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EDITORIAL

Importance of Small Industry

> "I have no doubt that it is possible to give a new direction to technological development, a direction that shall lead it back to the real needs of man, and that also means: to the actual size of man. Man is small, and, therefore **small is beautiful."** **--- E. F. Schumacher**

E. F. Schumaker says "Small is Beautiful", George McRobie and Lyle Estill say "Small is Possible" and the loin cloth clad Mahatma Gandhi is associated with "Charka" and advocated the development of "Cottage and Village Industries". Let us see the need for and importance of small industry. Whatever may be the size of the country and whatever may be development of a nation the need for and importance of small industry cannot be undermined. It is more so important for the countries where capital is shy and labour is abundant.

Efficacy of small industry in solving the problems of unemployment, scarcity of capital, concentration of economic power and imbalance in the development of different regions was recognized by the economists, planners and policy makers. In a developing country like India, the role and importance of small-scale industries are very significant towards poverty eradication, employment generation (as small-scale industries are generally labour intensive in character), rural development (by mobilizing a good amount of savings and entrepreneurial skill from rural and semi-urban areas) and creating regional balance in promotion and growth of various development activities (small-scale industries are widespread as compared to large industries, utilize local resources and bring about wide dispersal of industries).

Importance of the development of small-scale industries can be made clearer by referring to the industrial policy resolutions and statements.

The Industrial Policy Resolution 1948 says, "Cottage and Small-Scale Industries have a very important role in the national economy, offering as they give scope for individual, village or cooperative enterprise, and means for the rehabilitation of displaced persons. These industries are particularly suited for the better utilization of local resources and for the achievement of local self-sufficiency in respect of certain types of essential consumer goods like food, cloth and agricultural implements."

The Industrial Policy Resolution 1955 puts forth that, "The Government of India would, in this context, stress the role of cottage and village and small-scale industries in the development of the national economy. In relation to some of the problems that need urgent solution, they offer some distinct advantages. They provide immediate large-scale employment; they offer a method of ensuring a more equitable distribution of the national income and they facilitate an effective mobilization of resources of capital and skill which might otherwise remain unutilized. Some of the problems that unplanned urbanization tends to create will be avoided by the establishment of small centres of industrial production all over the country."

The Industrial Policy announced on December 23, 1977 by the Government emphasized the need for strengthening the small-scale industries and the tiny sector. "The proposed nucleus plants in industrially backward districts would generate a spread-out network of small-scale units or the existing network of small-scale units would acquire a faster growth by the coming up of a nucleus plants in the area"… "Government is determined to promote such a form of industrialization in the country as can generate higher employment and higher per capita income for the villagers in the country without disturbing the ecological balance. Handlooms, handicrafts, Khadi and village industries will receive greater attention to achieve a faster rate of growth in the villages".

To sum up small-scale industries are generally labour intensive in character, they generate employment opportunities, can mobilise a good amount of savings and entrepreneurial skill from rural and semi-urban areas, ensure equitable distribution of income and wealth, utilize local resources and bring about dispersion of industries thus promoting balanced regional development, more suitable for testing commercialization of new inventions, provide ample opportunities for the development of new technology, facilitate the transfer of technology from one to the other, make better use of indigenous organizational and management capabilities by drawing on a pool of entrepreneurial talent that is limited in the early stages of economic development, provide a seed bed or a platform for the development of new entrepreneurs (for many an entrepreneur it is better to start small to grow big), support the large-scale industries by providing components, accessories and semi-processed goods required by them, and minimize the industrial disputes and interruption to production.

In a developing country like India, the role and importance of small-scale industries is very significant. The role played by the small-scale industries in the economic activity of even in advanced industrialised countries like Japan, Germany, Great Britain and the United States of America is significant. In India In earlier five year plans and policy statements need for the development of small-scale industries was very much recognized, but in recent times it doesn't seem so. They have been combined with medium-scale industries for usage and planning thereby reducing emphasis on their development.

Thus small-scale industries are flexible, adaptable, maneuverable and imperative. They provide opportunities for more number of people to become entrepreneurs; create relatively more employment per unit of capital and assist in achieving the onerous objectives of diffusion of economic power and balanced regional development. Wherever possible and whenever possible, without adversely affecting the quality, small-scale industry should be preferred and whatever is possible should be produced on small-scale. In India the policy, plan and practice should continue to give due importance to the development of small-scale industries.

Dr. P. B. Apparao

Chief Editor

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Contents

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A study on Work-Life Balance among Women Professionals in Mumbai

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A B S T R A C T

Work-Life Balance is an important topic in human resource management. This paper tries to understand the factors which influence work-life balance of women professionals in Mumbai. First, secondary data were collected from various articles and research papers obtained from Ebsco and Proquest. Then primary data were collected by doing a survey on 50 women professionals from companies and 50 women college professors. Both the sectors were evaluated on six sub-scales - job autonomy, fairness of rewards, organizational commitment, work exhaustion, perceived work over-load and work-family conflict. A regression analysis showed that all the above factors had an influence on work-life balance, but the most important factors found are organisational commitment and job autonomy. The Indian woman professional looks for supportive work places which provide a conducive work environment and gives them a free hand to handle their work responsibilities. This will help them to maintain a proper work-life balance.

1. Introduction

In today's world, we see that there is lot of competition between individuals and companies. Each organisation wants to achieve the best results within the limited resources available. This can happen only when employees put in their best efforts in the time available and by even extending over their personal time. Due to advances in technology like web enabled mobile technology, an employee is accessible to the work environment 24X7. This puts a lot of work pressure even during leisure time of the employee. Hence there is a need to achieve some balance between the work life and personal life of an employee.

Work-Life Balance refers to maintenance of harmony and synchronization between organisational work and the other roles and responsibilities that a person has to fulfil as a part of society. Many researchers have studied the importance of Work-Life Balance for organizational performance (e.g. Druskat & Wheeler 2003, Durham, Knight & Locke 1997). Among the different variables that have been studied, work autonomy, fairness of rewards, work-family conflict, responsibilities at home etc. have assumed special importance and are consistent with the trend towards providing more autonomy to employees. Since Work -Life Balance is an important indicator of a professional's health and well-being, a number of researches have attempted to understand the factors which affect work-life balance.

2. Literature Review

Sachitanand, Rahul (2007) in his article presents information on the changing work environment for woman workforce in the Information Technology (IT) industry in India. Work-life balance is the new incentive for women in the IT sector. As more and more women are coming into the workforce, child-friendly policies are gaining importance at these organizations. Technology major, Infosys has been the pioneer in this changing scenario.

Chawla, Deepak & Sondhi, Neena (2011) have found that Work-Life Balance is an area of concern for organizations and individuals alike. An experiential survey of 75 school teachers and 75 BPO women professionals was carried out. Both the sectors were evaluated on six sub-scales-job autonomy, fairness of rewards, organizational commitment, work exhaustion, perceived work overload, work-family conflict. A composite and sector wise regression analysis demonstrated that organizational commitment, job autonomy and

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perceived work overload are strong contributors to a sense of balance for an employee.

Mathew, Rincy and Panchanatham (2011) have conducted a study with the major objective of developing and validating an appropriate tool to illustrate the work-life balance (WLB) issues faced by women entrepreneurs of South India. They also sought to understand the important factors influencing the WLB of those women entrepreneurs. The study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India.

Chandra, (2012), in his study tries to compare and contrast eastern and western perspectives on work–life balance (WLB). While American multinationals focused on flexible working practices, the focus for Indian companies was on employee welfare programs. It is noted that the American and European companies rank higher than the Indian companies as they pay a lot more attention to it. The study also looks at government policies on working hours and parental leave and concludes that western countries have fewer working hours and more generous parental leave, as compared to their counterparts in Asia.

Goswami, Shubham (2014) in his study examines the sources of conflict from work responsibilities across demographic characteristics and also analyzes the impact of work-life imbalance on organizational commitment for employees of IT and ITES Industry. Statistics on burnout cited clearly show that IT workers experience time, strain and role-based conflicts, and these conflicts have implications for the satisfaction and organizational commitment. The present study reveals that work-life imbalance is negatively associated with job commitment in IT-ITES industries.

Shah, Reena A. (2015) attempts to study the role of gender in influencing work-life balance of professionals in India. The findings of this research indicate that work-life balance issue amongst professionals in India is not gender-neutral. In fact, female professionals are generally challenged to cope with multi-role expectation with little support from family members and even lesser consideration from superiors at the workplaces. It is therefore imperative that the organizations accept gender differences and devise plans to accommodate individual needs of employees and work toward creating an inclusive corporate ecosystem.

Rajan-Rankin, Sweta (2016) examined the ways in which WLB discourse(s) are translated and adopted within transnational call centres in India. Discursive understandings suggest that work–life balance negotiations are filtered through two dominant discourses: neoliberalism/individualism and collectivism–paternalism.

3. Important Relationships in the Study on Work-Life Balance

(a)Work-Family Conflict & Work-Life Balance:

A woman professional has to juggle multiple roles, one as an employee at the organisation and the other of looking after family commitments. One of the earliest works on family and its organizational systems is by Minuchin (1974). He states that families are cultural systems which try to maintain a sense of continuity and equilibrium and enhance each family member's growth. Jarrod M. Haar (2004) explored work family and family work conflict as a predictor of turnover intention, and tested the moderating effects of perceived work family support from employers on these relationships. Anderson, Coffey & Byerly (2002) have explained that work family conflict can encourage employees to consider leaving their organizations. This conflict would have a significant bearing on the Work- Life Balance of a professional. People tend to feel drained out because they have to carry out their family responsibilities and also work related roles. This helps to formulate the following hypothesis.

Hypothesis H1: Work family conflict has a negative influence on Work-Life Balance among the working women.

(b)Work Exhaustion & Work-Life Balance

Work exhaustion affects a person’s well-being and capacity to do good work. Moore (2000) has defined "Work exhaustion as the depletion of emotional and mental energy needed to meet the job demands."

Extensive research demonstrates that one of the prime causes of this exhaustion is the imbalance between work and personal lives. Hobfoll & Freedy (1993) have attempted to explain how burnout could be a key factor impacting the balance between work and personal lives. Frone & Yardley (1996) found that offering work place family supportive programs such as flexi time, child care assistance can be extremely helpful in reducing individual stress and help manage the work and family roles effectively.

Work related exhaustion and fatigue can have an adverse effect on work-life balance. This results in the second hypothesis:

Hypothesis H2: Work exhaustion will negatively influence Work-Life Balance among the working women.

(c) Job Autonomy & Work Life Balance

Even though there are a number of job related variables that can impact a person's sense of well-being, it was felt that the more a person is in control and has the freedom to perform the work assignment at his/her own pace and method the greater will be the Work Life Balance. This freedom to decide on the schedule and method of doing work has been defined as job autonomy (Baileyn 1993). Parasuraman & Alutto(1984) state that people who have better control over their work environment are less stressed and perceive their family life as more positive and happy as compared to those who do not. However, Batt and Valcour (2003) found no relationship between autonomy and work family conflict. Whitehouse, Baird and Hoskin (2008) have also suggested that senior staff and managers who have greater autonomy and decision discretion and more access to supportive resources are better able to achieve a positive Work-Life Balance.

Independence and the ability to manage ones work roles and responsibilities thus are significant in contributing to a person's sense of well-being and subsequently to Work-Life Balance. This results in the third hypothesis:

Hypothesis H3: Job autonomy will enhance Work-Life Balance among the working women.

(d) Role Overload & Work- Life Balance

Many times, employees in an organisation feel overburdened in fulfilling their job responsibilities. Bacharach et al. (1991) state that role overload is the result of having too many things to do at one time. Carlson & Kacmar (2000) found evidence of role conflict and role overload as predictors of work and personal lives conflict.

Guteketal (1988) also found a high interdependence between a woman manager's employment demands and familial responsibilities. Rajadhakshya and Bhatnagar (2000) have explained how conventionally men have taken work roles and women have taken the caring family role. Aryee et al. (2005) also found this to be true and female professionals experienced a higher level of parental overload than men. Hence in this study it is decided to study the impact of the perceived work load on work life balance. This gives the fourth hypothesis:

Hypothesis H4: Perceived role overload adversely affects Work-Life Balance among the working women.

(e) Organizational Commitment & Work-Life Balance

Organizational commitment has been defined as "the strength of an individual's identification and involvement in a particular organization" (Porter et al. 1974). If an organisation is supportive of its employees, then the employees tend to show a higher organisational commitment. Alvesson (2002) calls this a social exchange, a mutual and fair exchange, where a supportive organization is perceived as "fair" and thus enhancing the desire to reciprocate to one's employer through higher commitment. However, it is perceived that a mutually symbiotic relationship would enhance the organizational work culture and an individual's sense of well- being and reduced propensity to leave and lowered employee turnover. Hence the fifth hypothesis can be written as:

Hypothesis H5: Organisational commitment has a positive impact on the Work-Life Balance among the working women.

(f) Fairness of Rewards & Work-Life Balance

Compensation and fairness of rewards is considered to be an important factor in today's work environment. An employee expects a reward in accordance with the efforts put by him/her and judges the return received as fair or unfair. Thus fairness of rewards is one of the most important reasons for a person's willingness to stay in the organization (Gupta & Shaw 1998). A number of studies have examined the relation of fairness of rewards with job satisfaction (Meyer et al. 2000, Ramaswami & Singh 2003), organizational commitment (Griffeth et al. 2000) and turnover intentions (De Conihck & Bachman 2005). We need to consider how fairness of rewards affects Work- Life Balance. This gives rise to the following hypothesis:

Hypothesis H6: Fairness of rewards will enhance the Work- Life Balance among the working women.

4. Scope & Framework of the Study

Work- Life Balance is an important concept for both male and female professionals. But in this paper, only women professionals have been considered because in India, they are expected to handle even family responsibilities apart from responsibilities at the office.

As India moves higher stages of development, there are more opportunities for women in the field of education and employment. Working women have to take care of their home and also responsibilities at the work-place. Hence this study tries to understand the factors on which work life balance depends.

Work-Life Balance has been studied from two perspectives. The first focuses on work related factors and their impact on family life, while the second perspective focuses on family focused factors and their effect on the work life. This study builds on integration of these two perspectives in investigating both work and family pressure in their influence on the performance of working women.

Two segments of women professionals have been considered. The first group comprises women professionals who are college professors and the second group comprises women professionals from companies. The reason for choosing these strata are that the working women in these two strata's have altogether different demands which require different approaches to maintain healthy work and personal lives.

Since the major thrust of the study was to assess the contribution of different parameters influencing the quality of Work-Life Balance among the identified working women professionals the two segments were assessed independently to understand the demands that the dual roles posed for the Indian women professionals. To execute this objective the ' set of hypotheses formulated (as indicated earlier) can be mathematically summarized as:

WLB = f(JA, WFC, OC, WE, PWL, FOR)
Where WLB = Work -Life Balance
JA = Job Autonomy
WFC = Work Family Conflict
OC = Organizational Commitment
WE = Work Exhaustion
PWL = Perceived Workload
FOR = Fairness of Rewards

The above model states that Work-Life Balance is a function of job autonomy, work family conflict, organizational commitment, work exhaustion, perceived workload and fairness of rewards.

5. Research Methodology

The samples were drawn from college professors and company professionals. Random sampling was used to select 50 college professors and 50 company professionals. The data were collected from Mumbai and Navi Mumbai.

The instrument consisted of six sub-scales measuring job autonomy, work family conflict, organizational commitment, work exhaustion, perceived work load and fairness of reward, using a five point Likert scale.

The Work Life Balance variable was measured by a single question, based on a five point interval scale.

6. Analysis

Table-1: Descriptive Statistics

Variable	Particulars	Frequency	Percent	Cumulative Percent
Age	20-30 years	35	35.0	35.0
	30-40 years	32	32.0	67.0
	40-50 years	18	18.0	85.0
	50-60 years	15	15.0	100.0
	Total	100	100.0	
Years of experience	Upto 2 years	54	54.0	54.0
	2-5 years	22	22.0	76.0
	5-10 years	12	12.0	88.0
	More than 10 years	12	12.0	100.0
	Total	100	100.0	
Occupation	Service	50	50.0	50.0
	Professionals	50	50.0	100.0
	Total	100	100.0	

Table-2: Reliability for Different Factors

S. No.	Reliability Statistics for …	Cronbach's Alpha	N of Items
1	Job autonomy	.977	3
2	Work-family Conflict	.979	4
3	Work exhaustion	.975	4
4	Perceived Work overload	.982	3
5	Fairness of rewards	.982	3
6	Organisational Commitment	.970	3

Table3: Mean Scores for Each Factor for the Two Occupations of Women - Group Statistics

	Occupation	N	Mean	Std. Deviation	Std. Error Mean
I am in full control of my job	Service	50	3.32	1.285	.182
	Professionals	50	3.66	1.272	.180
Work responsibilities do not allow me to give sufficient time at home	Service	50	3.38	1.244	.176
	Professionals	50	3.36	1.174	.166
Work drains me out physically and mentally	Service	50	3.64	1.156	.164
	Professionals	50	3.40	1.161	.164
I have to handle family responsibilities along with work responsibilities	Service	50	3.58	1.214	.172
	Professionals	50	3.44	1.146	.162
Rewards are given impartially to employees based on merit	Service	50	3.48	1.328	.188
	Professionals	50	4.02	1.000	.141
I want to give back to my organisation what it has done for me	Service	50	3.56	1.296	.183
	Professionals	50	4.06	1.077	.152

Table-4: Regression - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816[a]	.665	.644	.853

a. Predictors: (Constant), I want to give back to my organisation what it has done for me, Rewards are given impartially to employees based on merit, I have to handle family responsibilities along with work responsibilities, Work responsibilities do not allow me to give sufficient time at home, Work drains me out physically and mentally, I am in full control of my job

Table-5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.113	.700		1.590	.115
	I am in full control of my job	.556	.097	.499	5.720	.000
	Work responsibilities do not allow me to give sufficient time at home	-.089	.087	-.075	-1.023	.309
	Work drains me out physically and mentally	-.063	.092	-.051	-.690	.492
1	I have to handle family responsibilities along with work responsibilities	-.172	.091	-.141	-1.894	.061
	Rewards are given impartially to employees based on merit	.130	.090	.109	1.435	.155
	I want to give back to my organisation what it has done for me	.191	.086	.162	2.212	.029

a. Dependent Variable: I am able to keep a balance between work and home

Table-6: Testing of Hypothesis

S.No.	Hypothesis	Statistical tool used	Significance value	Decision	Conclusion
1	**H1**: Work family conflict has a negative influence on Work-Life Balance among the working women.	Regression	0.309> 0.05	Accept H0	There is an inverse relation between work-family conflict and work-life balance as shown by the negative sign of the regression coefficient but as the significance value > 0.05, the influence is not very significant.
2	**H2**: Work exhaustion will negatively influence Work- Life Balance among the working women.	Regression	0.492> 0.05	Accept H0	There is an inverse relation between work exhaustion and work-life balance as shown by the negative sign of the regression coefficient but as the significance value > 0.05, the influence is not very significant.
3	**H3:** Job autonomy will enhance Work-Life Balance among the working women.	Regression	0.000< 0.05	Reject H0	Job autonomy has a positive effect on Work-Life Balance among the working women.
4	**H4:** Perceived role overload adversely affects Work- Life Balance among the working women.	Regression	0.061> 0.05	Accept H0	There is an inverse relation between perceived role overload and work-life balance as shown by the negative sign of the regression coefficient but as the significance value > 0.05, the influence is not very significant.
5	**H5**: Organisational commitment has a positive impact on the Work-Life Balance among the working women.	Regression	0.029< 0.05	Reject H0	Organisational commitment has a positive impact on the Work-Life Balance among the working women.
6	**H6:** Fairness of rewards will enhance the Work- Life Balance among the working women.	Regression	0.155> 0.05	Accept H0	Fairness of rewards will positively affect the Work-Life Balance among the working women, but the effect is not very significant.

7. Results

a) Majority of the women were up to 40 years of age.

b) About 75% of the women had up to 5 years of work experience.

c) Since the value of Cronbach alpha > 0.7 for all the scales, the reliability of all the scales has been confirmed.

d) By looking at the mean score of each factor for the two categories of women, it is observed that there is a significant difference with respect to fairness of rewards and organisational commitment between the two categories. Both these factors have shown a higher rating for women professionals as compared to college professors. Other factors do not show any significant difference between the two categories.

e) From the regression output, it is observed that the value of R square is 0.665. This means that a very significant amount (66.5%) of the variation in work-life balance is explained by all these factors.

f) From the coefficients table, we see that the significance value < 0.05 for the first factor i.e. **job autonomy** and for the last factor i.e. **organisational commitment**. The significance value > 0.05 for all the other factors. This means that job autonomy and organisational commitment have a significant positive influence on work-life balance.

8. Conclusions

Today, work –life balance is a concept which has assumed a lot of significance in all types of organisations. Most of the organizations have taken proactive steps to make conditions conducive to the interest of the employees. They want to make an environment which will help the employees to boost their performance, without inducing stress in their personal lives.

The most important factors which influence work- life balance have been found to be organizational commitment and job autonomy.

Thus if an organisation is perceived as conducive and supportive for the employees and they get a free hand in carrying out their responsibilities, it helps to maintain the work-life balance. The other factors which have an impact of work-life balance are work-family conflict, perceived role overload, work exhaustion and fairness of results. Work-family conflict, perceived role overload and work exhaustion have an inverse relationship with work-life balance whereas fairness of results has a positive relationship with work-life balance. But the effect of these factors on work-life balance is not as significant as compared to job autonomy and organisational commitment. Professional women employees have given more emphasis on organisational commitment and fairness of rewards as compared to women college professors.

9. Managerial Implications

The study has helped us to understand that organizations need to be supportive and empathetic towards their employees so that they can handle multiple roles and responsibilities without adding stress to their lives. Also organizations should provide role definitions that permit more control over work schedules and tasks.

10. Limitations & Scope for Further Research

The study has considered only two categories of women employees namely professionals and college professors. Employees from different sectors like IT, doctors, BPO and others can be taken and the factors which influence their work-life balance can be studied. Also, a large sample size can be taken which can cover women employees from different cities.

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Factors Affecting Customer Satisfaction in Social Marketing – An Empirical Study

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ABSTRACT

Customers are the most important entity of any business organization. Understanding the various aspects of customer satisfaction is a must for every successful business. In modern times with the ever increasing demands and knowledge of the customers, it is very difficult to satisfy them. Today's customers are more demanding, less forgiving and are not ready to spare the organization for the slightest mistake it commits. Therefore in the present era of severe cut-throat competition, achieving customer satisfaction has become a herculean task for the organizations. Moreover, the concept of Social Marketing is gaining popularity in present times; hence marketers can now make use of Social Marketing as a tool for differentiation and achieving customers' satisfaction. This paper is an attempt to identify various Social Marketing factors which lead to satisfaction of the customers.

Introduction

Customers are the most important entity of any business organization. Therefore, to understand various aspects of their satisfaction is a must for every successful business. Increasing consumer expectations as well as their rising education and awareness levels is not only forcing the organizations to satisfy their needs and wants, but also behave responsibly and ethically towards society and environment's well-being. The Concept of Social Marketing is gaining rapid importance in the present day business practices. For almost many people in this non-profit world, marketing merely means raising funds and nothing more. For those in government agencies, marketing may be used for about promulgation of various services. But the scope of marketing and furthermore, social marketing is much wider. Implementing various social marketing methods not only amplifies the effectiveness of the business practices, but also becomes a reason for any organization to be on the top with a difference.

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Statement of Importance

Social marketing is based on the same principles as that of traditional marketing, and uses similar tools and techniques, but focuses on the objective to bring about a positive change in the society and ultimately a positive change in behaviour. Thus it leads to a new approach in business as well as in marketing where concepts like Corporate Social Responsibility, Corporate Citizenship, Corporate Philanthropy, Cause - Related Marketing, Health and Safety issues, Environment Awareness and Implementation, Green Marketing, Social and Cultural influences, etc. are gaining pace and identified as decisive ways for managing customers and delivering superior value. Thus the concept of Social Marketing embodies a higher and more enlightened plane of marketing and represents an attempt to harmonize the goals of business to occasionally conflicting goals of the society.

Organizations in this dynamic environment are lured with the desires such as profit, growth and expansion. This forces them to compromise with the quality of product offerings. Such practices not only jeopardize the safety of consumers, but also cross the social and ethical line of control.

The concept of Social Marketing is not new to Indian businesses. Various corporate giants as well as non-business organizations have reported their generous presence in various social and environmental initiatives, responsible for progress of the economy and upliftment of the society. Organizations have aided in setting up schools, graduate degree colleges, public hospitals, old age homes, orphanages for human beings and animals, as well as invested in various programs facilitating proper availability of public utilities. These initiatives have helped to raise the standards of living of the country men and in turn have helped the organizations to enjoy a positive image among their current and prospective internal as well as external publics. It is worth noticing that these types of 'Socially Responsible Marketing' practices, programs and initiatives exercised by the organizations greatly influence the market offerings and also develop trust and positive attitude leading to 'Customer Satisfaction'. Organizations have also observed that these methods help them to harness opportunities and to identify the importance of socially responsible marketing in providing superior market offerings specially designed and marketed on ethical, social and environmental grounds.

