International Journal of Academic Research & Development (IJAR&D)

A Journal of Bharti Publications

From the Chief Editor's Desk

International Journal of Academic Research & Development (IJARD) is a blind and peer reviewed publication. As the Chief Editor it is my pride and joy to place before the eminent readership this first issue of this print journal in the year 2016.

In the first paper, "The darker side of leadership", authors expressed concern over the character of the governance and ethics in corporate life and politics and cited relationships and effects of ethics and governance on the level of fraud in a society.

We at IJARD have an abiding belief that one should not pay to publish one's work. After all if an author has burnt the proverbial midnight oil and with the sweat of his/her brow put certain thoughts together cogently, he/she deserves a good audience. To ask him/her to pay for this is adding insult to injury. This just cannot be.

However the world does not exist on love and fresh air alone. Certain costs are involved even though all administrative work is done honorary. Hence we request every author to subscribe to the journal and get his/her academic institution's library to also subscribe to it. Having said that let me introduce the pieces selected painfully by the team of editors based entirely on blind reviews.

In the first paper, "The darker side of leadership", authors expressed concern over the character of the governance and ethics in corporate life and politics and cited relationships and effects of ethics and governance on the level of fraud in a society.

In the next contribution on HR interventions, Dr. Raju Ganesh Sunder from UPES Dehradun proposed a framework for measurement and analysis of impact of the training programmes. He has also suggested the ways to improve the training programmes by analysing the impact of imparted trainings.

The next article, by Dr. Debamitra Mitra of Institute of Leadership, Entrepreneurship and Development, Kolkata, pertains to new paradigms of Human Resource Management. He has described how the HR functions have breached the traditional boundaries to venture into specialized services offering interventions into HR functions of corporate. Author also presented case studies of HR practices in prominent companies.

The next paper presents results of a study by Kiran Chaudhary and Sunil Kumar from University of Delhi colleges. The study covers the survey of satisfaction levels of young customers of two of the prominent online shopping platforms in India. The satisfaction of customers regarding various features and services of the two players are assessed and conclusions are presented.

The next article by Dr. Sunishtha Dhaka of Manipal University, Jaipur discusses the phenomenon of creation of values for each other by the online content contributors who are users of web applications. The author discussed how the user generated contents of websites are utilized by the companies to provide value to their customers/users on one hand and to improve upon their offerings on the other hand.

The next article by Dr. Nandini Sharma of SS Jain Subodh College, Jaipur et. al., throws light on models of internet marketing. The article deals with theoretical aspects of specific nature of marketing in the new marketing paradigm evolved due to growing use of Internet.

Dr. Homyar Keki Gardin of Tata Hospital, Jamshedpur, in the next article, has detailed the scenario of HIV/AIDS care and the role that the corporate world is playing in the amelioration of this epidemic as part of the Corporate Social Responsibility (CSR) initiatives. He expressed concern over lack of sufficient initiatives in care of this killer epidemic.

The next study, by Dr. Jeevan Jyoti and Ms. Poonam Sharma of University of Jammu, covers the results of a survey on the impact of mentoring on personal learning. The survey covers bank employees in the Jammu and Kashmir. The results of their study show that mentoring significantly affects personal learning. They

have suggested that the mentoring approach of assigning challenging task and necessary exposure may enhance the experimental learning as well as overall learning capabilities of the employees.

The next article by Dr. Raju Ganesh Sunder of UPES, Dehradun is a case study of Transmission Tower Line (TTL) manufacturing industry. The study covers the case of Satya Rollers Pvt. Ltd., Nagpur which had survived conveniently during the recessionary period of 2008-2012. The author explain the factors which made it possible for the firm. Even KEC International Ltd., which is a world leader in this industry have to face problems. The questions raised are expected to educate with brainstorming.

The next case study by Jayashree Sadri, covering the case of Decade Textile Mills, deals at micro level to highlight the small issues causing the dissatisfaction of staffs in the company. The company follows a traditional style of management, being governed by a clan. The questions raised are at individual level.

In the last paper by Satyajit Bid of Manipal Group of Hospitals, Bengaluru, case of a power generation company of Rajasthan was taken up to assess the importance of branding of Human Resource Department. A survey was conducted for company employees and facts and figures are presented. They have concluded that for attracting and retaining the best of human resource, the company HR department should emphasize on its own branding.

In sum the concentration of this issue was on Management Practices of HR and Marketing and all papers were handpicked after a rigorous process of blind review.

We are hopeful to get feedback from the readers for further improvements. We would like to congratulate our contributing authors for showcasing their research.

Wish you a very happy learning experience.

Editor - in Chief

Contents

The Darker Side of Leadership
[Power Fraud and Corruption in the New Age]

Prof. Jayashree Sadri

Associate Professor of Human Resources and Business Ethics
Manipal University, Jaipur, Rajasthan.

Dr. Sorab Sadri

Political Economist and Director, School of Business and
Commerce, Manipal University, Jaipur, Rajasthan.

Man is not born to solve the problems of the universe, but to find out what he has to do; and to restrain himself within the limits of his comprehension.

Johann Wolfgang von Goethe

Perhaps the above quote best sums up what corporate houses expect the systems of business ethics and corporate governance to deliver. The anti-corruption campaign spearheaded by Anna Hazare and his (at the time) four able lieutenants Arvind Kejrival, Prashant Bhushan, Ashutoshand Kiran Bedi had demonstrated that the Indian people expected the same from their elected leaders as well. It is a fact of life that values, ethics and integrity lay squarely on the one side and corruption, fraud and deceit occupied the other. The Janus-headed and shame faced politicians in power were exposed. Unfortunately once the movement lost its tempo these very politicians were up to their dirty tricks again as if to avenge their ignominy. However, the questions posed were: (a) Did these people behave in the same way as others when they came to power? (b) Did power go to their head and could there be an implosion? (c) Would they actually be able to give good governance with their present mind-sets of going on a dharna at the drop of a handkerchief? History vouchsafes that all these questions (doubts) have already been adequately answered.

The basic premise on which this long argument's argument is based is three folds:

(a) Fraud is the result of low level of values and ethics combined with a low level of governance.

(b) Being the repository and embodiment of corruption, fraud is often emboldened by the absence of a fear of penalty.

(c) Being an easy way to get power and wealth, fraud is often motivated by the desire to get rich and powerful quickly and subvert rules in the process.

In these pursuits the perpetrators are not alone. There is a fringe mediocrity whose lumpen elements become the *comprador* class that feeds on the machinations of fraud and helps to perpetuate it.

Fraud is then, at any level of society, the direct concern of ethics and points towards the need for good governance. We have also argued that ethics must prevail amongst the citizenry across all levels of society and must be more pronounced amongst its leadership: in academia, professions, government, corporate and NGO sectors. On the other hand, what constitutes good governance is a subjective notion especially in a pluralistic society. If ethics is person-specific, context-specific and culture-specific, and if governance is predicated on ethics then it follows that governance too cannot be all-embracing and absolute. If it were to be all-embracing, then the procedural mind set would flourish and the letter of the law would become more important than its spirit. If it were to be absolute, then innovation and creativity would be blocked. If however

the notion of values, ethics and integrity were to be corrupted, as is alleged in certain quarters, then transparency will be clouded, responsibility will be shunned and the ability to respond to issues will become ineffective and blunted. Arrogance and untruthfulness will become a shield against perceived insecurity. All this fades into the background when the corporate culture is value-centred i.e. when it is both value-based and value- driven. What then is needed to prevent frauds and minimise corruption?

To begin with let us examine and define, in the interest of clarity, eight terms that invariably feature in such a discussion. The first is **trust** which is the ability to depend upon another's word to deliver or perform as promised or expected. The second is **transparency**, which implies an open access to information to those who require it, to fulfil their functions on the one hand and the willingness to subject one's decision-making to scrutiny on the other. The third is**teamwork**, or a well-directed group of people, with divergent skills but convergent aims, who work towards a common goal. The fourth is **accountability**, accompanied by a clear assignment of responsibility for the management of resources, achievement of results and production of desired outcome impacts. The fifth is **delegation**, or the onus of performing a task or a function on behalf of another in a hierarchy. The sixth is **empowerment** or a situation where the actor, because of his knowledge, experience or position has the power to take decisions and execute them in the best interests of the Organization or the team. The seventh is **responsiveness**, or the articulation and aggregation of interests. Responsiveness is based on the free flow of information and denotes the ability as well as the willingness on the part of an individual to rise to the occasion. The eighth is **core competence**, a term popularised by Hamel and Prahalad that stands for resources, processes, skills and experience (domain knowledge) that provide a competitive advantage.

A little introspection will be enough to convince the reader that none of these eight terms that have been defined above can be achieved and sustained without having values, ethics and governance in their proper place. Yet serious financial improprieties have been the bane of modern society. One only has to scan the daily news argument to see the veracity of the claim.

Fraud is an act of deliberate deception perpetuated with the intention of gaining an unjust advantage and amounts to criminal deception. Whereas frauds that are reported usually affect the common man or the small investor, there are others that have even taken people and countries for a ride. The examples of the case of a man who sold the Eiffel Tower in France and another man who sold the *bungli,* (small residence),where the families stay to pray and mourn the dead for four days in theParsi*Tower of Silence* in Mumbai. That was cheating, a scam, and a swindle which is only marginally different from a fraud. Scamsters and frauds have been a part of society through history and only began to make news headlines when the corporate body became a socially significant institution. Some of the more notable examples follow.

Year	Financial Flascos and Imbroglios in the Past
1920s	Charles Ponzi defrauded thousands in the Postal Coupon scam.
1920s	Albert Fall leased federal oil reserves to two oil companies in return for gifts in the Teapot Dome affair.
19430s	Richard Whitney, the NYSE President was jailed for looting customer accounts.
1950s	Unilever, an Anglo-Dutch MNC, used prisoners of war captured by the Nazis to build the Nordsea Fishing Fleet.
1960s	Alexander Guilema manipulated stocks and was eventually imprisoned for the act.
1960s	Tino de Angelis sold off billions of pounds of non-existent salad oil.
1960s	Billy Sol Estes was involved in a cotton allotment scam and several murders.
1970s	Robert Vesco gained control of IOS, a mutual fund firm run by Bernard Cornfeld, looted it to the tune of $224 million and fled to Costa Rica.

Frauds surface when either the Fourth Estate becomes very responsible and diligent or when general transparency levels within civil society increase. We all know that poverty and deprivation often breeds crime. Alternatively, when the rot within civil society gets more entrenched, corruption becomes a way of

life. In the course of developing this treatise we have cursorily treated some of the better-known frauds and imbroglios. According to the *Wall Street Journal* research team, some of the major frauds that shook the world during the first three years of the 21st century were:

- The SEC inquiry into the Enron bankruptcy

- The FBI inquiry into the shredding of important documents by the Enron-Arthur Anderson management.

- The Global Crossing bankruptcy.

- The indictment of Arthur Anderson management by the US Justice Department

- The payment of a $10 million fine by Xerox for overstating pre-tax income by $1.4 billion for 4 years

- The investigation of Adelphia's accounting and disclosure practices by the SEC

- The passage of the Accounting Reform Bill in the US by the House of Representatives

- The payment of a $100 million fine by Merrill Lynch to the State of New York after a probe of its stock analysts

- The arrest of Samuel Waksal, former CEO of Inclone, for insider trading.

- WorldCom's admission that improper accounting had padded earnings by $3.8 billion

- The indictment of Denis Kozlovski, the former CEO of Tyco, for sales tax evasion

Lest someone should come to the erroneous conclusion that scams take place in the developed world, let it be understood that a powerful media and autonomous and independent institutions enabled these scams to come to light. Students of history know of the impeachment of Warren Hastings during the 18th century. Corruption charges toppled the Macmillan government in UK after the John Profumo affair and spelt doom for many governments in Japan. On the other hand, the greater frauds in countries, such as the Lybia, Central African Republic, Nigeria, Uganda, Pakistan, Chile, Haiti, Liberia, Indonesia and Congo were simply swept under the carpet due to the lack of a powerful media and autonomous institutions. It is well-known that during the four days of the 1987 stock market crash in Hong Kong, trading took place in the grey market. The stock market scams involving Harshad Mehta, HitenDalal and Ketan Parikh, the Telgi fake stamp argument case and the

leaked CAT question argument case are all quite well-known..

Fraud and corruption are closely related, and the exposure of both depends upon an alert political class and a free and powerful media. Whereas corruption though existing was not an open public issue in colonial India, Feroze Gandhi was the first to raise this issue in the HaridasMundhra case. Today, unfortunately it is raised at the drop of a handkerchief and often very rightly so. Full marks are awarded to the young men and women who are ready to pick up the gauntlet and expose those in power. The media should be praised for this as should persons like SuchetaDalal, Barkha Dutt, TarunTejpal and DebashishBasu.

Corruption under peripheral capitalism is legion. In India, where late capitalism of a retarded variety has made its presence felt since 1991, we have had several well publicised scams in the Maharashtra Public Service Commission (*a la*Karnik), fodder (*a la*Laloo Yadav), stamp argument (*a la* Abdul Rahim Telgi), the Enron's Dhabhol plant (*a la* successive governments), Churhat lotteries (*a la* Arjun Singh) and the mother of all controversies, the Bofors saga (which at last has been given a legal burial in 2006 but was resurrected by events in Argentina in 2007). The last of these national level scams just refuses to die and like Dracula raises its ugly head from time to time –the last time being in 2011.

The revelations relating to the Bofors scam began to emerge in 1987, when V P Singh, who was the Finance Minister in the Government headed by Rajiv Gandhi, quit and launched a crusade against the prime minister over the Bofors gun deal. The Indian army needed better fire power, which governmental bureaucracy had somehow denied it. The 155-mm howitzers were purchased to supplement the army's much needed artillery modernisation program and subsequent use of the same weaponry has proved that the guns were indeed a boon. That did not lay the controversy to rest. AB Bofors appointed Ottavio Quattrocchi in 1986 as a negotiator for the sale of 400 odd Bofors howitzer guns. The CBI claimed that a firm owned by Quattrocchi received $7 million in kickbacks. The CBI, thereafter, also charge sheeted the Hindujas for allegedly receiving 81 million Swedish kroners in the same deal. Subsequent Court decisions were to prove this statement to be questionable. Win Chadha, the former agent of Bofors, was also accused of getting kickbacks. The then head of Bofors, actually kept a diary that was seized by the police and leaked to the press. References to Nero and GPH in that diary

remained intriguing. Arun Shourie, editor of the Indian Express, aggressively covered the scandal in the print media making more trouble for Rajiv Gandhi. Thereafter in 1989, the Congress Party lost the General Elections because Rajiv Gandhi and his government were accused of getting the alleged Rs. 64 crores as kickbacks for the purchase of 155-mm howitzers. On May 21, 1991 Rajiv Gandhi was assassinated and the Delhi High Court exonerated him of any involvement in the scandal. Thereafter, the Opposition made quite a hullabaloo about Sonia Gandhi's foreign origin and her alleged ties with the middleman Ottavio Quattrocchi and although nothing was proved, the electorate remained unconvinced.

In the meantime, V P Singh retired from active politics, Arun Shourie became a Member of the Rajya Sabha, nothing was proved against the Hindujas in the Delhi High Court, Quattrochi has evaded extradition to India to face trial, Win Chadha died of cardiac arrest in 2001 and Martin Ardbo died of cancer in 2004. The names of many people were linked to the scam over a period of time. In the midst of the controversy in 2006 over the unfreezing of Quattrocchi's London bank accounts, which happened because the Delhi High Court exoneration of the Hinduja brothers was misinterpreted, Sonia Gandhi remained silent and claimed to know nothing. On the other hand, Quattrochi maintains that the Gandhi family continues to be very close to him. In February 2007, Quattrochi was arrested in Argentina in response to a red corner alert put out by Interpol. He secured bail on the very day the news of his arrest broke in India, to the embarrassment of the Congress Party. National level ethics and governance seem to be conspicuous by their absence at such times.

Similarly, a series of scams surfaced in January 2006 when the SEBI Chief M Damodaran took a proactive decision to bring to book irregularities in initial public offerings (IPO), and when the Reserve Bank of India acted its part as a banking regulator to bring some banks under its scanner. These banks are Bharat Overseas Bank, Citi Bank, ICICI Bank, Standard Chartered Bank, Indian Overseas Bank, HDFC Bank and Vijaya Bank. These banks were booked for violating RBI regulations on 'Know Your Customer' (KYC) norms. Imprudent banking practices and facilitating misuse of IPO finance to ineligible borrowers have attracted the ire of both the RBI and SEBI. Despite instructions to the contrary, banks had credited the proceeds of individual payee refund orders into the accounts of brokers, instead of crediting the proceeds to the individual accounts, on

the requests of associates of DP providers. Strictures and penalties are expected to follow.

More recently we have seen the Spectrum 2-G imbroglio, the Commonwealth Games fiasco and Adarsh Society fraud that involved powerful personalities across the social milieu. What can be said of a Minister or Senior Civil Servant whose scions use the red beacon on their official cars even for going on field trips and parties? Does this imply a greater transparency in Indian civil society, an increasingly powerful media or a manifestation of a retarded peripheral capitalism?

However, as positive social scientists, we proffer that at least one of these possibilities could arise whenever such delays take place in bringing facts to light:

- The governance mechanism has failed and the interested parties have either pressurised or bought off the adjudicating / investigating authority.

- The full facts have not come to surface as vested interests have prevented them from becoming public or influenced the investigating agencies so that the terms of reference are either skewed or too narrow.

- The matter has been tried by the media before the courts have passed judgement thereby colouring the facts substantially.

- There is no case to be made out whatsoever and political scores are being settled at somebody's expense.

In response to an inquiry conducted by Jayashree in 2004-2005 and later by Jayashree and her team in Pune during 2006-07 the following matrix of behaviour and general feeling was brought forth to explain what role ethics and governance play in the understanding of corporate frauds.

Jayashree plotted social response against Ethics on the vertical axis and against Governance on the horizontal axis marked low to high as shown below.

		GOVERNANCE	
Ethics		Low	High
	High	Conflict	Liberty
	Low	License	Bureaucracy

Figure 15: When ethics is high but governance is low, expect social conflict, whereas when both ethics and governance are low, expect license. Where both the ethical sense and governance are high, liberty can

prevail, whereas in societies where the ethical sense is low, but the government is powerful, expect bureaucracy to prevail.

The authors plotted social response against Ethics on the vertical axis and Governance on the horizontal axis marked low to high as shown above.

- In the quadrant named **Conflict**, ethics was high but governance was low, creating a sense of frustration, stress and conflict of interest.

- In the quadrant named **Liberty**, ethics was high and so was governance, giving rise to accountability and transparency.

- In the quadrant named **License**, ethics and governance were both low, leading to the rule of the jungle, with high scores on corruption and oppression.

- In the quadrant named **Bureaucracy**, ethics was low but governance was high, giving rise to rule-bound and rule-driven activity where the role of executive creativity was minimal.

Needless to add this typology is valid for democratically ruled socio-political societies. It is perhaps a valid point to make that democracy cannot flourish on an empty mind and an empty stomach. India too has a fair amount of both ills. Dadabhai Naoroji the political guru of Mohandas Gandhi had recognised this and come up with the Bombay Plan to address this malaise. Furthermore, a certain level of equality, education and development, along with the accompanying level of consciousness, is a necessary precondition, as ShapurjiSaklatvala, Subhash Chandra Bose and Yusuf Meher Ali declared in the first quarter of the 20th century. A proactive, fearless and socially conscious media or a more transparent system prevents facts from being conveniently swept under the carpet. For instance, the Voice of America highlighted Gandhiji's call and the role played both by Franklin Roosevelt and Joseph Stalin in placing pressure on Britain to decolonise India cannot be forgotten.

Economic Compulsions

Against the above backdrop it may be quite interesting for the student of ethics to recall the famous lines from Ayn Rand's book *Atlas Shrugged* when she defines morality thus:

> *Judgement to distinguish right and wrong, vision to see the truth, courage to act upon it, dedication to that which is good, integrity to stand by the good at any price…*

Many CEOs are unable to 'stand by the good' because they fear revelations being made about their personal lives or the company's business methods. This fear leads them to depend upon yes-men or women, who then ensure that any colleagues who try to do a professional job are penalised. The price of betrayal has risen far more than the original thirty pieces of silver, yet such people exist and thrive in Organizations. They enjoy the patronage of those at the top who feel insecure for one reason or another. Economic historians looking at cases of fraud, for instance, will not fail to spot the unholy trinity of a former Prime Minister and a noted god man in the dubious company of the Chairman of Usha Ispat, named in a number of corporate frauds including the IDBI Bank.

There is a belief that fraud and financial crimes are committed for economic reasons, namely economic inequality. Economic welfare then becomes the crux of the problem as A C Pigou (1932) had alluded to. Perhaps there may be some truth in this belief, but the poor are not involved in scams and schemes to defraud banks and financial institutions, nor do they play the stock market and cheat investors. It is the lumpen elements in the middle class that are involved in schemes and the lumpen elements in the upper classes that are involved in scams. However, it is true that social and economic inequality breeds discontent and lead to crime. Beteille (1965) Sen (1992) and Abel-Smith and Townsend (1995) have looked at the issue of inequality from different angles and yet converged upon the idea that it is a social ill that needs urgent attention.

Global Inequality

Not with standing the prognosis of Sundaram and Tendulkar (2003), economic inequalities have grown. However, keeping in view the growth in the comprador class, Sadri has disputed the thesis that the trickle down effect takes place in the developing world. Inequality in wealth, incomes and opportunities has been the bane of macroeconomists. Experts on growth theory have dealt with the issues in their own way. Names that stand out are those of Pigou, Tinbergen, Myrdal, Bauer, Myint, Sen, and Baran. Even liberal sociologists like Dahrendorf, Abel-Smith, Rex and Townsend have questioned the benefits of capitalist growth.

Inequality, according to Marxists, is the *sine* qua non of capitalism but inequality cannot be correlated with fraud. Inequality of manufacturing pay computed by

the University of Texas Inequality project formed the UNIDO 2000 edition of Industrial Statistics and contained calculations of averages over 1963 – 1997; countries were ranked into six quadrants as in the figure below. Note the high coverage and geographic consistency of inequality patterns in the OECD and across the developing regions. Data for Russia are from the post-Soviet period only; those for China start in 1979. Data for the Czech Republic, Slovakia, and the post-Yugoslav states begin with the formation of those states in the 1990s.

Urban theft, extortion, murder for money, underworld activities and a sordid night life are the lot of the unemployed, who are used by bigger players as pawns. These crimes may happen in all countries, including those where the inequality index is low, but the temptation to commit such crimes is higher where inequality levels are high. Crime must have existed in the Soviet Union, but did not manifest itself as blatantly and in such varied forms as it has since the disintegration of the USSR. Socialism is still promising and crime levels are low in both Cuba and China. Crime in Eastern Europe has risen because the assurance of low-quality food, shelter, education and clothing has been replaced by high unemployment levels and the absence of state social security.

US promises to help end economic inequality rarely keep up with US policy. For example, the Bush Administration in the early 2000s signed a pledge called the Monterrey Consensus. According to this Consensus, concrete steps were to be taken to make 0.7% of the US national income available to the world's poor. However, in 2004-05 only 0.15% of the National Income was so earmarked.

It is important for students to understand the Monterrey Consensus to grasp our argument. It was reached at the March 2002 International Conference on Financing for Development in Monterrey, Mexico, and reaffirmed at the World Summit on Sustainable Development in Johannesburg in August 2002. It created a new development partnership based on mutual accountability between developed and developing countries and a new global commitment to achieve real improvements in growth and global poverty reduction, as expressed in the Millennium Development Goals (MDGs), with mechanisms for monitoring progress and the actions of all parties. It recognised that country-owned development strategies based on good governance and sound policies and institutions must be the starting point; that trade is a key source of growth for all countries and developing countries need better access to global

markets, with the WTO Development Agenda agreed in Doha in 2001 marking an important step forward; and that development partners need to harmonise their policies, operations and practices to support national strategies and plans, and to do so with substantial increases in resources — from both private and official sources — if the MDGs are to be met. There have been several recent and welcome announcements of such increases, but there is much still to do. It was also recognised at Monterrey that developing countries need to build capacity, to strengthen key institutions needed for development; focus on results in development, and monitor progress and actions; and be widely represented and heard in international institutions. But, reality does not match expectations as was witnessed both at Doha and at Cancun.

