essentially from under privileged backgrounds.

To create the right ambience for education, special care has been taken in ensuring proper cleanliness and healthiness. The students are provided with nutritious free mid-day meal. Text books, note books and school uniforms are provided to the students at subsidized rates. A very nominal monthly fee and admission fee are charged from the students.

Curriculum on Ethics & Values

In collaboration with Global Ethic Foundation we have started implementing a Curriculum on Ethics & Values at our Sri Hari Global School run by us – for the first time in the country and will be implementing in other schools also.

World Confluence of Humanity, Power & Spirituality

The Confluence, first of its kind in the world with conglomeration for great issues on humanity, power (inner & outer) and spirituality was held every year since 2010 with great success and acclamation.

Distinguished luminaries from different communities and all religions across the world shared their views that every religion propagates service to humanity, moral and social principles having its own path leading to one cosmic reality. This is a spectacular Confluence where all streams of thought converge irrespective of religious persuasion, inclusive of all disciplines whether belonging to science or humanities, sacred or secular, social or cultural, political or economic; highlighting unity in diversity and diversity in unity.

The confluence accords a special place to women who are a source of inspiration, love and selfless services. The theme of the confluence over the years orbits around service to humanity and essentialism of spirituality. ■

Gap Analysis: A Case of BSNL

Dipak Saha
Globsyn Business School, Kolkata

Theory & Grounding of Ideas

There is wider scope and potential of growth of the services in the developing country like India. The Indian telecommunication sector is the second largest in the world. Services are deeds, processes and performances (Zeithaml and Bitner, 2003). Broadly speaking, "services are economic activities that creates value and provide benefits for customers at specific times and places as a result of bringing about a desired change in or behalf of the recipient of the services" (Christopher Lovelock, 1983). Indian Telecom industry has undergone a transformation change in last few years especially after the concept of privatization and strongly felt the need of customer loyalty. This need was felt due to availability of enormous number of market players in India. This stiff competition has compelled the service provider to compete in the market and to differentiate themselves on the basis of a factor other than price. Hence, the concept service quality has arises and gained attention. Better service quality provides competitive advantage to the organization. Any service organization can differentiate itself by providing high quality service.

In this Scenario, if service providers would not put their endeavor in differentiating them from competitors, customers are more prone to switch to other competitor. Success of a service provider depends on the high quality relationship with customers (Panda, 2003), resulting in determining customer satisfaction and loyalty. Building long term relationship becomes a necessity today due to fierce competition in the market and hence customer loyalty is a growing concern of today.

The present case research aims to highlight the expectations and perception in telecom sector in the context of customer service quality in BSNL. This study is an attempt to analyze the impact of service quality gaps on loyalty and attract the attention of practitioners towards of service quality

Service Quality Gaps: BSNL

Discrepancies amongst the BSNL users are found in the context of prior expectations and actual performance of the product in Kolkata BSNL area. The quality of service offered is not actually matches with the customer's expectation.

Gap exists in the process regarding the perception of service quality desired by customers and the services required to deliver by BSNL.

BSNL: A Beginning

Telecom sector in India was a 100% government owned communications sector. The government of India made telecom into a corporation in October, 2000 and named it Bharat Sanchar Nigam Limited. Installation of quality network in the country, BSNL was the best solution in the history to every nook and corner of Rural & Urban cities in India. BSNL is also known as the most extensive network provider and broadband services. Telecommunications is one of the fastest developing sectors in India, growing at an average annual rate of 140-150%. The world began to witness the changing phase of the telecom industry in India since 1994, when the Government initiated the New Telecom Policy, with a broad objective to enable availability of affordable means of communication for the citizens of the country.

One of the important objectives of New Telecom Policy-1999, was to separate the service providing and regulatory functions of Department of Telecommunications. Subsequently, exclusive telecom service providers were floated to deploy the restructuring strategies in the sector, complying with the objectives laid down by New Telecom Policy - 1999. The policy separated the service providing function and the policymaking & licensing function of the Department of Telecommunications. Subsequent to the announcement made in New Telecom Policy- 1999, the government started issuing licenses to multiple private service providers to provide services in each telecom circle. Consequently, the private service providers kick-started their operations in 2000.

With liberalization and subsequent de-monopolization in the telecom segment, the scene changed from single-player market to multiple-player market. The private players not only disturbed the monopoly position of the government owned service provider, but also captured a big share of their market. While the private players are building their strengths on the value-added services to capitalize on the existing situation, the government owned service provider, Bharat Sanchar Nigam Limited (BSNL) is pulling up its sleeve to fight the competition. As the number of players increased in the fixed line segment, the level of expectations of the users has also increased, since in a competitive environment, the consumers not only have the luxuries to exert their preferences, but also possess a better bargaining power. To match the expectations of the consumers, the players have started providing them with a plethora of value additions, apart from the basic service offerings.