Review of Related Literature

Steve Hoeffler and Kevin Lane Keller (2002) describe six means by which Corporate Societal Marketing (CSM) programs build brand equity i.e. (1) building brand awareness, (2) enhancing brand image, (3) establishing brand credibility, (4) evoking brand feelings, (5) creating a sense of brand community and (6) eliciting brand engagement. They also address three key questions revolving around how CSM programs have their effects, which cause the firm should choose, and how CSM programs should be branded. Mike Brennan (1991) identified certain events in New Zealand, which focused public attention on business ethics, and led to call for strict controls over business practices. He also outlined variety of ways in which people deal with ethical issues and suggested that if we want people in business to be ethical rather than merely appear ethical, a completely different paradigm and method of enquiry may be required.

Saji K.B. and V. Mukundadas (2007) attempted to capture and document an interesting initiative by Malayala Manorama group of publications - the largest newspaper network (in terms of reach and readership) operating from the South Indian state of Kerala. They also attempted to define the factors that drove the process of building up corporate brand equity via the societal marketing route. In the year (2006), Tânia Modesto Veludo-de-Oliveira discussed the role of business organizations within society, contributing to the theoretical and managerial understanding to this matter. In addition, corporate positioning based on social responsibility was also examined. The author believes that managers should accept the challenge of balancing the interests of society with those of organizations, trying to reach the best relationship between them. Chia–Chi Lin (2003) examined the role of customer perceived value in generating customer satisfaction and considered the element of 'Trust' which is particularly important in virtual relationships.

Leanne Carter (2003) developed a conceptual model which proposed to link the marketing and societal orientations to organizational learning theory in this context. Paul N. Bloom, Steve Hoeffler, Kevin Lane Keller and Carlos E. Basurto Meza (2006) identified the effects of Social-Cause Related Marketing on Consumer Perceptions. Frederick Bird (2006) defined the ethical responsibilities of businesses in developing areas and addressed four major issues in relation with society's wellbeing. Bhattacharya, C.B. Sankar Sen, Daniel Korschun, (2007) researched that Corporate Social Responsibility (CSR) initiatives can serve as a highly effective component of internal marketing programs by fulfilling employee needs and drawing them to identify strongly with the company.

Isabelle Maignan, O. C. Ferrell, G. Tomas and M. Hult (1999) suggested that market-oriented cultures as well as humanistic cultures lead to proactive corporate citizenship, which in turn is associated with improved levels of employee commitment, customer loyalty and business performance. Paul Tracey, Nelson Phillips and Helen Haugh (2005) in their paper Beyond Philanthropy identified that community enterprises can serve as a basis for Corporate Citizenship where philanthropy may be an appropriate approach than CSR. Sita C. Amba-Rao (1993) in her study identified the relationship between Multinational Corporations (MNCs) and Third World governments in fulfilling the social responsibility based on the underlying ethical imperatives.

Firm's-specific giving practices evaluate both an "agency cost" theory, which postulates that managers and board members increase their own utility through corporate philanthropy, and a "value enhancement" theory, which postulates that philanthropy creates value for shareholders (William O. Brown, Eric Helland and Janet Kiholm Smith, 2006). Michael E. Porter and Mark R. Kramer (2002) in their study identified Corporate Philanthropy as a tool for attaining competitive advantage. Peggy Simcic Bronnand and Albana Belliu Vrioni (2001) suggested that it is commonly accepted that Cause Related Marketing is a communication tool for increasing customer loyalty and building reputation. Luo, Xueming and Bhattacharya, C.B. (2006) found that when firms are innovative and have good product quality, CSR improves customer satisfaction and increases financial returns.

Objectives of the Study

The study was undertaken with following objectives –

- To identify various social marketing factors affecting customer satisfaction
- To identify most useful factors of social marketing acting as key drivers of customer satisfaction

Methodology

This study is a pioneering empirical research which was conducted to understand, minutely observe and enlist various social marketing factors leading to customer satisfaction especially in Indian context. A pure blend of primary and secondary research was used to carry out this research and to meet the stated objectives. The methodology was designed in such a way that it addressed all the objectives of the study. The main objective was to identify various social marketing factors responsible for customer satisfaction and identify various factors of social marketing which act as drivers of customer satisfaction. A total of thirty-two major variables were taken into consideration in order to measure the satisfaction level of the customers with respect to social marketing. The respondents of Indore City were then asked to give their opinion using a Five Point Likert Scale whose values ranged from - *Strongly Disagree* [1], *Disagree* [2], *Neutral* [3], *Agree* [4] *and Strongly Agree* [5]. Factor analysis was then performed in order to extract factors from the data related to satisfaction of customers with various social marketing factors. The primary data were collected from 200 respondents across Indore city. The data collection for the study was carried out targeting various customers interested in giving their valuable responses especially located at various famous malls of Indore City namely - Treasure Island Mall, C-21 Mall, Central Mall, Mangal City Mall, etc.

Research Instrument: The primary data were collected through a self-developed structured questionnaire. Respondents were informed and educated regarding important concepts of the study in brief and then their valuable responses were collected through a structured Questionnaire.

Analysis and Results: The data thus collected were then analyzed with the help of SPSS 21.0. Initially the reliability of data was checked with the help of Cronbach's Alpha and then KMO Bartlett's Test was applied to check the appropriateness of Factor Analysis. Thereafter Factor Analysis was performed on the data for further analysis.

Reliability Test: Table 1 shows the reliability of data. In order to check the reliability Cronbach's Alpha was used. The value of Cronbach's Alpha was found to be 0.911, which shows that the data is 91.1% reliable.

Table 1 showing Reliability Statistics

Cronbach's Alpha	N of Items
.911	47

Reliability of Data: In order to determine the appropriateness of Factor Analysis for the identified variables, Kaiser Meyer Olkin (KMO) and Bartlett's test was performed. The value of KMO was found to be 0.761 and Bartlett's test showed a value of 0.000. Hence from the above values, it was interpreted that there was no error in 76.10% of the sample. Also the level of significance, which was less than 0.05 was desirable and acceptable as shown in Table 2. Therefore, it was concluded that the data which was collected for this study was appropriate for subjecting it to Factor Analysis.

Identification of Various Social Marketing Factors Affecting Customer Satisfaction

Table-2: Descriptive Statistics

ITEMS	MEAN	SD	ITEMS	MEAN	SD
Q1	3.8300	.95164	Q25	4.1550	.69526
Q2	4.0750	.76963	Q26	4.1750	.69772
Q3	4.0000	.71593	Q27	4.2100	.64652
Q4	4.0750	.66452	Q28	4.2600	.66680
Q5	4.1800	.70004	Q29	4.1850	.65798
Q6	4.1600	.69774	Q30	4.2300	.68516
Q7	4.1650	.69295	Q31	4.2050	.68946
Q8	4.0300	.74961	Q32	4.1550	.75753
Q9	4.0250	.88787	Q33	4.2400	.63594
Q10	3.9400	.94385	Q34	4.1950	.61552
Q11	4.0450	.73188	Q35	4.2800	.66620
Q12	3.8350	.80061	Q36	4.2100	.72006
Q13	4.1600	.71902	Q37	3.8550	.68287
Q14	4.1100	.72146	Q38	4.0500	.68546
Q15	4.1100	.64027	Q39	4.0050	.71942
Q16	4.2200	.61929	Q40	4.1550	.65813
Q17	4.1800	.66317	Q41	4.1700	.61888
Q18	4.1150	.75806	Q42	4.0750	.62557
Q19	4.2850	.64487	Q43	4.1300	.73880
Q20	4.1050	.69019	Q44	3.9450	.82789
Q21	4.2950	.63244	Q45	3.8800	.98512
Q22	4.2500	.70711	Q46	3.9650	.81059
Q23	4.2050	.68213	Q47	3.9450	.82180
Q24	4.1550	.68066	Q48	-	-

Table 3 showing KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.762
Bartlett's Test of Sphericity	Approx. Chi-Square	5377.933
	Df	1081
	Sig.	.000

Table 4 showing Factor Eigen Values, Total Variance and Cumulative Value

Factors	Eigen Values	% of Total Variance	Cumulative %
1	10.600	22.553	22.553
2	3.948	8.399	30.952
3	3.238	6.888	37.841
4	2.307	4.908	42.749
5	2.272	4.834	47.582
6	1.777	3.781	51.363
7	1.545	3.287	54.650
8	1.503	3.199	57.849
9	1.357	2.887	60.736
10	1.252	2.664	63.400

Table-5: Showing Rotated Component Matrix Loading of Variables on the Factors

	Component									
	1	2	3	4	5	6	7	8	9	10
Q22	.621									
Q24	.614									
Q23	.582									
Q25	.548									
Q32	.562									
Q30	.560									
Q29	.438									
Q04	.434									
Q13		.525								
Q14		.499								
Q15		.491								
Q12		.427								
Q17		.426								
Q10			.476							
Q08			.381							
Q09			.378							
Q06				.585						
Q02				.490						
Q07					.655					
Q27					.579					
Q21					.561					
Q20					.418					
Q34						.621				
Q26						.619				
Q18						.551				
Q26						.541				
Q35						.484				
Q36						.471				
Q37						.456				
Q41						.355				
Q28							.637			
Q31							.458			
Q05								.610		
Q03								.508		
Q01								.438		
Q40									.598	
Q11									.565	
Q38									.557	
Q39									.554	
Q39									.515	
Q40									.473	

Q46										.553
Q44										.541
Q45										.478
Q42										.477
Q47										.433
Q43										.360
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.										

Factor Analysis: Factor Analysis was then used to further analyze the data to reduce the number of variables into factors. The application was carried out in SPSS 21.0. The factor analysis was performed using principal component extraction method with Varimax rotation. Based on the results of the factor analysis ten factors were identified. These ten factors were classified on the basis of factor loading scores. These factor loads generally depict how much a factor explains a variable. A high factor load indicates that the factor strongly influences the variable. High factor score showed that social marketing variable strongly influenced the satisfaction levels of the customers. Table 4 shows Factor Eigen Values, Total Variance and Cumulative Value and Table 5 shows the Rotated Component Matrix showing loading of Variables on the Factors.

Factor 1 – Environmental Awareness and Initiatives: The first factor was formed by eight variables having an Eigen value of 10.600. All the eight variables together explained 22.553% of variance (Table 4). After studying the results of this factor, it can be concluded that the customers are satisfied with those organizations which are actively involved in conservation of the environment and are taking various initiatives to save it. Factor 1 is based on eight statements - Customer of an organization which helps in sound drainage facility in city (.621), Customer of an organization which helps in maintaining sound health and hygiene in my city (.614), Customer of an organization which helps in running old age homes in my city (.582), Customer of an organization which helps in development and management of ponds, lakes, wells and rivers in city (.562), Customer of an organization which helps in development and management of parks and gardens in city (.560), Customer of an organization which helps in running orphanages in city (.548), Customer of an organization which helps in sustainable development and management of public policy in city (.438), Purchase and use the products of an organization which is actively involved in community development (.434). Moreover, the customers are also happy to be with the organizations which are actively involved in spreading awareness for the same.

Factor 2 – Cause Related Marketing: The second factor was formed with five variables having an Eigen value of 3.948, where all five variables explained 8.399% of total variance with a total factor load of 3.948. Factor 2 is based on five statements - Customer of an organization which is generating various employment opportunities in city (.525), Customer of an organization which is running training and skills development centre in city (.499), Customer of an organization which is ethical in its words and actions (.491), Organization keeps appropriately informed and involved in various community development programs in my city (.427), Customer of an organization which is offering products which are organic and non-toxic (.426).

Factor 3 – Organization's Organic Offerings: The third factor was formed with three variables having an Eigen value of 3.238, where all the three variables explained 6.888% of total variance with a total factor load of 3.328. Factor 3 is based on various statements -Trust on organization's promise to donate one rupee from each single purchase for the education of children in need (.476), Feel proud when I come to know that I am a customer of an organization which is committed to achieve customer satisfaction through its ethical business practices (.381), Ready to decrease the rate of usage, change or stop using a particular product / service, when I come to know that it is potentially an unwanted one and is creating a lot of problems for me, others and environment (.378). From the results it is obvious that the organic product offering of the organization is also one of the important factors which lead to customer satisfaction.

Factor 4 – Ethical Marketing: The fourth factor was formed with two variables having an Eigen value of 2.307, where these two variables explained 4.908% of total variance. Factor 4 is based on two statements - Feel proud to know that customer of an organization which is voluntarily supporting a social cause and spreading awareness about a social issue (.585) and Feel good for single purchase of this product / service will help the organization in some way in its effort to do something good for the society (.490). After studying the results it can be said that the ethics in marketing plays an important role in order to achieve customer satisfaction.

Factor 5 – Corporate Social Responsibility: The fifth factor was formed with four variables having an Eigen value of 2.272, where all the four variables explained 4.834% of total variance. Factor 5 is based on four statements - Feel happy to know that customer of an organization is actively involved in promoting awareness about environmental issues and in its conservation (.655), Customer of an organization which helps in training, development and empowerment of differently abled people in my city (.579), Feel great to be a customer of an organization which helps in providing safe and clean drinking water in city (.561), Feel great to be a customer of an organization which is facilitating Infrastructure Development in city (.418). After studying the results it can be concluded that the customers also consider CSR as a factor, which further leads to their satisfaction and organizations which are actively involved in CSR have big number of satisfied customers' database.

Factor 6 – Corporate Philanthropy: The sixth factor was formed with three variables having an Eigen value of 1.777, where all the three variables explained 3.781% of total variance. Factor 6 is based on statements - Customer of an organization which helps in waste disposal management / trenching grounds in city (.621), Customer of an organization which helps in running rehabilitation centres in city (.619), Customer of an organization which helps in the rehabilitation of street dogs and stray cattle found in city (.551), Customer of an organization which considers and responds to customer's complaints (.541), Customer of an organization which is actively participating in plantation (.484), Customer of an organization which motivates the people to follow traffic rules in city (.471), Customer of an organization which helps in development and management of neighbourhood watch programs in city (.456), I feel great to be a customer of an organization which helps in spreading awareness on various current and urgent social issues in city (.355). After studying the results it is noticeable that corporate philanthropy also plays a major role in customers' satisfaction.

Factor 7 – Encouraging Green Behaviour: The seventh factor was formed with two variables having an Eigen value of 1.545, where these two variables explained 3.287% of total variance. Factor 7 is based on two statements - Customer of an organization which helps in empowerment of women in city (.637), Customer of an organization which helps in development and management of wildlife sanctuaries in city (.458). After studying the results it can be concluded that customers are satisfied with the organizations which encourage green behaviour.

Factor 8 – Trust: The eighth factor was formed with three variables having an Eigen value of 1.503, where all the three variables explained 3.199% of total variance. Factor 8 is based on statements - Feel happy to purchase and use the products of an organization which is giving away some share of profit in doing some good to the society and making my city a better place to live (.610), Purchasing the products / services of an organization which is socially responsible (.508), Purchasing a particular product or service I have influenced my behaviour positively (.438). After studying the results it can be concluded that trust is one of the important factor leading to customer satisfaction.

Factor 9 – Sustainable Green Development: The ninth factor was formed with two variables having an Eigen value of 1.357, where the two variables explained 2.887% of total variance. Factor 1 is based on statements - Customer of an organization which helps in development and management of rain water harvesting plants in city (.598), Customer of an organization which helps in running hospital / clinic in city, thus helps me keep healthy (.565), Customer of an organization which helps in development and management of neighbourhood watch programs in city (.557), Customer of an organization which helps in development and management of wind energy plants in city (.554), Customer of an organization which is working for a clean and green Indore city (.473), Customer of an organization which helps in conservation of animals, birds and local ecosystem in city (.515). After studying the results it can be concluded that initiatives of the Organizations towards sustainable green development is also one of the important factor leading to customer satisfaction.

Factor 10 – Trust and Quality of Customer Satisfaction: The tenth factor was formed with six variables having an Eigen value of 1.252, where the six variables explained 2.664% of total variance. Factor 10 is based on statements - An Organization's socially responsible product offerings give me the confidence to live a guilt free life (.553), Simple to adopt organization's socially responsible product offerings based on its quality (.541), Easy to develop trust on organizations who offer socially responsible quality product (.478), Trust in an organization's socially responsible product offerings as all required information is present (.477), Contented by using an organization's socially responsible product offerings (.433), Perceive high quality in organization's socially responsible product offerings as they help me keep healthy (.360).

Most Useful Factors of Social Marketing Acting as Key Drivers of Customer Satisfaction

The 10 factors discussed above have exhibited different aspects of social marketing activities by organizations. Out of 10 factors it was found 5 factors were considered most useful factors and key drivers of customer's satisfaction. These factors are - **Environmental Awareness and Initiatives, Cause Related Marketing, Corporate Philanthropy**, **Sustainable Green Development**, **Trust and Quality of Customer satisfaction.** With the help of one Sample 'T' test it was tried to find out that they are actually acting as key drivers or not.

Table-6: Showing Results of One Sample 'T' Test

S. No.	Description	Mean Value	't' Value	'p' Value
Factor 1. Environmental Awareness and Initiatives				
Q22	Sound drainage facility	4.2500	25.000	.00
Q23	Helps in maintaining sound health & hygiene	4.2050	24.982	.00
Q24	Helps in running old age homes in city	4.1550	23.998	.00
Q25	Helps in running orphanages in city.	4.1550	23.493	.00
Q29	Helps in sustainable development and management of public policy in city	4.1750	23.816	.00
Q32	Helps in development and management of ponds, lakes, wells and rivers in city	4.1850	25.469	.00
Q30	Helps in development and management of parks and gardens in city.	4.2300	25.388	.00
Q4	Purchase and use the products of an organization which is actively involved in community development.	4.1550	21.563	.00
Factor 2. Cause Related Marketing				
Q12	Organization keeps me appropriately informed and is around me if it is involved in various community development programs in city.	3.8350	14.750	.00
Q13	Customer of an organization which is generating various employment opportunities in city	4.1600	22.816	.00
Q14	Customer of an organization which is running training and skills development centre in city.	4.1100	21.758	.00
Q15	Customer of an organization which is ethical in its words and actions.	4.1100	24.517	.00
Q17	Customer of an organization which is offering products which are organic and non-toxic.	4.1800	25.163	.00
Factor 6. Corporate Philanthropy				
Q16	Organization which considers and responds to customer's complaints.	4.2200	27.860	.00
Q18	Organization which is actively participating in plantation.	4.1150	20.801	.00
Q26	Organization which helps in running rehabilitation centres in city.	4.1750	23.816	.00
Q35	Organization which motivates the people to follow traffic rules in city.	4.2800	27.172	.00
Q36	Organization which helps in the rehabilitation of street dogs and stray cattle found in city.	4.2100	23.765	.00
Q37	Organization which helps in development and management of neighbourhood watch programs in city.	3.8550	17.707	.00
Q41	Organization which helps in spreading awareness on various current and urgent social issues in city.	4.1700	26.736	.00

Q34	Organization which helps in waste disposal management/ trenching grounds in city	4.1950	27.456	.00
Factor 9. Sustainable Green Development				
Q11	Organization which helps in running hospital/clinic in my city thus helps me keep healthy.	4.0450	20.192	.00
Q19	Organization which is working for a clean and green Indore city.	4.2850	28.180	.00
Q33	Organization which helps in conservation of animals, birds and local ecosystem in city.	4.2400	27.575	.00
Q38	Organization which helps in development and management of neighbourhood watch programs in city.	4.0500	21.663	.00
Q39	Organization which helps in development and management of wind energy plants in city.	4.0050	19.756	.00
Q40	Organization which helps in development and management of rain water harvesting plants in my city.	4.1550	24.819	.00
Factor 10. Trust and Quality of Customer Satisfaction				
Q42	Trust in an organization's socially responsible product offerings as all required information is present	4.0750	24.303	.00
Q43	Perceive high quality in organization's socially responsible product offerings as they help me keep healthy.	4.1300	21.630	.00
Q44	Simple to adopt organization's socially responsible product offerings based on its quality.	3.9450	16.143	.00
Q45	Easy to develop trust on organizations who offer socially responsible quality product.	3.8800	12.633	.00
Q46	An Organization's socially responsible product offerings give me the confidence to live a guilt free life.	3.9650	16.836	.00
Q47	Contented by using an organization's socially responsible product offerings	3.9450	16.262	.00

Out of all factors five factors are having positive impact on social marketing and are acting as key drivers of customer satisfaction. Out of this, highest impact is given by Environmental Awareness and Initiatives followed by Corporate Philanthropy, Sustainable Green Development, Trust and Quality of Customer Satisfaction and Cause Related Marketing. There is need of improvement in Trust and Quality of customer satisfaction for future needs.

Discussion

In today's competitive environment concepts like globalization and information technology have opened the doors for multinationals and also have provided customers a wide range of choices. This leads to clutter where both organizations as well as customers are prone to dynamically changing marketing environment. Therefore, it is very difficult for the organizations to differentiate themselves from other players in the market. The review of literature also reveals that Social Marketing is used as a tool offering differentiation by the organizations to build a positive image among customers, employees as well as public. It is observed that customers' perceptions and attitudes may be positively influenced by Social Marketing practiced by the organizations. It is also observed that Social Marketing initiatives aid in the development of the society and attract recent attention in foreign as well as Indian organizations. Various attributes leading to satisfaction and the psychological associations of trust, quality, responsibility and duty of both individuals as well as organizations towards society and environment could be used to plan involvement programs of socially responsible marketing and leading to customer satisfaction.

Conclusion

The above study clearly identifies various Social Marketing factors which affect customer satisfaction. The concept of Social Marketing is also becoming more and more popular. The customers are very alert and are vigilant on every move of an organization. Not only this, customers are interested more in getting associated with those organizations which are socially responsible. It can also be clearly seen that the customers considered following nine social marketing factors affecting their satisfaction namely - Environmental Awareness and Initiatives (Factor 1), Cause Related Marketing (Factor 2), Organizations of Organic Offerings (Factor 3), Ethical Marketing (Factor 4), Corporate Social Responsibility (Factor 5), Corporate Philanthropy (Factor 6), Encouraging Green Behaviour (Factor 7), Trust (Factor 8) and Sustainable Green Development (Factor 9). It is evident that the customers feel happy in purchasing and consuming market offerings of organizations that are voluntarily engaged in Social Marketing.

Limitations of the Study and Scope for Further Research

The study was limited to the geographical boundaries of Indore city. Only four demographic variables were considered in the above study. In future, other variables can also be taken into consideration. This study so far is a unique attempt to identify various social marketing factors affecting customer satisfaction. Thus, it may not only act as a platform to carry out future research, but also help organizations to identify and apply new ways of getting, keeping and growing loyal base of satisfied customers and managing the conflicting goals of business and society as well.

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Indian Apparel Market and the Consumer Purchase Behavior of Apparel among Young consumers in India

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ABSTRACT

Lifestyle changes, rising aspiration and favorable demographics is actually fueling the erroneous demand in apparel sector. As per Technopak (Singhal, 2010) report, while food and grocery continue to account for the largest quantum of spending followed by healthcare and textile and apparel industry, henceforth, insight of young consumer is fetching attention of marketers in recent years because of their growing purchasing power. The purpose of this study is to understand the growing significance of Indian apparel market among young consumers (15-30 yrs.) and also analyzing the impact of demographic, psychological and socio-economic aspect on their apparel consumption pattern. First a secondary research was conducted on the apparel market in India through various published statistics, reports, journals, previous studies, websites etc. Then a questionnaire was prepared to collect primary data from young consumers of different areas, family income, gender and attitude regarding purchase behavior of apparel. The collected data was then analyzed using various quantitative tools. The relation between various demographic variables and consumer behavior on apparel is expected to be understood. Apparel companies can target the right segment in terms of gender, age group, family income, personality, culture etc. by understanding the preferences of the young consumers and can devise strategies to enable the students to access their products easily. Study has been identified the Reference group, Brand, Celebrity and social networking as important factors. The study has also revealed that the age also impacted the frequency of purchasing the branded apparel.

Introduction

Lifestyle changes, rising aspiration and favorable demographics is actually fueling the erroneous demand in apparel sector. Huge population (1.32 bn) of India is attracting lots of investment in apparel market. Young demographics of India (50% of the population is below the age of 25 years and over 65% below the age of 35) is responsible for more consumerism, demand for quality products and preference for branded product. According to CCI (Corporate Catalyst India Pvt Ltd.), the potential size of textile and apparel industry is expected to rise to US$ 223 bn by 2021. Apparel segment constitutes 69% of textile industry and remaining 31% is of textile segment. Organized apparel segment is expected to grow at a CAGR of more than 13% over a 10 year period. Henceforth, young consumer insight is fetching attention from apparel marketers in recent years in order to encash the growing purchasing power.