It is a matter of time before socialism with a human face and a welfare slant returns in Eastern Europe. People are increasingly alienated from the means of production, anomie is rife in civil society and organised crime and urban violence is on the increase. Religious fanatics have stepped in and foreign-state-sponsored fundamentalism is on the rise. This fundamentalism is based on and supported by funds from the drug trade and the flesh trade, extortion and misuse of grants. Under absolute monarchies, military dictatorships and religious oligarchies, terrorism flourishes due to state patronage, since the state is retarded both in terms of social consciousness and a sense of history.

One way of distracting peoples' minds from the real problems at home is to encourage religious or political fundamentalists to launch attacks on the civil society of a democracy. When there is a terrorist incident, civil society is polarised and biased reportage adds fuel to fire. People are ruled by the heart and not the head. That is just what happens when a strong national ethic is absent. Alternatively, when the rule by law has replaced the rule of law, people are tempted to circumvent procedures and practices to make a quick buck. If key members of the civil service, the government, the police and the underworld connive in a swindle, the law of the land cannot deliver justice, since it has already been emasculated.

There are various incidents, such as G R Khairnar's action in demolishing roadside shrines used as godowns for smuggled goods and as contact points for the underworld, where the vested interests that were threatened moved the courts to intervene. The cases of TarunTejpal, who was hounded by the law to protect allegedly corrupt bureaucrats and politicians,

or Arun Bhatia, against whom the politicians conspired so that the people he tried to serve turned against him, are well known. Other cases include the resignation of Admiral Vishnu Bhagwat, and the Navy War Room leak. The unfolding of the Telgi fake stamp argument scam is yet to take its toll, although several well-placed heads have already rolled.

We also know that the level of corruption rises to keep pace with the level of inequality, so it is not surprising to see so much corruption in India. Unless the State plays a more proactive and interventionist role, the free markets will spell doom for the poor. The failure of the recent Cancun talks is not a victory for the interventionist economics at WTO and the developing countries. It only shows that agricultural pricing and output will not be regulated except by the power of the market, which squarely resides with the developed world. The exploitative nature of oligopolies has been well documented.

A glance at the statistics below will demonstrate that India prides itself on its low inflation, (below 6% per annum); it remains silent about unemployment levels that are rising past the danger point. We have a burgeoning information technology sector and a relatively shrinking manufacturing sector, except for a few big players. If technology is merely an enabler, how and what will the information technology enable? Can the services sector pull up an economy in the absence of a strong manufacturing and agricultural base? This is what the RBI has failed to effectively address. India with its 1.2 billion plus people features in list number five, a notch above those countries with the highest levels of inequality. The poor are in a way subsidising the middle class by providing domestic help and subsidising the business classes by providing cheap labour especially in the construction industry. The super rich deal in real estate under the guise of promoting education.

Within democracies that flourish under retarded peripheral capitalism, it is a truism that the rich donate funds to political parties to buy the votes from the poor. In this manner, they are facilitating the politicians who survive on the ill-informed and illiterate slum dwellers. Perhaps it is in the class interest of these people to retain the slums since they not only provide cheap labour but also cheap votes for a democracy where money, muscle and manipulation play a dominant role. There is indeed a rise in urban crime rates since unemployment rates have also shot up, anomie plagues civil society, and there is no social security system. What little security

was hitherto provided has been destroyed with the emergence of nuclear families and the withering away of joint families. Along with this is the rise in levels of exploitation, domestic violence and crimes against women and children. Anomie within society on a large scale is visible and escapist routes are found through drugs, prostitution, cheap thrills, cinema and a sordid nightlife. We are not trying to moralize—this is a sociological argument.

Against this background, a stark statistic stares us in the face: 3% of government spending is on education and 5% of employable labour is skilled. The poor are doomed to despair for lack of jobs and the lack of required skills to create jobs for themselves. Venture capital is for the rich and not for the needy; the co-operative banks breathe down the necks of the poor peasant but turn a blind eye when middlemen, politicians and industrialists bleed their treasuries dry. The big nationalised banks are far from nimble, and as in the case of IDBI, many are sucked into the quagmire of their own contradictions despite having more than adequate brain, brawn and bastion. The large-scale collapse of co-operative banks in Gujarat in 2002 was a reminder that all was not well with crony capitalism in the periphery.

Now let us look at the sociological fallout of poor education. Falling educational levels among Parsi males, for instance, spurs inter-caste marriages since educated girls do not want to marry relatively poorly educated Parsi males while the clergy along with their epigones ups their ante and calls for more conservatism.

However, this is not the case in other communities, which are exploited by the politically and economically powerful, and also by the religious fundamentalists in their own ranks. For instance, a low educational level among the Muslims leads to lack of employment opportunities and a need for money, which is exploited by anti-national and foreign-funded *jihadi* outfits. Muslims play the minority card when it suits them to cover low levels of education amongst the youth. Religious conversions are high amongst the economically backward, (as was seen with Christian conversions in Orissa and Buddhist conversions in Maharashtra) and those involved in terrorism at its lowest levels are young men and women with little education, no employment and an exposure to fundamentalist religious or political ideology (as in Kashmir and Chattisgarh).

On a more logical plain, we affirm that in a truly secular society the words majority community and minority community are illogical, irreverent and potentially subversive. If we wish to develop then these terms must be dropped from our political and social vocabulary. The ideological left is clear about its position on secularism and its stand has been historically vindicated. But the centrist and small / regional parties play the caste, religion and region card with impunity and no pangs of conscience to get votes. Religious freedom means the right to practice and preach. But it does not cover forced conversions or the use of money or other allurements to gather adherents to a religion. Religion is a matter of personal choice and belief. It can be seen only as a bond between mankind and the Vast Immensity that engulfs it. Conversion must arise out of conviction and that in itself requires a high degree of personal awareness and social consciousness. All of this will come to nought unless there is a rise in the quality of human life.

Inequality (Theil Statistics)

1	Least inequality	2		3	
China	0.002510	Canada	0.018428	Gambia	0.037424
Cape Verde	0.002604	Bulgaria	0.019515	Colombia	0.037912
Latvia	0.002916	Italy	0.019734	Burkina Faso	0.038420
Cuba	0.004644	Algeria	0.020126	Azerbaijan	0.038456
Sweden	0.005988	Croatia	0.020982	Costa Rica	0.038469
Czech Republic	0.006639	Nicaragua	0.022988	Portugal	0.039110
Denmark	0.007344	Afghanistan	0.023208	Nigeria	0.040251
Seychelles	0.007539	New Zealand	0.025219	Libya	0.040600
Romania	0.008529	Ireland	0.025589	Turkey	0.040697
Macau	0.009058	Belgium	0.025629	Iran	0.040782
Norway	0.009170	United States	0.025646	Burma	0.041626
Australia	0.009634	Mexico	0.027479	Senegal	0.042025
Finland	0.010957	Iceland	0.028083	Madagascar	0.042821
Germany	0.011076	Bangladesh	0.028631	Cyprus	0.043173
Netherlands	0.011777	South Korea	0.028825	Macedonia	0.043215
Poland	0.012012	Ethiopia	0.029650	Israel	0.044112
Luxembourg	0.013181	Egypt	0.029919	Fiji	0.045027
Hong Kong	0.013624	Bosnia &Herz	0.030966	Ecuador	0.045361
Hungary	0.014684	Iraq	0.031031	North Yemen	0.045504
Slovakia	0.015137	Japan	0.031425	Pakistan	0.045698
Malta	0.015548	Namibia	0.031845	Uruguay	0.045894
Britain	0.015610	Moldavia	0.033788	Argentina	0.048402
Taiwan	0.015858	Spain	0.034413	Sudan	0.048610
Slovenia	0.016014	Malaysia	0.034697	Somalia	0.048952
France	0.016278	Ukraine	0.035561	El Salvador	0.051577
Austria	0.017799	Greece	0.035561	Venezuela	0.051952

4		5		6	*Most inequality*
Haiti	0.052814	Benin	0.074386	Lesotho	0.105516
Zimbabwe	0.054305	India	0.075959	Belize	0.105935
Botswana	0.055032	Yugoslavia	0.076278	Gabon	0.106911
Sri Lanka	0.056491	Brazil	0.077607	Swaziland	0.106922
Singapore	0.058459	Rwanda	0.078161	Armenia	0.108136
Chile	0.058507	Dominican Rep.	0.079278	South Yemen	0.109596
Russia	0.058517	Tanzania	0.079455	Uganda	0.109652
South Africa	0.058699	Lithuania	0.080079	Oman	0.113724
Zambia	0.061265	Tunisia	0.080430	Ghana	0.118893
Tonga	0.061392	Burundi	0.082687	Puerto Rico	0.121705
Neth. Antilles	0.061593	Jordan	0.082940	Cameroon	0.129300
Philippines	0.061596	Peru	0.082944	Congo	0.136999
Suriname	0.062061	Indonesia	0.084083	Trinidad & Tobago	0.145823
Panama	0.062894	Kyrgyzstan	0.085131	Mozambique	0.149679
Barbados	0.063116	Liberia	0.085607	Saudi Arabia	0.184693
Ivory Coast	0.064147	Morocco	0.085982	Niger	0.188703
Syria	0.065215	Kenya	0.086183	St. Vincent & Grenada	0.194245
Cen. African Rep.	0.066105	Togo	0.086519	Angola	0.201428
Bolivia	0.066374	Papua N. Guinea	0.086716	Cambodia	0.206362
Nepal	0.068082	Honduras	0.086866	Kuwait	0.230317
Am. Somoa	0.069093	Equatorial. Guinea	0.089228	Sierra Leon	0.253880
U. Arab. Emir.	0.069918	Mauritania	0.092261	Jamaica	0.312738
Mauritius	0.071762	Thailand	0.094014	Bahrain	0.403546
Eritrea	0.072629	Bhutan	0.095370	Qatar	0.404105
Albania	0.073632	Malawi	0.095639	Mongolia	0.442336
		Guatemala	0.097286	Paraguay	0.892605
		Bahamas	0.098721		

The Other Side of the Coin

In 1991 our political leaders replaced state capitalism with crony capitalism, albeit both of a retarded variety. Then, segments of the willing media assisted this transition and found the public sector responsible for all our ills and the private sector as the harbinger of economic peace and prosperity. One only has to read the *Times of India*, the *Hindustan Times* and the *Statesman* to understand the true nature of this capitulation of journalists to free market imperatives. The fact remains that the likes of TarunTejpal, SuchetaDalal, Samar Halankar, George Mathew, Ritu Sarin, and PrafulBidwai are rare. They are also very likel;y to be victimised. Others in the media whom we can look up to are the men and women in *AajTak* and *NDTV* news channels (both in Hindi and in English) and the journalists of *the Hindu*. On the other hand, the legacy of Girilal Jain and Prem Shankar Jha

is forgotten and Planet M has replaced these stalwarts in the portals of the media on D N Road, Mumbai.

We found that when an individual, Organization or company is ostentatious about its display of corporate wealth, there is a possibility that black money has been used. The Tatas, the Birlas, the Godrejs and the public sector companies, seldom, if ever, make an overtly ostentatious display. An ostentatious display of wealth is accompanied by a passionate plea for the free market *sans* employee welfare. Thorstein Veblen had called it conspicuous consumption. It has become similarly fashionable for corporate leaders to cite the number of sick public sector companies, when until twenty years ago it was the public sector that took over sick private sector units to safeguard employee welfare. It became commonplace for people to allude to Adam Smith in their support for direct foreign investment, little realising that in his *magnum opus* of 1757 Smith has championed the cause of the small trader-entrepreneur and attacked big business. But knowledge of the history of economic thought does not matter. What matters is how you play the get rich quick game. Now let us examine the data given below and see how Indian business has fared *vis-à-vis* the lenders. Both Victor Hugo and Fyodor Dostoyevsky had correctly pointed out that while the poor commit theft it is the rich who actually indulge in loot. Given below is an initial list of defaulters that will prove the point.

The *Indian Express* of Sunday 1st December 2002 carried a list of major corporate defaulters alleging that the amount India Inc. owes and will not pay back is Rs. 110,000 crores. These powerful business magnates are quick to plead penury and continue to smoke their Havana cigars, eat their caviar, sip their cognac and pop their champagne. The non-performing assets (NPAs) are mounting. Can corporate governance ratings (CGR) be taken seriously after what happened to UTI and L&T about a year after they were given rich accolades for their performance?

Name of the Company	Total Default In Crores of Rupees
Mardia Group	1,450
Lloyds Group	1,012
Modern Group	846
Parasrampuria Group	705
Core Healthcare Group	751
Mafatlal Group	598
Nova Group	527.5
Patheja Group	547
Usha Ispat	391.7
India Charge Chrome Limited	493.3
Altos India	437
J K Group	698
Rajinder Group	620
Mesco Group	527.5
Prakash Industries Limited	360

Parliament had just passed a new law targeting defaulters who had the ability to repay loans but lacked the willingness to do so. It is called the Securitisation and Reconstruction of Financial Assets Enforcement of Security Act. It provides for banks and financial institutions to confiscate property and other assets in case the defaulters do not pay up. The then Finance Minister, Yashwant Sinha, had then gone on record stating that non-performing assets were not debt but loot. The defaulters, however, were not

interested in paying back the loan, but in exploiting the loopholes in this new law. There was no clear definition of a wilful defaulter; no clear provision for prison sentences, and nothing to restrain a defaulter from acquiring a privatised bank. For instance, when Advocate Kapil Sibal, the Chief Spokesman of the Congress Party, appeared as legal counsel for Mardia Chemicals of Ahmedabad, who had not repaid their huge debt, he argued that the new law should be struck down as being unconstitutional. However, in parliament he had vociferously argued to the contrary and supported the passing of the new law. If good governance practices and a code of ethics were in place this obvious conflict of interest would have been nipped in the bud.

Even the oldest political party in India has come downhill since the days of its inception. If this is the quality of leadership in the polity, one wonders if the economy stands a chance of revival. The rich are usually safe but middle class professionals who take home loans expecting to pay it off, could easily lose their employment under this crony capitalism of a retarded variety, and also lose their homes.

The New Nexus

Fraud is not confined to unethical individuals or financial institutions. In this section we shall take up the question of a nexus between some corporate leaders and the education empires they created. Whatever the reason may be, there are some telltale signs that the astute observer may hone in on. Prominent among these are:

i.   The Organizations are **head less** in that there is no dean or director appointed and the proprietors and their kin run the institutions as if they are operating a feudal fief. Every time an affiliation or governance body is due to visit, an advertisement is placed in the press to show their bona fide intent when every one knows that the recruitment will be delayed to save funds.

ii.   The Organizations are **trunk less** in that the number of deans/ heads/ directors outnumbers the full-time teaching faculty employed and what matters is that you please the boss rather than what you deliver on the educational front. It is possible that the institution is merely a business front, rather than a seat of learning.

iii. The library and/or the computer laboratory are in bad shape or the engineering college has no workshop and the medical college has no corpses. This is possible since the administration is **clue less** about the level of backup facilities an educational institution requires and a cock and bull story about developing pangs is successfully dished out to the gullible affiliation and governance bodies.

iv.   The students are everywhere but in the classroom. This is possible when the top management of the institution is **mind less** about what is wrong and could not care two hoots about what it should do about the malaise.

v.   The people who matter are not empowered to take decisions but only to execute the decisions of the trust. That the trust may have an inept person representing it is beside the point. Such institutions either serve the interests of a minority community or a political vested interest. Education suffers, the students do not gain anything but a piece of argument called a degree and the deans and directors are reduced to spineless wonders. Those who own these institutions remain **care less** about what is actually happening.

To be fair, not all privately run institutions are the same. Taking Mumbai and Pune as a representative sample, we can see why some privately postgraduate institutions run can publicly stand up to be counted. At an all India level barring the IITs, IIMs, XLRI, XIMB and NITIE we also have some private institutes, which are known for academic excellence.

Integrity is a necessary attribute expected in engineering, management studies, and medicine and pharmacy professionals. Unfortunately, there is evidence that academic dishonesty is widely prevalent in many Indian medical colleges and that a proportion of students seem to think that there is nothing wrong in participating in such acts. This practice needs to be discouraged as those indulging in unethical acts as students are likely to behave similarly with their patients. It is, therefore, necessary that teachers in educational institutions show 'zero tolerance' for such acts. There is a need for faculty and administrators to be above board in their actions and be role models for ethical behaviour. Hence, acts of academic misconduct committed by faculty and administrators should also be dealt with quickly, fairly and firmly. A milieu of transparency, fairness and student awareness will go a long way in minimizing this pervasive malady. On this score there can be no compromise.

National Level Governance and Ethics

The greatest tragedies in Indian history were that Subhash Chandra Bose and SardarVallabhai Patel died too early, while some others of lesser stature died too late and those such as Jayaprakash Narayan and VinobaBhave left the field in favour of the mediocre. Presidents of the stature of Rajendra Prasad, SarvepalliRadhakrishnan and Zakir Hussain were missing from RashtrapatiBhavan for quite some time. APJAbdulKalam, to his credit, tried and succeeded in redeeming the honour of the Presidential Chair. On the one hand, many politicians are embroiled in crime and extortion and on the other, there were the honest, courageous and almost saintly figure of Lal Bahadur Shastri, who being the Prime Minister of India, and died leaving an unpaid car loan! People such as Pherozeshah Mehta and Ashutosh Mukherjee no longer grace the Bombay Municipal Council or the Calcutta High Court. Aristotle once said that some men are born to rule as others are born into servitude while Xenophon in *the History of our Times*, had proclaimed that people get the government they deserve. Putting the views of these two great Greek scholars together would give a clue on why the state of our country is what it is today. We had once remarked that the problem is that in India we have too much politics in our economics and too little economics in our politics. That is unfortunately our bane!

Even during the colonial period, Rabindranath Tagore had returned his knighthood after the Jallianwallah Bagh massacre. Many Indians in South-East Asia chose to join the Indian National Army during the Second World War, instead of the St. John's Ambulance Service. It was similarly no mean feat for Ram Manohar Lohia, Sorabji Godrej, ArunaAsaf Ali, AchyutraoPatwardhan and Ushaben Mehta to man the Azad Hind Radio in 1942 during the *Quit India Movement.*

Harshad Mehta, Ketan Parekh and Hiten Dalal are examples of deceit in the Indian financial sector, Suresh Kalmadi, A Raja and Amar Singh in the political sphere while Dawood Ibrahim, Chhota Shakeel, Tiger Memon and Abu Salem are leaders in India's criminal underworld. There is a symbiotic relationship between politicians and criminals. Bollywood has also had a bad experience with extortionists from the underworld, as reported in the press. For instance, civil servants, police officers, politicians and all sorts of middlemen were involved in the Telgi stamp argument scam. The MPSC scam could never have taken place without the involvement of middlemen, nor perhaps could Pakistani terrorists have gained a foothold in Kashmir without some local support. More recently we have had the Spectrum 2G scam, the Adarsh Housing Society fraud and Commonwealth Games imbroglio. The list is unending.

Four scams stand out in the period 2010 -2015 and since the memory of these is so fresh in our minds thanks to the Indian Press we shall merely mention them and pass on. These are: (a) the cricket match fixing scam; (b) Haryana Karl Marx has written *history repeats itself; on the first occasion it is a tragedy and on the second it is a farce.* But more often than not it is the historians repeating each other.

However, we also have had officers like Arun Bhatia, G R Khairnar, Kiran Bedi, Julius Reibero, Ramanand Jha, Arvind Inamdar and M N Singh who have more than adequately graced their office. Those who made the supreme sacrifice in defending the motherland during the Pakistan sponsored Jihadi Attack on Parliament in New Delhi and Terrorist Attack in Mumbai cannot be forgotten. The elimination of Satyandra Dubey by the Highway Builders Mafia in Bihar, the brutal murder of Safdar Hashmi Hasmi in Delhi and the killing of Chandrasekhar Singh by the political mafia testify that a very high price often has to be paid for being ethical. Lone reformists like TehmurasGabba and Madhur Sinha would have their names written in letters of gold for their supreme sacrifice.

In spite of our glorious and unique civilisation, we see that India features very low on the global inequality index. We have also witnessed corruption and fraud in our daily lives from the point when we admit a child into a good play school to the time that we pay bribes to clerks to release our pension funds on superannuation from our jobs. 'We are certainly not born to solve the problems of the world but only to restrain ourselves within the limits of our comprehension,' as Goethe had said. And for that to happen, we need a very strong national ethic and a good system of socio-political governance in place. Fraud will then become counter-productive and not worth the effort.

The teaching fraternity has to make this possible and they cannot afford to sit on the sidelines. They have the future of the country under their tutelage and history will never forgive their passive role when the moral future of our nation is at stake. They must, above all, shrug off the cloak of mediocrity that they have worn for so long and learn to put their money

where their mouth is. To ask a simple question, how many institutes that have "Management and Research" as a part of the name, actually practice good management and how many even pay lip service to research (let alone practice it). When we had the unique combination of a Gandhian economist-scholar-Prime Minister in Manmohan Singh and an armaments scholar President in Abdul Kalam nothing intellectually significant happened. If the academic fraternity had failed to cash in on this, if those at the helm were lame ducks, and we collectively failed to improve the country's value system how can we expect history to ever forgive us. There may be another chance if the momentum created by Anna Hazare is kept up but we have our doubts..

For its part too, the civil bureaucracy has to walk its talk and what could be a better example than the government talking of privatisation and globalisation but the bureaucratic civil service dragging its feet and placing impediments in its path? We continue to speak of having a borderless universe and do nothing about the Octroi check post! We speak of a democratically elected Prime Minister who does the bidding of the Party High Command! India is a unique example of dynastic democracy be it in Abdulla's Kashmir, Sonia's Delhi, Laloo's Bihar, Karunanidhi's Chennai, or Badal's Punjab. Yet whenever some extra skin is exposed or indiscretion is shown our film censors are rebuked by these very politicians in the name of protecting a national ethic.

Such claims are politically motivated and culturally hollow. To build a national ethic some conditions must be fulfilled. All social ills must be seen in terms of the class interests of the contending parties, rather than in terms of their caste, race or religious interests if an equitable and long-lasting solution has to be found. This must be followed by an increase in the levels of education and a concomitant rise is social consciousness. We cannot have a unified criminal law but a stratified civil law unless the hidden agenda is to divide and rule. Law enforcement, too, must be uniform and devoid of political interference. Exports, too, should be based on economic growth—the economy cannot grow just because we export goods. Rather if we produce enough quality goods exporting them would become easy. One could see glimpses of the Edward Chen - Sorab Sadri debate in Hong Kong during 1990 with the former advocating *export led growth* and the latter pitching in for *growth led export*. Most of these are relatively easy to achieve goals if there is a political will and a value-centred national leadership.

Whatever happens we must go on chipping against the solid marble rock until the hidden beauty of the statue emerges and that is the challenge before succeeding generations if we as a country have to emerge as a world leader and a force to be reckoned with. As a great man once said, to some generations much is given. Of other generations much is expected. This generation of Indians certainly has a rendezvous with destiny. And we are convinced that only a national ethic founded on sound governance can bring it about. For that we need value centred leadership and it should indubitably become the task of educational institutions to provide this. This will enable excellence, and to quote BijoyGuha, it should move on to ensure business sustainability.