This is acting as one of the major differentiators in the process of service delivery that promises a competitive edge to the service providers.

Market Performance

BSNL is reported as a loss making organization since the financial year 2009-2010. BSNL report on their financial loss came up as a big concern and the company took a resolution to improve the service and customer interface to eradicate the companies decline. Since, 2009, BSNL is working on how to begin with innovative ideas to improve their position.

Rehashing Discussions & Implications

Survey was undertaken using quota sampling and respondents area were divided into four categories- North Kolkata, South Kolkata, Central Kolkata & South West Kolkata and then each categories were segregated into various subgroups.

Care was also taken to ensure the number of respondents from each stratum to make it proportionate to the size of the stratum in relation to total population to actually have greater precision (or smaller sampling error) level.

The study indicates that there exists a significant gap between the expectations and perceptions of customers regarding the quality of service provided by the BSNL. Of the five dimensions in the service quality, there exists remarkable gap in all dimensions of BSNL offered service quality, leads to face failures in retaining customers.

A constant observation of the service quality dimensions reveals that BSNL is substantially lagging behind the competition. Out of the five service quality dimensions, BSNL has achieved less than average score on all the five dimensions. BSNL is continuously underperforming in terms of the quality of service delivered to customers since 2012. Therefore, BSNL is not paying significant attention to explore the reasons for the below average performance.

Gap analysis – BSNL telephone services

The gap between the expectations from a telephone service and the satisfaction derived from the use of BSNL telephone service were found to be significant. The test was conducted at a significance level of 5%. The following **exhibit: I,** shows the expectation-satisfaction gap in the service delivery with respect to different parameters. It is observed from the analysis, that there is a significant difference in the expectation and satisfaction levels of the users with regard to all the service parameters.

Exhibit 1
Expectation-Satisfaction Gaps in Service Delivery

Pair	Mean	S.D.	Std. error Mean	95% C.I. of the difference		t (df=200)	Sig.
				Lower	Upper		
Expectation levels and Satisfaction levels	17.5885	4.82682	0.31767	18.0246	20.3694	49.054	0.001

The user of BSNL users are found to be most dis-satisfied with respect to the services offered & designed for their customers. The users of BSNL are quite dis-satisfied with respect to availability of value added services and customer care services.

The users are also dissatisfied with the Tariff structure designed to offer. Customer service strategies are found to be ineffective in managing and maintaining quality in the service delivery process. BSNL is using old technology instead of using the state-of-art instruments with compatibility to all the value additions offered by the service competitive telecom service provider.

An Ending & A Beginning

- The market condition reveals that BSNL is mot focusing more on enhancing the interaction points in its business units.
- There is a lack of sense of belongingness amongst the customers towards the service provider. No strong market research activities prevail to constantly monitor the needs and requirements of customers and communicate the same to other departments of the organization.
- No marked-based inputs are received to design and development of new offer to customer.

- Front line employees are also not fully aware of the customer expectations of service performance.
- Considerable gap in service delivery process exists to prompt responsive action on part of BSNL employees in responding to customer requests. No adequate attentions are there in enhancing the rapidness of service delivery process.

Limitations and Future Research

The present case is developed, based on the data received from Kolkata telecom sector which, therefore, may raise concerns about the generalization of results. Similar case research may also be replicated in other geographical areas covering different sectors of an economy.

Second, all the key performance indicators in present case research are measured subjectively. Therefore, the observations offered in the present case are strictly situation specific perceptual observations of the author.

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Book Reviews

The Polymath: Unlocking The Power of Human Versatility

(Writer - Waqas Ahmed, Publishers: John Wiley & Sons, Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom. Price: RM 121.50)

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This is an unique attempt by the author to address the topic of Polymath. The lexicon mentions a polymath as a person of wide knowledge or learning. According to the author,the main reason for his writing this book is a provocation of thought. He invites readers to a new way of thinking,a new way of living in contrast to the trite and hackneyed. The author admits in his preface that he was not commissioned to write this. Rather it was his personal intellectual odyssey which intertwined his physical, emotional, intellectual, spiritual and other experiences and thus provided him a special insight into the subject.

Every human-being is born with various potential. Albeit this,it is weird that parents, educational-system and organizations in which people work desire that each individual specialize in one. This is the moot statement that the author has challenged as to why does this happen? Rather, specialization curbs ingenuity, stifles originality and mars versatility. Waqas Ahmed has tracked the topmost people in the world including celebrity scientists, historians, philosophers and futurists and has woven together a narrative of history and vision for times ahead so that the existing system of super-specialization can be reversed. In his book, The Polymath,Waqas has explained that there is a different way of thinking and existing. This is by each individual's exploring his/her innate polymathic state. Only then, a cultural revolution will take place in our education and professional structures.

Everyone should be encouraged to express themselves in a variety of ways and only then the many-sided potential of an individual will open up. Individual fulfillment will happen,and such practices will facilitate creation of a creative and conscious society. This will simultaneously motivate and equip people to face complex problems of the present century.