Due to favorable demographic, India is expected to become the world's youngest emerging economy by 2020, with around 64% of its population in the working age group. This young consuming class has new aspirations and is more open to experimentation with fashion brands and modern designs in their apparel choices. The Indian young consumer has been traditionally heterogeneous as a result of income disparities, the influence of friends, family, professions, regional preferences, etc. But recently, this unique heterogeneity in taste, choice, and preferences has increased substantially even within consumers in the same region and same ethnic group, belonging to the same income level and age range. The Indian consumers are now more conscious about his/her personality as well as self-image and therefore want to select accordingly. As a consequence, markets are flooded with exclusive ethnic wear, western wear, Indo-western, menswear, women wear, kids wear, formal, informal and semi-formal wear. These offerings are a way to suffice the unending demands and desires of young consumers for their apparel requirement.

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Consumer purchase behavior: Consumers are unique in their choices. It's difficult to predict the criteria on what basis they decide their choice of apparels. Numerous demographics and psychographic factors are considered to gauge trends in consumer purchase behavior. The Indian young consumer is undergoing an evolution and is rapidly adapting to international fashion statements. Increase in disposable incomes, digital consumerism and rising confidence levels are driving the changes in the consumer purchase behavior towards apparel segment.

Basically, consumer decision making process comprise of five stages. They start from Need recognition, information processing, searching of alternatives, purchase and post purchase stages. The consumer purchase behavior for buying a particular brand is effected by different factors. Aside from functional benefits, he/she may choose a particular brand as an extension to his/her personality, social status, affiliation or to fulfill his/her desire for newness (Kim et al., 2008). Searching for information is a critical stage of a consumer's decision-making process that may include search for both i.e. internal and external environment. Internal information will be gathered from experience or prior exposure to advertisement and external information may be collected from sources such as reference groups (e.g. peers, family members) and/or marketplace (Blackwell et al., 2001). This information will reduce the perceived risk and thus search behavior (Moorthy et al., 1997) will be more relevant. Not only the judgment of quality of the item, but may also include aesthetics (De Kleark & Lubebe, 2006) in choosing apparel. Further Wiedmann K.P., Hennigs N. & Siebels, A found few factors like quality, price, trust, availability of alternative packaging, imitations, sales promotion, availability, brand image, prestige, freshness and frequent advertising affects the consumer behavior in terms of apparel selection. Mittal, P. and Aggarwal, S. (2012) studied about the Consumer Perception towards Branded apparels. It was found that emotional or rational appeals, which drives the purchase decision toward the branded garments.

Different consumer trends are expected to impact the Indian apparel market. They are summarized as follow:

Time-starved Consumers: Young consumers are having their many engagements ranging from attending college, party, job and family commitments, so they are constantly searching the apparel accordingly in shortest possible time. So, they try various ways to fulfill their requirements. Min. Choi and Susan, S. (2010) in their study, examined the purchase preferences towards foreign and domestic branded apparels and media was found the most important persuading element.

Switch from Need-based Purchasing to Aspiration-based Purchasing: Generally apparel was purchased, when required but today it is reflection of consumer aspiration, personality, and therefore becoming important status symbols. Their young consumers behavior display the extension of their aspirations that can be influenced by peer groups working with multinational companies or maybe some other reason. Khare, A. (2010) researched the youth of Indian colleges about their choices of apparel and result had shown that although they are involved with branded fashion apparel but significant difference in the involvement of females and males towards fashion clothing. Aspirations are fueling the desires of youth consumerism towards apparel industry.

Growing Value Consciousness: Although young consumers are willing to spend more on clothing and accessories of choice, the consciousness of value received for the money spent has increased manifold. The fear of job stability, stagnation of personal income, increased spending on food or in socializing, etc. have a profound impact on the purchasing behavior of consumers. The consumer is inclined towards value and affordability, but, at the same time, there is an undying need for a unique look.

Growing Digital Consumerism: Technology has become an unavoidable part of consumer lifestyles. Of the active internet users in urban areas, 26.3 million access the web through their mobile phones. A report by TCS-FICCI , up to 75% of the users of smart phones are school and college kids or young men and over 75% of the Indians visit social networking sites on their smartphones. Thus, multichannel environment has created multichannel shoppers. The increasing dependency to the digital devices such as I pad, smart phones has influenced consumers' buying patterns substantially. They can compare products, prices, brand offerings, service levels, and the feedback/opinions of fellow consumers before making any purchase decision. Thus, consumer purchase decision process is a complex phenomenon. Internet had already made the consumers empowered with loads of information. Sproles & Kendall (1986), identifies eight different consumer decision making styles characteristics among consumers helps to profile an individual consumer style, educate consumers about their specific decision making characteristics. Characteristics of these eight consumer decision-making styles are: 1. Perfectionist / high quality-conscious consumer, 2. Brand consciousness, 3. Novelty and fashion consciousness, 4. Recreational and shopping conscious, 5 Price conscious Changing Demographics and the Challenges to Indian Retailers, 6. Impulsiveness, 7. Confused by over choice and 8. Habitual or brand loyal.

Heterogeneity of the Market: Heterogeneity is a key characteristic of the Indian apparel market. For example, if in the US, there are 4 shops for every 1000 people whereas the corresponding number for India is 14 shops per 1000 people. Diverse spread of customers with unique preferences is there in India, so marketers should develop thorough understanding of consumer preferences across the country and analyze the similarity and differences in consumer buying patterns. Radha Krishna and Shylajan (2007) proposed a conceptual model and considered the influence of various marketing and demographic factors on consumer's habitual buying behavior towards branded apparels.

Sprouting Customer Needs: Sprouting customer needs are a challenge for marketers as these require rediscovering the customer within a short time span and then rearrange the marketing strategies accordingly. Emerging trends had to be based on these needs only and therefore, leading apparel brands of the world is motivating to enter in new markets and attract new customers (Steenkamp & Hofstede, 2002) as they are deferred through Intense competition and sluggish population growth (Berner et al., 2001).

Impact of Lifestyle in Apparel consumption: Lifestyle categories like fashion and apparel, footwear, and fashion accessories dominate wallet share with a 32% contribution in consumer spending power. Lifestyle pattern of young consumers predominantly decides the consumer choices and spending capacity for apparel. Sullivan, Pauline et al (2012) say that despite Generation Y consumers' significant role as a decision maker in the market, it is increasingly challenging for marketers to understand the relationship between consumers' behavior and psychology.

Objectives of the Study

This paper aims to study factors affecting the needs and wants of young consumers of India towards apparel consumption. It's relevant to study about consumers' brand perceptions may be driven by their unparalleled needs and brand knowledge derived from personal experience (Keller, 2001). Young customers have a desire to augment their image and to look “cool and funky”. The outcomes of this research will allow the marketers to better understand Indian apparel market and will help them to adopt effective strategies for the consumers.

Indian apparel industry is a lucrative market and registering the growth at double digit. Marketers will definitely get the insights from this paper about young consumers taste and preferences. This will help them to formulate appropriate marketing strategies and compete effectively in the cutthroat competition that exists in the apparel industry.

This paper aims to study factors affecting young consumer purchase intention towards apparel brands. Consumers’ brand perceptions may be driven by their unparalleled needs and brand knowledge derived from personal experience (Keller, 2001). Young customers have a desire to bolster their image and to look “cool”. The outcomes of this research will allow the foreign apparel firms to better understand the young consumer market and will help them to adopt effective strategies for attracting and retaining them for long time.

Research Methodology

First a secondary study was done on the apparel market in India through books and the internet. Then a questionnaire was prepared to collect primary data from management students of different areas, family income, gender, and attitude regarding purchase behavior of apparel. A random sample of 300 respondents were taken those residing in Mumbai and New Delhi was taken and would cover people of different incomes and gender. Descriptive research was used to conduct this survey. All data were collected through questionnaires. Convenience sampling was done for the survey. The survey scale consisted of 14 items. Scores on the scale items varied from a low of 1 (strongly disagree) to a high of 5 (strongly agree), with disagree, neutral, and agree as interval points. The consumers were contacted through email and in person. Factor analysis has been used to extract the most important factors influencing customer preference for apparel.

3 Factorial Analyses:

Table 1: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.642
Bartlett's Test of Sphericity	Approx. Chi-Square	318.969
	df	91
	Sig.	.000

According to KMO and Bartlett’s test the measure of sample adequacy is .642 which is greater than the .6 which is accountable for factorial analysis.

Table 2: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.386	24.185	24.185	3.138	22.416	22.416
2	1.716	12.256	36.441	1.622	11.588	34.003
3	1.460	10.428	46.869	1.508	10.773	44.777
4	1.120	8.000	54.870	1.413	10.093	54.870
5	.967	6.907	61.776			
6	.931	6.652	68.428			
7	.860	6.145	74.573			
8	.779	5.565	80.138			
9	.729	5.205	85.343			
10	.600	4.284	89.627			
11	.520	3.714	93.342			
12	.403	2.876	96.218			
13	.278	1.988	98.206			
14	.251	1.794	100.000			
Extraction Method: Principal Component Analysis.						

From the total variance explained table, it shows detached factors from the analysis and also their eigenvalue, it should be greater than 1. Also the percentage of variance with each factor as well as cumulative variance from the table it is clear that the first 4 factors have variance of our interest and all the remaining factors are not significant.

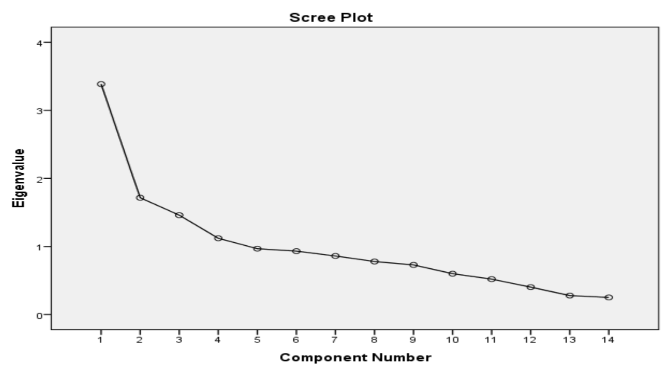

Figure 1: Eigenvalue

The graph shows that the numbers of factors were helpful for us. We see that the curve begins to flatten between factors four and five as the Eigen of 5 factor 5 is less than one, so that only four factors were retained.

Table 3: Rotated Component Matrix[a] (Extraction Method Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization)

Factor Name	Parameters	Component			
		1	2	3	4
S1	I Prefer to buy the latest fashion when I am sure my friends like them.	.756	.026	.161	.144
S2	Like to know what brands make a good impression on others	.052	-.759	.163	.047
S3	I am confident in my ability to recognize a brand worth considering	.533	-.013	-.098	.159
S4	If I want to be like someone, I try to buy the same brands apparel that they buy.	.665	-.125	.020	-.141
S5	More Apparel display on social media make me feel good	.113	.148	.627	.266
S6	It is important to buy well-known clothing brands because it offers high quality apparel.	-.142	.796	-.133	-.002
S7	I feel confident to purchase those apparel that wear by dummy or celebrity make me want to use them	-.152	-.117	-.041	.816
S8	I intend to buy branded apparel brands frequently	.065	.739	.080	.146
S9	I Prefer to buy as per my convenient location	.578	.112	.092	.112

S10	I prefer to purchase the apparel which was endorsed by the celebrity	.100	.087	-.054	.651
S11	Sometime I influenced by my peer group to purchase the apparel	.578	-.228	-.295	-.008
S12	I prefer the apparel to rebuy on the basis of my past experience	.119	-.649	.042	.033
S13	I prefer to buy the value for money apparel and more attractive apparel	.112	.191	.678	-.121
S14	I prefer purchasing of apparel through online portal	.718	-.231	.111	.198

Table-4: Factor Extracted

S. No.	Name of Dimension	Factors	Factor Loading
1.	Convenient & Reference Group	S1 S3 S4 S11	.756 .533 .665 .578
2.	Brand	S2 S6 S8 S12	.759 .796 .739 .649
3.	Social Media	S5 S13	.627 .678
4.	Celebrity Endorsement	S7 S10	.651 .816

Four factors has been identified from the 14 variables above mentioned factors effected young consumer preferences while selecting/making choice of apparel. First Factors was extracted as "Convenient & Reference Group" and overloaded by variables this was the major factor which effect the consumer preference for purchasing apparel. This factor clearly depicts the role of reference group and customer convenience for making the purchase of their apparel. Second factor was Brand this factor was overloaded by 3 variables namely (S2, S6, and S8).

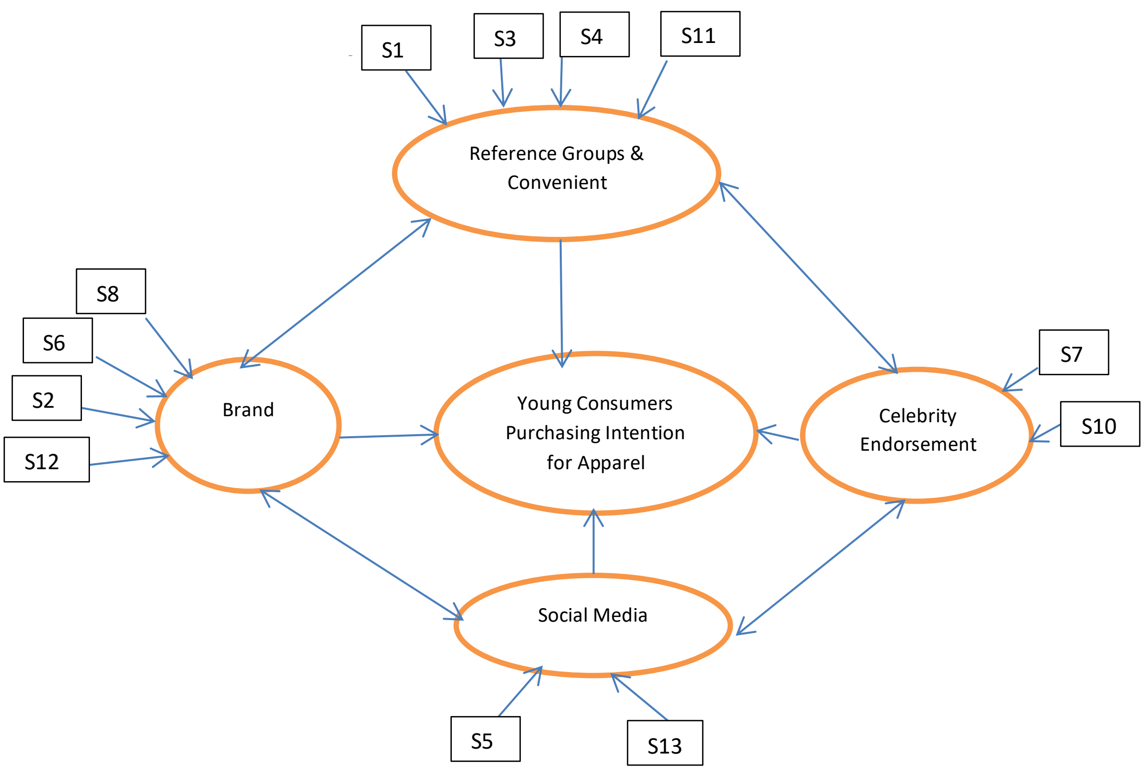

Fig. 2: Research Framework

In the present scenario young customers are more vibrant and more concerned with the branded apparel. Fourth factor, extracted was "Social media" and was overloaded by 2 variables, S5, S13. In the present scenario burgeoning communication tools increasing immensely in popularity among both the people in general and the companies in particular are the Online Social Networks. These networks offer huge space for advertisements, the effectiveness of which depends on the advertiser as to whether or not he/she uses this space up to its full potential and molds it according to the needs and preferences of the users Social networking sites like Facebook are being used by corporations and firms to attract, engage and involve customers in building relationships with them. Therefore the social media sites like Facebook, twitter, LinkedIn and many other played important role for influencing/attracting customers towards their apparel advertisement. Fourth and last factor was extracted name as "Celebrity Endorsement '' and overloaded by two variables namely (S7, S10) widely described the role played by celebrity for influencing the young consumer for the selection of apparel.

Regression analysis was used to check how the preference of branded apparel depending on the age of respondent.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.157[a]	.025	.015	.971	.025	2.545	1	101

a. Predictors: (Constant), Age

Table 6: ANOVA[a]

Model	Sum of Squares	df.	Mean Square	F	Sig.
Regression	2.401	1	2.401	2.545	.114[b]
Residual	95.269	101	.943		
Total	97.670	102			

a. Dependent; Variable: Frequency of Purchase
Predictors: (Constant) Age

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.233	.308		7.261	.000
Age	.188	.118	.157	1.595	.114

a. Dependent Variable :Frequency of Purchase the branded apparel

- The value R^2 0.25 says that 25% of the variation is known and can be explained by the independent factors age. The remaining can be accounted to several other factors
- The values of P which is significant and is more than .05 says that the factor age has an impact of frequency of purchasing the branded apparel.

Discussion

Growing economy has made Indian customers more vibrant and prosperous. An implication of this was clearly given by the research on young consumers' behavior for the selection of apparel. Four factors have been identified which have direct impact on young consumers. Social Media is an approximately new phenomenon and therefore it was more available theories and academic material in the area of relationship marketing in an offline perspective. Hence it is an important platform to advertise their apparel brand through social networking sites. Even companies can maintain their online social group for investigating the changing consumer preference for their products. Customer convenience like online shopping, store near to their area were also important factors which have direct impact on purchasing behavior of the customers. Today Customer Relationship Manager is tapping the power of word of mouth. Therefore company has to maintain the long term relationship with their existing customers because these customers are having the potential to acquire the new customers for the company. Next factor revealed through the research was Brand, as considered the company's market assets for the development and maintenance of trust is at the core of the brand, because it is a key characteristic of successful long-term relationships.

An interesting outcome of this study was the influence of apparel manufacturers on the young consumers. The young consumers preferred branded apparel and that was because the branded apparel possess more quality, and varieties even age of the customers having the impact on frequency of purchasing the branded apparel according to their desire/needs.

The greatest significance for this research hence lies for the Companies (particularly those in the Apparel Industry) who wish to obtain and sustain an advantage over their competitors by staying on top of the mind of consumers. The proper use of these online platforms, celebrity, marinating the relationship with customers through their relationship marketing programme are not just a way for companies to increase awareness about their brands but also for retaining the customers for a long time .

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Training Interventions and Processes in Selected Food Processing Companies in Tema, Ghana

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A B S T R A C T

Food processing firms are essential for the economic growth of developing countries and serve as one of the means to help enhance their performance through employee training. For training interventions to be effective, they should be adequate, provided in a systematic manner and linked with the corporate goals and strategies. The paper therefore examined training interventions and their processes in one public and two private food processing companies in Tema, Ghana. A total of 231 respondents were involved in the study; comprising three training coordinators, 14 line managers, 16 shift supervisors, and 198 permanent employees. Purposive, stratified and simple random sampling procedures were used to sample respondents and the study was both cross-sectional and comparative. Questionnaires and interview guides were used to collect data while Statistical Product Service Solutions (SPSS) version 16 and narrations were used to analyse the quantitative data and qualitative data respectively. The study revealed that training interventions were adequate, linked to corporate strategies and provided in a systematic manner in terms of needs assessment conducted before the designing, development, implementation and evaluation of interventions. Also, more of the on-the-job training activities than the off-the-job interventions were provided for employees. The recommendation was that the companies should continue to employ both on-the-job and off-the-job training methods to enable employees tap the expertise of both internal and external trainers.

Introduction

Agro-based industrial activities including food processing are seen as very essential for the economic growth of developing countries. This is because nations are able to add value to their agricultural produce prior to their marketing (Henson & Cranfield, 2009). Food processing helps to increase the volumes of nations' exports, create more employment and enhance income opportunities to reduce poverty (United Nations Industrial Development Organisation, 2009). In Ghana, the food and beverage industries accounted for about 13 percent of the people employed by industry (Ghana Statistical Service, 2006a) and 18 percent of total industrial output value in 2003 (Ghana Statistical Service, 2006b).

To help improve and sustain food processing activities in Ghana, the government has adopted various strategies and incentives such as New Industrial Reform, Accelerated Growth Programme and Free Zones Investment Dispensation. However, despite these strategies and incentives, the performance of some of the public and private food processing firms is seen as being low (National Development Planning Commission, 2010).

Several human and structural factors influence performance but to enable food processing firms in the Sub-Saharan African countries to improve their performance, there is the need for them to develop their human resources (African Development Bank, 2004; Röttger & Da Silva, 2007). However, most organisations in Ghana neglect the development of their human resources and as such they are not able to perform (Dzissah, 2006). One of the means by which human resources

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can be developed for improved performance is through training interventions (Swanson & Holton, 2001; Adamu, 2003; Asare-Bediako, 2008; Haslinda, 2009).

For training interventions to be effective to achieve the desired goals, training should follow a process that starts with the identification of training needs (Wang & King, 2009). Training interventions should be adequate (Rolf & Udai, 2002) and a balance of different techniques should be used where both on-the-job and off-the-job approaches are employed (Armstrong, 2006; Bhattacharyya, 2007). Again, training should be strategic where the training interventions are linked with the strategies and goals of the organisation (Garavan, 2007).

Organisations in Ghana provide training interventions for their employees but Nyabi (2004) maintains that the training programmes in most Ghanaian organisations are not effective since employees' needs are not first analysed. Asare-Bediako (2008) argues that those Ghanaian public and private organisations that provide HRD interventions including training do not adopt strategic approach indicating that interventions are not linked with corporate strategies. It can be inferred from these that the training interventions provided in many firms in Ghana are either not provided in a systematic manner, or are not adequate or interventions are not linked with corporate strategies. The question is what is the reality on the ground?

The paper examines the training interventions of one public and two private food processing companies in Ghana, their processes and their adequacy. The specific objectives are to:

1. Identify the training interventions of the companies;
2. Describe the training processes employed in the companies; and
3. Examine how the training interventions are aligned with the corporate strategies, visions and goals of the companies.

The paper is structured into five sections. Following the introduction, the section reviews literature relevant to the study. Third section focuses on the study context and methodology while the fourth section deals with results and discussion. The last section presents conclusion and recommendations.

Literature Review

Literature reviewed under this section covered the concept of employee training, types of training interventions and the training process.

Employee Training

From the perspective of economic theory, productive enterprises need to make profit in order to survive (Swanson & Holton, 2001) and one of the ways to achieve this is to help employees to enhance their knowledge, skills and attitudes for improved performance. This human expertise can be improved through training, development and education (Lynn, 2002; Adamu, 2003). Employee training is a planned learning process through which specific knowledge and information are acquired, and skills and abilities are developed to enable individuals who work in organisations to become more effective and efficient (Cole, 2002; Armstrong, 2006). Training empowers employees to perform better on their current jobs (Asare-Bediako, 2008; Haslinda, 2009).

Training enables employees to have the ability to make efficient use of resources and get the opportunity to progress in their careers, thereby developing themselves (Cole, 2002; Bhattacharyya, 2007). Through training, employees are able to learn about their strengths and weaknesses (Mathis & Jackson, 2004) and are able to acquire knowledge and skills that are linked to their jobs which help them to be more task competent (Clardy, 2008). As such, employees become interested in their jobs, improve their ways of operating on their tasks and are able to increase their output (Nyabi, 2004; McNamara, 2008). When individuals invest in training they make themselves more productive, receive higher earnings and help their organisations to increase their performance (Swanson & Holton, 2001; Zidan, 2001). Employee training is therefore the means of helping to enhance the competencies of employees for improved performance.

However, the private and public organisations differ in the extent to which they provide human resource development activities including training. The private sector firms are more enterprising and profit making oriented (Murphy & Garavan, 2009) and they focus on efficiency gains more than their public counterparts (Casile & Davis-Blake, 2002). Hence private enterprises may provide more training interventions to their employees than public enterprises.

Types of Training Interventions

Training is an organized activity aimed at imparting information and instructions to improve the trainee's performance or to help him or her attain the required level of knowledge or skills. Cole (2004) explains that interventions are activities that aim at improving situations. Thus, training interventions in firms are the organised activities that are provided to help improve performance. Training is classified based on the objectives for which they are designed. Training can be general such as skills and motivational training, or job/task training which helps employees to effectively perform their tasks such as safety training and new employee training. There can also be process training which includes all hardware systems, software systems, information systems, and socio-technical systems as well as problem solving training which helps to improve employees' relationships (Swanson & Holton, 2001; Mathis & Jackson, 2004).

Depending on the approach used to provide the training activity, training can be either on-the-job or off-the-job. The on-the-job training methods involve having employees in actual job situations at the workplace which include coaching, counselling, delegating, apprenticeship, job rotation, and employee orientation (Mathis & Jackson, 2004; Laakso-Manninen & Viitala, 2007). Coaching involves a personal one-to-one approach to helping trainees develop their skills and levels of competence and it focuses on a deliberate dialogue with a feedback (Armstrong, 2006).

Job rotation involves moving employees from department to department to broaden the understanding of all activities of the business and to test their abilities (Dessler, 2005) and in so doing brings in new ideas into the various departments. Employee orientation focuses on helping newly hired employees to learn the goals and practices of their organisations in addition to enabling them to be familiar with their jobs (Mathis & Jackson, 2004). The on-the-job methods are informal (Lloyd, 2002) and they are the most commonly used training methods (Sadler-Smith & Lean, 2004), because they are flexible, relevant to what employees do, and cheaper to carry out (Nyabi, 2004).