Conclusion

In this long argument we treated the question of corporate fraud in an Organizational setting, thereby taking stock of ethics at the *meso* level. We opined that fraud takes place in societies where ethics and governance are weak. We thereby examined the link between poor ethics and governance with the proliferation of fraud and wondered if a correlation was tenable. We gave our views on national level ethics and governance in the process and to that extent took our argument from the realm of ethics into that of governance. Governance and ethics cannot be separated. Without governance, ethics is abstract philosophy, while without ethics governance is reduced to compliance with the help of regulators and regulations. We argue that if governance has to become effective it should be used as an instrument of development. This is also not possible unless we make sure that governance is founded on ethics and leads to excellence. To help us formulate our argument further and add weight to our beliefs we shall be taking up corporate governance in the next three long arguments.

References

1. Abraham, Don. (1998) Total Creativity in Business & Industry: Road Map to Building a More Innovative Organization. *Journal of Product Innovation Management.* 15 (3). May.

2. Adler, Terry R. Zirger, B J. (1998) "Organizational learning: Implications of a virtual research and development organization." *American Business Review.* 16(2): June

3. Adorno, Theodor, (1964) (1986): *The Jargon of Authenticity*, London, Routledge and Kegan Paul.

4.   Amar, A D. (1998) Controls and Creativity in Organization. *Mid-AtlanticJournal of Business.* 34(2): 97-99. June.

5.   Argyris, C., (1991) "Teaching Smart People How to Learn", *Harvard Business Review,* May-June.

6.   Aron, Raymond (1957): *The Opium of the Intellectuals*, London, Secker and Warburg

7.   Aron, Raymond (1965): *Main Currents in Sociological Thoughts*, Vol. 1 & 11, Harmondsworth. Penguin

8.   Bass, R., (1990) "From Transactional to Transformational Leadership: Learning to Share the Vision", *Organizational Dynamics*, Vol. 18, Winter.

9.   Bell, Daniel (1988): *The End of Ideology*,Harvard University Press, Massachusetts

10. Chomsky, Noam (1968): *Language and Mind*, New York, Harcourt, Brace and Ward.

11. Coleman, Henry J Jr. (1997) "Organizing in the knowledge age: Anticipating the cellular form." *Academy of Management Executive.* 11(4): 7-20. Nov.

12. Cummings, Anne. Oldham, Greg R. (1997) "Enhancing creativity: Managing work contexts for the high potential employee." *California Management Review.* 40(1) fall.

13. de Geus, A.P., (1988) "Planning as Learning", *Harvard Business Review*, March-April

14. Field, Lloyd M. Walker, Terry. (1998) "Engaging employees in today's Corporations." *Canadian Manager.* 23(2)

15. Fletcher, Winston. (1998) "Don't fear the tantrum." *Management Today.* March.

16. Gerstner, Louis V (2002): *Who Says Elephants Can't Dance?* (available on Internet)

17. Gould, S.J., (1989) "An Asteroid to Die for", *Discover,* October.

18. Hamel, G., Doz, Y.L. and Prahalad, C.K., (1989) "Collaborate with Your Competitors and Win", *Harvard Business Review,* Vol. 67 No. 1,.

19. Hurley, Robert F. Hult, G Tomas M. (1998) "Innovation, market orientation, and organizational learning: An integration and empirical examination." *Journal of Marketing.* 62(3): July.

20. Jayashree S (2005) (2016) *What Every MBA Should Known About HRM*, Himalaya Pub. Co., Mumbai.

21. Jayashree S Sadri S and Nayak N (2009):*A Strategic Approach to Human Resources Management,*Jaico Pub. New Delhi

22. Jayashree S (2016) 2nd Edition *What Every MBA Should Know about HRM,*

23. Kanter R.M., *When Giants Learn to Dance: Mastering the Challenges of Strategy, Management and Careers in the 1990s,* (1989) Simon & Schuster, London.

24. Kennedy van Dusen (1965) *Unions Employers and Government*, Manaktalas, Bombay.

25. Kiechel, W., (1990): "The Organization That Learns", *Fortune*, Vol. 6, 12 March

26. Levinson, H. and Rosenthal, S., (1984): *CEO*: *Corporate Leadership in Action*, Basic Books, New York, NY,

27. Limerick, D. and Cunnington, B., (1993) *Managing the New Organization: ABlueprint for Networks and Strategic Alliances,* Business and Professional Publications, Sydney,

28. Merriden, Trevor. (1998) "How the West turned Japanese." *Management Today.* September.

29. Miles, Raymond E. Snow, Charles C. Mathews, John A. Miles, Grant Coleman, and Henry J Jr. (1997) "Organizing in the knowledge age: Anticipating the Cellular Form." *Academy of Management Executive.* 11(4) Nov.

30. Nemeth, Charlan Jeanne. (1997) Managing Innovation: When less is more. *California Management Review.* 40(1): Fall.

31. Nonaka, I., (1988) "Creating Organizational Order out of Chaos: Self-renewal in Japanese Firms", *California Management Review,* Vol. 30 No. 3, Spring

32. Pankow, W., (1976) "Openness as Self-transcendence", in Jantsch, E. and Waddington, C.H. (eds), *Evolution and Consciousness: Human Systems in Transition,* Addison-Wesley, Reading, MA,

33. Pearce, J.A., (1982) "The Company Mission as a Strategic Tool", *Sloan Management Review,* Vol. 23 No. 3.

34. Peddler, M., (1991) *Action Learning in Practice*, 2nd ed., Gower, Aldershot,

35. Pestonjee D M (1992): *Stress and Coping: the Indian experience,* New Delhi, Sage.

36. Peters, T.J. and Waterman, R.H., (1982) *In Search of Excellence: Lessons from America's Best Run Companies*, Harper and Row, New York, NY.

37. Popper, Karl Raimund (1961): *The Property of Historicism*, London, Routledge and Kegan Paul.

38. Powell, Walter W. (1998) "Learning from collaboration: Knowledge and networks in the biotechnology and pharmaceutical industries." *California Management Review.* 40(3): Spring.

39. Quinn, Brian James. (1985) "Managing Innovation: Controlled Chaos", *Harvard Business Review*, May-June

40. Rao T V (1990): *The HRD Missionary*, New Delhi, Oxford Univ. Press and IBH.

41. Revans, R.W., (1968) "The Management Apprentice", *Management International Review*, Vol. 6.

42. Revans, R.W., (1981) "Management, Productivity and Risk: The Way Ahead", *Omega*, Vol. 9 No. 2.

43. Sadri S and Jayashree S (1998): When the Mediocrity is Empowered Woe to Thee Oh HR Professional, *Management and Labour Studies,* Winter.

44. Sadri S and Ajgaonkar M (2003): Developing Capabilities for Learning and Innovation in Organisations, Prestige Journal of Management and Research, October.

45. Sadri S Jayashree S and Ajgaonkar M (2002) *Geometry of HR* Himalaya Publishing Co., Mumbai.

46. Sadri S and Jayashree S: (2011) *Human Resources Management in Modern India: concepts cases*, Himalaya Publications, Mumbai

47. Sadri S and Makkar U (2012) (eds) *Future Directions in Management,* Bharti Publications New Delhi

48. Sadri S and Jayashree S (2015) Changing Leadership Paradigms in *International Journal of Academic Research and Development*, Vol 1 No 2

49. Sadri Swith Jayashree S (2016) 2nd Edition*Business Excellence through Ethics and Governance* Bharti Publications New Delhi

50. Sadri S (2016): *Manifestations of Excellence in Management*, Himalaya Publications, Mumbai

51. Sartre, Jean Paul (1991): *Being and Nothingness*, London, Routledge and Kegan Paul.

52. Schein, E.H., (1983) "The Role of the Founder in Creating Organizational Culture", *Organizational Dynamics*, Vol. 12 No. 1.

53. Senge P.M., (1990) *The Fifth Discipline: The Art & Practice of the Learning Organization*, Bantam Doubleday Dell. New York.

54. Senge, P.M., (1990) "The Leaders' New Work: Building Learning Organizations", *Sloan Management Review,* Vol. 32 No. 1.

55. Sharma, Baldev R (1987): *Not By Bread Alone: A Study of Organizational Climate and Employer-Employee Relations,* New Delhi, Shri Ram Centre For Industrial Relations and Human Resources.

56. Sheridan, John H. (1998) Nurturing Successful Innovation. *Industry Week.* 247 (10): 16. May 18.

57. Somogyi, Stephan. (1998) "Harnessing Creativity." *Upside.* 10(8): August

58. Stein, Robert G. and Pinchot, Gifford.(1998) "Are you innovative?" *Association Management*. 50(2): Feb.

59. Tennenbaum, Toby J. (1998): Shifting Paradigms: From Newton to Chaos. *Organizational Dynamics*. 26(4): Spring.

A Conceptual Framework For HR Intervention Measuring Business Performance of Small Scale Industries

Dr. Raju Ganesh Sunder

Professor (OB & HR) and Head CCE (AU)
University of Petroleum and Energy Studies, Dehradun, Uttarkhand.

Abstract

It is a well established fact that HR interventions are a strategic necessity in business and industry. Human capital has to be trained so that per capita productivity is enhanced. As the battle of competition intensifies two additional facets emerge: firstly capital gets increasingly centralized and concentrated and secondly the manpower employed is expected to be multi-skilled and quality driven. Training programs are accordingly required to support the human resource interventions needed to improve the overall effectiveness of an organization. Training programs are not only to enhance the ability of the human resource and also to create professional relations among individuals and groups within the organization. This paper proposes a framework model for diagnosing, measuring and analyzing the impact of training programs for Small Scale Industries. The authors have also referred many studies before they construct a suitable framework analytical model to examine the impact of the training program.

Introduction

There is a wide-ranging and largely unresolved debate regarding the precise contribution of formal and informal training activities to the overall performance of the organization (Campbell, 1999; Johnson, et al, 2000). Keeping this statement in mind, the present study has made an attempt to measure the impact of training on business performance. As every one knows that there is no specific analysis for measuring business performance, this study has been specifically designed to assess the impact of training on business performance among the participants. The business performance was measured after the participants who acquired sufficient knowledge and skills from the training program. Briefly speaking business performance indicates the level of performance achieved by units run by the trainees. The performance variables for the study are chosen after many reviews made by the researcher.

Review of Literature

The present authors have reviewed some of the studies (both national and international levels) that have greater relevance both directly and indirectly to the issue of this study. All these studies highlight importance of measurement on level of performance on before and after basis. But the authors has considered only after basis for the present research. Some of the referred studies are presented in this section.

A. International Studies: David A. Decenzo and Stephen P Robbins have stated that a learning experience that seeks a relatively permanent change in individuals that will improve their ability to perform on the job. This statement explains that learning experience has correlation with permanent change in individuals. Normon Maier has conducted a study at Detroit Edison Co. to measure the on the job behaviour of trainees before and after basis. For measurement he has chosen both experimental and control group.

Wagner R J and Roland C C have used the third level of Kirkpatrick model in 1992 to measure behavioral changes among the employees. Three approaches were used for measurement of behavioral changes (i)

Questionnaire completion by the participants before and after the training (ii) Supervisory reports completed on the functioning of work groups before and after (iii) Interview with managers. The result of the measurement was that there were no significant changes in the behaviour among the employees.

Kirkpatrick L Donald conducted a research in 1969 to measure the skill levels of foreman and supervisors. A questionnaire method was administered to measure various variables such as reaction, learning, behaviour and results of the trainees. The interview method was also employed for both participants and their supervisors. A research study is conducted at Cost Reduction Institute in order to measure the cost reduction actions done by the employees after they took training. Two techniques were adopted. The first technique was used to conduct depth interviews with some supervisors who tool the training and their immediate supervisors. The second technique was used to administer a mail questionnaire to the remaining enrollers. The results were also confirmed through their boss that the employees made the cost reduction activities after their training. Demissie Tadele Mulatu, Adult training specialist, has suggested that four levels can be applied to measure the performance of any training. The levels are: Reaction, Learning, Transfer and Impact. At reaction level, the usefulness and applicability of course content can be analysed. At learning level, learning activities and methodologies may be analysed. At transfer level, the participants' knowledge towards retaining the information could be tested. At impact level, job performance of the trainees could be tested after the training.

Grenough J and Dixon R suggest that measurement should identify what results the training should provide, what results have occurred, how present results are worthwhile, and how results will be used. Barrett A and P. O' Connell have conducted a research to estimate the returns from in-company training. They have differentiated between general and specific training. In their final results, they have found that the general training has increased productivity but specific has no such effects. They concluded that there might be a problem of matching new skills with old processes. Moon-Hariton conducted a study at the engineering section of GE company. Two years after the adoption of the training was evaluated.

B. National Studies: Besides the path breaking and well known work of Udai Pareek, SD M Pestonjee, T V Rao and a handful others there is precious little that has been done in this field. Sadri and Jayashree posited

the 5 D methodology of definition, diagnosis, design, development and delivery within which this subject was subsumed but they did not *per se* posit a method for measuring performance. Bannerji conducted a survey at Indian Engineering Company in 1981 to measure the training in terms of improving managerial qualities of the employees. The results indicated that the employees acquired all the qualities except human relations. The responses indicated that the employees gained little bit knowledge in the human relations area. Sinha (1984) has conducted a research to evaluate the effectiveness of training program. The responses were taken from the respondents both before and after the training program. The qualities were analyzed on a 10-point scale. The qualities have been divided into three forms. They were: Personal, Professional and Human relations. The results of the study suggest that depending on the nature of the training program, the participants could be helped to improve the new qualities and sharpen the existing ones. Venkataraman (1995) has stated in his study that every training program must concentrate more on timings of the program and training needs to improve its overall effectiveness.

Jain RK (1970), based on his study, has suggested that the training program must be conducted in subject matters in depth. The subject matters should be related to the present situation and requirements of the organization. Only then, the training program would be very much effective. Subramanian and Sajjan Rao (1997) studied the effect of the tailor-made training program on 34 workers in the organization. The research was conducted on before and after basis. In the study, the workers were asked to rate their supervisors. The results were analyzed based on the following parameters. The parameters are overall job performance, adaptability, discipline record, morale, interpersonal effectiveness, and self esteem. All ratings were done on a five-point scale. All differences between before and after averages were statistically significant.

Methodology of This Study

The primary aim of this study is to examine the impact of training and also its business performance among the participants. The present authors have employed descriptive research design to examine the association between profile variables of the participants and their business performance. The study is based on census data. The participants who attended the training have been considered for the present analysis. In total, 292 participants were considered for the analysis.

The delayed questionnaire method was administered to collect the data from all the participants. The comprehensive questionnaire has got both direct and indirect types of questions. The questionnaire was prepared on the basis of objective of the study. The questionnaire was constructed by referring to A Handbook of Training and Development, American Society for Training and Development (ASTD). In order to test the appropriateness of the questionnaire, the present authors have conducted a pilot study with 10% sample of the total population. Based on the results, the full-fledged questionnaire was administered. All the questions were translated in the local language for the easy understanding of the participants. The present authors have employed survey method in which mail interview was applied.

Framework for Analysis

According to the present study requirements, the researcher has adopted the fourth level of Kirkpatrick model. The Result part is measured after the participants acquired training and started their industries. The business performance variables for this research are as per the reviews of Dess et al (1984), Qwin (1992), Harsh V Verma (2000) and Denis et al

(2001). The performance variables are: 1.product development, 2.staff retention, 3 access to the market, 4.competitiveness, 5.confidence in future, 6.number of business worked with, 7.number of business talked about, 8.sales and 9.profit over period of time. The participants are asked to rate the above said nine variables on a five-point rating scale namely highly positive impact, positive impact, impact, no impact, and negative impact. The scores assigned on these scales are: 5,4,3,2, and 1 respectively. The mean score on various performance variables achieved by the participants belonging to four different industries (Engineering, Textiles, Chemicals, and Food & Agro) are calculated to exhibit the participants view on the business performance caused by the training program. The F statistics was computed to measure the significant difference among the groups of participants regarding the impact on each performance variable.

| 5 | 4 | 3 | 2 | 1 |

Method of measurement (Five-point rating scale)

Scores: Excellent – 5, Very Good-4, Good-3, Fair-2 and Poor –1.

A Model Framework

Sl.No	Business Performance Variables	Explanation
1.	Product Development	To what extent the participants prepare the product without help of outside experts?
2.	Access to market	To what extent the participants have good rapport with traders and customers?
3.	Competitiveness	Can the participants able to face the competition?
4.	Confidence in future	To what extent the participants have their confidence in building goodwill of the company?
5.	Staff retention	To what extent the participants retain their employees?
6.	Number of business worked with	How many businesses the participants done for clients?
7.	Number of business talked about	How many businesses are in discussion at present?
8.	Sales	To what extent the training has impact on sales?
9.	Profit	To what extent the participants benefited in terms of profitability?

The resulted mean score of the performance variables and the respective F statistics are illustrated in Table-I. The perception on the business performance among the participants may be influenced by the profile of the participants also. Such type of association is also measured in the study. The association between the profile variables of participants and their business performance were analyzed by administering one-

way analysis of variance. The one-way analysis is possible because when experimental variables are in interval scale and the numbers of samples are in more than 2 groups. F ratio= Variance between groups / Variance within groups within groups is calculated compared with the respective table value of F. The resulted F statistics and the results are presented in Table II.

Profile of the Participants

The profile variables of the participants were classified into socio-economic and psychological profile of the trainees. It includes sex, age, level of education, occupational background, family income, material possession, nativity, sociability, and units run by the participants.

Table 1. Sex Wise Distribution of the Participants

Sl.No	SEX	Number of Participants
1.	Male	180
2.	Female	112
	Total	292

In total, 61.64 % of the participants in the study are male.

Table 2. Age Wise Distribution of the Participants

Sl.No	Age	Number of Participants
1.	Less than 21 yrs	46
2.	21 to 25 yrs	50
3.	26 to 30 yrs	91
4.	31 to 35 yrs	51
5.	Above 35 yrs	54
Total	292	

The important age groups among the participants are 26 to 30 years and above 35 years since they constitute 31.16 and 18.49 % of the total respectively.

Table 3. Level of Education among the Participants

Sl.No	Level of Education	Number of Participants
1.	Below 10th Standard	21
2.	10th Standard	47
3.	Higher Secondary	72
4.	Diploma/Degree	100
5.	Post Graduate Degree	52
	Total	292

In total, a maximum of 34.25 % of the participants have education up to degree/diploma. It is followed by higher secondary education, which constitutes 24.66 % of the total.

Table 4. Occupational Background of the Participants

Sl.No	Occupational Background	Number of Participants
1.	Unemployed	110
2.	Coolies	24
3.	Private Employment	111
4.	Others	47
	Total	292

In sum 38.01 % of the participants have an occupational background of private employment and it is followed by unemployment.

Table 5. Family Income of the Participants

Sl.No	Family Income	Number of Participants
1.	Less than 3000	30
2.	3001 – 4000	34
3.	4001 – 5000	70
5.	5001 – 6000	85
6.	Above 6001	73
	Total	292

The above table illustrates the distribution of participants on basis of their family income. In total, 29.11% of the total participants have a family income of Rs.5001 – Rs.6000, followed by 25 % have a family income of above Rs.6001.

Table 6. Material Possessions among the Participants

Sl.No	Material Possession in Rs.	Number of Participants
1.	Nil	09
2.	Less than 1 lakh	27
3.	1 – 2 lakhs	54
4.	2 – 3 lakhs	124
5.	Above 3 lakhs	78
	Total	292

In total, maximum of 42.47 % of the participants have a material possession of 2 to 3 lakhs. It is followed by 26.71 % of the participants who have a material possession of above 3 lakhs.

Table 7. Nativity among the Participants

Sl.No	Nativity	Number of Participants
1.	Rural	34
2.	Semi-Rural	58
3.	Semi-Urban	97
4.	Urban	103
	Total	292

The above table illustrates the nativity of the participants. A maximum of 35.27% of the participants are from urban areas followed by 33.22 % from semi-urban areas.

Table 8. Sociability among the Participants

Sl.No	Sociability	Number of Participants
1.	Very High	41
2.	High	79
3.	Moderate	111

4.	Low	36
5.	Very Low	25
	Total	292

In total, 38.01 % of the participants are moderate in their level of social ability, followed by 27.05 % are high in this aspect.

Table 9. Units Run by the Participants

Sl.No	Units	Number of Participants
1.	Engineering (Group 1)	63
2.	Textiles (Group 2)	137
3.	Chemicals (Group 3)	76
4.	Food and Agro (Group 4)	16
	Total	292

The participants are classified on the basis of the units run by them as engineering unit (Group 1), textiles (Group 2), Chemicals (Group 3), and Food and Agro (Group 4). The important units run by the participants are textiles and chemicals.

Data Analysis

The following discussion we hope shall throw some light on the findings

Table 10: Participants view on their Business Performance

Sl.No	Variables	Mean Score				F Statistics
		Group 1	Group 2	Group 3	Group 4	
1	Product Development	3.2931	2.8014	3.1271	2.6013	1.4134
2	Staff Retention	2.8646	2.0291	1.9134	3.0941	2.8317*
3	Access to market	3.0892	2.3366	2.0146	3.1198	2.7364*
4	Competitiveness	3.1174	2.6037	2.2608	2.0342	2.8108*
5	Confidence in future	2.8644	2.0341	1.9078	1.8209	2.6026*
6	Number of business worked with	2.4011	3.8041	3.3142	2.7133	3.3021*
7	Number of business talked about	2.6818	3.2117	2.8062	2.3414	2.0219
8	Sales	3.2092	2.9192	3.8617	2.3647	2.9714*
9	Profit	2.9697	2.0886	1.9373	2.0314	3.0133*

* Significant at Five percent level.

Among the group 1 participants, the highly perceived performance variables are: product development, sales and competitiveness since the respective mean scores are 3.2931, 3.0292 and 3.1174. Among the group 2, number of business worked with and number of business talked about are highly perceived variables since the respective mean scores are 3.8069 and 3.2117. Among the group 3, the highly perceived variables are sales, number of business worked with and product development since the respective mean scores are 3.8617, 3.3142 and 3.1271. The access to market and staff retention are the

highly perceived performance variables among the group 4 participants. In overall, the significant difference among the four groups of participants is identified in all seven performance variables except product development and number of business talked about.

Table 11: Association between the Profile Variables of Participants and their View on Business Performance

Sl.No	Profile variables	F-value	Table value	Result
1	Sex	2.1782	3.84	No Significant Difference
2	Age	2.4069	2.37	Significant Difference
3	Education	2.9198	2.37	Significant Difference
4	Social class	1.0946	2.37	No Significant Difference
5	Occupational Background	2.1141	2.37	No Significant Difference
6	Family Size	1.8081	2.37	No Significant Difference
7	Family Income	2.6913	2.37	Significant Difference
8	Material Possession	2.8082	2.37	Significant Difference
9	Nativity	2.8614	2.60	Significant Difference

The significant association between the perception on the business performance and the profile of participants are identified especially in the case of age, level of education, family income, material possession, and nativity. The F statistics related to the abovesaid profile variables are significant at five percent level. So that, this analysis concludes that the abovesaid profile variables are the criteria on the perception of the business performance.

Policy Implications

Any training program should in our opinion not be a ready-made package. The training should be offered and constructed according to the requirements of the skill sets of the participants for their proposed projects. In order to improve the capabilities of the participants, the trainer could employ certain types of management exercises such as risk taking exercises, leadership games, psychological games, marketing oriented games-role playing and product selling, team building exercise, investment games and goal setting exercises. This would help the participants to increase their level of confidence to run their proposed businesses. The practical exposure may be given to the participants by employing proto type models for each industry. The models could be prepared according to the changed business and technological environment. The separate session may also be added in the training program for the purpose of training the participants to understand how computers and Internet can help

them to find out suitable market opportunities and technological developments. At the end of every training program, each participant is asked to present their business proposals to the invited experts. Opinions have to be gathered and sorted out with help of experts.

Conclusion

Every training intervention has to be measured before, during and after basis. These kinds of measurement would definitely help the participants to acquire actual benefits from the training. The present analysis has also pointed out certain areas on which the organizers have to concentrate more to offer full benefits to the future participants. In the present study, the measurement was done to understand how far the audiences of the training are practicing their learned skills in their respective businesses.