The feminine gender should not be kept under the shadows of their male counterparts. This is more so,because starting from domestic life,the ability of a woman to be polymathic has been amply demonstrated when she effectively dovetails between various activities like rearing children, preparing food for the family, educating, entertaining, farming and processing apart. Typecasting culture stymies developing polymaths as such.

Polymaths create a transformational environ much different from a transactional setting. The cult of specialization creates a barrier to cross-functional learning. Work-life imbalance is created by sheer compartmentalization. The key is to integrate assorted activities and disciplines instead of putting various work in different baskets. The mind has to be reconditioned to transcend from individuality to unity. A discerning mind promotes multi-perspectivism. Open-mindedness is a trigger to 'elastic thinking' which allows the mind to run and create multifactedness. The 15th Century Italy has witnessed Leonardo Da Vinci who was an artist, engineer, architect, philosopher, dramatist, cartographer, anatomist, naturalist. 19th Century Britain has seen Florence Nightangle who was a nurse, mathematician, theologian, feminist, humani-tarian. 20th Century India has produced Ranindranath Tagore who was a poet, playwright, philosopher, painter, composer, novelist. The 21st Century US has seen Maya Angelou,-a dancer, singer, poet, writer, novelist, filmmaker, journalist, linguist, historian, activist.

The bigger picture therefore, calls for art-science intersection,giving rise to whole-brain thinking and systems thinking. This in turn,facilitates creative autonomy and nurtures all-rounders.

What is great is,the author has crafted a polymathic curriculum which revises the notion of work and generates portfolio careers-a panacea for under-employment and unemployment. In fine,the book offers brilliant reading of world's greatest polymaths both of the past and also living. ■

The Future is Asian

Manas Chakravarty
Globsyn Business School, Kolkata

Though making any prediction is hazardous, Parag Khanna has ventured to do that for the entire global order, boldly proclaiming that THE FUTURE IS ASIAN. By itself, the assertion is neither new nor novel. Way back in 2004, the Report of the National Intelligence Council's 2020 Project *Mapping the Global Future* published by CIA of United States noted that "the likely emergence of China and India as new major global players – similar to the rise of Germany in the 19th century and the United States in the early 20th century – will transform the geopolitical landscape, with impacts potentially as dramatic as those of the previous two centuries." This generally accepted view has been enlarged by Khanna to portray it as a pan-Asian phenomenon not restricted to Chindia. In the process, Khanna buoys up the Asian, chastises the Westerner and provides food for thought to the independent observer.

The book has ten chapters apart from the Introduction and Epilogue and between them covers the entire gamut of history, geopolitics, economics and culture of the vast swath that comprises Asia. The chapters, each one of which can stand alone, have pithy titles: A History of the World: An Asian View; Lessons from Asian History – for Asia and the World; The Return of Greater Asia; Asia-nomics; Asians in Americas and Americans in Asia; Why Europe Loves Asia but Not (Yet) Asians; The Return of Afroeurasia; The New pacific Partnership; Asia's Technocratic Future; Asia Goes Global: The Fusion of Civilization. Backed by deep research, the book eminently serves the purpose of being a single volume encyclopaedia on the political economy of Asia.

Crux of the book is Chapter 9 titled Asia's Technocratic Future. While at that, it will be prudent to heed E. H. Carr's caution to study the historian before studying his work. The chapter which is an amalgam of revelation, prediction and prescription, shows the Freudian slip of the author's Singapore connection. "Across Asia, from Moscow to Muscat and from Dubai to Beijing, the most admired and closely studied government today is that of Singapore" contends Khanna. Knowing that he would be called out for this, he protests anticipatorily in the form of an end note stating "I began making this argument well before moving to Singapore in 2012." The author advocates that Singapore is the technocratic role model and nation-states should graduate from democracy to technocracy, almost suggesting that they are not compatible with each other.The author also attempts to pre-empt criticism of advocating Singapore as a role model saying: "There is a standard retort that lessons of small countries cannot be applied to large ones. But today some of the largest and most populous countries on Earth are trying to make themselves into big Singapores." There is however nothing in the book to substantiate this claim, not even a word to illustrate which country is doing what to turn itself into Singapore!

Compared to the generally aggressive tone of the book's narrative, the short epilogue "Asia's Global Future" stands out as sober and poignant conceding that "A new chapter of global history is being written before our eyes, one in which Asian and Western civilizations, the North American and Eurasian continents, all play profoundly important roles."

In the ultimate, rather than the title, it is the subtitle of the book that captures its essence: GLOBAL ORDER IN THE TWENTY-FIRST CENTURY. Indeed, in the introductory chapter Khanna writes quite appropriately: "This is the story of one entire side of the planet--the Asian side--and its impact on the twenty-first century world." ■

Globsyn Management Journal

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