Off-the-job training methods require employees to stop work for a while and learn either at the workplace or outside their workplace to improve performance. These methods include lectures, simulation, self-study, seminars, workshops, case study, role playing, group training, and e-learning (Mathis & Jackson, 2004). Lecture method involves trainers telling the trainees what they need to learn to help update their knowledge and skills (Noe, 2005). Even though it is quick and a simple way to provide knowledge to a large group of trainees, lecture method lacks participant involvement and feedback (Ongori & Nzonzo, 2011). Case studies and simulation depict sets of circumstances that are close to real life situations and they allow trainees to analyse and identify the foundations of a problem and come out with a solution. Through the discussions, trainees are able to get the principles that are relevant to their own working situations (Armstrong, 2006).

With the electronic learning or e-learning type of training, the medium of instruction is computer technology. Employees are able to update their knowledge and skills by performing special programmes on a computer that are related to their occupation (Ongori & Nzonzo, 2011). Off-the-job training methods are seen to cost more than on-the-job methods and are also not easy to organise (Laakso-Manninen & Viitala, 2007), but employees tend to learn better (Mathis & Jackson, 2004; Nyabi, 2004). Effective training therefore, requires that both on-the-job and off-the-job methods are used (Bhattacharyya, 2007).

The Training Process

Effective training in an organisation involves a systematic approach commonly known as ADDIE (see Figure 1). The process begins with training needs analysis before the designing and the development of appropriate training interventions, and later the implementation and evaluation of the interventions (Wang & King, 2009). Needs analysis of the training process is very important because it helps HRD practitioners and line managers to know employees' weaknesses and enables them to address the gaps with the right training interventions to enable them to enhance their performance (Leigh, Watkins, Platt, & Kaufman, 2000). In assessing training needs, focus should be at the individual, task, departmental and organisational levels (Desimone, Werner & Harris, 2002; Mathis & Jackson, 2004). Even though needs analysis is essential to help make training interventions effective, most organisations do not analyse needs at all the levels but rather focus on individual employees' needs (Budhwar, 2000; Bhattacharyya, 2007). This might happen because it is time consuming, and limited finances in organisations may prevent the other levels of needs analysis (Hill & Stewart, 2000; Hansen, 2003).

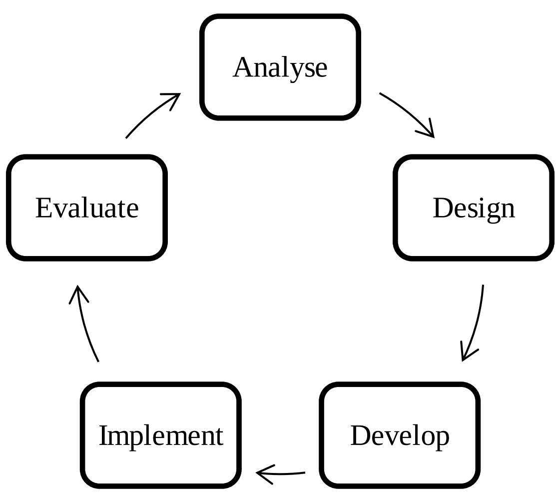

Figure 1: The ADDIE Model of Training Intervention

Source: Wang and King (2009)

Designing training programmes involves formulating training objectives, time tables, content, location, facilities, trainees and trainers (Mathis & Jackson, 2004; Laakso-Manninen & Viitala, 2007). Training objectives should be linked with the overall objective, vision and strategies of the organisation (Garavan, 2007). It is only when human resource development practitioners including training coordinators are aware of an organisation's vision and goal that they can organise their activities to help achieve the organisational goals (Laakso-Manninen & Viitala, 2007). Training objectives should be specific, measureable (quantity and quality outcome), achievable, realistic and time-bound and should be set before tasks begin (Bhattacharyya, 2007).

At the developing training programme stage, learning activities are specified and course designs and lesson plans are selected (Mathis & Jackson, 2004; Nyabi, 2004). The development stage also considers persons responsible for providing training programmes, and this can be internal expertise (Desimone et al., 2002) or outsourcing it to external experts if the internal ones are not available (Gainey & Klaas, 2005). There is also the need to budget for training programmes (Budhwar, Al-Yahmadi & Debrah., 2002) to enable management know how much is required for the training so that the needed resources are released on time.

The implementation stage of the training process focuses on how the planned training interventions are put into action. It emphasises the time for training, where employees would receive the training, and the methods used in delivering the training (Haslinda, 2010). Effective training however requires that both on-the-job and off-the-job methods are used (Bhattacharyya, 2007).

Evaluation is the last phase of the training process and it focuses on finding out whether the intended training objectives were achieved. It can be done by assessing the total value of the training course in financial and behavioural terms (Malone, 2003). Training can also be evaluated on the basis of costs and benefits associated with the training through a cost-benefit analysis and the use of benchmarking measures (Mathis & Jackson, 2004). Training can further be evaluated by determining its effectiveness in terms of examining achieved goals against the goals set for the programme or effectiveness for trainees and trainers (Werner & DeSimone, 2011). Additionally, training programmes can be evaluated by focusing on the effects of the training programmes on participants, their work, and the entire organisation (Swanson & Holton, 2001; Kirkpatrick & Kirkpatrick, 2005).

A number of evaluation models that have been developed for evaluating training programmes include Kirkpatrick's (1969) four-level model, Brinkerhoff (1991) six-level model, and Phillip's (1997) return on investment model (Phillips, 2003; Kirkpatrick & Kirkpatrick, 2005). According to Al-Athari and Zairi (2002), the Kirkpatrick's model is the most widely known and used. The first level evaluates the reaction of trainees in the areas of how well they liked the training programme with regard to the content and the style used by the facilitators. The second level of evaluation involves measuring how well trainees have learned facts and ideas to acquire new knowledge and skills while the third level evaluates trainees' behaviour on the job after training. The fourth level of evaluation of training programmes focuses on measuring how through training the organisational objectives such as changes in product output, time used and quality improvements have been achieved. However, most organisations, especially in the UK and USA evaluate their training programmes at only levels one and two.

Study Context and Methodology

The study was conducted in the Tema Metropolis, a coastal area which has one of Ghana's harbours. The Metropolis has the largest seaport and harbour facilities which serve as the main import entries into the country. Tema is about 33 kilometres east of Accra, the national capital of Ghana. It is also one of the nation's fastest growing cities with well-developed infrastructure and is a leading industrial area with over 500 factories that produce products including chemicals, consumer electronics, machinery and petroleum products. Tema Metropolis is one of the four export processing zones in Ghana designated for agro-processing industrial activities and it offers investors a favourable environment for manufacturing export activities. Firms within these export processing zones are Free Zone enterprises and they enjoy certain incentives including tax exemptions (Ghana Investment Promotion Centre, 2011; Ghana Free Zones Board, 2012).

Three large food processing companies namely; Cocoa Processing Company Limited (CPC), MYROC Food Processing Company Limited (MYROC) and Pioneer Food Cannery Limited (PFC) were purposively selected from the Tema Export Processing Zone. CPC was a public cocoa processing company, MYROC was a local fish processing company and PFC was a multinational fish processing company and each company had been in operation for more than 12 years.

The study was both cross-sectional and comparative. Purposive sampling was used to select 33 key informants comprising three training coordinators, 14 line managers and 16 shift supervisors from the three companies. Simple random and stratified sampling procedures were used to sample 285 respondents from 1123 permanent employees from nine different departments of the three companies. This sample size is close to the 285 respondents for a population size of 1100 prescribed by Krejcie and Morgan (1970). These departments were the production, finance, quality assurance, engineering, human resource, logistics, marketing, administration, and research and development. While the training coordinators were interviewed based on the interview guides, the rest of the respondents were given questionnaires to complete.

All questionnaires given to the line managers and shift supervisors were completed and retrieved but with the 285 permanent employees, 198 usable questionnaires were received representing 69.4% response rate. Thus, a total of 231 respondents were involved in the study. Primary data collection was conducted from 13th August to 30th November, 2012. Secondary data obtained from books, journals, periodicals, the internet, newspapers and reports from the relevant organizations were utilised to support the primary data collected from the respondents. Statistical Product and Service Solutions (SPSS) version 16 software and a constructed qualitative analytical framework were used to analyse quantitative data and qualitative data respectively.

Results and Discussion

This section presents and discusses the findings relating to the specific objectives of the study. It therefore, covers the training interventions, training processes and the alignment of training interventions with corporate strategies, visions and goals of the companies.

Training Interventions of the Companies

The majority of the key informants comprising all the three trainers, 64 percent of the line managers and 56 percent of the shift supervisors identified the types of training interventions that their companies had provided for them as employee orientation, coaching and job rotation.

The permanent employees identified seven types of training interventions as shown in Table 1. The majority (70.1%) of the permanent employees mentioned employee orientation, coaching and job rotation. Employee orientation allowed new employees to be familiar with their jobs while coaching enabled new employees to have a cordial relationship with their superiors and also tapped their expertise which helped them to progress on their jobs. These were on-the-job training interventions and all the companies provided more of the on-the-job training interventions because they were common approaches used by organisations as noted by Sadler-Smith and Lean (2004) and were cheaper and relevant to what employees did as observed by Nyabi (2004).

Other training interventions mentioned were lectures, group training, field trips, and workshops and these were off-the-job training methods. The findings imply that both internal and external experts were used by the companies to provide training for employees. However, more employees were of the opinion that more of the on-the-job interventions than off-the job interventions were provided, implying that the workers were exposed more to learning from internal experts (such as the line managers and shift supervisors) than learning from external experts. As maintained by Mathis and Jackson (2004), when both on-the-job and off-the-job approaches are used to provide training interventions, employees get on the job experience in addition to learning from external experts to help them improve their performance.

Table 1: Permanent Employees' Responses on the Types of Training Interventions Provided in the Companies

Types of Training Interventions	Companies			Total	
	CPC	MYROC	PFC	f	%
Employee orientation	10	42	25	27	38.9
Coaching	18	10	19	47	23.7
Job rotation	9	3	3	15	7.5
Lectures	7	2	8	17	8.6
Field trips	6	4	3	13	6.6
Workshops	6	2	2	10	5.1
Group training	4	7	8	19	9.6
Total	60	70	68	198	100.0

Note: CPC = Cocoa Processing Company Limited, PFC = Pioneer Food Cannery Limited, MYROC = Myroc Food Processing Company Limited

Source: Field Survey (2012).

The study companies had similar training objectives such as imparting knowledge to trainees, improving their skills and transforming their behaviours to help improve their performance. Among the areas of focus during training were improving food hygiene, safety practices, resource efficiency and quality production. The similarities may be attributed to the fact that each company was into food processing and the outlined topics were essential subject areas needed by food processing companies for improved performance. Each company had a mandatory training budget of at least one percent of the annual income on its employees since the firms were classified as free zone enterprises.

In 2012 operational year, CPC could organise eight training programmes for its employees, MYROC had 12 training programmes while PFC had the highest number of 20. As indicated by Casile and Davis-Blake (2002), private enterprises focus on efficiency gains and they are more enterprising and profit oriented (Murphy & Garavan, 2009). This might explain why MYROC and PFC being private firms had more training programmes than CPC which was public.

The majority of the permanent employees (CPC= 75%, MYROC= 64%, PFC= 74%) described the training interventions provided as adequate because the interventions helped to update their knowledge and skills, to use resources effectively and efficiently, and to become task competent. The resultant effect was increased output. This finding contradicts Dzissah's (2006) argument that many Ghanaian organisations neglect the enhancement of their human resources.

Training Processes Employed by the Companies

The respondents were asked whether in their opinion the training interventions were provided in a systematic manner. The responses in Table 2 reveal that all the training coordinators, 86 percent of the line managers, and 75 percent of the shift supervisors responded "yes". Similarly, the majority (93%) of the permanent employees from CPC, 74 percent from MYROC and 78 percent from PFC indicated that training interventions were provided in a systematic manner. Thus, most (81.4%) of all the respondents reported that training interventions were provided in a systematic manner.

The reasons given by the key informants for the systematic approach were that needs assessment was first done at the individual, task, departmental and corporate levels before training programmes were designed, developed, implemented and evaluated. The line managers and shift supervisors in the three companies were involved in employee needs assessment and intervention evaluation. The training coordinators were also involved in designing in-house training programmes and with the development and implementation of training programmes. They provided training materials, and wrote to inform trainers, departmental heads and trainees about any pending training.

Table 2: Responses on Systematic Provision of Training Interventions in Companies

Category of respondents	CPC		MYROC		PFC		Total	
	Yes	No	Yes	No	Yes	No	Yes (%)	No (%)
Trainers	1	0	1	0	1	0	3 (1.3)	0 (0.0)
Line managers	7	0	3	1	2	1	12 (5.2)	2 (0.8)
Supervisors	4	1	4	2	4	1	1 (5.2)	4 (1.7)
Permanent employee	56	4	52	18	53	15	161 (69.7)	37 (16.0)
Total	68	5	60	21	60	17	188 (81.4)	43 (18.6)

CPC = Cocoa Processing Company Limited, PFC = Pioneer Food Cannery

Limited, MYROC = Myroc Food Processing Company Limited

Source: Field Survey (2012).

To the permanent employees, the main reason given for a systematic procedure of training interventions was that employees' needs assessment was conducted by line managers and supervisors before training interventions were given. As a result, 85 percent of the permanent employees from CPC, 70 percent from MYROC and 66.2 percent from PFC indicated that their performances were appraised before they received training interventions. This implied that most of the training interventions were organised for employees based on line managers and supervisors identifying performance deficiencies first at the individual, task, departmental and organisational levels. At individual and task levels, areas of focus were the rate of absenteeism, change in attitude, time used by an employee to accomplish a task, and change in quality and quantity of output. For example at MYROC and PFC, an employee at the fish cleaning section who failed to clean 320 kilograms of fish within eight hours on several occasions had to receive training on faster ways of cleaning fish to help improve output.

This finding therefore, refutes Nyabi's (2004) assertion that most organisations in Ghana do not assess their employees' training needs before they are provided with training interventions. At the corporate level, training needs analyses were done by comparing the targeted daily, weekly and monthly production reports from the various departments and the actual production figures. Since all the three companies performed training needs assessments at individual, task and corporate levels, the finding goes beyond the assertion by Bhattacharyya (2007) and Budhwar (2000) that most companies focus their needs analysis only at the individual employee level.

When the permanent employees were asked whether they received feedback after needs assessment, it was only at CPC that the majority (71.7%) responded in the affirmative but 63 percent and 54.4 percent of PFC and MYROC respectively indicated that they did not receive any feedback. After conducting employees' needs analysis, it would be necessary for line managers and supervisors to share the outcome with the individuals so that they could know their strengths and weaknesses (Bhattacharyya, 2007).Without feedback, it would be difficult for employees to appreciate how they were performing on their jobs.

The study also showed that all the key informants and most of the permanent employees indicated that training programmes were evaluated to see their impact. Sixty percent of the permanent employees from CPC, 55 percent from MYROC and 75 percent from PFC indicated that they had been evaluated after training programmes. Training interventions were evaluated three months after their delivery and four key areas were emphasised- task competency, resource efficiency, improved output both in quality and quantity and employees' satisfaction. At CPC and MYROC, no specified model was used for the training evaluation. However, based on the training objectives, they used quizzes, observations and interviews as the evaluation tools. Werner and DeSimone (2011) noted that training interventions could be evaluated based on how set objectives were achieved.

At PFC, the Kirkpatrick's Evaluation Model was used for employees' training evaluation which was normally conducted by line managers three months after an employee had attended a training programme. From the Training Coordinator, the key areas of evaluation were levels 1, 2 and 3 which focused on the reaction of trainees on how they liked the content and the style of facilitators, how well trainees have learned facts and ideas to acquire new knowledge and skills, and trainees' behaviour on the job after training respectively. This finding therefore implies that evaluation of training programmes at PFC using Kirkpatrick's four-level model went beyond levels one and two which were used by most organisations in the UK and USA as indicated by Al-Athari and Zairi (2002).

Alignment of Training Interventions with Corporate Strategies, Visions and Goals

All the key informants indicated that training programmes were linked with the strategies and visions of their organisations. At CPC for instance, the Training and Development Officer had this to say:

"All our interventions are integrated with the company's vision and goal. The company sets its target at the beginning of the year and we organise the training and development interventions to help achieve that target".

The response from the Training Coordinator at MYROC was similar to the one above as he reiterated that:

"It is the vision of MYROC to be one of the leading fish processing companies in Ghana as well as on the international market. It is based on this vision that production targets are set ... training interventions are therefore organised based on the goal".

Lastly, PFC Training Coordinator had this to say:

"PFC, an affiliate of MW Brands, is Ghana's leading tuna processor and exporter and our goal is to exceed our customers' expectations. This goal is at the back of our minds; the company sets the target and we organise training interventions to help achieve the target".

The training coordinators being able to link training interventions with corporate goals and vision show that they knew and understood the directions of their companies. They had also internalised their companies' visions and as a result provided the required activities to help improve performance as noted by Laakso-Manninen and Viitala (2007).

Conclusions and Implications

The paper provides evidence on training interventions and processes of three food companies in Tema. The findings revealed that first, the study companies provided adequate training interventions to their employees. However, more of the on-the-job training interventions such as employee orientation, coaching and job rotation were provided than the off-the-job activities such as workshops and group training. Even though the on-the-job training interventions were common approaches used by organisations and were cheaper and relevant to employee tasks, employees were exposed to mainly internal experts, thereby preventing them from having an equal opportunity to learn from external experts.

Secondly, the study companies had similar training objectives such as imparting knowledge to trainees, improving their skills and transforming their behaviours to help improve their output. The areas of focus during training included improving food hygiene, safety practices, resource efficiency and quality production. These areas were essential for food processing companies for improved performance and sustainability.

Thirdly, the companies aligned their training interventions with the overall corporate strategies, visions and goals to make interventions effective. The training coordinators knew and understood the directions of their companies and therefore, internalised their companies' visions and activities to help improve performance. These are lessons for HRD practitioners in other food processing companies.

Fourthly, training interventions were provided in a systematic manner where needs analyses were done at the individual, task, departmental and organisational levels before interventions were designed, developed, implemented and evaluated. Such contributing factors should be adopted by other food processing companies in Ghana. However, it was only at the public company (CPC) that employees received feedbacks after the needs analysis. The feedbacks helped the employees to know their strengths, weaknesses and areas that needed improvement. The implication is that employees from MYROC and PFC might have attended training programmes without knowing the areas they had to enhance. Line managers and supervisors in MYROC and PFC should therefore, give employees feedback after needs assessment.

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Organizational Culture and Employee's Psychological Contract: A Signaling Theory Perspective

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ABSTRACT

The present study investigated the relationship between organizational culture and employee's psychological contract. The study also sought to examine the different dimensions of Organizational culture on two types of psychological contract (relational and transactional psychological contract). Using random sampling procedure, data were collected from 300 employees working in two public sector organizations in Bhutan. Correlation and regression analysis were carried out to test hypotheses of the study. Results revealed that organizational culture does influence the employee's psychological contract. It was also found that supportive and achievement culture positively and significantly influenced transactional psychological contract; whereas power and role culture significantly and positively influenced employee's transactional psychological contract. Implications of the study have been explicated in the research.

Introduction

Psychological Contract (PC) has emerged as an important construct to understand and deal with complex relationship between the employees and employers (Dabos & Rousseau, 2013). Over the last decade, research in the area of PC grew significantly due its association with organizationally desired outcomes. PC is individual belief regarding terms of an exchange agreement between individuals and their organization and is shaped by the organization (Rousseau, 1995). The definition emphasized the role of organizational as well as individual factors as antecedents of PC. Researches on both categories of antecedents of PC have grown over the years. However, the role of organizational culture (an important organizational antecedent) on employee's PC is not taken seriously by researchers. Organizational culture is a set of norms and values that provide clues to employees about employer's expectations and obligations. Researchers have developed psychological contract theory from an individual and national culture perspective (Schalk & Soeters, 2008, Thomas et al., 2010). However the present author felt that researchers have ignored the same from the organizational culture perspective. Guest (1998) has suggested the need to examine the relationship between the organizational culture and psychological contract. Against this backdrop, this research aimed at examining the relationship and influence of organizational culture as a contextual factor on employee's PC especially on relational and transactional PC.

Social exchange theory (SET) of Blau (1964) dominated the researches on PC. Given the wide applications of the signaling theory in different fields including human resource management, some researchers have realized that the PC research should also draw upon the features on signaling theory (Suazo et al., 2009). Signals refer to the observable characteristics attached to the individual that are subject to manipulation (Spence, 1973: 357). Consistent with signaling theory, organizational culture reflected in the assumptions and values through its various tangible and intangible aspects (Schein, 1990) provides signals to employees that what is expected of him and what is obligated to him. Organizational culture works as lens through which employees perceive, interpret and form opinions about their exchange relationship with their organisation, referred to as psychological contract. Thus the study will examine the relationship and influence of organizational culture on employee's PC from the perspective of signaling theory.

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Concepts and Literature Review

Psychological Contract

The psychological contract refers to an individual employee's "belief in mutual obligations between that person and another party such as an employer" (Rousseau & Tijoriwala, 1998: 679). Psychological contract is subjective in nature and deals with implicit as well as explicit promises and contributions, between the employee and the employer (Morrison & Robinson, 1997). Two approaches of PC, transactional and relational, have dominated in PC research (Robinson & Rousseau, 1994). Transactional contracts are highly specific, short-term, limited involvement and monetary based exchange relationship between the parties. Relational contracts, on the other hand, are open-ended, long-term, and broader in relationships and involve considerable investment both by employees and employers. Relational contracts accentuate loyalty, support and longer term commitment (Morrison & Robinson, 1997). Studies have shown that the type of psychological contract influences employee's work attitudes and behaviours (Hui, Lee & Rousseau, 2004; Raja, Johns, & Bilgrami, 2011; Rousseau & Schalk, 2000).

Organizational Culture

Wide range of definitions of organizational culture exist in the literature. According to O'Reilly and Chatman (1996), organizational culture refers to 'a system of shared values that define what is important and norms that define appropriate attitudes and behaviors for organizational members how to feel and behave' (p.159). Organizational culture has been explained as a pattern of evolved assumptions and shared beliefs instilled in members as the way to perceive organizational life and behavioural expectations (Denison, 1996; Glisson & James, 2002; Schein, 1990). Thus organizational culture can be said as a set of values and assumptions shared by members of the organization and guides their thoughts and actions in work setting. According to Schein (1990), organizational culture has both visible and invisible characteristics. The visible characteristics include external buildings, clothing, behavior modes, regulations, stories, myths, languages and rites. The invisible characteristics include common values, norms, faith and assumptions.

The concept of organizational culture has assumed considerable significance in 21st century because of its significant contribution in organizational functioning. Significance of organizational culture lies in its ability to influence employee's behaviours and thought (Schein, 1990). An organization's culture helps its members interpret organization's activities when there are few other cues to guide behavior. It provides norms and standards that prescribe how employees should behave in any given organisation (Martins & Martins 2003). Organization's culture influences sense-making, perspective-taking, and many organizational actions (Weick, 1995; Zohar & Luria, 2004) leading towards the development of PC.

Organizational Culture and Psychological Contract

Relationship between organizational culture and PC is interdependent. Organizational Culture influences PC and vice–versa (Makin, Cooper & Cox, 1996). However in the present research organizational couture is taken as contextual factor which influences employees' PC. Organizational culture affects employee's beliefs and expectations about the reciprocal relationship with the employer. Culture through its various tangible and intangible characteristics provides clues to employees to form opinion about their relationship with employer. Organizational culture plays a vital role in the development and modification of employee's psychological contract (Kickul & Liao-Troth, 2003; Richard, Capehart, Bhuian & Taylor, 2009; Rousseau, 1989). Makin, Cooper and Cox (1996: 250) suggested that organizational culture and the psychological contract are, "so closely related that it is impossible to say which one causes the other, since the culture determines how people relate, and how they relate determines what sort of contract exists between them". Organizational culture conveys a sense of "what should be done", and is ideational in terms of its perspective on organizational life (Murphy, Cooke & Lopez, 2013). An organization's culture helps employees interpret and initiate activities because it provides cues to guide their thoughts and behaviours. Its compounded nature helps signify what an organization values positively and/ or negatively (Murphy, Cooke & Lopez, 2013). PC can be either relational or transactional (Robinson & Rousseau, 1994). Based on the above evidences, it is stated that –

H1: Organizational culture positively and significantly influences employee's relational and transaction PC

Types of Organizational Culture and Relational and Transactional PC

Significance of organizational culture in organizational functioning has been well recognized and accepted (Martins & Martins, 2003; Wagner, 1995), but researchers have not come out with well-established cultural framework in the organization. Various cultural dimensions in organization exist in the literature. However the present research adopted the culture framework developed by Harrison and Stokes (1992) which identified four dimensions of organizational culture namely power, role, achievement and support culture.