References

1. David Devins and Steren Johnson (2003), "Training and Development Activities in SMEs, *International Small Business Journal*, 21(2),

2. David A Decenzo and Stephen P Robbins, *Human Resources Management*, John Wiley & Sons, Inc, 2002.

3. R J Wagner and CC Roland, "How effective is outdoor training", *Training and Development,* 46(7), 1992,

4. Training and Development, *Human Resources Management*, Third Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2003.

5. J Grenough and R Dixon, "Using Utilization to measure Training Results", *Training,* 19,2,1982,

6. A Barrett and P O'Connell, "Does training generally work? The returns to in company training", *ESRI Seminar Paper,* April 1998.

7. R. K Jain, *Training for Development,* 1970.

8. M. Campbel (1999), "Learning pays and Learning Works: A Review of the Economic Benefits of Learning", *Report to NACETT,* Sulbury: Prolong.

9. S. Johnson, M. Campbel and D. Deins (2000), The value of Training, *Report to NACETT,* Sulbury: prolong.

10. G G Dess *et al* (1984), Measuring organizational performance in the absence of objective measure, A case of privately held firms and conglomerate business unit, *Strategic Management Journal,* July-September,

11. Jayashree S, Sadri S and Nayak N (2009): *A Strategic Approach to Human Resources Management,* Jaico Pub Co., New Delhi

12. J B Qwin (1992), Intelligent Enterprise: A knowledge and service based, *paradigm for industry*, New York, Free press.

13. Harsh V Verma (2000), Market orientation and business performance, *paradigm,* 4(1), Janurary-June,

14. D Denis et al (2001), Adapting to change, *Research report RR 288,* Nottingham: Department of Education and Skills.

15. Sadri S, Jayashree S and Ajgaonkar M (2002): *Geometry of HR* , Himalaya Pub Co. Mumbai

16. Sadri S and Jayashree S (2012): *Human Resources Management in Modern India* Himalaya Pub Co. Mumbai

17. Sadri S and Jayashree S (2016): *Business Excellence through Ethics and Governance,* 2nd Edition, Bharti Publications, New Delhi

HRM : A Changing Paradigm

Dr. Debamitra Mitra

Principal, Institute of Leadership, Entrepreneurship and Development (ILEAD)
Maulana Abul Kalam Azad University of Technology, Kolkata, West Bengal

Abstract

In the era of global integration, conventional HR practices of maintaining personnel data, catering to re-sourcing, training and motivation demand a more enhanced participation and managerial leadership. HR function now maintains and improves the human capital base, stimulates innovation and knowledge thereof and also provides leadership making organizational dynamics shift towards a new arena. New trends in training and development with a tinge of soft skills have occupied pivotal position in the HR culture. New possibilities for electronic data processing (e-HRM) have given new fillip to HR functions. Strategic HR now recognizes new areas like transaction services, employment services and relationships, professional and advisory services, corporate governance services and outsourcing. It has a shift in the changing role of HR which is functionally linked with strategic goals, objectives and sustainability of the organization. Consequently it has augmented the organisation's ethos and fosters a participative culture. The paper based on primary research through the methodology of interview of the senior company executives having experience in the field of human resource management, tries to find out the changing paradigm of human resource management.

Introduction

While conversing with the late ninety years old icon of human resource development and the most trusted lieutenant of JRD Tata, late Russi Mody surprisingly enquired as to what was so special about human resource management. "Has it become a subject now?" He quipped, "I do not know anything about it because for me human resource management is nothing more than normal 'humane' relationship with the employees. The essence of any good management is, I would say, 'morale.' Over the years dealing with different kind of people, I have developed one theory in my life: 'Do Unto others As You Would Have Them Do Unto You.'" Showing humane approach towards resolving the employees' problems and committing to look into their grievances 'personally' is what Russi Mody thinks the best way to manage human resource. In dealing with the employees, the manager ought to be natural and deal in the same way he deals with himself. A manager cannot go wrong in treating an employee with compassion, courage, and credibility the three 'C' principles of the legendary man. Giving reasons of the status of public sector vis-`a-vis private sector according to Mody, public sector must be made ready to work and conserve wealth of a nation. What is required "is privatization of management and not privatization of equity", Mody commented.

Russi Mody's suggestive ideas of normal human relationship as the pillar of human resource management can be traced back to the days of craftsmanship, when there existed a close bond between the mentors and the apprentices. Conceptually the changing paradigm of HR (Human Resource), discusses the evolution of human resource management from those days of industrial revolution till its present enhanced status—from the traditional role of support function to the current role of active participation in the organization's strategic functions and goals. The era of craftsmanship at the master's shop or courtyard with a number of apprentices has evolved today as HRM (Human Resource Management) in corporate with number of rules, regulations, politics and strategies. The evolving human relations gave room to new ethos that improved productivity to management philosophies emphasizing employee communications, cooperation and involvement. Organizations have recognized the importance of human resource in the long term strategic planning. Today the human resource professional is charged with optimizing employee skills, matching people to jobs and maximizing the potentials of employees as valuable resources. Organizations have recognized the importance of human resource in long-range strategic planning. With the

influence of information technology, HR software solutions used by domestic and global market organizations are seeking to optimize their HR service delivery.

Now-a-days the pivotal responsibilities of the HR department are intimately associated to the strategic purposes and intents of the boardroom, which is again tactfully designed to frame the norms and policies that meet the employees' aspirations and goals. The conventional organization model has got a new shape in this era. The traditional tall layers of management got changed to flat layers of management, vertical flow of information got transformed to both vertical and horizontal flow of information, emphasis on rules and standard procedures got changed to emphasis on results and outcomes; emphasis on structure got changed to emphasis on process; standardized evaluation and reward systems got changed to customized evaluation and incentives. Strategic HR has fused the aspiration of the employees at various levels with the organisation's goals through suitable HR policies. The current trends have a focus on policies, motivation, relations, changed agent and quality consciousness. As the corporate world is escalating with high expertise and knowledge based jobs and waning off with low skilled jobs, the need for skill mapping through HRM initiatives came into being and at the same time multi-skill development has become another significant facet of HRM. Talent management, competency modeling, and assessment centres are the recent trends of HRM. De-jobbing is another aspect of the day. Employees are expected to have the ability to excel their efforts with a satisfactory result in multi dimensions. Today professionals are hired with a particular designation, but they need to manage varied fields of function. Certain HR functions like recruitment, consultancies are even operated and controlled from home. Succession planning is one of the core areas in the recent HRM system which has considered training, development and performance appraisal to be its integral part. Identifying the type of skills the organization requires in the next five, ten and fifteen years is a vital aspect of succession planning.

The new era has brought several technically realized systems to support different functions of HRM. As Leslie A Weatherly said, "from the HR perspective strategically using the information assets of the organization means that HR business process, organizational support system and HR information technology are aligned to continuously capture, maintain and utilize key strategic information assets (that is knowledgement and judgement) to improve business performance." In the past, branding in HR was only limited to the employment functions. But today branding in HR distinguishes the jobs for the employees. The four Ps in branding HR are people, pay, position and prospects. As the HR functions have begun to broaden its wings across the organization, there has emerged a need for treating HR to the employees, similar to that of selling services to the clients. Building a brand for HR department is significant because of attracting, encouraging and holding the most excellent and the brightest talents for the organization in order to survive the corporate competition. When the business strategy holds partnership with people's strategy, it creates a great place for work. The HR as a brand should build an alignment with the deliveries of the organization to the benefit of employees, shareholders and customers.

Methodology

Bedecked with primary qualitative research through the methodology of taking interview by the means of questionnaire from senior industry experts of manufacturing, engineering, marketing, service, consultancy, infrastructural, export promotion, multi-country deliveries, BPO and technology sectors, the article tries to capture the current trend in human resource management—in functions like recruitment, training, retention, competency modeling, strategizing, industrial relations, outsourcing, offering leadership to workforce, enhancing the e-HRM techniques and many more. In this context, the practice of recruitment in entertainment industry has also been captured where the process may not conform to the so-called formal methods of recruitment. As **Rangan Chakravarty, the media exponent** holds, "Gender differentiation in job profiles also has its impact on hiring". He says, "The show-biz world does not strictly depend on the academic eligibility criteria for selection. Rather the industry depends on the talents of creativity, presentation, the ideal of beauty and finer artistic qualities where especially age is no bar. Recruitment in the entertainment industry is based on the classification of jobs. Broad job structure is classified as: a) In front of the camera and b) behind the camera. There is difference between software and hardware jobs, where different requirements for hiring are followed. "Separate set of parameters are maintained in recruiting human resource depending on the nature

of jobs that can be-casual contracts, verbal contracts and more formal contracts. There are provisions of self employment and full-time jobs through the guild especially in films. But these jobs through the guilds are different with other unionized jobs. Kinship patterns in employment and recruitment in both high and low profile jobs are evident", elaborates Chakravarty.

Questionnaire pertaining to respective sectors of industry were framed to take opinion of the experts experienced in HR practices for a long time. The senior HR experts who were interviewed were: the late Russi Mody, Ex-chairman and MD TISCO and Mobar India Ltd, Kolkata, Santanu Ghosh, Regional Head (East), Foils Division, Hindalco Industries Ltd., Subrato Bose, Head Trainer, Lee and Nee Software (Exports) Ltd, Janet Gasper Chowdhury, Head-HR Consulting Practice, Pricewaterhouse Coopers Pvt. Ltd., Udayan Sen, Group Strategy Development Manager, BP Plc, UK; Sayantan Datta, Associate Consultant, Infosys, Pune; Saumik Deb, HR Consultant, Private Educational Groups, West Bengal and Northeast India; S.R Saha, Chief-Industrial, (Eastern region), Exide Industries Limited; Rangan Chakravarty, Ex-Creative Director, HTA (JWT), currently producer of television programmes, Editorial Consultant, Anandabazar Patrika; Jay P Majumder, Owner of Sam Group of Companies, a multi-country company; Goutam Roy, General Manager, Systems and Modernisation, The Times of India Group; DK Sen, Vice President, Business Development, West Asia, Larsen and Toubro Limited, Mumbai; Ranti Deb Maitra, Executive Director, Engineering Export Promotion Council (EEPC), New Delhi; and Surajit Mukherjee, Head Human Resource, ECS, Alstom.

IR and HR

Industrial Relations (IR) in different economies are influenced by a variety of circumstances like political philosophies, economic imperatives, the role of the state in determining the direction of economic and social development, the influence of unions and the business community and in some cases the legacy of foreign domination. Over several decades IR in many industrialized market economies paid less attention to competitiveness than did the younger discipline of human resource management. IR fulfilled the function of providing employees with a collective voice and unions with the means to establish standardized terms and conditions of employment not only within an enterprise but also across an industry and sometimes across an economy. This was achieved through freedom of association, collective bargaining and the right to strike. Today industrial relations cover the impact of globalization on both IR and the management system in the organizations with increasing emphasis on workplace relations. **Santanu Ghosh of Hindalco Industries Limited** says, "Unlike the past, today, IR is having developmental role, trust building functions, and also involved in decision-making of the organization, thereby having a balance between IR and HRM".

The influence of globalization has mitigated the employers' thrust for regulations of IR, standardization of the employment relationship and a greater focus is driven on the workplace as the centre of gravity of IR. A more strategic perception of IR's contribution to promote workplace cooperation, flexibility, productivity and competitiveness is the recent lookout of the employers. A more 'enterprise-based' view during the last two decades has drawn the picture of labour problems not only over terms and conditions of employment usually negotiated between unions and employers, but over other factors as well. Low productivity, absenteeism, high labour turnover, lack of job security, physical job environment, repetitive jobs, lack of motivation, failure to recognize the performance of individuals or groups inherent in standardized wage systems and lack of training are few factors that encompass the labour issues. "Many of these labour problems are required to be addressed at the enterprise level through appropriate HRM policies and practices with the objective of ensuring a union of organizational and individual goals and needs, or a reasonable balance between them", says Sriyan de Silva . The present trend in labour relations and HRM is to place greater emphasis on employee involvement, harmonious employer-employee relations and on practices which promote them. In the changing orchestra of IR and HR, employers are now compelled to view IR and HRM from a strategic perspective instead of only from traditional point of view of negotiating terms and conditions of employment and performing personnel and welfare functions. IR and HRM are directly relevant to competitiveness and how they are managed will impact the enterprise performance like, its productivity and quality of goods and services, labour costs, quality of workforce, motivation, prevention of disputes, settlement and aligning employee aspirations with enterprise objectives.

Training, Innovations and Leadership

According to **Subrato Bose of Lee and Nee Software (Exports) Limited**, "New innovations are formulated to understand the need and want of the employees and then design the training modules for the workforce which also covers the objective of retaining employees. Currently training not only focuses on the employees' sense of belongingness to the organization, it also enhances the qualitative personality development of the manpower. Softskill sharpening is the agendum of the day because communication, the most important means of exchanging ideas and potentials is itself a very hard skill to be adopted". Training is an integral part of operation and innovativeness in training modules help the employees find their own potential. HR has to play a very significant role in identifying the training need of the trainees and their employees. The need of the hour is to understand the need and wants of the employees and design the training modules accordingly. "If the emotional factor is addressed most of the issues get resolved. This is innovativeness in today's context", commented Bose. HR department and the trainer have a specific role to play for one-to-one feedback and understand individual needs and wants. The basic objective of the trainer is to inculcate in the trainees a sense of involvement and belongingness towards the organization. The freshers, for example join a company with lots of aspirations. They have unending demands and retain the memories of their first job. Here comes the role of the trainer who must offer some of the most significant elements such as, belongingness, challenges, opportunities for development and contribution; growth, fun, rewards and excellent work culture. Each and every organization today is customer oriented and to achieve the objective, companies need to be people driven.

The art of communication cannot be underestimated in the process of achieving success. According to Bose, "tone of our voice makes lots of difference because 67% of what we say is communicated through our tone. Tone reflects attitude and mood of the person. The researched answer to the proportion of communication exercise shows – words used- 7%, Tone-38% and body language-55%. Going beyond the traditional role, HR and the trainer need to groom the new hires with induction process to inculcate in them the work culture and ethics of the organization. They are trained in soft skills as well."

After all the non-human resources are procured, it is the human resource that breeds life into them and gets them going. They must continue to operate in unison and at their optimum capacity in order to make the enterprise enjoy good health, competitive edge and profitability on an ongoing basis. This definitely requires a continuing motivated contribution from its human resource department. To a large extent motivation depends upon the proper management of human resource, through proper utilization of vehicles of participative decision-making, delegation, communication, feedback and management by objective (MBO) systems. Each of these vehicles require very delicate handling and careful balancing and when a manager succeeds in achieving these, he automatically attains the status of a leader.

Leadership rests on competence and character and unless these are incorporated by the boss in his management style and his personality, he cannot become a leader. Bose suggests that for overcoming the ongoing challenges and achieving optimal excellence, it is imperative to adhere to Theory Z management style. Such management style is characterized by mutual trust between employee and the employer, informal relationship, employee involvement in decision-making, non specialized career, slow evaluation process for employees, long-term employment, flexibility and adaptability. Although theory-Z management holds much promise, the transition to Z cannot be accomplished quickly. Bose has outlined five actions to test Theory-Z principles without changing their philosophy and structure. Such strategies are: to audit the firm's management philosophy and procedure; to make suggestion box a two-way tool of communication, to do more of 'Management by Walking Around,' to develop a modified quality circle and involve employees in establishing objectives.

Competency Modelling

Janet Gasper Chowdhury of Pricewaterhouse Coopers Pvt. Ltd. is of the opinion that in the changing workforce context employees seek a different sense of relationship — often called as 'employee value proposition' with their employer. There is an emphasis on a shared sense of responsibility for career development and personal development. Career development is more than just movement from one level to the other. It is a chance to learn and experiment and reflects the bend towards having long time association with the organization. Talent management

provides a range of benefits for doing so: for the talent, for the organization and for the professionals involved in doing the work. Companies that are implementing talent management are strategic and deliberate in how they source, attract, select, train, develop, promote and move employees through the organization. It also incorporates how organizations drive the performance management system.

Talent management can mean different things to different people. For some it is about managing 'the top 25%' while for others it is how talent is managed for the whole work force. As for instance, Pfizer is an organization which has successfully aligned talent management to its core strategy and has defined explicit values and expectations for leadership behaviours.

Case study of Wipro

Wipro, the Information Technology Company, follows a robust system of talent review and planning for all the middle and senior management levels and also has undertaken coaching exercise wherein senior level leaders have been identified as master coaches and trained in the same to mentor resources into leaders. IT bigwig Wipro starts its talent management strategy right from the stage of recruitment and goes on to having a successful and detailed on boarding which ensures that the employee gets inducted into Wipro way of thinking. It covers all aspects right from tackling the issue of job rotation. They have a very effective internal job portal which allows employees who has completed 18 months in an assignment to look for the change and apply for the same. There are multitude of trainings, both technical and soft skills to choose from, also detailed planning of deputation to onsite assignments as that is a big lure for the employees. There is a planned approach to leadership development wherein the identified set of top 20 percent are made to undergo certain leadership and project management related trainings and the same goes up till the senior management level as well. There is a detailed succession planning exercise which is a yearly event. It aims at identifying the top five per cent of the employee percentage at each level and identifying their areas of strength, development. All this combined has given Wipro the competitive advantage which has resulted in a consistent growth rate for the company and has also helped to maintain a low attrition level.

Says Janet, "Organisations today have acknowledged that its not product superiority alone that they need to compete for , but a high performing workforce as well, which will be the key to competitive advantage. Hence talent management has become the buzzword of organizations in the globalized world as it is essential for them to attain long term strategy". There is an emphasis on a shared sense of responsibility for the employee's career development and growth. Various new concepts of talent management are helping organizations and employees move towards a more valued relationship wherein both see the advantage of being associated with the other. To Janet, "An efficient talent management programme helps in: planning talent needs of the organization, attract the best talents, speed time to productivity, motivate the right behavior, develop the targeted capabilities and knowledge, retain high performers and enable talent mobility across the organization".

Any competency modeling exercise needs to begin with an understanding of the vision/mission and values of the organization. Competency models can consist of behavioural or managerial competencies as well as technical or functional competencies. To identify the competencies that are critical for the organization there are few techniques the HR has to take resort to: such as repertory grids, behavioral event interviews, and job analysis. These techniques are used through interviews and workshops with top management, function or business heads and job holders to understand what leads to superior performance. The constructs that emerge are coded and analysed to derive the list of competencies that will enable the organization to measure how employees are supporting the achievement of business goals. Some companies use secondary inputs as well as competency dictionaries which list out the various behavioural competencies that are relevant to organizations. These however should be verified and customized to the organisation's context, otherwise they get left as generic, often not fruitful in measuring the actual requirements. Once the competencies are identified and validated, they are further elaborated on by developing a maturity progression in terms of levels like basic, proficient, advanced etc. These consist of different behavioural indicators that need to be demonstrated by the employees and help organizations measure whether these are being met or not. They are typically observable behaviours. Once the competency model is defined, the unique roles and management levels in the organization are mapped to each of the competency levels indicating the expectations from the role holders which in turn can be aligned to many of the other HR systems such as performance

management, training and development, recruitment. Having an effective talent management system helps in engaging the employee's emotional energy which in turn helps gain commitment towards the organization and managing employee aspirations efficiently thereby reducing attrition.

Assessment centres are the most effective tools used for identifying future managers or recruiting the right candidate into the organization. It helps the company to identify the best talent, both internal and external (by means of recruitment) by evaluating their knowledge, behavioural traits, skills and competencies. The selected candidates are made to undergo simulations and situational exercises that are effective indicators of their abilities. The exercises range from leaderless group discussions, role plays, behavioral interviews and many others. Assessment centres can be used for a variety of organizational processes like recruitment and promotion, early identification of potentials, diagnosis and development of talent, organizational planning and also as development centres. They make it possible for the organizations to make use of the best methodology for assessing their employees. If the assessment centres are competency based, then the information available about individuals can be collated to provide data on the overall capacity levels of the organization.

Case study of Cognizant Technology Solutions

Cognizant has been using assessment centres since 1998 for identifying top talents and future leaders. As Janet Gasper Chowdhury continues, "It has till now assessed competencies of approximately 400 senior and middle management professionals across Cognizant. As a result of having the early mover's advantage, Cognizant today is reaping rich rewards by enjoying high levels of customer and employee satisfaction, which has resulted in consistent growth of their revenue and profit. The programmes include written as well as oral individual or group exercises that are designed to measure the proficiency in distinct leadership competencies and dimensions using myriad tools and instruments. The organisation has invested considerable effort in identifying managerial competencies and has nine major clusters of behaviours which are assessed over a two day workshop through a series of simulations. The leadership team at Cognizant has been sold out on the concept, wherein their managers and leaders are benchmarked against global standards of leadership

thereby ensuring that the quality of managers in the company is at par with global standards."

However, the reason the tool of assessment centres are not so widely practiced is because it is time consuming in nature and requires a lot of resources for the same.

Managing Today's Talent to Deliver Tomorrow

Substantiating the concept of talent management, **Udayan Sen of British Petroleum** is of the opinion that managing talent to deliver in the long-term requires concerted actions today to secure conditions for success tomorrow. He says, "The issue is how much traction the leadership of the firm has on people agenda and what awareness exists about scope and scale of the challenge for the future, as the demand-supply footprint changes with demographic and economic transition in the next couple of decades. Talent retention happens as a result of how a leader inspires and motivates the team and seldom by sheer change."

Strategy delivery is as much of a leadership act as strategy formulation, and the difference lies in accountability. Strategy delivery happens across the organization and it is important for leaders to communicate the vision and provide the necessary context to enable individuals to perform knowing where they stand in the organization's value creation process. To develop and retain the most talented people requires more than short term tactical actions. It require leaders of today to plan for the succession of tomorrow, and in a radical sense make themselves dispensable for a generation that is in their late 20s and early 30s today. The boss, and the leader in him or her, is an important aspect of how talent retention happens, often as a result of how a leader inspires and motivates the team, seldom as a result by sheer chance.

Managing talent for delivering longer term strategy has traditionally been not ranked high in organisation's priority and there is a case for change, more in some business sectors than others. To take an example, the oil and gas industry today is facing severe resource crunch and the ability to grow is limited by capability, not capital. This phenomenon has its roots more than decade back as low oil prices induced downsizing, industry consolidations, start-stop recruitment and cost cutting initiatives that impacted the talent pipelines for many technical disciplines. Since the turn of the century, oil prices have witnessed an unprecedented sustained upturn ,

underpinned by economic fundamentals of demand and supply , but also to a large extent by externalities like geopolitics and concerns of energy security. However, the ability to grow production in the medium term is limited by capability — not as many skilled people resources resulting in sustained high energy price environment as demand and supply stay finely balanced.

Some traditional thinking would suggest that talent management initiatives for the long term are HR driven. HR does play a very important role —— one of standardization of process, partnership with businesses and continuity over a time horizon that spans the career of the individual, as against just the current role. "But the accountability to pull through talent in the organization is a line responsibility, driven from top. Senior leaders often find themselves unable to focus on the proper agenda in their efforts to fight the mundane rhetoric of daily routine. This has to change and if a talent culture is not intrinsic to an organisation's culture, induced changes through performance management and reward tools need to be put in place to begin the process of culture change. Again this is a top down process and leaders must set examples for the organization to gain momentum," says Udayan Sen.