Power Culture

A power-orientated organization works on the concept of centralization of organizational power and resources. All organizational power and resources are controlled by few people in the organization and other organizational members are connected to the power centre by functional and specialist strings (Manetje & Martins, 2009). People in power themselves makes decision and influence others' behaviours and thoughts through administering reward and punishment which is contingent on their work performance. Thus this type of culture sends signal to employees to develop transactional PC which is based on limited involvement and highly specific relationship with the employer. Thus it is conjectured that –

H2: Power culture significantly and positively influences transactional PC.

Role Culture

Role culture is associated with the concept of bureaucracy. Organization having role culture emphasizes on defined roles and responsibilities, procedural and hierarchical, are established, regulated, ordered, and structured (Wallach, 1983). High degree of control, centralized decision making, orientation towards obeying orders, high degree of conformity are some of the important features of the culture (Claver et al , 1999). People in this culture are not given complete autonomy because they are not fully trusted (Harrison & Stokes, 1992). Above features of the culture can create transactional PC because employee's involvement is less and employees are asked to follow organizational rules and regulations, and obey orders. However some authors have different views on this type of culture. Husein (2015) in his article, stated that bureaucratic culture helps build togetherness among the members of the organization, create self-identity and emotional bonding among the member and the organization. According to Jarvis (2003), bureaucratic culture has the great capacity to operate in coordinate way. Drawing from the views of Husein (2015) and Jarvis (2003), it can be inferred that this culture sends signal to employee to have relational PC in employees because the PC emphasizes on long-term relationship, socio-emotional attachment and care of the organization. However the present research took the side the opinion of Hussein (2015) and Jarvis (2003) and hypothesized that –

H3: Role culture significantly and positively influences relational PC.

Achievement Culture

Achievement-oriented organizational culture also referred to as task culture, emphasizes on realizing the set purpose and goals of the organisation. Members of achievement oriented organizations are expected to harness and contribute their personal energy in return for rewards (Harrison & Stokes, 1992). The culture intends to bring the right people together, in order to achieve the organizational goals (Brown, 1998). Achievement-oriented culture values team orientation and intrinsic motivation (Harrison, 1972), build positive affective relationship with each other (Schneider, 1994), organizational responsiveness and flexibility (Friedman & Casner-Lotto, 2002) which may create sense of loyalty, dedication and willingness to stay and work for long in the organization. People feel that they are working for something bigger than themselves to achieve the common mission and objectives. Thus this culture sends signal to employees to have long-term relationship and commitment with the organization which is the characteristic of relational PC. Thus it is hypothesized that -

H4: Achievement culture significantly and positively influences relational PC.

Supportive Culture

A supportive culture is characterized by open, people-oriented, relationship–oriented, altruism, collaborative and trusting work environment and likened to an extended family (Harrison 1972; Wallach, 1983). In such an organization, people believe they are valued as human beings, not just as cogs in a machine (Harrison, 1972). The culture is able to develop positive affective relationships among its members (Schneider, 1994). In this culture employees feel cared for, and experience humane in their interactions with others (Harrison, 1972). Thus the culture sends message to employees that to have long lasting relationship based on mutual trust and caring to each other, features of relational PC. Richard et al., (2009) in their study found that clan culture which is like an extended family and caring and nurturing in nature, positively impact relational PC and are negatively associated with transactional PC. Thus it is conjectured that –

H5: Supportive culture significantly and positively influences relational PC.

Method

Sample and Procedures

The study was conducted on full time employees working in two public sector service organizations in Bhutan. Using random sampling procedure data were collected from a total of 300 employees. Respondents were approached personally by the researcher and included both the genders. Age range of respondents in this study was between 27 and 58 years, with average for the sample being 34 years approximately. Approximately 58 percent of the respondents were male. In terms of educational attainment, the sample population consisted of faculties with graduation (53 percent) and the remaining were post graduates. Thus the sample consisted of respondents from a fairly well distributed group in terms of age, qualification and genders. Data were collected on standard questionnaire covering all the variables of interest. All necessary information regarding the study and ways to respond to the questionnaire was shared with all respondents. Respondents were assured of confidentiality of their responses and were told that their responses shall be used for the research purpose only.

Measurement of Variables

Organizational Culture Questionnaire (OCQ) – The present study adopted OCQ developed by Harrison (1992) to assess the organizational culture. The 60 – item questionnaire measures four dimensions of organizational culture, namely power, role, achievement and support cultures. Each of these dimensions has 15 items to measure it. The questionnaire used a four-point Likert-type scale anchoring 1 (least dominant view, or least preferred alternative) to 4 (Most dominant view, or preferred alternative). Reliability of the scale (four dimensions) ranged from .71 to .78 (cronbach's alpha) on the present sample.

Psychological Contract Scale - Psychological Contract Scale (PCS) of Millward and Hopkins (1998) is used in this study. This 17-item scale assesses both the transactional (10 items) and relational (7 items) psychological contract. The answer scales range from 1 (strongly disagree) to 7 (strongly agree). Reliability of the scale is found to be .76 (cronbach alpha) on the present sample.

Results

Table 1: Correlation Matrix of Organizational Culture and Psychological Contract

S. No.	Variables	Mean	S.D.	1	2	3	4	5	6
1	Power Culture	3.59	.56	1					
2	Role Culture	4.02	.64	.631**	1				
3	Achievement Culture	3.29	.71	.545**	.518**	1			
4	Supportive Culture	3.74	.56	.625**	.624**	.426**	1		
5	Relational PC	3.68	.84	-.143*	.094	.307**	.313**	1	
6	Transactional PC	3.83	.59	.301**	.151*	.091	-.086	.421**	1

* p<0.05; ** p<0.01(1-tailed)

PC = Psychological Contract

Table 1 showed the means, standard deviations, and correlations of the variables studied. Relational PC is found to be statistically significant and positively correlated with achievement culture (r = .307, p < .01), supportive culture (r = .313, p < .01) and negatively and ignificantly correlated with power culture (r = -.143, p < .05). However no statistically significant relationship was found between relational PC and role culture. Transactional PC is found to be positively and significantly related to power culture (r = .301, p < .01) and role culture (r = .151, p < .05). Achievement and supportive culture were not found to be significantly related with the transactional PC.

Hypotheses Testing

Table 2: Regression Analysis for Relational PC as a Function of Dimensions of Organizational Culture

Variables	B	SE	*β*	t-value	*p*
Power Culture	-.112	.109	-.090	-1.031	.304
Role Culture	.151	.084	.172	1.807	.073
Achievement Culture	.326	.104	.293	3.137	.002
Supportive Culture	.385	.083	.364	4.650	.000
R Square	.268				
Adjusted R Square	.201				
Std. Error of Estimate	.206				
F – Value	4.01				
Significance	.000				

Multiple regressions were conducted to see the influence of four dimensions of the study on PC and also to see the relative contribution of each cultural dimensions on the outcome variables. Results in the table 2 showed that organizational culture, taken as whole, explained around 27 percent variance in relational PC (R^2=.201) and found to be significant as F- value corroborated this ($F = 4.01$, $p <.01$). Beta values showed that two out of four cultural dimensions taken in the study, supportive culture (β =.364, $p < .01$) and achievement culture (β =.293, $p < .05$), have contributed significantly in relational PC. The findings lend support to hypotheses 4 and 5 of the study. However role culture (β =.172, $p > .05$) was not found to be predicting relational PC in significant manner, thus not supporting the hypothesis 3 which stated that role culture significantly and positively influences relational PC.

Table 3: Regression Analysis for Transactional PC as a Function of Dimensions of Organizational Culture.

Variables	B	SE	*β*	t-value	*p*
Power Culture	.799	.177	.522	4.504	.000
Role Culture	.267	.123	.193	2.176	.031
Achievement Culture	.121	.099	.109	1.219	.225
Supportive Culture	-.138	.111	-.105	-1.234	.219
R Square	.202				
Adjusted R Square	.143				
Std. Error of Estimate	.503				
F – Value	3.399				
Significance	.001				

Data presented in Table 3 provided the regression results of dimensions of organizational culture and transactional PC. Organizational culture explained around 20 percent variance in the transactional PC (R^2=.202) and found to be significant ($F = 3.39$, $p <.01$). Thus findings presented in table 2 and table 3 together supported the 1st hypothesis of the study which stated that organizational culture has significant influence on employee's relational and transactional PC. Beta values of the table 3 showed the significant influence of power culture (β =.522, $p < .01$) on the perception of transactional PC by employees, lending support to the hypothesis 2 of the study. Results also showed that role culture (β =.193, $p < .01$) influences transactional PC in statistically significant manner.

Table 4: Summary of Hypotheses and Results

H. No.	Hypotheses	Results
H1	Organizational culture positively and significantly influences employee's relational and transaction PC	Supported
H2	Power culture significantly and positively influences transactional PC.	Supported
H3	Role culture significantly and positively influences relational PC.	Not Supported
H4	Achievement culture significantly and positively influences relational PC.	Supported
H5	Supportive culture significantly and positively influences relational PC.	Supported

Discussion

The present study examined the influence of organizational culture on perception of employee's relational and transactional PC. This study took four dimensions of organizational culture as conceptualized by Harrison and Stokes (1992).

Results of the study empirically established the role of organizational culture on the perception of employees' PC. Culture of the organization through its values, beliefs and general behaviour pattern, communicates organizational expectations from employees (Glisson & James, 2002) and also sends message about its obligation towards employees. Organizational culture shapes employees' thoughts and attitudes (Richard et al., 2009) which in turn probably lead to the perception and development of their PC. Organizational culture probably has potential and power to mould employee's attitudes, beliefs, and values similar to its own. The present finding is in line with the findings of researchers who found the role of organizational culture in the development and modification of employee's psychological contract (Kickul & Liao-Troth, 2003; Richard et al., 2009). Thus organizational culture provides a framework within which employees take decision about the nature of their employment relationship.

The study also explored role of various dimensions of organizational culture and employee's relational PC. It was found that the organization having supportive culture leads to the development of relational PC in its employees. This relationship could be the result of values and beliefs of supportive culture. Organization with supportive culture considers employees as its own and treats them like family member (Wallach, 1983), takes care of their needs and addresses concerns which in turn facilitate affective relationships (Harrison, 1972; Schneider, 1994) leading to the development of relational PC. Achievement culture was also found to be impacting on relational PC in the present study. Organizations with achievement oriented culture are concerned with the achievement of organizational mission and goals, and works in cohesive and united manner, leading to the team effort. This team spirit fosters high organizational commitment (Mitchell et al., 2001). Organizational commitment is employees' sense of identification, loyalty, involvement and willingness in organizations based on their affection to organizations, individual benefits and sense of responsibility (Yamaguchi, 2013). Thus it can be inferred that individuals develop relational PC with the organization.

In power culture organization, employee's behaviours are controlled by reward and punishment. People in power control all organizational tangible and intangible resources and expects employees to work in return for external reward (Harrison, 1972). Thus these orientations, thinking and approach of management of the power culture sends signal to employees to develop transactional nature of relationship with employer, leading to the development of transactional PC.

Role Culture was found to be predicting transactional PC and not relational PC as hypothesized in this study. The reason for this could be that organization having role culture are bounded by roles and responsibilities and their work behaviours are regulated and structured (Wallach, 1983). Organization with this culture adopts the policy and practices of high degree of control, centralized decision making, orientation towards obeying orders, and high degree of conformity (Claver et al., 1999) and lack of autonomy in doing the job (Harrison & Stokes, 1992). Employees, probably in such situation, feel less self-esteem and not trusted, which in turn results in to transactional PC. In this culture, employee's involvement is minimized and employees fail to develop a sense of ownership with the work and organization prohibiting the development of relational PC. Organization that allows employees to participate in decision making, share information and authority, enhances commitment and relatedness with the employer and organizations (Gardner et al., 2011) which in turn facilitates relational PC.

Conclusions and Implications

Organizational culture has gained significant importance in modern time. Organizational culture explains individual behaviour and works in internal integration in organization (Schein, 1999). Research examining the relationship between organizational culture and types of PC are very limited, given the fact that organizational culture plays significant role in the development of PC (Rousseau, 1995). The study found that organizational culture influences employee's PC. Especially the present study intended to examine relationship between different dimensions of organizational culture and relational and transactional PC. The study found that supportive and achievement culture positively and significantly influenced transactional PC. Results also revealed that power and role culture significantly and positively influenced employee's transactional PC.

Insights gained from the research have important theoretical and practical implications. PC is an important issue especially in today's work organizations, and understanding the role of culture in its development is significant. The study may help organizations to take decision on the types of organizational culture to be developed and maintained and the kinds of PC organizations want to develop among employees. According to Schein (2004), organizational culture has powerful effects on the way employees think and behave. Theoretically, the study will extend contribution and enrich the literature of organizational culture and employee's PC.

Limitations and Future Research

The study has certain limitations. First, the study is conducted on two organizations which limit its ability to generalize the relationship between organizational culture and employees' PC on wider population. Another limitation is that the study is conducted in the organizations of a specific country. Applying findings of the research done in specific country context may not be appropriate because of the national culture has bearings on organizational culture (Mahler, 1997) and also differences in culture and behaviours and thoughts. Replication of the study on more organizations and in different national cultures can enhance better insights of the issue of the study. Actually PC exists between the parties, the employer and the employee. But the present study has taken employee perspective only, which makes it difficult to understand the actual relationship between the two variables of the study, thus making the third limitation of the study. Inclusion of both the parties in information gathering would have made the results more insightful. The study has taken cultural orientation of Harrison and Stokes (1992) to examine its relationship with the employees PC. Researches done taking other organizational cultural orientations can enhance our understandings of relationship and influence between the two variables of the study.

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Transforming Human Values into Behavioural Competencies with Reference to Swami Vivekananda's KarmaYoga

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A B S T R A C T

Nowadays, the corporate learning and development arenas are introspecting through the folios of ancient texts in order to gain some insights on knowledge that is contextual to meet their business or corporate requirements. Accordingly, they are also putting more pressure on the B-Schools to produce qualitative human resource which is not only good at their operational abilities but also with refined human qualities. Accordingly, this study focuses more on the human virtues incorporated in Karmayoga in which Vivekananda opines "*Man making should be the goal of education but not machine making*". Parallel to this thought, the authors of this paper have also supported the human virtues of *Karmayoga* through the accepted psychological theories. In continuation, the behavioural competencies have been aligned with the human virtues so that these qualities accurately fit into the corporate requirements. The paper also suggests some of the training dimensions through which the inferred behavioural competencies can be nourished among the budding professionals and such trained youngsters can not only be effective in the job role but they also learn to celebrate the joy of every moment of their work.

Introduction

Swami Vivekananda has had claimed his universal identity across the cultures and there is a unanimous acceptance of his principles on life. Most of Vivekananda's thoughts were focused on empowering youth and he strongly believed that the youth have the power to create, generate and destroy the civilizations. Further, he believed that the youngsters have oozing energy and the youngsters must realize their hidden potentials, fortify their strengths and direct that vital energy towards achieving the personal, social or economic well-being. It is this faith of Vivekananda that forced him to state referring to youth *"My countrymen should have nerves of steel, muscles of iron, and minds like thunderbolt."* In this statement, he is quite evident that he wanted the youth to be physical crystalized and the minds empowered.

Swami Vivekananda was profoundly mesmerized by the heroic essence that is found in the kernel days of youth and the process through which it expands. In this regard, Vivekananda says that it is the age of *Soul Expansion and Soul Development*. He also states that it is the age wherein the youth enter into Brahmacharya Ashrama in order to prepare themselves to face their later stage of life effectively. In this Ashrama, the youth have to ameliorate their strength with the virtues of crystalized character, sense of quest, positive energy and social sensitivity. Erik Erikson, an eminent psychologist, opines that the youth, during their early adulthood, are characterized by the virtues like self-discovery, analytical thinking and experimentation. According to him, the youth are keen at developing interpersonal relationship and social skills.

Further, Swami Vivekananda, in his book *"Karma Yoga"*, illustrates the significance of pristine character in building the magnetic personality in the youngsters. In this regard, the youth pristine character is the result of experiencing the miseries and joys in the course of time. According to him, the miseries or problems have

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their tremendous contribution towards the evolution of pristine character. As stated by Erik Erikson in his work of Developmental Psychology about the virtues of early adulthood, Vivekananda opined that the mind of youngsters is like a universal library and all the knowledge of the world is buried in the cerebral domain. He opines that every virtue, strength, solution and knowledge is within and they are waiting to be explored. The youngsters, with the spirit of discovery, must attempt to explore the infinite knowledge which is hidden in the subtle cerebral realms.

Vivekananda in his *Karma Yoga by referring to the text of Samkhya Philosophy*, opines that every youngster's character is molded by three *Gunas* that are Rajas, Tamas, and Sattva that are manifested in the form of actions. These three *Gunas* are referred to Hyperactive, Inactive and Equanimity, respectively. In addition, these *Gunas* have their influential impact on the behaviour, character and personality of a youngster.

Further, Vivekananda in Karma Yoga says *"Karma determines what we deserve and what we can assimilate. We are responsible for what we are; and whatever we wish ourselves to be, we have the power to make ourselves."* These lines of Vivekananda throw light on both physical and abstract actions like thoughts / cognitive conditions which have their own contributions in affecting the personality of an individual.

Conceptual Definitions

Zeitgeist: According to the Cambridge Dictionary Zeitgeist is defined as "prevailing ideas, beliefs, practices and conceptions which are contemporaneous in nature." In this study, the terms Zeitgeist is referred to the contemporaneous ideas, thoughts and potentials of the young generation.

Gunas: According to a Sanskrit dictionary "*Guna is a human virtue, talent or merit*". In this study the Gunas like; Sattva (stoic), Rajas (hyperactive) and Tamas (inaction) are considered.

Karmayoga: The Sanskrit dictionary defines Karmayoga as "the work done with great devotion, pleasure and passion". In this study, it can also be taken as a pseudo selfless service.

Positive Psychology: Positive Psychology is a science that deals healthy and accepted behaviours in an individual. Further, it also includes various dimensions of human cognitive mind like thoughts, emotions, attitude and beliefs.

Objectives of the Paper

- To understand the human virtues portrayed in Karmayoga and establishing the scientific accuracy of those human virtues with the help of accepted psychological theories
- To translate the human virtues into the required behavioural competencies from a professional
- To suggest the possible strategies to nourish the behavioural competencies among the budding professionals

The Zeitgeist of Young Generation

As it is evidently reflected that the corporate society is undergoing tremendous transformation due to the transition led by the development of Information Technology and drastic change in the realms of consumer market. The increasing demands, changing cultural fabric and personal/corporate financial goals have a great impact on the job market. As a result, the human resource is witnessing a revolution in terms of expected job skills and their leadership roles in leading the progress to meet the inordinate goals and objectives of an organization. The academic establishments, who act as the providers of human resource to the industry, have also revised their pedagogy in order to tailor the job skills of the youngsters and instill employable skills in them. The revised pedagogy is successful in evolving obstinate professionals who can meet the hard-skills' requirements of the companies; however, their character building and instilling the human virtues like honesty, ethical values, temperament, passion, positive mind and equanimity are doubtful. Indeed, the youngsters are empowered and their professional competency levels are scaled up but their human values or ethical values are buried in the soils of professional excellence.

As a result, the youngsters are engineered like robots which can accomplish tasks without putting heart and soul. Evidently, the youngsters' personal goals take a higher priority than the collective goals. Hence, the human virtues of honesty or integrity or equanimity may seem to be a fantasy or an extraneous attribute on the way of personal or avaricious goals. In the course of their professional journey, they may possibly be victimized by vicious traits like egocentricity, avarice and distress, finally leading to the physical and emotional breakdown. The studies have proved that the corporate professionals within a couple of decades working hyperactively breakdown in their physical and mental efficiency due to high level of stress, frustration and physical ailments. Unfortunately, it is an observed fact among the youngsters that at the age of expansion of their soul, they are experiencing the contraction.

Moreover, the major challenge faced by the organizations is related to the commitment level of the budding professionals to the organizational goals, vision and mission. As discussed, the youngsters are trained on the job skills and their talents are groomed to attain the individual's professional excellence, however, their emotional affiliation, ethical values, integrity, equanimity and others virtues are obscure while dealing with the professional or personal relationships.

It has been an evident fact that the budding professional having their own selfish fancies while starting their professional journey and they may resort to any sort of vices to achieve the higher ladder of success. The trampling, frustration, prejudices, anxiety and unfair practices at work place become an order of the day. It is inferred that when an individual's selfish professional goals take the priority then his/her true character, human values, ethics and mental tranquility will be at stake. Indeed, the sanctity and integrity of the workplace can never flourish if the individual's character and personality are sacrificed for the personal gains.

As a repercussion of this behaviour of the individuals, it is not only the organizations that suffer the decline but also the young individuals who are being victimized by various psychological ailments like anxiety, high stress level, mood swing and perversion. Gradually, these individuals develop *sadistic personality disorder* and eventually lose their real self. For example: a professional working in any industry is hardly concerned about character building or self-integrity because these areas are treated as just a myth or an obstacle in their path of avaricious gains. In addition, the young individuals either develop *Rajas Guna (being hyperactive in actions) or Tamas Guna (being hypoactive in actions)* which will result in the two extreme disorder.

As the academic portals play a significant role in evolving hardcore professionals, in addition to grooming the students' hard skills, they may focus on character building, individual's integrity and ethical values during the academic life.

Human Virtues Enshrined in the Book of Karma Yoga and its Application in the Academic Portals

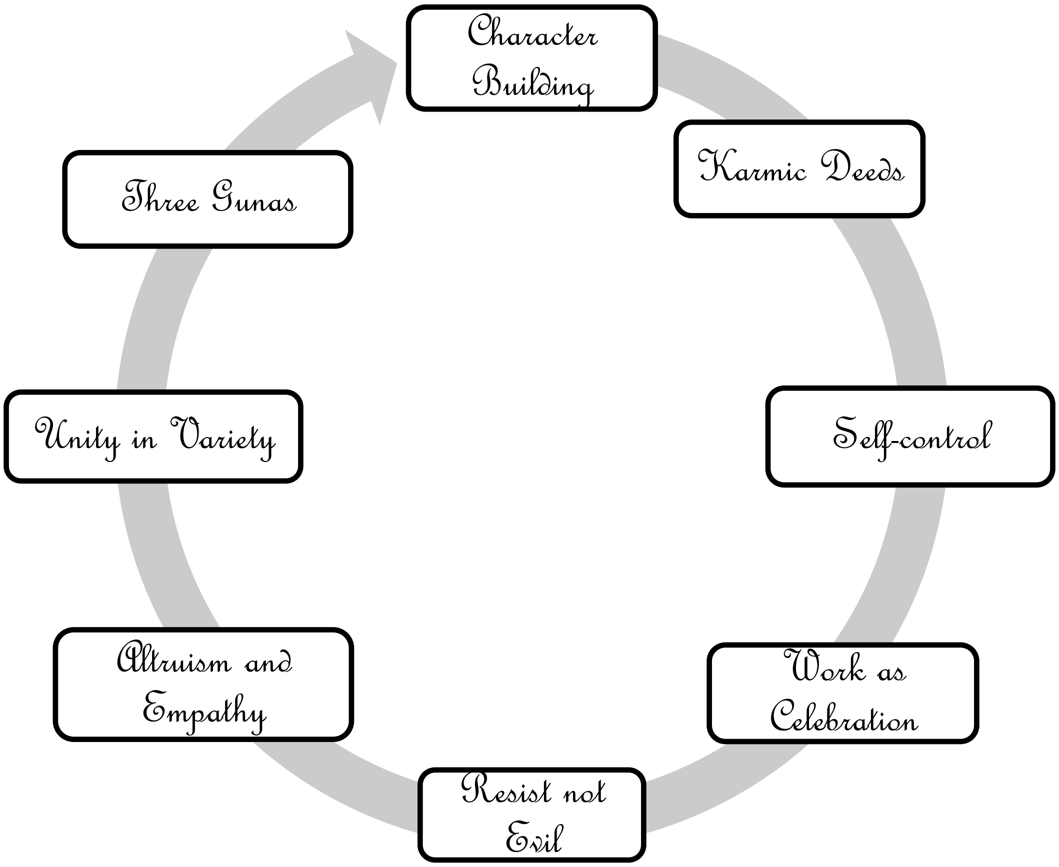

Figure. 1: Nine Human Virtues according to Vivekananda's Karma Yoga
Source: Developed by the authors based on the existing literature

Character Building: According to Swami Vivekananda, the Character is the sum total of experiences or impressions both positive and negative that an individual possesses. According to Vivekananda, it is this character that drives a youngster to determine his/her destiny or ultimate success. Vivekananda infers that the success is not how much social/professional/financial status has one acquired but what kind of a person one has become at the last. He opines that character is the byproduct of Karma (actions) which has a tremendous impact on molding one's character. Further, Christopher Peterson and Martin Seligman, the renowned psychiatrists and founders of *Positive Psychology* in their book *Character Strengths and Virtues* state that certain virtues help in the youngsters to be positively vibrant and evolve themselves into a holistic human being. The virtues and the strengths are reflected in the figure below.