Identifying the right people for the right jobs is probably the first step to develop talent. Creating work experiences that are most likely to develop individual competencies, more and more companies now offer job rotation as a way of moving talented people horizontally and vertically across a breadth of roles achieving talent synergies in the process. An accountant leading a business is not uncommon, as increasing number of CFOs step into CEO roles at the highest level, setting the precedent to follow similar cross-functional or business moves in the wider organization. Some companies have created an internal talent market which is a way to promote individual self-interest to identify and seek a potential role. It is designed to encourage company-wide participation the success of which is dependent on fair, transparent and merit-based selection process by a sufficiently broad-based panel. It allows for the hiring manager to select the best resource from a pool of talented candidates. The role itself is a result of personal choice and appeals more to the employee as it is the best fit of individual aspiration and the opportunity set available. The internal talent market scores over traditional model as it is based on resource 'pull' as against 'push'——attracting the best talent where it is needed most. However, it is less applicable

from middle to small sized companies where the hierarchical and often an informal model are most prevalent and probably more relevant as the talent pool is relatively small. Large global companies that have internal talent market include BP, IBM, American Express. Besides on-the-job developments, most companies have structured developmental programmes that hone skills of individuals to harness the full potential of the talent in diverse situations. These are as important as learning on the job and complement the skills and competencies in a controlled way. According to Udayan Sen retaining talent is a leadership master act which depends on individual style and personality. Sen suggests few illustrative behaviors that are associated with a leader who inspires and motivates the team:

First, communicating and encouraging a two-way communication. The two-way communication is a critical aspect of delegation, where the subordinates can seek guidance, challenge convention and where necessary prioritize to deliver on the agenda.

Second, providing timely feedback is communicating but with an objective to develop people and can be part of formal, like year-end performance review and informal process. It is often the informal feedback that helps to take corrective actions as one has time to reflect and work on. Again seeking feedback can be empowering to the subordinate and allows for a healthy relationship with the boss.

Third, the ability of a leader to adapt and change in an evolving world instills confidence in the team that fleet-footedness is not an option, but a necessity often to maintain status quo. To be a step ahead one needs to break away from the path, out-think rather than out-manoeuvre others. Enabling others to perform while taking accountability for outcomes that allows for failures is a leadership trait that differentiates the average from the great.

Fourth, an ethical leader is not just an honest person, but the leadership style reflects the personality, beliefs and values. This may mean adopting a best fit of personal style with an organisational need –successful leaders often find a sweet spot that allows sufficient flexibility to stay true to oneself while finding one's place in the organization. Talented individuals often role model themselves on one or more leaders. Hence it does not mean that leaders need to be aware that they are under watchful eyes of not only their bosses, but also of their subordinates. There is a 'parental advantage' that needs to be played out responsibly.

Fifth, the real test of leadership is the ability to share the learning to the next generation and develop successors who are eventually even better leaders. Developing leadership potential from existing talent requires investment—on the job and off it. Most importantly it requires time and effort of existing leaders who as mentors, coach, boss or simply a colleague can influence behaviours and outlook more than what most formal classroom training programmes can offer.

Finally, challenge excites most employees and often lack of adequate stretch can create as much stress as abundance of it. Some organizations have responded to the issue of challenge by grafting managers into leadership roles early on in careers. Difference between 'managing to lead' and 'leading to manage' is subtly different and probably defines the fine line when managers become leaders. People seldom recognize that making things happen can be different from making things possible and managers who can do the both have transcended to become leaders. This is also the best retention tactics that has long-term pay-off – the best people have age on their side and have wealth of experience by the time they are in their forties. This has led to the age of the executive leadership in organization to fall over time, as is evident in top companies today.

In the real world most progressive companies that have taken the challenge to pursue people agenda in right earnest are on a journey. So talent management is elevated to a higher pedestal in the organizational priority action need to be taken to create a talent culture and this may mean doing things differently, or doing new things altogether. A talent culture is in existence where the leadership visibly demonstrates the value of their people as a strategic differentiator and exercises sufficient care to secure the trust and confidence of the employees who develop a deep sense of belonging to the company they work. It is important that the talent culture exists company-wide and not limited to a small pool of so called 'high performers'. Like most top players in sports, there are career highs and lows and the ability to out-perform consistently over time separates the average from the extraordinary. An organization that has an embedded talent culture will continuously high-grade the 'portfolio of high performers', through healthy internal competition, as well as an element of bottom slicing—removing under performers in a merit based organisational construct. There need to be a process of merit recognition, well communicated and understood across the company and the leadership

is open and transparent in picking winners and celebrating success while motivating others to join the party. It is important to lose the consistent under-performers before the cost of carrying them becomes enormous and peer morale gets adversely affected.

Strategic HR: Managing Workforce Diversity

Presently recruitment has risen from being a functional resource-skill-role-fitment task to an extremely core policy driven function within an organization. Today HR manager is not only restricted to recruit, appraise, reward and retain at an operational level but must also have a view of the business end-to-end and his responsibilities and tasks must be designed and deployed in this perspective as also to contribute to develop strategy based on his understanding of the human resource. As **Sayantan Datta of Infosys** holds, "Although the key responsibilities of the HR management in any organization remain the same, now they are more closely aligned to the strategic intents of the boardroom."

In traditional economy, the role of the HR dept. would be managing the aforesaid responsibilities from an operational perspective, supplying bodies to attain operational objectives. People were distinct from organizational process and the strategy driving them. With organizational dynamics shifting towards an increasing 'market-and-customer-oriented' approach, the role of HR needs to be revisited and interpreted in a more inclusive context. For example, in manufacturing dominated economy, HR is mostly limited to recruitment, training and managing the HR, so that the capital assets would function smoothly. However, in an increasingly knowledge driven and service dominated economy, success and failure depends largely on how the HR aligns with the strategic goals and objectives of the company since the outcome of employee performance is directly linked with the performance and growth of the company. To make this growth sustainable, HR must address core issues of employee satisfaction and motivation thereby creating a business model driven by the employees. Some of the direct outcomes are: Higher employee initiative, lower employee attrition, motivation to create and contribute to knowledge and ownership to roles and responsibilities.

There are several factors that influence an organization's recruitment strategy. Employee branding is an indirect branding effect in which the communication of company employees serve to characterize the employer's brand. Employees are

today the face of the company to the larger social stakeholders in a larger measure than ever before. Thus to be able to propagate a positive brand image every organization must recruit in alignment with the image and standards it projects. For ex. In recruitment into National Defence Academy of India, the high standards of physical and intellectual capabilities, the challenging campaigns, tough selection process, are all aimed at recruiting the toughest and the smartest. This is directly in line with the strategic intent of the Indian army, to breed a fearless, patriotic and strong defence lineage that defends the country from security threats.

Intellectual capital is the possession of the knowledge, applied experience, organizational technology, customer relationships and professional skills that provide a company with competitive edge in the market. In the intensely competitive market today, it is important to breed and retain the right intellectual capital. Hence it is extremely important to recruit employees with the capability to create and apply intellectual capital for the company and the customers. Continues Sayantan Datta , "We have seen the growth of small companies into big corporations in the last two decades. Ex, Reliance, HCL, Dabur, sunpharma, Piramal Group, , new economy countries like Infosys, Polaris, Mastek. What separates these companies from others is their capability to attract and recruit talent that has boosted them into powerhouse of knowledge. The recruitment function today must align itself to upholding corporate culture through careful selection who would fit and align to the corporate culture. Recruitment cannot operate as an operational function fitting skills to roles but must have a view of the business from its strategic objectives, convert these to role definitions and recruit to right fit the organization as a whole rather than a function of procurement manager or programmer". India is no more a country where there is abundance of low cost talent, as the demand for talent grows exponentially with time. This gives rise to two immensely important areas where HR must act and take strategic initiatives. For example performance appraisal was used to decide whether or not the salary or wage of an employee was justified. In the modern organization there is a strategic emphasis to grow talent in-house as this reduces a great deal of recruitment cost. Now it has become a key to employee engagement and development thereby addressing the issue of developing resources to take higher responsibilities fulfilling vacated or newly created positions. It must provide a framework where

every employee can explore career possibilities and work towards fulfilling higher goals. Similarly rewards are not only in terms of growth of salary but also in creating recognition for the out-performer. This satisfies the out-performer and also the others to be motivated to achieve higher goals resulting in enhanced performance. It is also important to be able to set correct expectations around rewards and remuneration mechanism maintaining a fine balance that would allow all employees to participate and perform. A key step to improve employee performance is counseling and coaching.

"People management today is not the sole responsibility of the HR as a department, but must be a necessary skill of every member or manager of teams from the lowest ranks to the top management," says Dutta. Instead of limiting himself with operational details of attaining business objectives, the current HR manager takes the additional role of managing people. He must understand how corporate strategy rolls down to the entry level employee and design and deploy control systems to ensure that managers at every level work in line with the frameworks laid thereof. The emphasis on people is the fulcrum for change in a successful company. One of the most important competitive advantages of any business in perspective is its ability to create knowledge and retain this within the organization and deploy it towards sustainable growth. The Human Resource Manager is not only restricted in his responsibilities to recruit, reward and retain at an operational level, but must also have a view of the business end-to-end, and his responsibilities and tasks must be designed and deployed in this perspective as also to contribute to developing strategy based on his understanding of the human resource. Recruitments have risen from being a functional resource-skill-role-fitment task to an extremely core policy driven function within any organization.

Sustainability and Growth with New Face of HR

Outsourcing and Consultancy

Globalization and the spectacular economic growth of India have widened opportunities for the knowledge worker. In the perspective of "economic revolution through globalization", human resource has been designed as the prime fuel to run the engine of growth. Today, like never before, human resource factor is expected to act as the capital of the enterprises and also to deliver the winning edge. Globally, the focus has been shifted from the orthodox intra-

department reactive functions to a dynamic mix of strategic development of core competence and outsourcing. According to **Jay P Majumder, Owner of Sam Group of Companies,** "Usually restructuring of HR starts with outsourcing low-end operational processes and gradually caters to more sensitive areas of business through a confidence building exercise." Presently, India is considered to be the largest pool of human resource and as a result is placed at top in the outsourcing market. More and more Indian companies are turning towards rationalizing the in-house HR and shifting towards a balanced mix of core area development and outsourcing. In most cases firms grow from domestic, to international, to multinational, and finally to global operations and thus their profile as well as corporate culture undergo the required changes. Each phase requires a different model of HRM incorporating new operations, strategy, structure, HR profile, training and motivations to cater to greater economic viability and competitiveness. Globalization has not only deleted geopolitical boundaries but also infused revolutionary ideas and style in management of human resources.

It is widely recognized that an organization's employees represent a major investment since human capital is the company's knowledge asset. Business often does not have the staff or the budget to properly handle the nitty-gritty of human resource. Consequently more and more businesses are outsourcing their HR needs to HR consultancy. Consultancy is the comprehensive advisory service that includes assessment of staff, recruitment, job evaluation, building competency frameworks, succession planning, management development and assessment of training needs. The main issue is not so much about taking the right action to put people management issues higher on the agenda. **HR Consultant, Saumik Deb** says, "Setting measurable objectives relating to the key factors that impact people performance and constantly measuring the performance of managers against these objectives are the main factors in HR consultancy. Consultants provide the means for companies to establish an International Human Resource Management (IHRM) strategy that clearly aligns IHRM with the business values, philosophy and goals. To remain competitive in the global marketplace and to optimize the international human resources to be most productive, companies must maintain a 'global view' and keeping the pieces of the IHRM puzzle fitting snuggly together into the picture defined by their IHRM strategy".

Retention of Employees

In current context most serious HR issue is retention of employees in the organization. Due to widening scope and multiple opportunities for human capital within a country's periphery or beyond that, retention of the knowledge workforce has become a challenge for the HR department. Hence **SR Saha of Exide Industries Limited,** suggests, "it is to be borne in mind that retention of an employee starts with the first step of HR function that is recruitment and subsequently every HR function plays a vital role in retaining employees. An organization has to be committed to the development of the employees. It starts with the annual appraisal of all employees. In addition to annual appraisals, the other aspects that need to be incorporated in order to motivate and retain employees are: internal and external training programmes, performance rewards, encouraging for higher studies, deputation to sister companies and myriad extra-curricular involvement". Every employee has certain self-imposed targets for their career growth and unless an organization has plans in place to satisfy those employee targets, they are bound to have a high employee turnover which is very costly for the organization. Since motivation of the employees is given highest priority for retention, office committees are also set up for joint consultation with the senior management. This helps employees to be involved and gives them the opportunity to influence decision-making. There may be financial partnership with employees like share ownership. There are organizations which set up autonomous work groups with responsibility within a defined area which helps in job enrichment and involves participation. A thorough research is indispensable for the understanding of employee morale and thereby motivating them and retaining the employees for betterment of the organization. The employees should be given an opportunity to express their views to neutral personnel so that their individual opinion can be considered. In this respect recruitment, training and induction and career growth plan should be given immense importance. The ultimate aim is to hone skills of employees and impart necessary knowledge, increase the effectiveness and equip them to take higher responsibilities resulting in promotion.

Technology Rollout

Digitization, open systems standards, development software and supporting technologies for the application of new computing and communications

systems – including scanning and imaging technologies, memory and storage technologies, display systems and copying technologies – are now helping users realize the potential of the IT revolution. HR process has gone a drastic change after implementation of Enterprise Resource Planning (ERP). Right from evaluation of performance to on line recruitments, ERP packages offer all in one. Though companies are investing in core HR functionality, they are also making investments in new HR application tools, which is beyond managing employee data. The goal of this holistic approach is to create a link between enterprise performance management, core HR, and Human Resource Management. IT and HR need better alignment to deliver corporate objectives. HR software solutions used by domestic and global market organizations are seeking to optimize their HR service delivery. Customization options allow organizations to implement an (HRIS) Human Resource Information System that best meets their business needs. "Thus HRIS and e-HRM usage allow the human resource professional to become a strategic player and has given a new shape to HR", says **Goutam Roy, General Manager of The Times of India Group.**

Re-defining the HR and the Line

"From the organisation's point of view", as **D K Sen of Larsen Toubro Limited** shared, "with a major shift in HR, human resource is becoming a more strategic contributor to business success, that is, more business-oriented, more accountable and to demonstrate value for money". However, in assessing the practicality of the application of such changes in the long run Sen suggests that "pragmatic challenges need to be apprehended by the organization especially in case of establishing a balance between 'what are' and 'what should be' HR and line manager responsibilities for people management and development." Moreover, the present trend of aggressive head hunting by HR functions might put even the most stable organization into a state of constant fear of losing their valuable performing employees. Consequently a major portion of time is being spent by management to devise innovative ways and means to retain its talents by ring-fencing them with continuous rewards and growth prospects. Also the organizations are trying to maximize outsourcing of its routine and less important functions to ensure a trim structure of highly remunerated employees. In such a process Sen says, "a large gap is created in the remuneration structure of the outsourcing organization and the outsourced organization which in the near future will

have an adverse impact on the industry and society as a whole." This in HR function has created a huge shift in the way it delivers services and in its relationship with the rest of the organizations in order to increase business focus. "With the changing dynamics of HR, organizations need to restructure themselves to sustain growth and sustainability in such fiercely competitive market from domestic as well as foreign competitors, especially with some of the challenges that need to be tackled at the right time," cautions Sen.

Sen suggests that the process of restructuring should start from redefining the role of HR and the Line. While HR discovers the natural talent and places them in appropriate roles, the Line has the responsibility of utilizing them with care to ensure that the talents are cultured, developed and retained for becoming eventual leaders. Earlier if a person resigned and if it was accepted by the Line Manager, there was no way to find if there was any major grievance of the employee. Disgruntled employees leaving the organization can cause potential negative marketing to make a major dent on the company's image. But with changed face of HR today such grievances can be known and amended. Hence HR managers should be given the necessary power and hierarchy to question the Line manager in matters relating to talent management. Now organizations are entrusting HR for conducting leadership programmes to select top talents. These 5-10% top talents are being groomed as future leaders through fast track promotion, high rewards and early leadership which is leaving the remaining employees demoralized. Hence organizations must review its reward policies and find innovative means to ring-fence its useful employees. This requires HR to have high touch engagement with employees to provide the required support.

The changing HR has given a great challenge to the corporate. **Ranti Deb Maitra of EEPC** has commented that, "Strong competition has forced the organizations to make strategic plans and tactical ways of implementation to let them hold a firm footing on the path of long-term survival with an incessant growth". While the HR professionals now increasingly spend more and more time in strategic inputs aimed at meeting base targets, improving efficiency, performance, reducing costs, etc., their most time consuming task remains, providing support to line managers for people management. Organizations must replace the old system of performance reviews with a system based on value creation and employee

development. Most critical component is measuring how much value was created for the customer, since objective of the organization is not just to make money but most importantly to provide value to the customer.

Employee-Employer Relationship

Against the backdrop of changing HR management, the employee-employer relationship has also undergone a significant change. The knowledge worker has emerged as the clear winner, as a significant category of the workforce. They are now treated as resources of the company unlike the earlier concept of treating employees as 'costs.' According to **Surajit Mukherjee of Alstom,** "the traditional relationship that was paternalistic had superior-subordinate authoritarian relationship where the employee was satisfied to accept unconditionally the subordinate status. But now there is a discernable shift for the preference of an equal partnership both by the employee and the employer. The employer no longer takes a lifelong responsibility for the employee and the employee on the other hand is extremely conscious of his mobility. Dignity and respect for the individual, and treatment as equal partners in progress does make a difference in the psyche and morale of the workforce, which translates into higher productivity". From the employers' side, the concept of life-long employment and long-term career development is fast receding, particularly in the sun-rise industries of the emerging high-growth sectors. With time industries find more and more people with contractual or part-time work, an improved male-female ratio in the work place and more people working in the services sector. Project based services help in creating a robust performance management system in terms of having clearly defined objectives and timelines. Employers today understand that motivating people to work is a complex process where the employee considers himself as an equal partner and hence expects to be trusted rather than controlled. So there is rise in people working from home, availing flexi timing and working in an office environment which allows hot desking.

"The other aspect of change is in the employees' employability. The employer expects that the employee is employable and is up to the job offered. He should be motivated, self-confident, committed, adaptable and flexible. He must have the wherewithal to take charge and deliver. That he will do whatever it takes to perform", says Mukherjee.

Conclusion

Culturally paternalism has been replaced by performance orientation and seniority replaced by meritocracy. Structurally organizations have become more agile in the way they are organized and in the way they respond to the marketplace. Complex matrix structures to improve team work have been taken over from functional silos that existed earlier. Outsourcing of non-core areas, especially all routine transaction based HR work has become the norm. Behaviourally, employees have become more commitment conscious than entitlement conscious. Traditional rewards and recognition systems in organizations have changed from life-time employment, perks and cost of living index based rewards to contribution based recognitions like performance pays and merit increases. As for instance the customary employer-employee relationship in the USA is designed with a new tool called as 'employment at will'. This policy has kept the way open for the employees to quit the job at any time and the employer is also free to terminate the employee from work at any point of time. A survey in UK, commissioned by Chartered Institute of Personnel and Development (CIPD) has found that relationship between employer and employee in many work places have worsened by poor communication and low levels of trust resulting in underperformance, low productivity and high staff turnover. Mike Emmott, CIPD advisor says, "Many employees feel like neglected spouses. With only three in ten employees engaged, the findings suggest that many managers just aren't doing enough to keep the staff interested. Lack of communication means many employees feel unsupported and don't feel their hard work is recognized. As a result the sparkle has gone out of the relationship, damaging productivity levels in many UK businesses. This study clearly shows how much management practices affect people's attitudes towards their work."

Hence as business is going global, HR has to go beyond engaging employees and take care of how people can be encouraged to deliver value and remain effective under different conditions and diverse environments. Employee effectiveness thus is more important than only employee engagement for HR.

Customer Satisfaction Towards Flipkart and Amazon : A Comparative Study

Kiran Chaudhary

Assistant Professor, Department of Commerce, Shivaji College, University of Delhi, Delhi

Suneel Kumar

Assistant Professor, Department of Commerce, Shaheed Bhagat Singh College, University of Delhi, Delhi

Abstract

The present study is descriptive in nature where an effort is made to find out that with which elements of Flipkart and Amazon the respondents are satisfied. The study uses the primary data which was collected with the help of a structured questionnaire. A five-point Likert scale was used to collect the data. The sample size was 100 respondents of the age group betwee18-35. Only those respondents were questioned about their purchases from Amazon and Flipkart who make at-least two transactions in the last six months. The respondents were approached on the basis of convenience sampling.

Keywords: Online Retailing, Customer Satisfaction, Customer Expectations

Introduction and Literature Review

In the present digital era customers are more inclined towards the online retail stores rather than physical stores. After being attracted towards apparels, shoes and electronics categories, now consumers have accepted buying grocery fruits and vegetables online. Hence online retailing in India is rising with a rapid speed. Today consumers have a wide variety of options available online with respect to the number of product categories, number of products under one category, payment options, discounts, e-coupons and special sales deals etc. Customer satisfaction is defined as "the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided a pleasurable level of consumption related fulfillment, including elements of under- or over fulfillment". Customer satisfaction is influenced by expectations, perceived service and perceived quality (Hu, Kandampully & Juwaheer, 2009). Expectations influence total satisfaction when the customer evaluates a product or service. Satisfaction is a customer's emotional response when evaluating the discrepancy between expectations regarding the service and the actual performance perception.

The customer first forms expectations based on needs, values, past experiences and extrinsic cues about the product. The perceived quality is based on those first expectations and the choice the customer made is then evaluated to determine satisfaction (Grounaris, Tzempelikos & Chatzipanagiotou, 2007). Perceived value is the customer's overall assessment of the quality of a product based on the perception of what is received versus what is provided (Yu, Wu, Chiao & Tai, 2005). Fisher (2001) believes that customer satisfaction accounts for only part of why people change product or service providers. Other studies have shown that customer satisfaction is a leading factor in determining loyalty (Anderson and Lehmann 1994). Anderson and Srinivasan (2003) found that both trust and perceived value, as developed by the company, significantly accentuate the impact of satisfaction on e-commerce services.

Guo et. al. (2011) proposed the following model in relation to the customer satisfaction in online shopping. The study was carried out in China with a sample size of 380. All the eight independent variables were found positively related to consumer satisfaction. All the proposed hypotheses were supported.
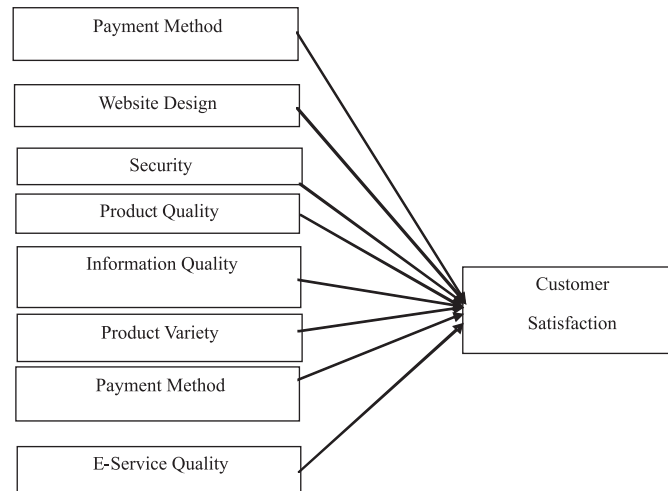

Figure 3.3 Factors Affecting Online Customers' Satisfaction

Faryabi et al. (2012) studied the effect of price discounts and store image on consumer's purchase intention in online shopping context as a case study of Nokia and HTC and the obtained results proved that price discount has a positive effect on perceived store image and store image in turn, positively influences consumers' purchase intention. Victoria & Ganesan (2014) found that schemes always attract more and more consumers towards particular brand. Simultaneously it gives an idea about the factors which consumers look most in the product before they make final decision. Price off and extra quantities are the two main offers schemes which consumers have came across at the time of purchase. The study was carried out in online sales promotions of grocery and other FMCG products in Chennai entity.

Mohanapriya and Anusuya (2014) studied customer preferences and satisfaction for selected online websites. They included Flipkart, Amazon.com, E-bay, Snapdeal.com, Jabong.com and Myntra.com in the Coimbatore city for their study purpose. It is found that Flipkart has the maximum number of respondents followed by Amazon.com (almost half of the flipkart). The customers have assigned third rank to E-bay which is followed by Snapdeal, Myntra and Jabong respectively. Singh (2014) the data was collected from Lucknow city in India on Flipkart.com.

The major aspects focused in the case were relating to consumers' buying behavior towards online shopping in the context of Flipkart.com. It is observed that Flipkart is most preferred because of its attractive prices and popularity. Electronic is the third most preferred category on Flipkart after accessories and apparels.

Background of Flipkart

Flipkart is an e-commerce company founded in 2007 by Sachin Bansal and Binny Bansal. It is registered in Singapore and it operates in India whereas it's headquarter is in Bangalore, Karnataka. In May 2014 Flipkart received $210 million from DST global, in July 2014 it raised $1 billion led by existing investors' Tiger Global and South Africa's media group Naspers and May 2015 it raised $550 million from some of its existing investors. Flipkart's last fund raising round in May 2015 had pegged its valuation at $15 billion. Flipkart acquired the rights to Chakpak's digital catalogue which includes 40,000 filmographies, 10000 movies and close to 50k ratings. Flipkart has categorically said that it will not be involved with the original site and will not use the brand name. Over 15 million products: still counting. It includes 11.5 million book titles. The other products include Books, Movies, Music, Games, Mobiles, Cameras, Computers, Healthcare and personal products, Home

appliances and electronics, Stationary, Perfumes, Toys and many more. In July 2014 Flipkart launched its own set of tablet, mobile phones & tablet. The first among these series of tablet phones was Digflip pro xt 712 tablets. In September 2014 Flipkart launched its in-house home appliances and personal healthcare brand citron. The label includes a wide range of cooking utilities and grooming products.

Background of Amazon

The company was founded in 1994, spurred by what Bezos called his "regret minimization framework," which described his efforts to fend off any regrets for not participating sooner in the internet business boom during that time. In 1994, Bezos left his employment as vice-president of D. E. Shaw & Co., a Wall Street firm, and moved to Seattle. He began to work on a business plan for what would eventually become Amazon.com. Jeff Bezos incorporated the company as "Cadabra" on July 5, 1994. Bezos changed the name to Amazon a year later after a lawyer misheard its original name as "Cadaver". The company went online as Amazon.com in 1995. Bezos selected the name Amazon by looking through the dictionary and Barnes & Noble sued Amazon on May 12, 1997, alleging that Amazon's claim to be "the world's largest bookstore" was false. Barnes and Noble asserted, "It is not a bookstore at all but it's a book broker." the suit was later settled out by court, and Amazon continued to make the same claim." Company offers Books, Music, movies, games, Digital download, Kindle, Computer and office, Electronics, Home and garden, Grocery, health, beauty, Toys, Kids, Clothing, and Sports. Amazon has separate retail websites for united states, united kingdom & Ireland, France, Canada, Germany, Italy, Spain, the Netherlands, Australia, Brazil, Japan, china, India and Mexico. Amazon also offers international shipping to certain other countries for some of its products.

Objectives of the study

➢ To assess the customer satisfaction level from Flipkart and Amazon.

➢ To compare the customer satisfaction from Flipkart and Amazon on the basis of elements of online shopping which affects the satisfaction.

Research Hypothesis

➢ **H01:** There is no significant difference in the opinion of customers regarding Amazon and Flipkart for various elements of online shopping which affects the satisfaction.

➢ **Ha1:** There is a significant difference in the opinion of customers regarding Amazon and Flipkart for various elements of online shopping which affects the satisfaction.

Data Base and Research Methodology

The present study is descriptive in nature where an attempt is made to know the opinion of customers regarding Amazon and Flipkart for various elements of online shopping which affects the satisfaction level. The study uses the primary data which was collected with the help of a structured questionnaire. A five-point Likert scale was used to collect the data and the sample size was 100 respondents of the age group between18-35. All the respondents were firstly questioned about their purchases from Amazon and Flipkart. Only those respondents were chosen for the study that at least had made two purchases from both Flipkart and Amazon in the last six months. The respondents were approached on the basis of convenience sampling method.

Interpretation of Data

The data analysis and interpretation has been divided in to three parts. The first part presents demographic profile of the respondents, second part discusses the general information about the online shopping and third section deals with the level of satisfaction from Flipkart and Amazon with respect to the various parameters of satisfaction as an online retailer.

{Part 1} Demographic Profile of the Respondents

As per table 1 the study have mixed demographic characteristics and shows that there are 79% male and 21% female respondents. It is evident that most of the respondents (48%) are from the age group of 25-40 followed by the age group of above 40 and below 25 almost equally with 28% and 24% respectively. In the category of income, the maximum is the 20,000-40,000, i.e. 52% which is followed by Above 40,000 with 33% and Below 20,000 with 15% only. Most of the respondents (58%) are educationally rich which is followed by graduates with 30% and below graduation with 12%. In the category of occupation, majority respondents are belongs to service and salaried class (42%), which is followed by business class with 32% and very less proportion of students with 26%.

Table 1 Demographic Profile of Respondents

Variables	No of Respondents (%)
Demographic Profile – Gender	
Males	79
Females	21
Total	100
Demographic Profiles – Age	
Below 25	24
25-40	48
Above 40	28
Total	100
Demographic Profiles – Monthly Income	
Below 20000	15
20000-40000	52
Above 40000	33
Total	**100**
Demographic Profile – Education	
Below Graduation	12
Graduation	30
Post-Graduation or Above	58
Total	**100**
Demographic Profile – Occupation	
Business class	32
Service class	42
Student	26
Total	100

{Part 2} General Information Regarding Online Shopping

As per (table 2) 16% people buy online on weekly basis, however a large number of consumer buy weekly to fortnightly i.e. 46%, almost one third of the customer buy (36%) from fortnightly to monthly and only 2% buy monthly to yearly.

Table 2 Frequency of Buying Online

Options	No of Respondents (%)
Daily to weekly	16
Weekly to Fortnightly	46
Fortnightly to Monthly	36
Monthly to Yearly	2

The product category of electronic appliances (Table 3) is bought at the highest being 3.43 followed by the gift items with a mean value of 3.26 and Mobile, Laptops and Accessories with a mean value of 2.95. Beauty, cosmetics and Personal Care has got a mean value of 2.9 which is also quite promising.

Table 3 Frequency of Major Retail Category Wherein Purchase is made by the Consumers

Various Categories of Items	Very Frequently	Frequently Comments	No quently	Less fre Frequently	Very Less Value	Mean
Food and Grocery	27	21	-	28	24	2.51
Apparels - Men/Women	15	29	-	23	33	2.26
Electronic Appliances	58	31	-	7	4	3.43
Mobile, Laptop and Accessories	45	21	-	18	16	2.95
Baby Products	17	26	-	37	20	2.4
Furniture	23	20	-	39	18	2.48
Home Décor – Curtains, Show pieces	17	27	-	36	20	2.41
Books	24	22	-	26	28	2.42
Gift Items	55	22	-	17	6	3.26
Health related – Exercise Machines, Health supplements etc.	22	27	-	38	13	2.58
Kitchen Products – Utensils	18	24	-	26	32	2.28
Vehicle Accessories	16	14	-	48	22	2.24
Beauty, cosmetics and Personal Care	42	26	-	12	20	2.9

{Part 3} Satisfaction Level of Respondents with Elements in Online Shopping

This section checks the level of satisfaction for Flipkart and Amazon with respect to the various parameters of satisfaction as an online retailer. These parameters have been listed in the table 4.

Table 4 Satisfaction Level of Respondents with Elements in Online Shopping

Elements in Online Shopping	Flipkart Mean Value	Amazon Mean Value
Shopping Time	3.83	3.60
Ease of Browsing the Website	3.04	3.11
Number of Offering	2.51	2.34
Variety of Offering	2.48	2.38
Quality of Information	3.86	4.39
Less Searching Cost	3.84	4.00
Overall website design	2.49	2.44
Fast Presentation	4.54	4.51
Customized content	4.37	4.76
Updated Information	3.65	3.97

Privacy of personal information shared	4.43	4.43
Financial Security	2.52	2.50
Complaints Handling	3.88	3.97
Customer Support	2.54	2.50
Packing of the Product	2.54	2.50
Timely Delivery	3.06	3.74
Post Purchase Service	4.79	4.86
Return Policy	3.95	3.91
Confirmation Email	3.54	3.94
Competitive Price	4.51	4.50
Overall Mean	**3.52**	**3.62**

As per the table 4 the mean values can be observed and some differences can be found in the Flipkart and Amazon. The mean value is better for Flipkart with respect to the shopping time, number of offerings, and variety of offering, fast presentation, return policy and competitive price. However, the mean value for rest of the variables is better for Amazon. In the opinion of respondents Amazon is better in case of Ease of Browsing the website, Quality of information, less searching cost, customized content, updated information, complaint handling, Post purchase services and confirmation email. To check the significance of the same independent sample t-test was applied.

Table 5 T-Test for Checking the Significance of Difference Between Flipkart and Amazon for Satisfaction Level of Respondents with Elements in Online Shopping

Elements in Online Shopping	T	Df	Sig. (2-tailed)	Results
Shopping Time	1.027	198	.305	No Significant Difference
Ease of Browsing the Website	-.705	198	.482	No Significant Difference
Number of Offering	1.192	198	.235	No Significant Difference
Variety of Offering	.692	198	.490	No Significant Difference
Quality of Information	-6.601	198	.000	*Amazon is Significantly better than Flipkart*
Less Searching Cost	-2.602	198	.010	*Amazon is Significantly better than Flipkart*
Overall website design	.333	198	.740	No Significant Difference
Fast Presentation	.322	198	.748	No Significant Difference
Customized content	-5.013	198	.000	*Amazon is Significantly better than Flipkart*
Updated Information	-3.815	198	.000	*Amazon is Significantly better than Flipkart*
Privacy of personal information shared	.000	198	1.000	No Significant Difference
Financial Security	.129	198	.897	No Significant Difference
Complaints Handling	-1.300	198	.195	No Significant Difference

Customer Support	.254	198	.800	No Significant Difference
Packing of the Product	.254	198	.800	No Significant Difference
Timely Delivery	*-6.007*	*198*	*.000*	***Amazon is Significantly better than Flipkart***
Post Purchase Service	-1.863	198	.064	No Significant Difference
Return Policy	.569	198	.570	No Significant Difference
Confirmation Email	*-4.011*	*198*	*.000*	***Amazon is Significantly better than Flipkart***
Competitive Price	.106	198	.916	No Significant Difference

Table 5 presents that t-test for checking the significance of difference between Flipkart and Amazon for satisfaction level of respondents with elements in online shopping. It has been found that out of 20 elements there are 14 elements where the significance two tailed value is above .05. Hence it may be concluded that for these elements the customers are eq]ually satisfied with both the online retailers i.e. Flipkart and Amazon. However for rest of the 6 variables namely - quality of information, less searching cost, customized content, updated information, timely delivery and confirmation e-mail there is a significant difference in the level of satisfaction of respondents and in-fact in all these cases Amazon is better than Flipkart.

Findings and Conclusion of the Study

Present study was carried out to find the difference between Amazon and Flipkart with respect to the various features of online retailing. It was found that invariably Amazon is better than Flipkart. There were 20 parameters on the basis of which Amazon and Flipkart were compared. However Flipkart also leads in some of the elements but that lead or difference is not significant. Amazon, however is significantly better in case of 6 elements namely quality of information, less searching cost, customized content, updated information, timely delivery and confirmation e-mail there is a significant difference and in all these cases Amazon is better than Flipkart.

Flipkart has a larger variety of products in the opinion of customers hence there is a possibility that it is not able to provide customized content swiftly or updated information. Further, wide variety of products also increases the searching time. However there are some limitations of the study as well. The sample size is comparatively smaller than of the other studies carried out on online retailing. Further the study covers the area of Delhi and NCR only rather than the other areas of the country.

References

1. Ahuja M. and Galvin J., (2003), Socialization in Virtual Groups, Journal of Management, 29 (2), 161–85.

2. Albrecht, K. (1992).The Only Thing That Matters: Bringing the Power of the Consumer into the Center of Your Business. Harper Business, New York, NY.212.

3. Alpert, J.I. and Alpert, M.I. (1990). Music Influences on Mood And Purchase Intentions. Psychology & Marketing, 7, 109-33.

4. Austin, Lucinda, Brooke Fisher Liu, and Yan Jin. 'How Audiences Seek Out Crisis Information: Exploring The Social-Mediated Crisis Communication Model'. Journal of Applied Communication Research 40.2 (2012): 188-207. Web. 12 July 2015.

5. Aydin, S. and Ozer, G. (2005). The Analysis of Antecedents Of Customer Loyalty In The Turkish Mobile Telecommunication Market. European Journal of Marketing. 39, 910-25.

6. Baker, J., Grewal, D., Levy, Parasuraman, A. and Glenn, B. (2002).The Influence of Multi-Store Environmental Clues on Perceived Merchandise Value and Patronage Intentions. Journal of Marketing, 66, 120-41.

7. Baldwin C. Twitter Helps Dell Rake in Sales, June 12, 2009, www.reuters.com.

8. Balmer, J.M.T. and Greyser, S. (2003). Multiple Identities Of The Corporation. In Revealing the Corporation. Perspectives on Identity, Image, Reputation, Corporate Branding and Corporate-level Marketing. ed. J. M. T. Balmer and S. Greyser, 15-29. London : Routledge.

9. Childers, T.L., Carr, C.L., Peck, J. and Carson, S. (2001), "Hedonic and Utilitarian Motivations for Online

Retail Shopping Behavior", Journal of Retailing, Vol. 77 No.4,pp 511-535.

10. Chu, Wujin, Eitan Gerstner, and James D. Hess (1996), "Controlling Product Returns in Direct Marketing," Marketing Letters, 7 (4), 307-317.

11. Cooper, R., Donald, & Schindler, S., Pamela. (2003). Business Research Methods. 5th edition. Tata McGraw-Hill, Delhi, p.161.

12. Cross, R. and Smith, T. (1994). Customer Bonding: The Five-Point System for Maximizing Customer Loyalty. Chicago: NTC Business Books. Fishbein, Martin (1963), "An Investigation of the Relationships between Beliefs about an Object and the Attitude toward the Object," Human Relations, 16, 233-240.

13. Fisher, Franklin (1966), The Identification Problem in Econometrics, New York: McGraw-Hill.

14. Fotheringham, A. (1988). Consumer Store Choice and Choice Set Definition. Marketing Science, 7 No. 3, 299-310.

15. Fox, E.J., Montgomery, A.L. and Lodish, L.M. (2004). Consumer Shopping And Spending Across Retail Formats. Journal of Business, 77 (2), 25-60.

16. Guo, Shu Xin, Jin Huan Yu, and Cheng Li Zhao. 'The Construction of Customer Satisfaction Index for Government Portals'. AMR 403-408 (2011): 1672-1675. Web.

17. Halliburton & Poenaru (2010), "The Role of Trust in Consumer Relationships" ESCP Europe Business School.

18. Hanna, R., Rohm, A. & Crittenden, V., (2011). We're all connected: The power of the social media ecosystem, Business Horizons, 54, 265-273

19. Hardey, K. G. (1986), "Key Success Factors for Manufacturers' Sales Promotions in Package Goods, Journal of Marketing, Vol. 50 (July), 13-23. Michael Trusov, Randolph E. Bucklin and Koen Pauwels (2009), "Effects of Word-of-Mouth versus Traditional Marketing: Findings from an Internet Social Networking Site," Journal of Marketing, Vol. 73 (September 2009), 90-102.

20. Microsoft Advertising Europe Dwell on Branding 2010

21. Popkowski L., Timmermans, Harry J.P. (1997). Store Switching Behaviour. Marketing Letters, 8 (2).

22. Rani, A. Sandhya (2012), "Retailing Strategies for Customer Satisfaction: Comparative sStudy of More and Food World", International Journal of Research in Commerce & Management, Vol. 3 Iss: 5, pp. 135-136 York EB. Kellogg Says ROI on Digital Trounces TV by 'Factor of 2', Advertising Age, Sept. 6, 2008.

23. Zhou, Lina, Liwei Dai, and Dongsong Zhang (2007), "Online Shopping Acceptance Model – A Critical Survey of Consumer Factors in Online Shopping," Journal of Electronic Commerce Research, 8 (1), 41-62.

A Social Layer of Customer to Customer "Value Co‑ Creation" as an Engagement Marketing Tool : A Transformation at Societal Level

Dr. Sunishtha Dhaka

Assistant Professor, Faculty o Management
Manipal University, Jaipur, Rajasthan

Abstract

Managerial interest in user-generated content (UGC) websites is growing, as firm face highly uncertain markets, ambiguous economic environments, and a mounting user base accustomed to active engagement rather than passive acceptance of products and services. Firms are now exploring ways to provide a platform (website) through which users generate and contribute content, resulting in a co-created experience between users and firms. This conceptual paper develops a framework of value co-creation in form of model by utilizing user experience as to examine how social interactions, operationalized as perceived as UGC website influence an individual's user experience and subsequent engagement behaviors. Various social sites are availed by the consumers to share their experiences and suggest their viewpoints, which a firm could use as a platform to create innovation in their firms and could achieve better competitive advantage by satisfying consumers. Positive user experience positively influenced a user's engagement behavior. Based on the results of this study, implications for research and practice are discussed and future directions for researchers are outlined. This papers also outlines the transformation coming in firms working by utilizing social layer.

Key words: Value co-creation, User Generated content, Engagement marketing, User experience.

Introduction

Continuous advances in technology have altered the way users communicate, make decisions, relate, learn, interact with other users, and even buy, because they have modified the structure of market power and prompted a shift in power, from the producing agents or distributors to customers (Constantinides and Fountain, 2008). That is, in a traditional value creation model, providers sell inputs to producers, which then develop products and services for consumers. Value gets created by the company or manufacturer, in the form of the product being distributed in the market, through exchanges of monetary compensation (Vargo et al., 2008). Thus, companies focus on the interaction and seek to extract economic value (Prahalad and Ramaswamy, 2004a). Furthermore, the traditional paradigm regards customers as passive buyers and users (O'Hern and Rindfleisch, 2010), leaving companies with a limited understanding of their experiences or knowledge. Little or no interactive dialog takes place between the company and consumers (Sawhney et al., 2005), and communication instead is unidirectional, from the company to the consumer.

"Value co-creation demands a change in the dominant logic for marketing from 'selling, making and servicing' to 'listening, customizing and co-creating."

(Payne, Storbacka, & Frow, 2008, p.89)

The introduction of Web 2.0 and different social media platforms has contributed to the development of a new era of customer empowerment enabling customers to interconnect worldwide and easily share and exchange personal, social and scientific knowledge with likeminded individuals. (Lee, Olson, & Trimi, 2012) Consequently, customers

IJAR&D

**A Social Layar of Customer to Customer "Value Co Creation" as an
Engagement Marketing Tool : A Transformation at Societal Level**

*are well-informed, more conscious about their needs and have a clear conception of which products or services
they are searching for.*

*(Lee et al., 2012; O'Hern & Rindfleisch, 2001) By having more information and alternatives where to buy a
product or service today's customers take a more active, influential role in the process of value creation forcing
firms to step away from their traditional firm-centric view to a more customer-centric view in order to be competitive.
(Prahalad & Ramaswamy, 2004; Sashi, 2012) The firm-centric view regards value creation happening inside the
firm, ascribing both firm and customer distinct roles as producer and consumer and focusing on "targeting and
managing the 'right' customer" (Prahalad & Ramaswamy, 2004, p.6); the customer-centric view suggests firms to
collaborate and exchange knowledge with their customers by actively involving them in new product development
(NPD) processes in order to create value. (Sawhney, Verona, & Prandelli, 2005).*

*Accordingly, customers can actively contribute to successful NPD by being the source of innovative ideas, providing
input for new product designs and enhancements, or participating in product testing and support allowing companies
to satisfy existing needs that are not met by the market yet. (Hoyer, Chandy, Dorotic, Krafft, & Singh, 2010;
Nambisan, 2002; Ogawa & Piller, 2006) Nowadays, more and more companies are trying to follow the trend to
adopt a customercentric view in order to create and attain value by actively integrating customers in their new
product and service development processes.*

*Therefore, it is necessary for companies to understand how to ensure that their customers are willing to contribute
to co-creation activities in order to effectively support companies in their value creation processes and contributing
at societal level by interacting customer to customer process. This research gap is leading to the following research
question:*

*Does Customer to customer interaction leads effectively towards co-creation by emphasizing on user generated
content?*

Theoretical Background

Value Co-Creation

The term co-creation initially was used by (Kambil et al.,
1999) to refer to co-creating value for consumers, in which
context they propose that co-creation activities give rise to
a new dynamic in the relationship between the company
and the customer, because customers participate in the
production process and the distribution of value. Because
customers can participate in every stage of the value chain,
they become partial "employees" of the organization.
(Prahalad and Ramaswamy, 2000) then adopted the term
to refer to those activities in which both the consumer and
the company are involved together in the creation of value.

Although marketing literature provides different definitions
for co-creation, the concept sometimes has been used
incorrectly and synonymously with other concepts, such
as coproduction (Lengnick-Hall et al., 2000) or consumer
participation (Dong et al., 2012). Because these terms do
not necessarily equate with co-creation, a lack of clarity
about the specific meaning of the term "co-creation"
remains. However, an exhaustive literature review reveals
some central, relevant definitions of co-creation. For
example, (Piller et al., 2012) consider co-creation as an
active, creative, social partnership process between

producers (retailers) and customers (users), facilitated by
the company. For (O' Hern and Rindfleisch, 2009) co-
creation stems from collaborations to develop new
products, such that consumers actively contribute and select
elements of the new product being offered. It assert that
co-creation happens when the consumer and the company
work together to create a consumer experience that adds
value to the buying process; (Zwass, 2010) defines co-
creation as the participation of consumers with producers
in the creation of value in the market. Thus, these definitions
share several features:

- Co- creation is an activity or process between the
  company and the consumer.

- It requires the joint collaboration of both sides.

- The objective is to create value for both sides.

Therefore, co-creation refers to any activity in which the
consumer participates in an active and direct way with the
company to design and develop new products, services, or
processes.

Although marketing literature acknowledges the
participation of customers in innovation processes (Piller
et al., 2012), empirical studies of co-creation are scarce
(Zhang and Chen, 2008), leaving gaps in our knowledge

IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an Engagement Marketing Tool : A Transformation at Societal Level

about the nature of this phenomenon (O' Hern and Rindfleisch, 2010). Accordingly, the Marketing Science Institute declared co-creation activities as a priority topic for investigation for 2014–2016. Interest in co-creation results from its potential strategic use for both theoretical study and practice.

Prior studies analyze co-creation activities on the basis of different theoretical frameworks, including the theory of user participation (Fang et al., 2008), the user-centered approach

(Karahasanoviæ et al., 2009), user-generated content (Banks and Humphreys, 2008), and the service-dominant logic (SDL; Vargo and Lusch, 2004). The SDL in particular shifts the perspective to company–consumer communication (Lusch et al., 2008; Vargo and Lusch, 2004) and regards consumers as proactive co-creators rather than passive recipients of value, while companies are agents that facilitate this process, instead of merely producers of a standardized value. In a goods-dominant logic, communication moves in a single direction, but in the SDL, a continuous dialogue between the company and consumer seeks to create the service on a joint basis (Payne et al., 2008).

Company Related Variables in Co-Creation

Technology

Continuous changes in technology have altered the way businesses operate. Information and communication technologies (ICT) now represent one of the most important elements for product innovation and marketing processes, providing routes to strengthen cooperation and communication, reduce barriers to innovation, and enhance the development of differentiated products (Requena et al., 2007). The ICT advances also enable customers to be more active, better informed, more aware at a global level, and more willing to use virtual environments to interact with companies to obtain new products and services (Seppä and Tanev, 2011).