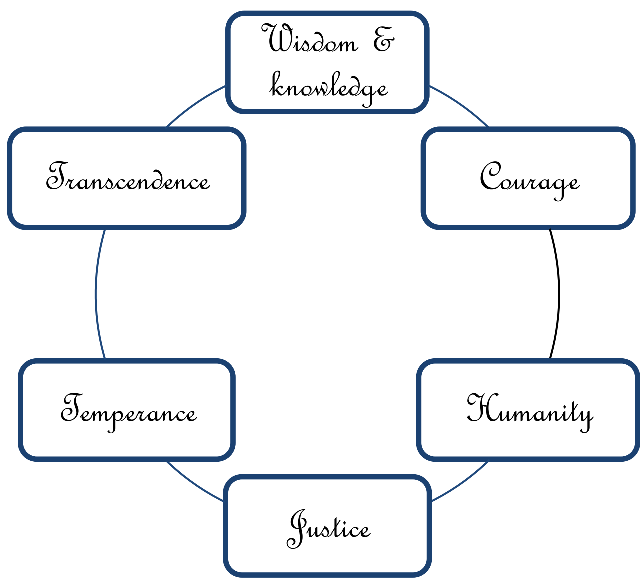

Figure.2: Six Human Virtues According to Positive Psychology
Source: Developed by the authors based on the existing literature

Accounting Vivekananda's and Positive Psychology's inference on the importance of Character building, it can be comprehended that positive character in the youngsters help in inculcating ethical outlook. With regard to character analysis of a person, a psychometric inventory called *Values in Action Inventory-VIA-IS developed by* Christopher Peterson and Martin Seligman is widely adopted while studying the character of young professionals. This tool comprises of 240 items on the character strengths based on six major qualities mentioned in the above figure.

The academic portals of higher education may incorporate this tool for assessing the character strengths of budding professionals and initiate remedial intervention program to strengthen their impoverished areas of their character. The *Character Education Programs* driven by the Spiritual components like, Power Yoga, Meditation Strategies and Selfless Prayer.

Karmic Deeds: Vivekananda opines that any action that produces an effect is called *Karma*. Indeed, one cannot escape the fruit of his/her actions whether good or evil and every action bear its own fruits based on the nature of deeds. The fruit of actions may be in a manifested form or in abstract form. Therefore, Vivekananda infers that Karma defines one's state of mind or the physical destiny. He also urges that the actions of the youngsters to be sanctified and the youngsters should be ready to take ownership over their actions. In addition, *the Karma Yoga*, the third chapter in Bhagavad Gita, emphasizes more on the actions or one's day-to-day duty. Karma determines what we deserve and what we can assimilate. Vivekananda in his work Karmayoga (Chapter 1) states *"We are responsible for what we are; and whatever we wish ourselves to be, we have the power to make ourselves."*

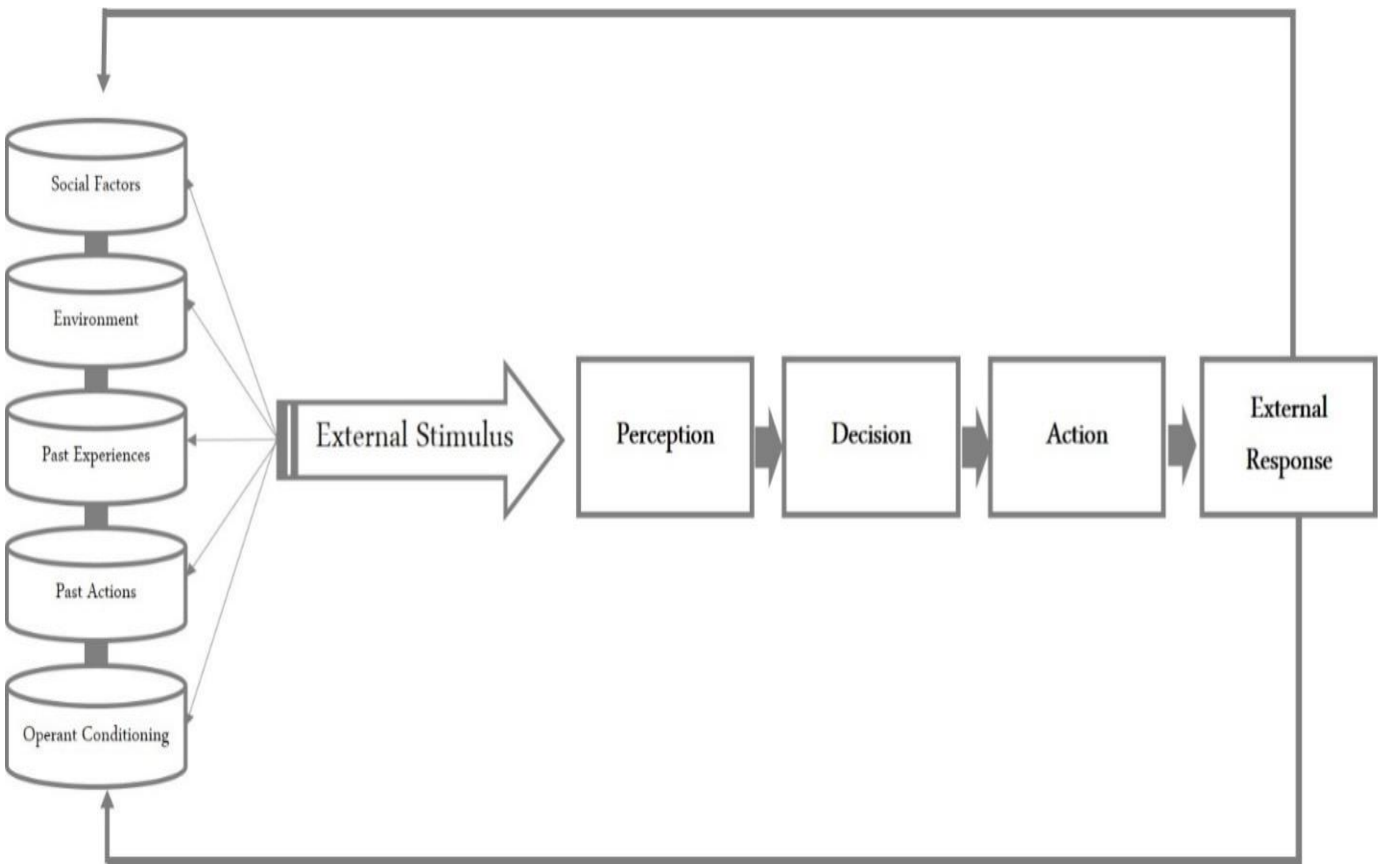

Figure.3: The Karmic Effect: Impact of previous mental or physical actions on present behavior.
Source: Developed by the authors based on the existing literature

Self-control: The self-control refers to the various concepts of mental equanimity like patience, perseverance and equanimity. In terms of Vivekananda, it is the virtue of Self-control that makes a Christ or a Buddha and this virtue has the power to see beyond the sight can travel. Further, Vivekananda had the definite picture of human mind particularly when the cerebral seas are disturbed.

On the same lines, Daniel Goleman propagated his theory on Emotional Intelligence comprising five components by which a person can moderate his emotions or other emotions. According to Goleman, it is important for a professional to maintain healthy interpersonal relationships at workplace and it is this emotional intelligence that neutralizes the emotional frictions at workplace.

Figure.4: Daniel Goleman's Five Components of Emotional Intelligence
Source: Developed by the authors based on the existing literature

The above figure reflects on the five components of emotional intelligence and the second component Self-management is referred to self-control which means controlling one's own emotions.

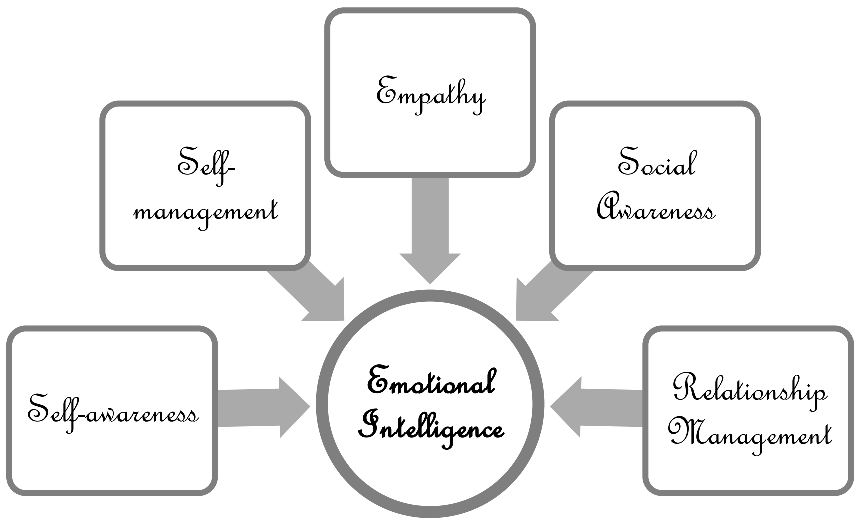

Figure.5: Moderating one's emotions for healthy relationships
Source: Developed by the authors based on the existing literature

The above figure reflects on the importance of having self-control over one's thoughts in order to establish peace within oneself and also to establish fair rewarding relationships with others. Therefore, Vivekananda's concept of self-control adds a significant value for the budding professionals as the virtue Self-control teaches them to moderate their reactions and resist unproductive or violent human impulses.

Work as Celebration: Swami Vivekananda says *"If working like slaves results in selfishness and attachment, working as master of our own mind gives rise to the bliss of non-attachment."* In this statement, Vivekananda expounds on the employee's blended motives while investing his/her efforts to accomplish the given assignment at workplace. Indeed, it is a common phenomenon that the employees measure their efforts invested and the materialistic or extrinsic rewards that they derive for the work at workplace. On these lines, Vivekananda's statement is very much conforming to the professionals' work motive, today. The employees with mere stimulation for extrinsic rewards leading to the entanglement of the professionals in the plexus of rewards. In comparison, the recent theories on the *employee engagement* infer that that the employees with strong sense of commitment towards their job, directly, link their work behaviour towards manifesting the organizational goals and the employees' triarchic essence like body, mind and soul passionately crave for achieving the on-job demands. As the employees work with passion and fidelity, they can shield themselves from being victimized by the psychological and physical ailments like fatigue, anxiety, stress and aversion towards work. Further, it is also noted that most of the psychological ailments like hypertension, anxiety disorder, workplace stress and others are the direct result of the workplace compulsions. If an employee works with a passion and pursues the work as hobby, then, he/she might never feel that they have worked in their life time instead they feel that they are joyfully pursuing their hobby.

In addition, Stephen Covey (2004) in his book *8th Habit* focuses on how an effective professional turns work as a celebration synergizing his/her quadruple intelligences like Mental Energy, Physical Energy, Emotional Energy and Spiritual Energy into a

Professional Verve. Further, Stephen Covey also describes the synthesis of a professional's intelligences and its role in manifesting the sense of *Work as a Celebration*.

Figure 6 simulates the idea that if a professional blends all quadruple energies then it transforms into a professional verve and such professionals' intrinsic motivation level will be very high. Evidently, the professionals enjoy work as a celebration having no or less regard for extrinsic rewards.

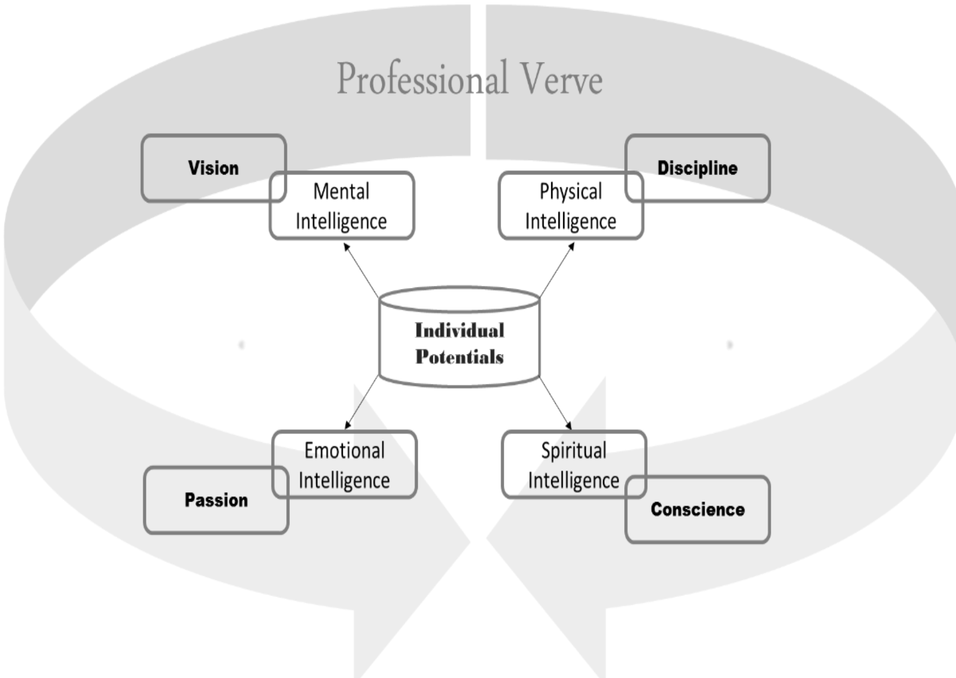

Figure.6: Synergizing the Professional's Energies to transform it into a Professional Verve
Source: Developed by the authors based on the existing literature

In continuation, Vivekananda in his book Karma yoga recollects the words of Lord *Krishna "Look at Me, Arjuna! If I stop from work for one moment, the whole universe will die. I have nothing to gain from work; I am the one Lord, but why do I work? Because I love the world.* "Vivekananda translates this phrase in his words saying that one should not work like a slave but they should work like a master. If the people work like slaves, they are attached to the extrinsic rewards and they never put their heart and soul in discharging their responsibilities. Instead, the one should work like a master wherein they are least bothered about the extrinsic rewards as they are emotionally, physically and spiritually charged to accomplish the task. Moreover, a master works for work's sake and this motive of an employee results in greater productivity in their job roles.

The concept of non-attachment while performing the job roles in terms of Vivekananda can be understood as a person who is not carried away by the rewards that one would get out of his/her actions. Indeed, the person who discharges his role, fueled by the intrinsic motivation, can never be repressed by the external factors as the work is celebrated on every pace.

Resist not Evil: Swami Vivekananda in the second chapter of Karma Yoga states *"The one who from weakness resists not commits a sin, and as such cannot receive any benefit from the non-resistance; while the other would commit a sin by offering resistance. Buddha gave up his throne and renounced his position, that was true renunciation; but there cannot be any question of renunciation in the case of a beggar who has nothing to renounce."* In these words, Vivekananda redefines the concept of various spiritual leaders who followed the principle of Resist not Evil like Jesus Christ, Gautama Buddha, etc... According to him, the acceptance of reality and adopting ourselves as per the demands of the factual world is of prime importance as it requires a courageous heart to accept and follow the path of reality.

Carle Jung's Theory of Neurosis deals with the prevailing asymmetric relations between Ego and Unconscious wherein the tension exist between *"Who we are?" and "Who we think we are"*. The former is the product of Unconscious and the latter is the product of Ego. According to Jung the neurosis-anxiety and depressions are due the extreme repression of emotions and resistance to the reality prompted by Ego and the Unconscious is always in the reality having no fancies. Further, Jung opines that the nonresistance to reality and acceptance of reality are bipolar thinking patterns of Ego and Unconscious that will result in the neurotic ailments. Therefore, an individual's Ego (conscious mind) should not resist evil in order to maintain the symmetrical existence with the unconscious that finally leads to a healthy mind. Further, Leo Tolstoy in his book *"The Kingdom of God is within You"* states that if an individual keeps high resistance to Evil then he/she may prone to become evil by themselves and it is being worse than Evil.

Therefore, a sattvic professional, alike water, does not resist Evil nor resist change, instead, he adopts himself to reality while giving no scope to the dichotomous state in the mind. A sattvic professional who never represses his/her emotions will definitely maintain the sanctity and balance between the two hemispheres of his/her mind that is conscious and unconscious. Consequently, the cognitive behaviours of conscious and subconscious elements will be harmonized and the professionals will be free from the neurotic derangement.

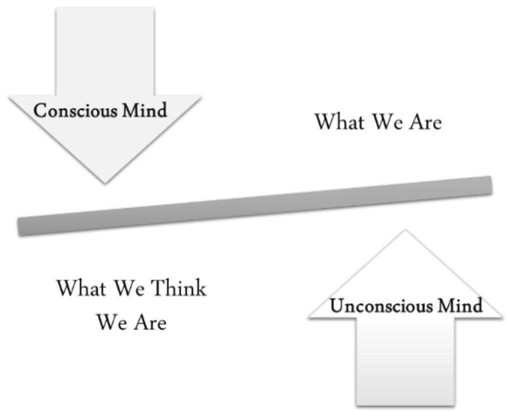

Figure.7: An asymmetric cognitive process between Conscious Mind and Unconscious Mind.
Source: Developed by the authors based on the existing literature

Altruism and Empathy: The Karmayoga of Swami Vivekananda propagates that the selfless service or altruism leads to freedom. It means the freedom from the entanglement of expectations and extrinsic factors that are related to work. In this many theories of psychology like Cognitive Evaluation Theory, Attribution Theory, Self-Determination Theory etc… infer that the extrinsic rewards significantly decreases the level of intrinsic motivation. Indeed, this inference may differ from situation to situation, however, the extrinsic factors greatly harm the intrinsic motivation of an employee.

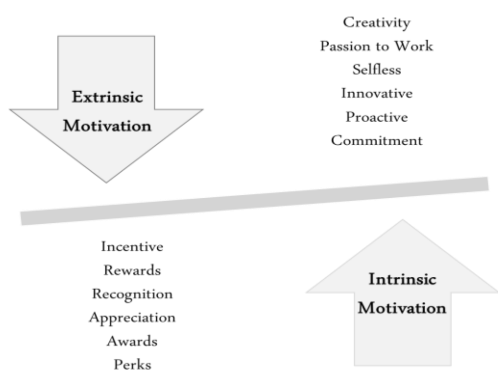

Figure.8: Extrinsic and intrinsic motivation.
Source: Developed by the authors based on the existing literature

The above figure elucidates on it

Selfless and Unattached Duty

A Story from Karma Yoga

The only way to rise is by doing the duty next to us, and thus gathering strength go on until we reach the highest state. A young Sannyasin went to a forest; there he meditated, worshipped, and practiced Yoga for a long time. After years of hard work and practice, he was one day sitting under a tree, when some dry leaves fell upon his head. He looked up and saw a crow and a crane fighting on the top of the tree, which made him very angry. He said, "What! Dare you throw these dry leaves upon my head!"

As with these words he angrily glanced at them, a flash of fire went out of his head--such was the Yogi's power--and burnt the birds to ashes. He was very glad, almost overjoyed at this development of power--he could burn the crow and the crane by a look. After a time he had to go to the town to beg his bread. He went and stood at a door, and said, "Mother, give me food." A voice came from inside the house, "Wait a little, my son." The young man thought, "You wretched woman, how dare you make me wait! You do not know my power yet." While he was thinking thus the voice came again: "Boy, don't be thinking too much of yourself. Here is neither crow nor crane." He was astonished; still he had to wait. At last the woman came, and he fell at her feet and said, "Mother, how did you know that?" She said, "My boy, I do not know your Yoga or your practices. I am a common everyday woman. I made you wait because my husband is ill, and I was nursing him. All my life I have struggled to do my duty. When I was unmarried, I did my duty to my parents; now that I am married, I do my duty to my husband; that is all the Yoga I practice. But by doing my duty I have become illumined; thus I could read your thoughts and know what you had done in the forest. If you want to know something higher than this, go to the market of such and such a town where you will find a Vyadha who will tell you something that you will be very glad to learn."

The Sannyasin thought, "Why should I go to that town and to a Vyadha?" But after what he had seen, his mind opened a little, so he went. When he came near the town, he found the market and there saw, at a distance, a big fat Vyadha cutting meat with big knives, talking and bargaining with different people. The young man said, "Lord help me! Is this the man from whom I am going to learn? He is the incarnation of a demon, if he is anything." In the meantime this man looked up and said, "O Swami, did that lady send you here? Take a seat until I have done my business."

The Sannyasin thought, "What comes to me here?" He took his seat; the man went on with his work, and after he had finished he took his money and said to the Sannyasin, "Come sir, come to my home." On reaching home the Vyadha gave him a seat, saying, "Wait here," and went into the house. He then washed his old father and mother, fed them, and did all he could to please them, after which he came to the Sannyasin and said, "Now, sir, you have come here to see me; what can I do for you?" The Sannyasin asked him a few questions about soul and about God, and the Vyadha gave him a lecture which forms a part of the Mahabharata, called the Vyadha Gita. It contains one of the highest flights of the Vedanta. When the Vyadha finished his teaching, the Sannyasin felt astonished. He said, "Why are you in that body? With such knowledge as yours why are you in a Vyadha's body, and doing such filthy, ugly work?" "My son," replied the Vyadha, "no duty is ugly, no duty is impure. My birth placed me in these circumstances and environments. In my boyhood I learnt the trade; I am unattached, and I try to do my duty well. I try to do my duty as a householder, and I try to do all I can to make my father and mother happy. I neither know your Yoga, nor have I become a Sannyasin, nor did I go out of the world into a forest; nevertheless, all that you have heard and seen has come to me through the unattached doing of the duty which belongs to my position."

Source of the Story: Karmayoga (Chapter III) by Swami Vivekananda

The impact of extrinsic factors that are affecting the intrinsic factors of motivation. Moreover, the extrinsic factors gradually damage the intrinsic virtues like innovation, passion, pro-activeness, altruism, and commitment. Consequently, the employees may just become like humanoids and work like machines for the sake of the external returns having no inner drive to perform, innovate, create and contribute.

The above story narrated by Swami Vivekananda can be comprehended on the lines of psychological theories that focus on intrinsic motivation. The characters in the story like the *house-wife* and *Vyadha (Butcher)* are symbolic to the intrinsic motivation whereas the saint may be referred to the extrinsic motivation.

Unity in Variety: Swami Vivekananda says "*Unity in variety is the plan of creation*". The Karmayoga construes that the people are different from each other significantly in their emotional status, intellectual heights and physical abilities. It is the obligation of every individual to respect this diversity and take the people along irrespective of the differences.

The same principle of diversity has been propounded by the *Psychology of Diversity* (Bruce E Blane) wherein the diversity is treated based on the various external factors like finance, social and cultural, and the intrinsic factors like perception, emotions, world view etc… It is also inferred that without understanding the diversity in individuals, it may not be possible to connect oneself emotionally or logically with other individuals. It further induced that the employees at workplace should understand that their talents or job related potentials are not one and the same; instead, they must realize that they are not born equal and the factors (economic, environment, social, psychological and cultural) influenced the stages of an individual development are multifarious. Therefore, Stephen Covey (the Seven Habits of Effective People) opines that real joy at workplace emanates from a sense of *"Not just accepting the differences or tolerating the differences but celebrating the differences"*.

Three Gunas: The term *Guna (*virtue) originated from the *Samkhya Philosophy* and according to this philosophy the humans possess either of these three *Gunas;*

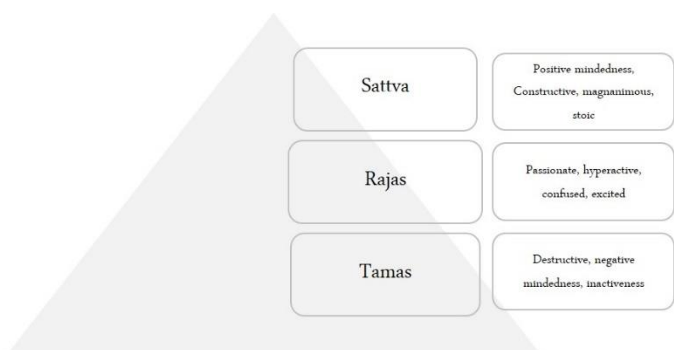

Figure.9: Three Gunas according to Samkhya Philosophy
Source: Developed by the authors based on the existing literature

Swami Vivekananda opines that the entire nature is characterized by these three Gunas; Sattva (stoic), Rajas (hyperactive) and Tamas (inactiveness) and these virtues manifests itself in every individual. However, he never prioritizes among the three virtues as all the three are equally important. Further, he adds that the teachers should train the students to manifest all the three virtues based on the situations.