The use of ICT in turn might offer an important source of competitive advantage (Roberts, 2000), because it brings the company closer to its surroundings, such that it can acquire knowledge and up-to-date information about the different agents in a quick, easy, relatively inexpensive way (Requena et al., 2007). In addition, ICT allows companies to communicate with different agents quickly and smoothly, by eliminating the barriers of space and time, such that it supports an effective transfer of knowledge (Grönroos, 2000). (Leenders and Wierenga, 2002) further suggest that

the use of ICT in communications influences the degree of cooperation among agents. In closed relations, members share the same principles and values; thus, they are willing to devote more effort to achieve a common, strategic goal. When the company establishes connections with external agents, ICT can stimulate collaboration and the transfer and use of knowledge among members (Smith and Blanck, 2002), which makes the construction of virtual working groups throughout the world possible (Roberts, 2000). Therefore, ICT improves the development of new products, while saving time and monetary costs; facilitates the transmission of information; and encourages collaborative behaviors that improve decision-making quality.

User-Generated Content

The open innovation model has been supported by the emergence of social media, which facilitate new Internet services that rely on the exchange of content and the resulting interactions (Westerlund and Leminen, 2011). Developments in ICT, particularly the Web 2.0 and social media, create highly interactive platforms through which consumers share, co-create, interact, and modify user-generated content (Kaplan and Haenlein, 2010). Since their inception, social media have prompted the creation of several tools, platforms, and online applications that have transformed the way businesses operate in markets. For example, by using the Internet, companies can interact with vast numbers of customers, and virtual platforms allow them to access information about how customers use their products and services, as well as how customers perceive their offers (Eloranta and Matveinen, 2014). Currently, many social media applications (e.g., blogs, open collaborative projects, social networking sites, content communities, virtual worlds, games) enable individual consumers, communities, and businesses to connect and exchange information (Kaplan and Haenlein, 2010).

These social media also enable companies to interact in real time and more frequently with users, which accordingly increases customers' participation (Sawhney et al., 2005). With these tools, companies monitor the content that gets shared, deal with potential problems, obtain new ideas, and use this information as a basis for value creation. To establish such continuous interactions, companies also need to provide tools that help consumers exchange their views and solutions with other users. This provision should lead to a dynamic environment, marked by creative and social partnerships between the company and its customers in a new product development context.
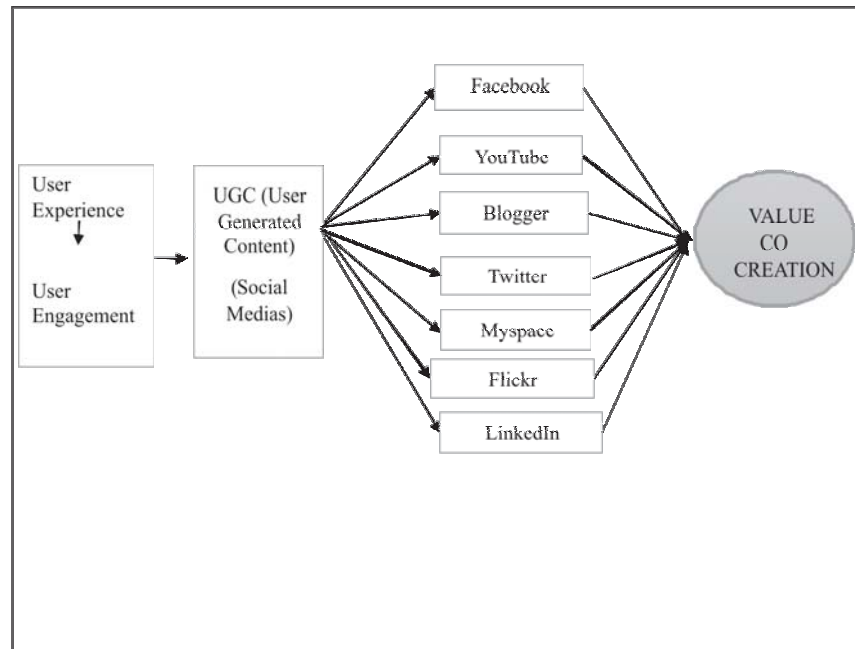
IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an
Engagement Marketing Tool : A Transformation at Societal Level

Figure 1 Proposed Conceptual Value Co-Creation Social Model Based on Literature Review

Theory of Co-Created Value

A theory for understanding co-created value must meet several requirements. First, the theory must account for the role of technology as an intermediary (i.e., platform) or bridge between users that are globally and temporally distributed and the organization for value creation purposes. Second, the theory must reflect the social orientation of technology that drives how users and organizations negotiate the user experience. User experience is defined as an individual's involvement intensity and level of personal meaning derived from the UGC website. Third, the theory should focus on how the UGC website influences a user's experience and influences his/her subsequent engagement behavior. Therefore, this research builds upon

Socio-technical theory to first address why social and technical factors influence a user's experience, and subsequent behavior. Socio-technical theory suggests a system (e.g., a UGC website) is composed of two subsystems – the social and technical subsystems (Haldeman, & Shani, 1982). Each sub-system influences how a user interprets his/her experiences and subsequently behaves within the UGC website. While users may interpret their experiences differently, socio-technical theory suggests that both the social interactions supported by the system and the technical features of the system influence how a user perceives his/her experiences. Recent research has used socio-technical theory to explain user experiences within organizations (Barley, 1996; Jensen & Aanestad, 2007; Prahalad et al., 2004a).

For example, (Barley, 1996) and (Jensen and Aanestad, 2007) examined the adoption of health information system technologies in hospitals based on the technology and the social interactions between key users within the hospital environment. In both studies, user experiences were derived from the social interactions and technology features, and the quality of these experiences subsequently influenced how each user engaged within the hospital environment. Following this engagement, the hospital and users each derived benefits from the mutual engagement facilitated by the technology. For the hospital, a more efficient methodology for providing healthcare to its patients was identified. For users, the system allowed them to improve their job performance.

UGC Websotes as a Social and Technical Platform to Facilitate User Experiences

When adopting a co-created business model, the UGC website bridges the organizational boundary linking the organization and users. The UGC website acts as the platform for facilitating user experiences. For example, Proctor & Gamble (P&G) instituted a UGC website, Connect & Develop, to capture user ideas and/or innovations to bolster its products and services portfolio. Users are able to contribute their innovations to P&G for evaluation and possible adoption, but the organizational boundary remained a key barrier that influenced user experiences. The UGC website structure limited the technical features (e.g., tags for innovation category, text fields for UGC description, and document attachment

IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an Engagement Marketing Tool : A Transformation at Societal Level

functionality) and provided no mechanisms for social interaction with fellow users. Through Connect & Develop, users directly contribute and interact with P&G. Furthermore, P&G internalizes all content, restricting access to the content to only internal resources. As a result, P&G limits the users' involvement with the organization, which influences the user experience and subsequently how the user engages with P&G through the UGC website. P&G firmly established their organizational boundaries in order to better control how value was created. Consequently, P&G operated under an open business model rather than a cocreated business model. Users only supply potentially valuable ideas and/or innovations. If P&G wishes to discuss the ideas and/or innovation with the user further, the organization directly interacts with the user rather than engaging all users of the UGC website to refine the idea for adoption.

In contrast, Facebook adopted a co-created business model using both social interactions and technical features to influence how users experience Facebook. Facebook users socially interact through comments on photos and user profiles, as well as vote on advertisements and, more recently, the terms of service protecting their UGC. The technical features of Facebook facilitate these experiences by allowing users to search for friends, integrate UGC on their profile with friends' profiles, and to create new social groups based on personal interests. The social interactions and technical features allow users to create a Facebook experience where users are intensely involved and interactions are personally meaningful. As a result, users engage with Facebook (i.e., contribute content), which in turn, mutually benefits Facebook and its users. Facebook not only captures value from the content provided by users to support the Facebook experience, but also learns from its users what they consider to be the value Facebook provides to them and how Facebook should support their experiences. In addition, Facebook creates value for itself by maintaining the largest online social network with access to millions of users for potential advertising revenue.

In the Facebook example, value is co-created between the organization and users based on highlevels of user engagement, predicated on Facebook's ability to craft a positive user experience. These two examples suggest that organizations must rely on both mechanisms – the social interactions within the UGC website and the technical features of the UGC website to successfully create positive user experiences and derive mutual benefits for both the organization and users. The first mechanism is based on how users socially interact with the organization and fellow users to create positive user experiences. Users interpret their experiences based on the social interactions with the organization and fellow users. Additionally, the technical

features influence the range of potential user actions that create experiences within the UGC website. When both the technical features and social interactions are effectively leveraged, a user's experience is maximized (i.e., users are highly involved and find the experience to be personally meaningful). A positive experience leads to user engagement.

Social Interactions

Social interactions are needed to construct positive user experiences in a UGC website. Social interactions are defined as the communication among the organization and users through the UGC website (Prahalad et al., 2000, 2004b). Social interactions between the organization and fellow users influence how a user experiences his/her environment by allowing users to experience the UGC website and engage through UGC (Barley, 1996; Jensen et al., 2007). Social interactions can be classified into three distinct categories: interactions between the organization and the user, interactions among users facilitated by the organization's UGC website, and consequences of interactions that users may experience because of the UGC website. The first category of social interactions focus on informing the user of the organizations' intention to create a personal and meaningful experience with the user (Kettinger & Lee, 1994) and assess the degree of openness of the organization and how willing it is to engage (Prahalad et al., 2004a). The second category focuses on whether the organization can provide the necessary social resources that facilitate the creation of the user's experience (Dickinger, Arami, & Meyer, 2008). The third category creates the opportunity for users to judge the potential benefits and risks associated with UGC contribution (Prahalad et al., 2004a). Social interactions also provide the user with the ability to adjust his/her experiences for engaging with the organization through UGC that is mutually beneficial to both the organization and users.

Therefore, social interactions facilitate user experiences within the UGC website by fostering a dialogue with the organization and fellow users, portraying a transparent business model, providing access to social resources, and defining the potential benefits and costs to engaging with the organization in the UGC website (Jensen et al., 2007; Kettinger et al., 1994; Prahalad et al., 2004b, 2004a; Wixom et al., 2005).

User Experience

When organizations facilitate social interactions and provide the technical features mentioned above, a positive user experience occurs, which then influences users to engage within the UGC website. The user experience is divided into two psychological components that influence

IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an Engagement Marketing Tool : A Transformation at Societal Level

the cocreation of value; 1) individual involvement and 2) personal meaning. Users engage when they contribute, retrieve, and/or explore UGC.

Individual involvement is defined as the intensity with which a user perceives his/her role within the UGC website (Barki & Hartwick, 1994). Individual involvement denotes a user's perception that his/her role within a UGC website is personally important and/or relevant to meet their needs (Zaichkowsky, 1985). Individual involvement has been found to increase arousal, interest, and motivation to engage (Zaichkowsky, 1985). For example, (Santosa et al., 2005) examined satisfaction in information seeking activity and found that a user's perception of involvement was a significant predictor of a user's satisfaction with information seeking activities (i.e., engagement).

User Engagement

User engagement is defined as a user's contribution, retrieval, and/or exploration of content within a UGC website (Kankanhalli et al., 2005; Li & Bernoff, 2008). User engagement focuses on how users behave within the UGC website. The concepts of networked individualism and social affordances suggest that users pursue their specialized interests in online environments (e.g., UGC website) by contributing, retrieving and exploring content. User engagement is comprised of contribution, retrieval, and exploration behaviors because users utilize UGC differently depending upon their specific needs. For instance, Facebook users may post photos, view friends' status updates, and/or explore friends of friends to satisfy their differing needs. The more users engage, the more valuable the UGC website becomes to the organization and fellow users (Bock, Sabherwal, & Qian, 2008; Kankanhalli et al., 2005b; Li et al., 2008).

Discussion andConclusions

This study outlined the evolution of the co-created business model, which relies on a new relationship between the organization and users in order to derive value that is co-created. Cocreated value was earlier defined as the mutual benefits that both the organization and users receive from engaging with each other through a UGC website. Distinct from other forms of business models, the co-created business model relies on developing positive user experiences that influence a user's engagement behavior to derive value, rather than selling products and/or services to users. This study identified the key drivers of the co-created business model based on networked individualism, potential for context collapse, and growth in user-driven online environments (i.e., social media). Central to this model is the need for users to engage with organizations through the contribution, retrieval, and exploration of UGC within a UGC website.

The purpose of this study was to identify the factors that influence a user's experience within a

UGC website and subsequently how a positive user experience impacts a user's engagement behavior within the UGC website.

Based on the literature review, the theoretical framework guiding this research was based on sociotechnical systems theory, where the UGC website acts as a bridge between users and the organization to create positive user experiences and ultimately get users to engage within the UGC website. Social interactions between the organization and fellow users allowed users to determine whether the UGC website was conducive to meeting a user's personal needs and/or interests. Social interactions were operationalized as dialogue, transparency, social accessibility, and perceived risk. Additionally, the technical features of the UGC website impact a user's ability to successfully engage within a UGC website in order to satisfy the user's personal interests. It was predicted that the social interactions and technical features of the UGC website influenced how intensely a user perceived his/her involvement to be and the extent to which users' derived personal meaning that meets the user's needs and/or interests. Lastly, the positive user experience would lead to increased user engagement (i.e., contribute, retrieve and/or explore UGC) within the UGC website.

The results of this study highlight the strong influence of critical mass on both a user's experience and the user's engagement behaviors. Given the social nature of the UGC websites users selected in this study, it is not surprising that social relationships among users drove the personal meaning and intensity of involvement a user experiences within the UGC website and actual engagement. The literature outlined in sections 2.3.2 and 3.2.3 suggest that users seek emotional support and tangible benefits from family and friends (boyd, 2007a; Dickinger et al., 2008). This research has found that users increase their engagement when a critical mass of users within the social structure of the UGC website are known to the user (Hsu et al., 2008). Motivations behind this engagement focus around the personal meaning and/or interests that are obtained when involving themselves within these social structures.

Based on the notion of reciprocity (Kankanhalli, Tan, & Wei, 2005a) it is possible to hypothesize that users engage regardless of whether their experience is positive in the UGC website in order to maintain the social relationship with fellow users that are important to them personally, or to maintain access to a social community that can provide benefits important to the user (e.g., information benefits or access to resources). Given the findings of this study

IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an
Engagement Marketing Tool : A Transformation at Societal Level

focused on the critical mass of social acquaintances and not access to resources, it is likely that users engage within social UGC websites in order to maintain their social relationships with friends and acquaintances.

Implication for practice: Organizational interest in user-generated content is growing as organizations face highly competitive markets, uncertain economic environments, and a growing user base accustomed to active engagement rather than passive acceptance of products and services (Li and Bernoff, 2008). Co-created business models invoke the principles of permeable organizational boundaries and the creation of value from internal and external sources. The intersection of organizational resources and/or capabilities, user-generated content, and information and communication technologies redefines sources of value and requires the active and continued engagement of users to sustain this value. This study provides several implications for organizations wishing to adopt a co-created business model and co-create value with its users.

Limitations

All research is not without limitations. Limitations for this study focus on three general areas: generalizability of findings, subjective measurement items, and organizational influences on cocreated value. The limitation is generalizability of the findings must be considered. This study focused on exploring UGC websites used by a portion of the overall UGC website user population specifically. The research is limited to theoretical background, this research needs to be proved empirically.

Refernces

1. Banks, J., & Humphreys, S. (2008). The Labour of User Co-Creators Emergent Social Network Markets? *Convergence: The International Journal of Research into New Media Technologies*, *14*(4), 401-418.

2. Barley, S. R. (1996). Technicians in the workplace: ethnographic evidence for bringing work into organizational studies. *Administrative Science Quarterly*, 404-441.

3. Bernoff, J., & Li, C. (2008). Harnessing the power of the oh-so-social web. *MIT Sloan management review*, *49*(3), 36.

4. Boyd, D. (2007). Why youth (heart) social network sites: The role of networked publics in teenage social life. *MacArthur foundation series on digital learning–Youth, identity, and digital media volume*, 119-142.

5. Chen, Z. W., Fang, L. Z., Chen, L. Y., & Dai, H. L. (2008). Comparison of an SMS text messaging and phone reminder to improve attendance at a health promotion center: a randomized controlled trial. *Journal of Zhejiang University Science B*, *9*(1), 34-38.

6. Constantinides, E., & Fountain, S. J. (2008). Web 2.0: Conceptual foundations and marketing issues. *Journal of direct, data and digital marketing practice*, *9*(3), 231-244.

7. Dickinger, A., & Kleijnen, M. (2008). Coupons going wireless: Determinants of consumer intentions to redeem mobile coupons. *Journal of Interactive Marketing*, *22*(3), 23-39.

8. Dickinger, A., Arami, M., & Meyer, D. (2008). The role of perceived enjoyment and social norm in the adoption of technology with network externalities. *European Journal of Information Systems*, *17*(1), 4-11.

9. Eloranta, V., & Matveinen, J. V. (2014). Accessing value-in-use information by integrating social platforms into service offerings. *Technology Innovation Management Review*, *4*(4), 26.

10. Grönroos, C. (2000). Creating a relationship dialogue: communication, interaction and value. *The marketing review*, *1*(1), 5-14.

11. Hoyer, W. D., Chandy, R., Dorotic, M., Krafft, M., & Singh, S. S. (2010). Consumer cocreation in new product development. *Journal of Service Research*, *13*(3), 283-296.

12. Jensen, T. B., & Aanestad, M. (2007). Hospitality and hostility in hospitals: a case study of an EPR adoption among surgeons. *European Journal of Information Systems*, *16*(6), 672-680.

13. Kambil, A., Friesen, G. B., & Sundaram, A. (1999). Co-creation: A new source of value. *Outlook Magazine*, *3*(2), 23-29.

14. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, *53*(1), 59-68.

15. Karahasanoviã, A., Brandtz¿g, P. B., Heim, J., Lüders, M., Vermeir, L., Pierson, J., ... & Jans, G. (2009). Co-creation and user-generated content–elderly people's user requirements. *Computers in Human Behavior*, *25*(3), 655-678.]

16. Kettinger, W. J., & Lee, C. C. (1994). Perceived service quality and user satisfaction with the information services function. *Decision sciences*, *25*(5‚6), 737-766.

17. Klionsky, D. J., Abdalla, F. C., Abeliovich, H., Abraham, R. T., Acevedo-Arozena, A., Adeli, K., ... & Ahn, H. J. (2012). Guidelines for the use and interpretation of assays for monitoring autophagy. *Autophagy*, *8*(4), 445-544.

18. Lee, S. M., Olson, D. L., & Trimi, S. (2012). Co-innovation: convergenomics, collaboration, and co-creation for organizational values. *Management Decision*, *50*(5), 817-831.

19. Leenders, M. A., & Wierenga, B. (2002). The effectiveness of different mechanisms for integrating marketing and R&D. *Journal of product innovation management*, *19*(4), 305317.

IJAR&D

A Social Layar of Customer to Customer "Value Co Creation" as an Engagement Marketing Tool : A Transformation at Societal Level

20. Lengnick-Hall, C. A., Claycomb, V., & Inks, L. W. (2000). From recipient to contributor: examining customer roles and experienced outcomes. *European Journal of Marketing*, *34*(3/4), 359-383.

21. Nambisan, S. (2002). Designing virtual customer environments for new product development: Toward a theory. *Academy of Management Review*,*27*(3), 392-413.

22. O'hern, M., & Rindfleisch, A. (2010). Customer co-creation. *Ed.) NK Malhotra, Review of Marketing Research, Review of Marketing Research*, *6*, 84-106.

23. Ogawa, S., & Piller, F. T. (2006). Reducing the risks of new product development. *MIT Sloan management review*, *47*(2), 65.

24. Pasmore, W., Francis, C., Haldeman, J., & Shani, A. (1982). Sociotechnical systems: A North American reflection on empirical studies of the seventies.*Human relations*, *35*(12), 1179-1204.

25. Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the academy of marketing science*, *36*(1), 83-96.

26. Piller, F. T., Vossen, A., & Ihl, C. (2012). From social media to social product development: the impact of social media on co-creation of innovation. *Die Unternehmung*, *65*(1).

27. Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence.*Harvard business review*, *78*(1), 79-90.

28. Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, *18*(3), 5-14.

29. Roberts, J. (2000). From know-how to show-how? Questioning the role of information and communication technologies in knowledge transfer.*Technology Analysis & Strategic Management*, *12*(4), 429-443.

30. Santosa, P. I., Wei, K. K., & Chan, H. C. (2005). User involvement and user satisfaction with information-seeking activity. *European Journal of Information Systems*, *14*(4), 361370.

31. Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management decision*, *50*(2), 253-272.

32. Sawhney, M., Verona, G., & Prandelli, E. (2005). Collaborating to create: The Internet as a platform for customer engagement in product innovation.*Journal of interactive marketing*, *19*(4), 4-17.

33. Sawhney, M., Verona, G., & Prandelli, E. (2005). Collaborating to create: The Internet as a platform for customer engagement in product innovation.*Journal of interactive marketing*, *19*(4), 4-17.

34. Seppa, M., & Tanev, S. (2011). The future of co-creation. *Open Source Business Research*, *2011*(March), 6-12.

35. Smith, P. G., & Blanck, E. L. (2002). From experience: leading dispersed teams. *Journal of Product Innovation Management*, *19*(4), 294-304.

36. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of marketing*, *68*(1), 1-17.

37. Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2008). On value and value co-creation: A service systems and service logic perspective. *European management journal*, *26*(3), 145152.

38. Vilaseca-Requena, J., Torrent-Sellens, J., & Jiménez-Zarco, A. I. (2007). ICT use in marketing as innovation success factor: Enhancing cooperation in new product development processes. *European Journal of Innovation Management*, *10*(2), 268-288.

39. Westerlund, M., & Leminen, S. (2011). Managing the challenges of becoming an open innovation company: experiences from Living Labs. *Technology Innovation Management Review*, *1*(1).

40. Wixom, B. H., & Todd, P. A. (2005). A theoretical integration of user satisfaction and technology acceptance. *Information systems research*,*16*(1), 85-102.

41. Zaichkowsky, J. L. (1985). Measuring the involvement construct. *Journal of consumer research*, 341-352.

42. Zhang, X., & Chen, R. (2008). Examining the mechanism of the value co-creation with customers. *International Journal of Production Economics*,*116*(2), 242-250.

43. Zwass, V. (2010). Co-creation: Toward a taxonomy and an integrated research perspective. *International Journal of Electronic Commerce*, *15*(1), 11-48.

Models of Internet Marketing

Dr. Nandini Sharma

Assistant Professor of Human Resources, SS Jain Subodh College
Jaipur, Rajasthan

Mallika Ahuja

Doctoral Scholar in Management Sciences, Manipal University
Jaipur, Rajasthan

Richa Sharma

Doctoral Scholar in Management Sciences, JECRC University
Jaipur, Rajasthan

Abstract

This paper examines some of the existing models in Internet Marketing and thereby provides a backdrop for further investigators to proceed upon. As the battle for competition in the market intensifies, capital is increasingly becoming concentrated and centralized. The emergent business world is one of cartels, customs unions and strategic alliances of all possible hues. As technologies expand and simultaneously as the concept of a border less universe is actualized, communication becomes a key denominator of progress. Speed and time take on a greater relevance. Along with this change is witnessed an increasing disequilibrium in the market place caused by change that is at once non-linear and non-Newtonian to quote Sadri. Markets are expanding in terms of mass, magnitude and direction at a hitherto unheard of pace. This resultant market disequilibrium is dynamic in nature and business decisions increasingly have to be taken under conditions of relative uncertainty. It is in this overall climate that both marketing as a specialization and Internet as a technological instrument of communicating across space and time dimensions has gained prominence meriting a scientific investigation such as the present one

Academicians agree that the mission of marketing, at its core, is to attract and retain customers. To accomplish this goal, a traditional bricks and mortar marketer uses a variety of marketing variables- including pricing, advertising and channel choice- to satisfy current and new customers. In this context, the standard marketing-mix tool-kit includes such mass-marketing levers as television advertising, direct mail, and public relations, as well as customer-specific marketing techniques such as the use of sales representatives.