Nurturing Karmayoga's Human Virtues in MBA Graduates

As discussed in the previous heads about the human virtues on the lines of psychological inferences, the study tries to discover and suggest the applied value of the theoretical aspects of Karmayoga and psychological theories. Considering the contemporary industry demands from the prospective human resource, the author suggests some of the strategies top bridge the gap between Industry behavioural expectations from the *human capital providers.*

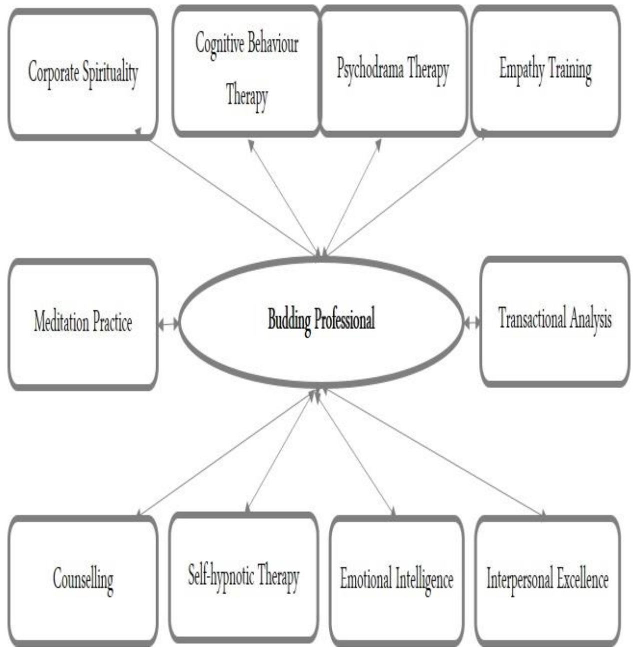

Figure.10: Core Professional Behavioural Competencies and Their Anchors
Source: Developed by the authors based on the existing literature

The above figure reflects on the behavioural competencies and behavioural anchors pertaining to the human virtues inferred by Swami Vivekananda in *Karmayoga*. Further, the human virtues enshrined in the book are phrased in the corporate terminology '*Behavioural Competencies'*. The authors infer that the human virtues can be translated into the behavioural competencies of a pursuing MBA graduate. Besides, the psychological theories are anchored with the human virtues in order to establish the veracity of the inference derived by the author.

The behavioural competencies of the budding professional can be mapped and nourished according to the human virtues as narrated by Vivekananda. Based on the contemporary organizational pursuits for astute human capital, the B-Schools of India in addition to the academic inputs may also focus on nurturing behavioural competencies of the ongoing graduates. Although the B-Schools in India give due respect to the training and development on their campuses, the intensity, effectiveness and industry relatedness have to be very much reconsidered while designing the training programs. In this regard, the behavioural competencies have to be scientifically mapped and the training programs have to be deductively framed to nurture the behavioural competencies of the students.

Proposition for Nurturing Behavioural Competencies

The human virtues of Vivekananda that are translated into the behavioural competencies of a budding professional may be nourished through various behavioural training programs through regular intervals.

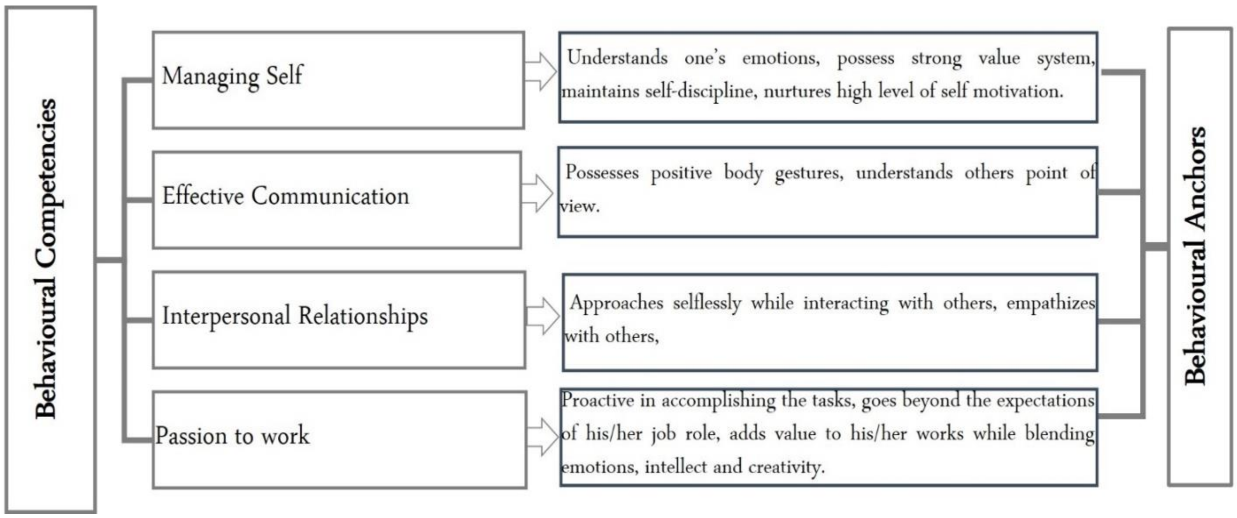

Figure.11: Suggested Behavioural Training Components for Budding Professionals
Source: Developed by the authors based on the existing literature

Cognitive Behaviour Therapy is a tool that is used in clinical psychology to reengineer the behavioural patterns of an individual. The same technique can be adopted while deigning a training program for the budding professionals. This tool helps in molding the positive behaviours in the young professionals

Psychodrama Therapy is a tool used in psychotherapy in which the situations are dramatized according to the guided script. In continuation, the participants play various roles as per the guided script which helps in relieving stress, redefining their perceptions about an event or a person. This tool is widely used in most of the corporate training programs across the globe.

Empathy Training focuses more on empathizing with the colleagues or peer group irrespective of their selfish motives. This tool also helps in building the altruistic attitude among the professionals and throws sufficient insights on building healthy relationships. In addition, it also enhances the effectiveness of team work.

Transactional Analysis is a communication theory that helps the people to understand the role of ego states while communicating with each other and also enlightens the youngsters about the diplomatic switching of one's ego states based on the situations. It is inferred that a training on TA will improve communication effectiveness among the people.

Interpersonal Excellence deals with the quality of workplace relationships pursued by the individuals in spite of prevailing diversity. In this training program, the students may be trained while accepting the differences and work together to achieve a common organizational goal. Besides, the young professionals may also be trained on the *Life Positions* (Transactional Analysis) in order to redefine their world view and consequently helping them to appreciate beauty in every relationship.

Emotional Intelligence can be a very important tool in making the youngsters understand their own self and helps them to be more introspective about their erratic and circuitous emotions. Further, it also helps in understanding and regulating others emotions.

Self-hypnotic Therapy is a psychotherapy tool that is helpful in reengineering the one's thoughts and perceptions on situations, events and individuals. With the help of this tool, the young professionals may give consistent positive strokes to the subconscious mind during the regular intervals.

Counselling can be an effective tool in modeling the youngsters' behaviour and attitude during one to one interaction which also helps the trainers to understand the condition of students' mental health and also to administer the intervention programs for nurturing the mental health of the youngsters. Further, it is also helpful in establishing emotional connect with the young professionals and sharing valuable insights on the industry expectations.

Mediation practice has been widely expected tool for nourishing healthy mind and positive attitude towards life. This tool can also be very productive in activating their *sattvic* mental dimension and make them more magnanimous in nature.

Corporate Spirituality is a term used not only for general spirituality but the spirituality that is contemporaneous to the corporate world. It helps in developing human values and social sensitivity. Further, it targets in building positive attitude, honesty and self-discipline.

Conclusion

The study on Karmayoga and its application in contemporary B-Schools has revealed that the Behavioural competencies required for the industry are closely aligned with the human virtues that are propagated by the Swami Vivekananda. It is an evident fact that most of the B-Schools train the budding professionals to develop their operational competencies required for the job roles, however, the behavioural competencies are relinquished. In this study, it has been attempted to prove that the humane competencies are inevitable for a professional in the corporate corridors.

Besides, the study also considered various behavioural competencies that can be nurtured before the manpower is absorbed in the organization. Consequently, the employees can ensure the first hour productivity. In order to ensure the holistic nurturing of the blossoming personalities, it is imminent to incorporate these areas of behavioural competencies so that the B-Schools can gift an effective manpower to the corporate sectors. Besides, this holistic manpower can change the dimension of corporate work culture.

In terms of practical applicability of the suggested training programs, the B-Schools may have to take a moral responsibility of nurturing the budding professionals to incorporate the pristine human values so that they can contribute to the growth of their prospective organization in the midst of extreme work pressure. Indeed, the psychological frictions caused due extreme work stress can be lubricated with the human values as these values cultivate passion at workplace and if the professional works with a passion, there is no room for stress but one can derive only the 'JOY'.

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Determinants of Best Manager- Lessons from Million Dollar Leaders to Millennial Managers

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ABSTRACT

In this knowledge era, there is no dearth for sources of information, in fact, there are innumerable ways to learn and means to acquire information. The need of the hour for the Millennial Managers is to recognize the appropriate sources to gather information leading to learning. Inarguably, learning has got a strong correlation with development. Supposing, Managers target to move vertically in their chosen field, then the obvious choice is consistent learning. Essentially, educational institutions do their part to transmit knowledge through their curriculum, teaching & learning, discussion and experiential learning to enrich the management graduate academically, in addition to the same, Morden managers learn from different sources including on-line portals and avenues. Apart from all these sources, there is also scope for inspirational learning through accomplished leaders of business just by observing and learning about their strategies in business. Undoubtedly, all the business tycoons including first time entrepreneurs would have crossed numerous struggles to reach the pinnacle of success. Obviously, the hardships of business leaders come handy for the growing managers to learn and implement in their respective field. In this article, the author has identified ten deterministic factors for Best Manager and each factor is substantiated with two accomplished business leaders and their leadership nuances.

Introduction

Mark Davis (2016) mentions that "considered by many of his peers and colleagues as one of the greatest Chief Executive Officers (CEO) of all time, Jack Welch has attained legendary status in the business world". Jack Welch, the former veteran CEO of GE could well be quoted as a Best Manger irrespective of the era that we live in. Jack has not only created high visibility to GE, but also implemented quite a few of managerial techniques and tactics to turn around GE. Invariably, Jack is an inspirational leader for the potential managers and here are a few contributions of Jack for the growth of GE.

According to Mark (2016), during his more than 20 years of managing the company, as CEO and later as chairman of General Electric, Welch's most notable achievement was increasing the market value of the firm. Welch increased it from approximately $12 billion when he took over, to a colossal $505 billion at the time of his retirement announcement, making GE the world's second largest company with a market capitalization that was only exceeded by Microsoft. The success story of GE under the energetic and visionary leadership of Jack Welch, however, is a complex narrative of managerial innovation and prescient strategic moves, which not only included the acquisition of companies, but also the selling of troubled firms owned by the enormous conglomerate, and the ruthless termination of managers who did not produce.

Lessons for Millennial Managers from Jack Welch

Change is good; don't be afraid of it.

Lead a company, don't over-manage it.

Hire and develop managers who can energize, excite and control.

Acknowledge the facts and proceed to exploit them for advantage or eliminate their negative impact.

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Be focused, be consistent and follow up on every detail.

Determinants for Best Managers

There are ten significant determinants identified from 20 different accomplished leaders both from Indian and International perspectives to give a best possible interpretation to Best Manager. For the better interpretation, entrepreneurial acumen has also been taken into consideration. The determinants and accomplished leaders considered are mentioned in the table below and subsequently given appropriate narration.

Determinants	Accomplished leaders
Vision	Ratan Tata, TATA Dhirubhai Ambani, Reliance
Courage and Confidence	Sundar Pichai, Google Satya Nadella, Microsoft
Innovation and Creativity	Steve Jobs, Apple Mark Zuckerberg, Facebook
Realizing the Need	Muhammad Yunus, Grameen Bank Dr. Govindappa Venkataswamy, Arvind Eye care systems
Overcoming obstacles	Kiran Mazumdar-Shaw, Biocon Hemalatha Annamalai, Ampere
Soft skills	N. R. Narayana Murthy, Infosys Rahul Bajaj, Bajaj
Trust and Integrity	S Ramadorai, TCS Nandan Nilekani, Infosys, Aadhar
Calculated Risks	Indra Nooyi, Pepsi Chanda Kochhar, ICICI Bank
Team player	Nitin Nohria, Harvard Business School Vineet Nayar, HCL
Societal concern	Dr. Verghese Kurien, AMUL, IRMA, NDDB Dr. Devi Shetty, Narayana Hirdyalaya

Vision

Visualizing the future is vision, which is down the line 10 to 15 years from now, where they want to see themselves or their business enterprises is commonly known as vision. Though, being visionary is one of the important qualities of any business leader, two of the Indian business visionaries are considered in this article. The “Salt to Software” institution builder Ratan Tata and the business emperor of India Dhirubhai Ambani. A visionary Ratan Tata apart from rolling the world famous TATA Indica, TATA Nano, he has also identified his successor Cyrus Mistry almost 2 years before his retirement and groomed him to hold the helm of affairs. This quality especially shows that the visionary leaders make plans always for long term and they also make careful plans and decisions. On the other hand, a school dropout Dhirubhai Ambani subsequently worked for petrol pump in Oman later established Reliance Industries in India, rest all history. Long term plan, Conviction, perseverance are some of the lessons for the millennial managers to learn from the visionary leaders.

Courage and Confidence

Any listing of ten top corporate houses globally, Google and Microsoft would be the obvious choices irrespective of their standing in top ten. At the moment, both the corporates are headed by Indian executives. An IIT Kharagpur, Stanford and Wharton educated Sundar Pichai who is spearheading Google exhibits enormous courage in executing the projects of Google. On the other Hand a Manipal Institute of Technology, Wisconsin, Chicago educated Satya Nadella, at the helm of Microsoft is a blue eyed boy of Bill gates and practically a capable hand to receive the baton from the great Bill gates and march forward. Since, Tamilnadu (Madurai) originate Pichai and Andhra Pradesh (Ananthapur) originate Nadella are at the helm of global tech giants, there is certainly huge expectations from the rulers of India in terms of investment and employment generation.

Pichai joined Google in 2004, where he led the product management and innovation efforts for a suite of Google's client software products, including the following products

Google Chrome, Chrome OS, Google Drive, Gmail, Google Maps, VP8, WebM, and Android.

Though Pichai had been suggested as a contender for Microsoft's CEO in 2014, a position that was eventually given to Satya Nadella looking at his contributions to Microsoft and his competency to build the institution.

Some of his milestone contributions are

Could computing, Windows server, Microsoft’s database and Developer tools.

Invariably the contributions of Pichai and Nadella are worth hundreds of case studies and guide to millennial managers who wish to exhibit their courage and confidence

Innovation and Creativity

Though experts resist to use the terms innovation and creativity interchangeably, start-up entrepreneurs may feel quite convinced and apt to use Steve Jobs and Mark Zuckerberg two tech czars interchangeably for both innovation and creativity perspectives. Steve Jobs who built the globally renowned company and brand Apple who is a real icon for not only the youth but also for the people who want to start Mobile, IT related companies. In one of the forums, a speaker quoted that next to Adam’s and Newton’s Apple, it is the Job’s Apple which has taken the world by storm. On 28^{th} July, 2016, Apple has reached the record number of selling 1billion iPhones globally, this was possible only because of their unique and innovative product to customers. Also, regularly, they upgrade their versions to advanced level to keep their customers feel having a perfect mobile. Beginning in 1997 with the "Think different" advertising campaign, Jobs worked closely with designer Jonathan Ive to develop a line of products that would have larger cultural ramifications: the iMac, iTunes, Apple Stores, the iPod, the iTunes Store, the iPhone, the App Store, and the iPad. Mac OS was also revamped into Mac OS X, based on NeXT's NeXTSTEP platform. Mark Zuckerberg, a Harvard graduate who created an internal networking platform for Harvard to share their photos and names latter revolutionized into the world of social media. Most of the young, college goers, office goers, housewives use facebook to get connected with their friends and that is certainly a lesson for innovation and creativity.

Realizing the Need

In addition to satisfying the expectations of the shareholders by providing them dividends, employees by providing them salary and benefits, customers the quality of product or service, it is essential to realize the need of the common man. In a way, this is one of the prominent qualities of entrepreneurs who sympathize for people and bring in some products or services which will largely satisfy the needs of people who are in need of and also derives a huge amount of satisfaction by providing the same to people. Here, two business leaders are identified who are inspirational to millennial managers and their immense contributions are quoted here. Muhammad Yunus, a Bangladeshi social entrepreneur, banker, economist, and civil society leader who was awarded the Nobel Peace Prize for founding the Grameen Bank and pioneering the concepts of microcredit and microfinance. The microcredit loans are given to small entrepreneurs too poor to qualify for traditional bank loans. In 2006, Yunus and the Grameen Bank were jointly awarded the Nobel Peace Prize. Micro Finance in Bangladesh was introduced to help small entrepreneurs who are facilitated to borrow as small as Rs. 100 to 1000 and return on the same day evening with minimum interest or weekly, monthly loans. These schemes had really helped the people who do small business, later the same was adapted in India also. The Norwegian Nobel Committee said that "lasting peace cannot be achieved unless large population groups find ways in which to break out of poverty" and that "across cultures and civilizations, Yunus and Grameen Bank have shown that even the poorest of the poor can work to bring about their own development".

David Kemker, in his blog narrates about Dr. Govindappa Venkataswamy, “His full name is Dr. Govindappa Venkataswamy, but to more than 2 million surgical patients and 16,000,000 outpatients, he's known affectionately as Dr. V." the founder chairman of Aravind Eye Hospitals. On seeing the model of McDonald, Dr. Venkataswamy thought "If McDonald's can sell billions of burgers and Coca-Cola can sell billions of sodas, why can't I sell millions of sight-restoring operations?" Two years later, Dr. V. opened Aravind Eye Hospital: 11 beds in a rented house in Madurai, India. Today, there are some 3600 beds in 5 Aravind Eye Hospitals that perform more than 200,000 operations each year. And 70% of the patients pay little or nothing. This means that literally hundreds of thousands of India's poor have been granted the gift of sight. Yunus and Dr. V are everlasting social entrepreneurs who have consciously crafted purpose in doing their business and all that they thought is about rendering services to people in some form or the other. Therefore, millennial managers have a plenty to learn from the giants especially in serving people.

Overcoming Obstacles

Kiran Mazumdar-Shaw an IIM B graduate and the founder of Biocon had an array of obstacles in setting up her company. The story of Kiran Mazumdar-Shaw has been portrayed below as retrieved from an on-line source.

> Daughter of a brew master and without a job, raising funds for her entrepreneurial venture was not going to be easy. Mazumdar-Shaw was prepared to fight it out. She knew she would have to stave off opposition at every step. Mazumdar-Shaw was trying to build an enterprise in an area that was relatively nascent in India, and the fact that she was a woman and had no family money to fall back on didn’t help either. She was twenty five at the time. Getting banks to fund her venture was nearly impossible. Banks wanted her father to be a guarantor. And Kiran disagreed on principle. Being a woman entrepreneur also put her at a disadvantage. But the challenges and setbacks did not hold her back from setting up office with a seed capital of ten thousand rupees -- around four lakh rupees today. ‘There are many examples of failure. I had a huge credibility hurdle to overcome. I failed to get financial support. I failed to recruit people I wanted to. The first fifteen years were all about survival,’ says Mazumdar-Shaw looking back at the initial years of her entrepreneurial life. Biocon Limited was launched in 1978, in partnership with an Irish Biotechnology company Biocon Biochemicals founded by a first generation Irish entrepreneur Leslie Auchincloss. The company produced enzymes for alcoholic beverages, paper, and other products. Growth was slow, as a pioneer Mazumdar-Shaw faced resistance and discrimination from all quarters -- employees didn’t want to work for a woman and investors remained wary of investing in a woman run company.
>
> The company started to make profits and almost a decade later, Auchincloss sold his stake in Biocon to Unilever. Though the challenges of her journey would seem insurmountable to many, Shaw went about slicing her setbacks with almost clinical precision. She says, ‘You must understand why you are failing. You are failing because your credibility is at stake. You have got to make credibility to ensure people trust you.’ As Mazumdar-Shaw went about building credibility and the company started adding to its bottom line, she also started dreaming bigger. She had understood the scale of her potential and ambition. She wanted to build a global scale company and for that she would have to go beyond enzymes. In fact, she had succeeded with all hard struggles faced in her life

Source: *http://www.rediff.com/getahead*

Hemalatha Annamalai is an exceptional business woman from Coimbatore. A senior writer wrote about Hemalatha and her journey is as given below.

> It all started at a conference on Electric Vehicles in Japan. Hemalatha Annamalai who holds an MBA from Royal Melbourne Institute of Technology, Australia. She was content with her MNC job as a Product Manager in Wipro Systems until she realised that her real passion was always to be an entrepreneur. In her own words, she considers each new day in this field different from the yesterday and full of challenges, but for Hemalatha it has been a fruitful experience. At the conference in Japan, one of the speakers made a powerful statement, which came as a bolt from the blue to Hemalatha. The speaker said that the era of ‘Internal Combustion Engine’ is gone and affirmed that the e-vehicles are the next big thing in the market!
>
> So, right after her successful stint of founding Uni Connect a leading HR Consulting firm in Singapore, she along with her husband P. Bala founded Ampere Vehicles Pvt. Ltd to mobilise the electric and eco-friendly vehicle solutions.
>
> The recent success of securing undisclosed funding from Ratan Tata himself has made her blissfully happy. She recounts the day when Ratan Tata finally replied to her inquiries and asked her to meet as the day when felt she was on cloud nine. This Coimbatore startup is turning many heads in the Electric Vehicles Industry. She recalls one the memorable incident when she met Ratan Tata on December 23 at Vivanta by Taj. Her appointment with Ratan Tata went from 10 mins to 45 mins in which he shared his experience and difficulties of launching Nano with Hemalatha and in the next meeting after this in March 2015, she closed an undisclosed amount deal of funding from Tata Sons. She states she will use the funds to scale up her operations and hire talent.

Source: *https://www.chaturideas.com/ic/*

Two brave women entrepreneurs’ (Kiran and Hemalatha) lives must teach thousands of lessons to millennial managers.

Soft skills

N. R. Narayana Murthy (NRN), the co-founder of Infosys is considered as the best and effective communicator by most of the experts in the field of management. The keen observers of Infosys and NRN would certainly know there are several management lessons are learnt and to be learnt from NRN and his leadership style. One of the perfect Indian Businessman who built Infosys from $300 Company to billion Dollar Company. Assembling a bunch of enthusiastic, like-minded people, NRN worked the company through tough competition, evolving technology and difficult business environment to make Infosys one of the top Indian software companies. Some of the straight line lessons to Millennial Managers from NRN are listed below.

Clear and precise communication

Generosity

Crisp and actionable definition of strategy

Respect from stakeholders

Continuously monitor the composition of the team

Values and considering employees as assets

Exceeding the expectations of the customers

A media shy Rahul Bajaj who is a pioneer in automobile industry in India is also undoubted choice for millennial managers in learning soft skills. Rahul Bajaj is the man who can be given credit for building Bajaj auto are the 4th largest two-wheeler manufacturer in the world. He has achieved an incredible growth rate of 1852% in the last decade. A Harvard educated Bajaj, diverted his business attention from core competency. Rahul Bajaj collaborated with Kawasaki for production of motorcycle but for scooter he did not go for any collaboration. Manufacturing scooters is his core competency and he does not want to experiment with that. Recently, when Rajiv Bajaj wanted to come out of two wheeler business, Rahul was firm on running two wheeler business that shows his assertive quality. Apart from this, he has also stressed on the following aspects.

Customer is King

Self-belief and confidence

Never give up attitude

Positive attitude towards workers

Straightforwardness

Most of the qualities of NRN and Rahul Bajaj are similar in nature and numerous things can be learnt from these tycoons.

Trust and Integrity

Subramaniam Ramadorai retired as CEO & MD of Tata Consultancy Services in 2009, after serving the company for thirty-nine years; he continues to work with TCS in the capacity of Vice-Chairman, and is actively involved as Chairman/Director of various Tata and non-Tata companies and educational institutions. Mr. S. Ramadorai (69) has been in public service since February 2011, currently acting as Chairman of National Skill Development Agency (NSDA) in the rank of a Cabinet Minister. The NSDA is a newly formed autonomous body which will coordinate and harmonise the skill development efforts of the Government and the private sector to achieve the skilling targets of the nation. He is also Chairman of the National Skill Development Corporation (NSDC), a Public Private Partnership arm of the Government of India for creating large, for-profit vocational institutions. Mr. Ramadorai continues as the Vice Chairman of Tata Consultancy Services Limited.

Nandan Nilekani was most recently the Chairman of the Unique Identification Authority of India (UIDAI) in the rank of a Cabinet Minister. UIDAI aims to provide a unique identification number for all residents of India. Nilekani was previously the Co-Chairman of the board of directors of Infosys Technologies Limited, which he co-founded in 1981. The straight-forwarded Nilekani was awarded one of India's highest civilian honours, the Padma Bhushan in 2006. In the same year, Nilekani was named 'Businessman of the Year' by Forbes Asia. The Time magazine listed him as one of the 100 most influential people in the world in 2006 and 2009. He is the author of 'Imagining India' that discusses his ideas for India's future.

Both Ramadorai and Nilekani have gained immense attention due to their trust and integrity not only by their corporate house but also by the top policy makers of India and appropriate posts were allotted to them.

Measure of comparison	**S Ramadorai**	**Nandan Nilekani**
Corporate attached with	TCS	Infosys
Designation	CEO&MD	CEO&MD
Years of service	39 Years	28 Years
Government Assignment	Chairman of National Skill Development Agency (NSDA) in the rank of a Cabinet Minister	Chairman of the Unique Identification Authority of India (UIDAI) in the rank of a Cabinet Minister

Calculated Risks

Indra Nooyi, the CEO of Pepsi would have certainly faced numerous challenges and struggles primarily in making people accept soft drinks and snacks brands like Pepsi and Lays. People across the globe are health conscious and they consider sodas and chips are junk foods as well as harmful to health. The aspect to be analysed here are very crucial; how Nooyi managed to sneak through the minds of people in successfully selling products like Pepsi & Lays and brought the company to No.2 position in the global arena. One of the important challenges was 'pesticide controversy' in Pepsi soft drinks that has drastically tarnished the image of Pepsi a few years back. Subsequently, they fought in the court against the case and crossed the bottlenecks to restart the selling of cold drinks. Had there been some missteps by the top management, then they would have been wounded up soon after the issue. Hence, the millennial managers can grab the lessons of taking calculated risk and handling risks strategically from Indira Nooyi of Pepsi.

Approximately two decades back when ICICI Bank wanted to start banking operations in India, the state of mind of people was entirely different than that of the present attitude. People in India believed only public sector banks and in that State Bank of India is the primary choice when it comes for deposits and loans. ICICI bank with the private bank tag had to fight with SBI and other banking giants to get the place in the minds of people in India. Chanda Kochhar, who is the current CEO of ICICI bank played a vital role in establishing the bank and stabilised the trends set by her predecessors. Last year, ICICI bank was the second largest bank in India in terms of assets and third in terms of market capitalisation. The bank has a network of 4,450 branches and 13,995 ATMs in India, and has a presence in 19 countries including India. Kochhar had taken the calculated risk of increasing number of branches and ATMs apart from incorporating diversified products into core banking.

Team Player

Nitin Nohria, the Indian born Harvard Business School Dean is best known for his people skills. Apart from being an expert in HR, he has been most sought after personality in the areas of team building, Leadership and other HR areas. As soon as PM Modi constituted the cabinet, he had organized for leadership training for his council of Ministers and for the same, Prof. Nitin Nohria was invited as a resource person to address the ministers. Team building skills is a significant aspect for millennial managers in this scenario and there are many lessons which can be learnt from Nitin Nohria.

Vineet Nayar, the former CEO of HCL Technologies who has got novel approach towards management is considered by management experts as robust thinking in the field of management. While acknowledging his book *"Employees First and Customers second"* published by Harvard Business Publishing, Tom Peters said "I am on the verge of declaring that Mr. Nayar could be the next Peter Ducker ". In the profit driven industry, it is strange to title a book as Employees First and Customers Second in fact this shows, the attitude towards his employees. Vineeth Nayar argues that if companies take care of their employees, then in turn they are going to take care of the customers and generate business. This will be a take away for millennial managers of today's business world.

Societal Concern

The father of white revolution in India, Dr. Verghese Kurien who is instrumental in transforming once milk deficient country into *numero uno* status in milk and milk products. There are several management lessons for the managers from Dr. Kurien not only from the white revolution spearheaded by him but also from the establishment of IRMA (institute offers specialized programmes in rural management), AMUL (model cooperative milk union and latter emulated across country as Anand model) and NDDB (Dairy development board for milk and its products). The concern towards the society and country differentiated from other business people across the globe.

Dr. Devi Shetty, Founder and Chairman of Narayana Health (Narayana Hrudayalaya is now Narayana Health), a chain of 21 medical centers in India are engaged in passionate journey to establish as the lowest-cost, high-quality healthcare service provider in the world. In his message Shetty quotes that "At Nayayana Health, we are convinced that 'quality' and the 'lowest cost' are not mutually exclusive when it comes to healthcare delivery. In fact we are well on our way to demonstrate that we are not running our institution as just another numbers-only business but are attractively placed to create an affordable, globally benchmarked, quality driven healthcare services model". This shows a profit second attitude and the basic intention to serve people in the front line.

Conclusion

The management lessons from the million dollar leaders described above are only a small sampling of eminent leaders' managerial qualities. In fact, Managers across the spectrum, from manufacturing to service sector may profit from implementing these ideas derived from the leaders. All of these qualities have helped them to build their companies into the giant it is today, and elevated those leaders to the Olympian heights among the most successful leaders of all time. Simply, emulating those ideas of well accomplished leaders by millennial managers may yield great results for their company and stakeholders.

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A Study on the role of Work-Life Balance Practices on Employee Retention in Pharma Sector – An Empirical Study

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A B S T R A C T

Work life balance is an important concept. Every person wants to maintain equilibrium between the work and the family life. This is the reason why employees prefer companies that offer exclusive and attractive work life balance policies. The purpose of this paper is to study and examine the role of work-life balance issues in the retention of employees and the role that work-life balance (WLB) issues have in an employee's decision to stay or leave an organization. The paper begins with a brief overview of the seminal material in the more generic management literature and then tailors the discussion to the pharma industry. Therefore, many organizations adopted Work-Life Balance practices in order to attract better applicants and reduce work-life conflict among existing employees in order to enhance organizational performance. This paper studies the impact of Work-Life Balance practices on employee retention and how they enhance organizational performance. The findings show that work-life balance is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, work-life balance concerns must become a crucial feature of human resource policy and strategy. We suggest organizations need to improve their practices in order to improve organizational performance, including enhanced social exchange processes, increased cost savings, improved productivity and reduced turnover. The sample selection was done by random sampling method. The study was conducted in Hyderabad region with a sample of 300 employees taken from 10 pharma Industrial units. The data were collected with the help of a structured questionnaire. The study has revealed that the work-life balance practices have direct influence on employee's retention and organizational performance.

Introduction

Maintaining a stable workforce is a key element in effective talent management strategy and yet over the years this has been something of a challenge for pharma sector. Employees of pharmaceutical companies experience more conflict between work and personal life as they continue to pursue the quality of life that they need (Casper 2011). Historically, work-life balance issues have been considered personal issues (Emslie & Hunt, 2004), and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave. Many researchers have generally agreed on the important role of work-life balance, as it is related with an individual's psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Clark, 2000; Marks and MacDermid, 1996). Recent research shows that both employees and organizations benefit from successfully balanced work and family life (e.g., Greenhaus and Powell, 2006). In family domains, when people experience a lack of work-life balance, this experience threatens key domains of their personal lives (Lachman and Boone-James, 1997); on the other hand, work-life balance enhances their well-being and family satisfaction (Grzywacz, 2000).

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Work-Life Balance Defined

Work-life balance is a broad concept, defined in different ways by different researchers using diverse dimensions. The origins of research on work-life balance can be essentially traced back to studies on women having multiple roles. Work-life balance was initially termed as work-family conflict, Kahn et al. defined as “a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. Balancing work and family (work life balance) issues have become increasingly important for both employees and employers, and it was observed as a worldwide phenomenon (Jarrod M Haar, J., & Spell, C.S. (2003).

Work-life balance is one of the most difficult issues facing families in the twenty-first century (Elizabeth W., Calvin W., & Janice R., 2008). Economic pressures over the last decade have significantly increased the need for dual-earner families to the point that the majority of families now require two breadwinners to meet rises in the cost of living (Ford et al., 2007; White and Rogers, 2000). The issues relating to obtaining a WLB have received substantial attention over recent years, especially in the area of contemporary organizational research (Margaret Deery, 2008).

According to Hill et al., work–family balance has been ‘the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioral demands of both paid work and family responsibilities’ (Hill et al., 2001). Work-life balance is “primarily a matter of deciding when to hold on and when to let go”. Work-life balance has been defined as having a measure of control over when, where and how one works as issues of perceived control over managing work and family demands are related to the notion of integrating the two (Batt and Valcour, 2003). Work-family conflict can occur in two directions: work interference with family and family interference with work (Carlson, Kacmar, and Williams, 2000).

Work-life balance is personal, intangible and dynamic. Work-life balance is about improving people’s quality of life and widening access to paid employment and career opportunities.

Literature Review

Evidence from past research indicates that work-family benefits impact individuals' experienced stress. Marshall and Barnett (1994) evaluated several work-family benefits, including parental leave and job flexibility for employees with children. Results indicated a significant relationship between job flexibility and reduced work-family strain. Research on work and family has found that when work-family conflict has been reduced, positive attitudes and behaviors such as improved recruitment; increased retention, morale, and commitment; improved job performance and production; as well as lowered training costs, absenteeism, and tardiness result (Raabe, 1990). These outcomes are of interest to human resource managers and have a positive effect on organization's bottom line. This study evaluates employee perceptions of three important organizational concerns employee stress, employee retention, employee performance and organizational productivity.

As employee benefits comprise a large percentage of payroll costs, it has been important to organization leaders to evaluate the company's benefit of addressing work and family issues. Because work-family benefits are often considered `fringe' or supplementary, there is a need to justify their costs by identifying outcomes that are of interest to the company. The research outcomes are composed primarily of program evaluation studies and addresses whether or not particular benefits have positive outcomes for the organization.

Studies have provided evidence that when work-family conflict is reduced through work-family benefits, positive work outcomes result. For example, one program evaluation study conducted by Goff, Mount, and Jamison (1990) assessed the outcomes of offering an employer-supported childcare center. This field study was conducted at an on-site childcare center that a company started by converting idle production space. Absenteeism data were collected for employees who used the new facility as well as those who did not. Results indicated when employees had access to quality childcare (regardless of being located on or off site), work/family conflict was reduced and positive work behaviors (reduced absenteeism) resulted. The results of this study indicate that work-family benefits can have a positive effect on employees' behavior by reducing work-family conflict.

The theory of social exchange explains us the relationship between work-family benefits and positive attitudinal/behavioral outcomes (Sinclair, Hannigan, & Tetrick, 1995). According to social exchange theory, employees believe that the organization cares about their well-being by providing certain benefits, particularly benefits that are less commonplace and more discretionary. Feeling indebted, employees reciprocate through positive work attitudes and behaviors. With discretionary benefits like work-family benefits, one moves away from an economic exchange where benefits are largely expected as part of the employment relationship (entitlement) to more of a social exchange where employees feel the organization is providing the benefits out of care and concern for their well-being (Sinclair, Hannigan, & Tetrick, 1995).

Jagadeesh Induru and Ayub Khan Pathan (2011) explained that Work life balance (WLB) is the current distinct issue of pharmaceutical industry. The employees always want to succeed and progress at work place, at the same time spare some time for family and recreation. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as a need of hour and want to introduce the work life balance strategies, plans and formulate polices to improve the employee morale, motivation and productivity. Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity.

Crocker et al (2002) have studied the relationship between life complexity and dynamism that affect work-life balance. The authors have explained individual value systems on the relationship between life complexity and work-life balance. Guest (2002) has explored the reasons why work-life balance has become an important topic for research and policy in some countries.

Hill et al. propounded that, flexi time helps employees to manage their work and family responsibilities effectively there by allowing them to minimize work family conflict and to improve the performance at work and home. Lingard, Francis and Turner, conducted a study among project-based construction workers in a large civil engineering construction project in Melbourne, Australia. The study captured data with regard to the number of hours worked, satisfaction with work life balance and capacity to complete required tasks at work and at home. Results demonstrated a strong correlation between hours worked each week and participants’ work and life experiences. The time series modelling revealed that workers taking a short, temporary break from work can contribute to improve work life balance.

Research Objectives

Objectives of the research are as follows:

1. To study and understand the work-life balance issues in relations to employee retention in pharmaceutical companies

2. To examine and analyze the role of select work-life balance practices (flexi-time, child-care and elder-care) on employee retention in pharmaceutical companies
3. To derive the implications from the information gathered for the enhancement of work-life balance in the selected pharma organizations

Methodology

The present study is an empirical enquiry into the work-life balance practices on employee retention in the pharmaceutical sector. The study is based on primary data as well as secondary data. The population of this study is employees of the top pharma companies in the city of Hyderabad and Secunderabad in India. The data were collected from 300 respondents from the 10 pharma companies, analyzed by using SPSS 17.0 and results of data analysis are presented.

$H1_0$: There is significant impact of work-life balance practices on employee retention.

$H1_{0a}$: There is a significant impact of flexi-time on employee retention**.**

$H1_{0b}$: There is a significant impact of childcare assistance on employee retention.

$H1_{0c}$: There is a significant impact of eldercare assistance on employee retention

Results, Interpretations and Discussion of results

Respondents' demographical profile:

The participants consist of 300 managerial personnel (Asst. managers, Managers, Sr. Managers) from 10 Pharma Organizations. These participants are both males and females. Males constitute 218 members (72.7%) and Females constitute 82 members (27.3%). They belong to age group between 25 yrs to above 45 yrs. The highest percentage of participants is between 35yrs-45yrs (45.7%). 280 participants i.e., (93.3%) are married and 20 participants (6.7%) are unmarried. Truly this is a representative of the work-life problems faced by married managerial personnel. 280 participants i.e., (93.3%) said they have children and 290 participants (96.7%) said they have elderly persons in their families whom they need to look after. 210 participants (73.3%) said they work more than 8 hrs and nearly 100 participants (33.3%) said they work night shifts (8pm-4am) and another important observation is that 244 participants (81.3%) said they have working spouses. All these combinations will help to further study and evaluate work-life balance practices on organizational outcomes.

$H1_0$: There is a significant impact of work-life balance practices on employee retention.

$H1_{0a}$: There is a significant impact of flexi-time on employee retention**.**

For the statement "I would be less likely to quit a job that allowed flexi time", 102 (46.8%) male managerial personnel had responded "agree or strongly agree" whereas 39 (47.5%) female managerial personnel had responded "agree or strongly agree" and from the overall sample 141 (47%) male and female managerial personnel together had responded "agree or strongly agree". This indicates that females' perception towards impact of flexi time in reducing employee retention is more when compared to males.

Table-1: Mean and Standard Deviation Scores of 'Overall Sample'

	Mean	Std. Deviation	N
Employee Retention	3.12	1.453	300
Flexi-time	3.47	1.357	300

Table 1 gives the mean and standard deviation scores for the overall sample of 300 managerial personnel (which includes Assistant Managers, Managers and Senior Managers). It is interesting to observe that the averages of these domains are almost the same with lesser variation on Employee Retention. For Flexi-time, the corresponding range is 1 to 5.

In order to measure the extent of linear relationship between the average Flexi-time scores and the average Employee Retention scores, Karl Pearson coefficient of correlation is computed; and is tested for significance. Table 2 reveals that there is a positive correlation between Employee Retention and Flexi-time (r=0.648, p=0.000), and is found to be statistically highly significant. For future research, it may be suggested that Flexi-time can be used to estimate Employee Retention. Since managerial personnel from all units for the purpose of work-life balance practices study are included, it reflects the importance of Flexi-time to measure Employee Retention.

Table-2: Correlation between Employee Retention and Flexi-time

		Employee Retention	Flexi-time
Employee Retention (N=300)	Pearson Correlation	1	.648**
	Sig. (2-tailed)		.000
Flexi-time (N=300)	Pearson Correlation	.648**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

The coefficient of determination R2 = 0.419, p=0.000 highlights that Flexi-time contributes on Employee Retention to a large extent (Table 3). Therefore, Employee Retention can be estimated from Flexi-time scores.

Table-3: Coefficient of Determination between Employee Retention and Flexi-Time of 'Overall Sample'

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.648a	.419	.417	1.109	.419	215.159	1	298	.000
a. Predictors: (Constant), Flexi-time									

The analysis of variance table (ANOVA) given in table 4 reveals that the regression model fits well for the data (F=215.159, p=0.000).

Table 4: ANOVA for 'Overall Sample' ANOVAb

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	264.533	1	264.533	215.159	.000a
	Residual	366.384	298	1.229		
	Total	630.917	299			
a. Predictors: (Constant), Flexi-time; b. Dependent Variable: Employee Retention						

The regression coefficient and its associated test of significance are given in table 5. The fitted regression model is as follows: Employee Retention = 0.693 Flexi-time + 0.714.

From the above regression line, we can estimate the average score on Employee Retention for a given average score on Flexi-time. Further, the population regression coefficient is different from zero as t=14.668, p=0.000. It signifies that when the average Flexi-time score increases, the average Employee Retention score also increases proportionately.

Table-5: Regression Coefficient and its Associated Test of Significance for 'Overall Sample'

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.714	.176		4.059	.000
	Flexi-time	.693	.047	.648	14.668	.000
a. Dependent Variable: Employee Retention						

H10b: There is significant impact of childcare assistance on employee retention.

For the statement "I would be less likely to quit a job that allowed childcare assistance", 90 (41.3%) male managerial personnel had responded "agree or strongly agree" whereas 41 (50%) female managerial personnel had responded "agree or strongly agree" and from the overall sample 131 (43.6%) male and female managerial personnel together had responded "agree or strongly agree". This explains that females' perception towards impact of childcare assistance on employee retention is more when compared to males.

Table-6: Mean and Standard Deviation Scores of 'Overall Sample'

	Mean	Std. Deviation	N
Employee Retention	3.08	1.456	300
Childcare Assistance	3.33	1.379	300

Table 6 gives the mean and standard deviation scores for the overall sample of 300 managerial personnel (which includes Assistant Managers, Managers and Senior Managers). It is interesting to observe that the averages of these domains are almost the same with lesser variation on Employee Retention. For Childcare Assistance, the corresponding range is 1 to 5.

In order to measure the extent of linear relationship between the average Childcare Assistance scores and the average Employee Retention scores, Karl Pearson coefficient of correlation is computed; and is tested for significance. Table 7 reveals that there is a positive correlation between Employee Retention and Childcare Assistance (r=0.624, p=0.000), and is found to be statistically highly significant. For future research, it may be suggested that Childcare Assistance can be used to estimate Employee Retention. Since managerial personnel from all cadres for the purpose of work-life balance practices study are included, it reflects the importance of Childcare Assistance to measure Employee Retention.

Table 7: Correlation between Employee Retention and Childcare Assistance

		Employee Retention	Childcare Assistance
Employee Retention (N=300)	Pearson Correlation	1	.624**
	Sig. (2-tailed)		.000
Childcare Assistance (N=300)	Pearson Correlation	.624**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

The coefficient of determination R^2 = 0.390, p=0.000 highlights that Childcare Assistance contributes on Employee Retention to a moderate extent (Table 8). Thus, Employee Retention can be estimated from Childcare Assistance scores.

Table-8: Coefficient of determination between Employee Retention and Childcare Assistance of 'Overall Sample'

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.624[a]	.390	.388	1.139	.390	190.522	1	298	.000
a. Predictors: (Constant), Childcare Assistance									

The analysis of variance table (ANOVA) given in table 9 reveals that the regression model fits well for the data (F=190.522, p=0.000).

Table 9: ANOVA for 'Overall Sample'

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	247.289	1	247.289	190.522	.000[a]
	Residual	386.791	298	1.298		
	Total	634.080	299			
a. Predictors: (Constant), Childcare Assistance; b. Dependent Variable: Employee Retention						

The regression coefficient and its associated test of significance are given in table 10. The fitted regression model is as follows:

Employee Retention = 0.659 Childcare Assistance + 0.882

From the above regression line, the average score on Employee Retention can be estimated for a given average score on Childcare Assistance. Further, the population regression coefficient is different from zero as t=13.803, p=0.000. It indicates that when the average Childcare Assistance score increases, the average Employee Retention score also increases proportionately.

Table-10: Regression Coefficient and its Associated Test of Significance for 'Overall Sample'

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.882	.172		5.118	.000
	Childcare Assistance	.659	.048	.624	13.803	.000
a. Dependent Variable: Employee Retention						

$H1_{0c}$: There is significant impact of eldercare assistance on employee retention

For the statement "I would be less likely to quit a job that allowed eldercare assistance", 97 (44.5%) male managerial personnel had responded "agree or strongly agree" whereas 40 (48.8%) female managerial personnel had responded "agree or strongly agree" and from the overall sample 127 (45.7%) male and female managerial personnel together had responded "agree or strongly agree". From this it can be observed that females' perception towards impact of eldercare assistance on employee retention is more when compared to males.

Table 11: Mean and Standard Deviation Scores of 'Overall Sample'

	Mean	Std. Deviation	N
Employee Retention	3.11	1.457	300
Eldercare Assistance	3.48	1.355	300

Table 11 gives the mean and standard deviation scores for the overall sample of 300 managerial personnel (which includes Assistant Managers, Managers and Senior Managers). It is interesting to observe that the averages of these domains are almost the same with lesser variation on Employee Retention. For Eldercare Assistance, the corresponding range is 1 to 5.

In order to measure the extent of linear relationship between the average Eldercare Assistance scores and the average Employee Retention scores, Karl Pearson coefficient of correlation is computed; and is tested for significance. Table 12 reveals that there is a positive correlation between Employee Retention and Eldercare Assistance (r=0.630, p=0.000), and is found to be statistically highly significant. For future research, it may be suggested that Eldercare Assistance can be used to estimate Employee Retention. Since managerial personnel from all cadres for the purpose of work-life balance practices study are included, it reflects the importance of Eldercare Assistance to measure Employee- Retention.

Table-12: Correlation between Employee Retention and Eldercare Assistance

		Employee Retention	Eldercare Assistance
Employee Retention (N=300)	Pearson Correlation	1	.630**
	Sig. (2-tailed)		.000
Eldercare Assistance (N=300)	Pearson Correlation	.630**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

The coefficient of determination R^2 = 0.396, p=0.000 highlights that Eldercare Assistance contributes on Employee Retention to a moderate extent (Table 13). Therefore, Employee Retention can be estimated from Eldercare Assistance scores.

Table-13: Coefficient of determination between Employee Retention and Eldercare Assistance of 'Overall Sample'

Model	R	R Square	Adjusted R Square	Std. Error of the	Change Statistics				
					R Square	F Change	df1	df2	Sig. F Change
1	.630[a]	.396	.394	1.134	.396	195.603	1	298	.000
a. Predictors: (Constant), Eldercare Assistance									

The analysis of variance (ANOVA) given in table 14 reveals that the regression model fits well for the data (F=195.603, p=0.000).

Table-14: ANOVA[b] for 'Overall Sample'

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	251.472	1	251.472	195.603	.000[a]
	Residual	383.115	298	1.286		
	Total	634.587	299			
a. Predictors: (Constant), Eldercare Assistance; b. Dependent Variable: Employee Retention						

The regression coefficient and its associated test of significance are given in table 15. The fitted regression model is as follows:

Employee Retention = 0.677 Eldercare Assistance + 0.749

From the above regression line, the average score on Employee Retention can be estimated for a given average score on Eldercare Assistance. Further, the population regression coefficient is different from zero as t=13.986, p=0.000. It signifies that when the average Eldercare Assistance score increases, the average Employee Retention score also increases proportionately.

Table-15: Regression Coefficient and its Associated Test of Significance for 'Overall Sample'

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.749	.181		4.142	.000
	Eldercare Assistance	.677	.048	.630	13.986	.000

a. Dependent Variable: Employee Retention

Discussion of the Results

In this research study, a humble attempt has been made by the researcher to find out the impact of work-life balance practices such as flexi-time, childcare assistance and eldercare assistance on employee retention. Majority of the respondents believe that the above said work-life balance practices have enormous impact on outcomes. The results of regression clearly show that impact of flexi-time on employee retention (R square= 0.419) is high, it is worth noting that the impact of flexi-time in increasing employee retention is very high when compared to other variables. Also the results of regression clearly show that impact of childcare assistance on employee retention (R square= 0.390) is moderate, the results state that the impact of childcare assistance in increasing employee retention is moderate when compared to other variables. Finally, the results of regression clearly show that impact of eldercare assistance on employee retention (R square= 0.396) is moderate, the results disclose the impact of eldercare assistance in increasing employee retention is moderate when compared to other variables.

Conclusion

Work-life balance remains an issue that requires considerable attention from society. The changing nature of the global economy, where organizations often operate on a 24/7 schedule and technological advances have made it possible for an employee to be connected at all times, has ushered the work-life balance issue into the forefront. As a result many employers have realized that a "burnt-out" employee is nearly useless, and that a satisfied employee is the key to the future success of an organization. To this end, many organizations have developed work-life balance programs to assist employees in handling the conflicts that may arise between work and the life. The summary discussion above has tried to illustrate that in a field like pharmaceutical industry, work/life balance can provide significant business benefits in the long run.

At the practical level this research provides some recommendation for HR managers to reduce the likelihood of employees leaving the company. This provides the information about what to do to increase organizational commitment which is crucial for better performance and retention. This research indicates that organizational support for work life balance practices (flexi-time) which increases organization commitment is essential. Hence, HR managers should give more importance to the above factors in order to improve the understanding and good relationship with their employees. Since continuation of employees relies on the good relationship between organization and employees, managers need to interact with employees at regular intervals and demonstrate them that organization cares for their well-being, besides formulating the needed strategy giving importance to the above factors. Based on the results which give evidence that flexi-time is helpful for retaining employees, mangers are suggested to implement suitable strategies that can boost up the organizational commitment and it leads to employee retention.

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