A new era of marketing has emerged, with the advent of the internet and its associated technology-enabled, screen-to-face interfaces (like mobile phones, interactive television). Well respected academics and practitioners have called for new rules and urged debate about fundamental tenets of marketing, including segmentation, mass marketing, and regionalized programs. At the other extreme, academics have argued that both the basic building blocks of marketing strategy and the pathways to competitive advantage have remained the same.

The approach to be taken should ideally lie between these two extremes. We need to understand that new levers to the marketing mix would have to be added, segments would be narrowed, consumer expectations about convenience would forever be altered and competitive responses would happen in real time. In short, these are new, exciting changes that would have a profound impact on the practice of marketing. At the same time, some of the fundamentals of business strategy-seeking competitive advantage based on superior value, building unique resources, and positioning in the minds of the customers-would remain the same.

Definition and Scope of Internet Marketing

At the outset let us familiarize ourselves with the core concepts associated with marketing. Keeping the same in mind,

let us first look at the basic American Marketing Association (AMA) definition of marketing. This will help us define internet marketing and understand its scope.

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.

The definition above has four critical features. These are:

(i)   **Marketing is a Process:** A process is a particular method of doing an activity, generally involving a series of steps or operations. The classical marketing approach involves four broad steps: market analysis, market planning, implementation and control. Market analysis involves searching for opportunities in the marketplace, upon which a particular firm-with unique skills-can capitalize. Market planning requires segmentation, target market choice, positioning, and the design of the marketing mix (also called the 4Ps, or marketing program). Market implementation includes the systems and processes to go to market with the marketing program. Finally, marketing control refers to the informal and formal mechanisms that marketing managers can use to keep the marketing program on course. Analysis, planning, implementation and control collectively provide a process for marketing managers to follow in the design and execution of marketing programs.

(ii)   **Marketing Involves a Mix of Product, Pricing, Promotion, and Distribution:** Successful marketing programs do not involve only one action, such as design of a great product. Rather, the most successful marketing programs involve mixing the ingredients of marketing to deliver value to customers. The mixing entails blending the right amounts of the 4Ps, at the right time, and in the right sequence. Too often, marketing programs fail because they allocate too many (or too few) resources in an uncoordinated way. Many a times we have seen that a highly advertised product is not available in the store near your house.

(iii) **Marketing is about Exchange:** Marketing is not successful unless two parties exchange something of value. The buyer may exchange time, money, or services, while the seller must exchange something of value to the buyer. The traditional retail context provides the simplest illustration of this principle. A given consumer exchanges money for a particular good or service. Here we must also note that exchange can also occur in a variety of non-monetary contexts. These include bartering, volunteering services, and political donations, too name a few.

(iv)   **Marketing is intended to Satisfy Individual and Organisational Needs:** The aim of marketing is to provide a satisfactory outcome for both the firm and the customer. Firms can have highly satisfied customers if they provide services for free. However, these firms are not likely to have a long life. The key to modern marketing is simultaneously satisfying the customer, the firm and its shareholders. In the long run, the firm must have a positive cash flow or show a clear path to profitability for investors to maintain confidence.

Internet Markeitng : Now that we have had a look at the definition of marketing, lets build upon the same and define internet marketing and discuss its scope.
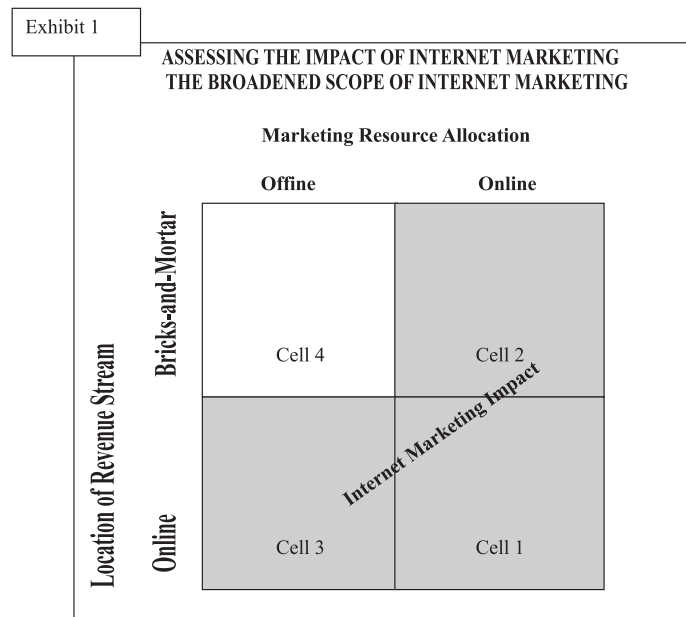
Internet marketing is the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both parties.

The above definition can be divided into five critical components:

(a)   **It is a Process:** Like a traditional-marketing program, an internet-marketing program involves a process. In comparison with the 4 steps of the marketing process, internet marketing has a more comprehensive process of seven stages or steps. The seven stages are setting corporate and business-unit strategy, framing the market opportunity, formulating the marketing strategy, designing the customer experience, designing the marketing program, crafting the customer interface, and evaluating the results of the marketing program.

(b)   **Building and Maintaining Customer Relationships:** The goal of marketing is to build and create lasting customer relationships. Hence, the focal point shifts from finding customers to nurturing a sufficient number of committed, loyal customers. Successful marketing programs move target customers through three stages of relationship building: awareness, exploration and commitment. It is important to stress that the goal of internet marketing is not simply building relationships with online customers. Rather, the goal is to build offline (as relevant) as well as online relationships. The internet marketing program can well be part of a broader campaign to satisfy customers who use both online and offline services.

(c)   **Online:** Internet marketing deals primarily with levers that are available in the world of the internet. But, as we have mentioned above the success of an internet marketing program may rest with traditional, offline marketing vehicles. Consider for example, the recruiting and job-seeking portal naukri.com. Naukri's success can be tied directly to the effectiveness of its catchy television advertising and other promotions like print-media and hoardings.

(d) Exchange: At the core of both online and offline marketing programs is the concept of exchange. In the new economy, firms must be very sensitive to cross-channel exchanges. That is, an online marketing program must be evaluated according to its overall exchange impact-not just the online exchange impact. Hence, online marketing may produce exchanges in retail stores. Firms must be increasingly sensitive to these cross-channel effects if they are to measure the independent effects of online and offline marketing programs.

(e) Satisfaction of Goals of Both Parties: Let us understand this component with the help of the world's most popular search portal Google.com. There are millions of users satisfied with the ability of this portal to help them search for any information which may be of use to them for any application. This drives the satisfied customers repeatedly to their site. To the extent that Google.com can monetize this loyalty-most likely, in the form of advertising revenue. In this case both parties will be satisfied. However, if the firm is unable to meet its financial obligations to employees, suppliers or shareholders, then the exchange is unbalanced. Customers are still happy, but the firm is unable to sustain its revenue model. Both parties must be satisfied for exchange to continue.

A Viewpoint on Its Scope and Impact: Based on the above discussion, we can explore the scope and impact of internet marketing programs. We will consider two important parameters which organizations use in their marketing formats, firstly the allocation of marketing resources and secondly the location of revenue streams. Consider **exhibit 1** where we have divided the marketing resources allocation as online and offline and also the division of revenue streams as either online or bricks-and-mortar. This gives rise to four cells. Cell 1 represents a situation in which the marketing effort is online (for example banner ads, pop-ups) and the sales revenue is realized online. Online marketing clearly produces online-based revenue. The advertisements of online subscription services of the Harvard Business Review and the Far Eastern Economic Review are an example of this. However, consider cell 2. Here, the online marketing effort has led to revenue increases offline. The advertising effort of Suzuki motorcycles or Samsung electronics online pushes customers to their retail outlets. Cell 3 represents the reverse effect. That is, traditional offline marketing activities (for example the print and TV media advertisements and billboards of Naukri.com) drive traffic and purchases at the website. Cell 4 is a situation in which traditional advertising drives the traffic and purchases at the retail store.

Exhibit 1

ASSESSING THE IMPACT OF INTERNET MARKETING
THE BROADENED SCOPE OF INTERNET MARKETING

Marketing Resource Allocation

	Offine	Online
Bricks-and-Mortar	Cell 4	Cell 2
Online	Cell 3	Cell 1

Location of Revenue Stream

Internet Marketing Impact

The above discussion implies that a narrow view of internet marketing would be that it focuses primarily on cell 1. Advocates of this view would argue that it is only in this cell, that one can truly measure and attribute the effects of internet marketing. Other cells (or the spill-over effects) should not be counted. On the other hand, it could be argued that cells 1, 2 and 3 should be counted as part of the overall internet marketing effort. After all, the firm would realize lower total revenue if the cross-channel marketing effects did not occur. Hence, these cross-channel impacts should

be considered part of internet marketing. Practically speaking, organizations must adopt the broad view of internet marketing. The benefits would be maximized when all four cells are coordinated and managed effectively in an integrated manner.

The definition and scope of internet marketing has given us some insight into the purpose of developing this area as an integral part of the business strategy of majority of organizations. It would be appropriate now for us to look at the various processes involved in making internet marketing a successful tool. These processes will be termed as the seven stages of internet marketing. **Exhibit 2** depicts these stages in the form of a process cycle. The seven stages are: setting corporate and business-unit strategy, framing the market opportunity, formulating the marketing strategy, designing the customer experience, designing the marketing program, crafting the customer interface, and evaluating the results of the marketing program.

Stage One : Setting Corporate and Business-Unit Strategy: Corporate strategy addresses the interrelationship between the various business units in a firm, including decisions about which units should be kept, sold, or augmented. Business-unit strategy focuses on how a particular unit in the company manages the market to gain competitive advantage. Consider, for example the popular website Amazon.com. Corporate-strategy issues relate to the choice, mix, and number of business units such as books, music, electronics, kitchen ware, and tools/hardware. Once these business units are established and incubated in Amazon's corporate headquarters, the senior leadership team of each unit sets the strategic direction and steers the business unit towards its goal.

Stage Two: Framing the Market Opportunity: Stage two entails the analysis of the market opportunities and an initial first pass of the business concept- that is, collecting

sufficient online and offline data to establish the burden of proof of opportunity assessment. Lets say, for example, that you are running a major dot-com business such as Amazon. The senior management team is continually confronted with go/no-go decisions about whether to add a new business unit or develop a new product line within an existing business unit. What mechanism do they put in place to evaluate these opportunities? In this second stage of the internet marketing process, a simple six-step methodology helps evaluate the attractiveness of the opportunity. Exhibit 3 depicts the same.

The six steps include: seeding the opportunity, specifying unmet or underserved customer needs, identifying the target segment, declaring the company's resource based opportunity for advantage, assessing opportunity attractiveness, and making the final go/no-go decision. This final choice is often a corporate or business-unit decision. However it is very important to stress that marketing plays a critical role in this market-opportunity assessment phase. In order for the firm to make an informed choice about the opportunity, the management team needs to obtain a sufficient picture of the marketplace and a clear articulation of the customer experience that is at the core of the opportunity. Thus, during the market-opportunity assessment phase, the firm also needs to collect sufficient market research data.

Stage Three: Formulating the Marketing Strategy: Internet marketing strategy is based upon the corporate, business-unit and overall marketing strategies of the firm. This set of linkages is shown in exhibit 4. The marketing strategy goals, resources, and sequencing of actions must be tightly aligned with the business-unit strategy. Finally, the overall marketing strategy comprises both offline and online marketing activities. This is illustrated in exhibit four with example of Amazon's tools and hardware business unit.
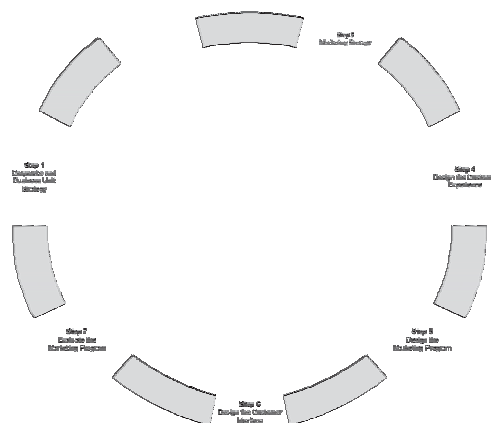
| Exhibit 2 | **The Seven Stage Cycle of Internet Marketing** |

Frame Work for Market Opportunity

```
┌─────────────────────────────────────────────────┐
│  ┌───────────────────────────────────────────┐  │
│  │   Seed Opportunity in Existing New Value  │  │
│  │                 System                    │  │
│  └───────────────────────────────────────────┘  │
│                      │                           │
│                      ▼                           │
│  ┌───────────────────────────────────────────┐  │
│  │    Identify Unmet and Underserved Need (S)│  │
│  └───────────────────────────────────────────┘  │
│                      │                           │
│                      ▼                           │
│  ┌───────────────────────────────────────────┐  │
│  │         Identify Target Segment (S)       │  │
│  └───────────────────────────────────────────┘  │
│                      │                           │
│                      ▼                           │
│  ┌───────────────────────────────────────────┐  │
│  │  Declare Company's Resourcebased          │  │
│  │         Opportunity for Advantage         │  │
│  └───────────────────────────────────────────┘  │
│                      │                           │
│                      ▼                           │
│  ┌───────────────────────────────────────────┐  │
│  │  Assess Competitive, Technological, and   │  │
│  │  Financial Opportunity Attractiveness     │  │
│  └───────────────────────────────────────────┘  │
│                      │                           │
│                      ▼                           │
│  ┌───────────────────────────────────────────┐  │
│  │       Make "Go/No Go" Assessment          │  │
│  └───────────────────────────────────────────┘  │
└─────────────────────────────────────────────────┘
```

Corporate, Business Unit, and Marketing Strategy

```
┌──────────────────────────────────────────────────────┐
│        Linkages                    Example            │
│                                                       │
│     ┌──────────┐              ┌──────────┐            │
│     │Corporate │              │ Amazon   │            │
│     └──────────┘              └──────────┘            │
│          │                         │                  │
│          ▼                         ▼                  │
│     ┌──────────┐              ┌──────────┐            │
│     │ Business │              │Tools and │            │
│     │   Unit   │              │ Hardware │            │
│     └──────────┘              └──────────┘            │
│          │                         │                  │
│          ▼                         ▼                  │
│     ┌──────────┐              ┌──────────┐            │
│     │Integrated│              │Integrated│            │
│     │Marketing │              │Marketing │            │
│     │Strategy  │              │Strategy  │            │
│     │for Unit  │              │for Tools │            │
│     │          │              │and Hard- │            │
│     │          │              │ware Unit │            │
│     └──────────┘              └──────────┘            │
│       │      │                  │      │              │
│   ┌─────┐ ┌──────┐          ┌──────┐ ┌──────┐         │
│   │Inter│ │Tradi-│          │Online│ │Offline│        │
│   │net  │ │tional│          │Market│ │Market│         │
│   │Mark.│ │Market│          │-ing  │ │-ing  │         │
│   │     │ │-ing  │          │Mix   │ │Mix   │         │
│   └─────┘ └──────┘          └──────┘ └──────┘         │
└──────────────────────────────────────────────────────┘
```
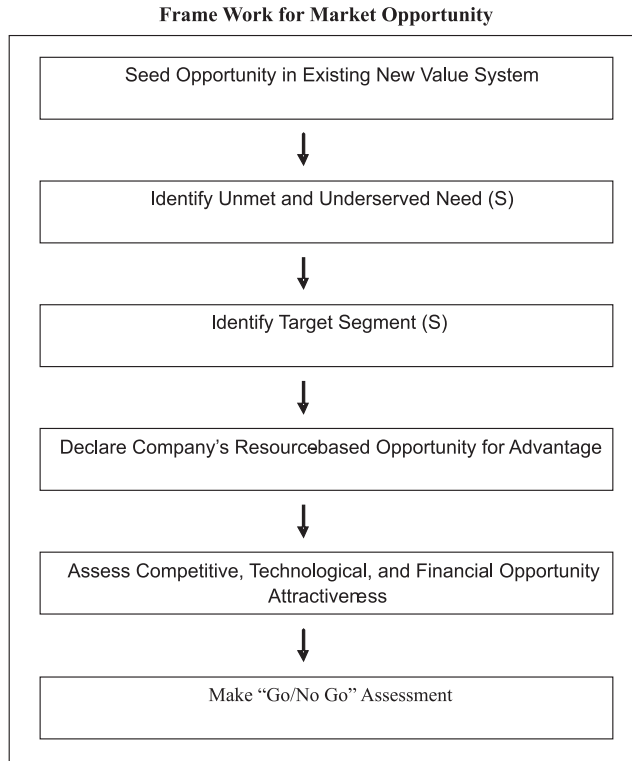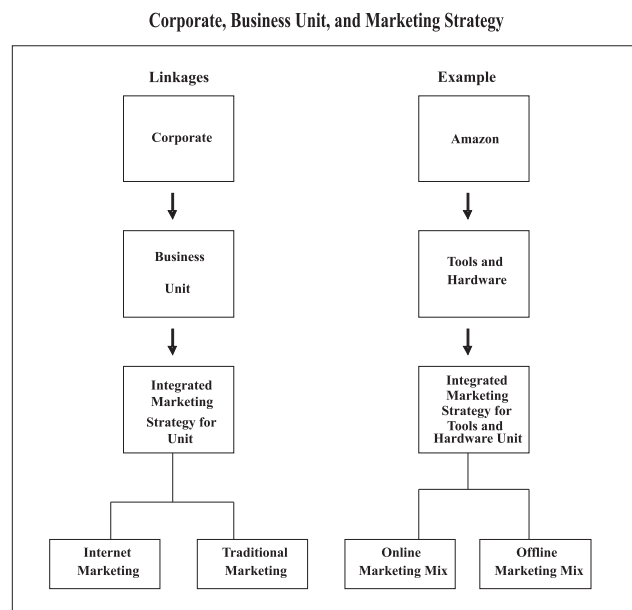
STAGE FOUR: Designing the Customer Experience: Organizations must understand the type of customer experience that needs to be delivered to meet the market opportunity. The experience should correlate with the firm's positioning and marketing strategy. Thus, the design of the customer experience constitutes a bridge between the high-level marketing strategy (step three) and the marketing program tactics (step five).

STAGE FIVE: Designing the Marketing Program: The completion of stages one to four of the internet marketing process, results in clear strategic direction for the firm. The firm by now has made a go/no-go decision on a particular

option. Moreover, it has decided upon the target customer. Stage five entails designing a particular combination of marketing actions (termed levers) to move target customers from awareness to commitment. The framework used to accomplish this task is the Marketspace Matrix. Basically, the internet marketer has six classes of levers (pricing, product, communication, community, distribution and branding) that can be used to create target customer awareness, exploration, and, it is hoped, eventually, commitment to the firm's offering. However prior to the discussion on the marketspace matrix, the stages of the customer relationship and the associated classes of levers must me studied.

Building and Nurturing Customer Relationships A relationship can be defined as a bond or connection between the firm and its customers. The bond can originate from cognitive or emotional sources. The connection may manifest itself in a deep, intense commitment to the brand. (for example the Shoppers Stop First Citizens Club member). Whether defined as a function or an organization-wide culture, marketing is responsible for acquiring and retaining target customers. In this process, successful marketers manage to move desirable customers from awareness through exploration and, finally, commitment. Once customers reach commitment, the firm is in a position to observe their behaviour patterns and determine which customers to nurture and which customers to terminate (or

serve at a lower level of cost). Managing this building and pruning process is one of marketing's key tasks. The four stages of customer relationships are outlined in exhibit 5 and discussed below.

(a) **Awareness:** When customers have some basic information, knowledge, or attitudes about a firm or its offerings but have not initiated any communications with the firm, they are in the awareness stage. Consumers become aware of firms through a variety of sources, including word-of-mouth, traditional marketing such as TV advertising, and online marketing programs such as banner advertising. Awareness is the first step in a potentially deeper relationship with the firm.

(b) **Exploration:** In the exploration stage, both the customers (and firm) begin to initiate communications and actions that enable an evaluation of whether or not to pursue a deeper connection. This stage is also likely to include some trial on the part of the customer. Exploration is analogous to sampling songs at Planet M or a Music world store or test-driving a car. In the online world, exploration may take the form of frequent site visits, some e-commerce retail exchanges and may include phone call follow-ups on delivery times or e-mails about product inventory. The exploration stage may take only a few visits or perhaps years to unfold.

THE FOUR KEY STAGES OF CUSTOMER RELATIONSHIP

Exhibit 5

Four Key Stages of Customer Relationships

Awareness → Exploration/ Expansion → Commitment → Dissolution
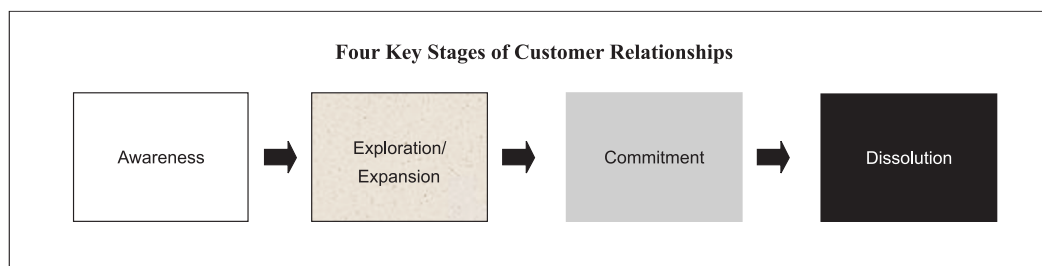
(c) **Commitment:** In this context, commitment involves feeling a sense of obligation or responsibility for a product or firm. When customers commit to a website, their repeated, enduring attitudes and behaviour reflect loyalty. Commitment is a state of mind (for example I strongly prefer Amazon.com over Barnes&Noble.com) as well as a pattern of behaviour (example all my online books are bought at Aamzon.com). One direct measure of commitment to a particular site is the extent to which the individual

has invested in customizing the site (example creating a My-weather page on weather.com).

(d) **Dissolution:** Not all customers are equally valuable to the firm. In an industrial marketing context, managers often refer to the 80/20 rule of profitability. That is, 20% of the customers would provide 80 % of the profit. By implication, therefore, a large number of customers are unprofitable or have high cost to serve. Firms must segment their most valuable and less valuable customers. The most valuable customers

may be identified based on profit, revenue, and/or strategic significance (example, a large well-regarded customer may not be profitable but opens the door to new accounts). The firm does not want this set of customers to terminate the relationship.

On the other hand, unprofitable, non-strategic customers are a different matter. Often it is in the best interests of the firm to terminate the relationship or encourage this set of customers to disengage with the firm.

The four stages of customer relationships discussed above, vary by the intensity of the connection between the firm and the customer as shown in exhibit 6. Intensity of connection may be defined as the degree or amount of connection that unfolds between the firm and its target customers. Three dimensions mentioned below, capture the intensity of the frequency of the connection (how often does the customer visit the site), the scope of the connection (how many different points of contact does the customer have with the firm), and the depth of contact (how thoroughly is the customer using the site)

A customer might visit a website such as Amazon on a regular basis, but only to purchase books. This visitor would have a high level of contact but a low level of scope. Another customer might visit Amazon frequently but not stay on the site for a long duration or engage in deeper connections such as writing reviews, commenting on products, or communicating with other Amazon users. This customer would have high frequency but low depth. In all cases, relationship intensity is correlated with the stage of the relationship.

The Internet Marketing Mix : The traditional 4Ps of marketing are product, price, promotion, and place/ distribution. All four of these choices are part of the internet marketing mix, plus two new levers: community and branding. Community is the level of interaction that unfolds between the users. Certainly, the firm can encourage community formation and nurture community development. However, community is about user-to-user connections. Branding is a critical component of building long-term relationships on the web. Thus, rather than view branding as a sub-component of the product, it is looked at as a moderating variable upon the levers-product, price, communication, community and distribution. Let us look at each lever individually and its relevance to the internet marketing mix

(i) **Product:** The product is the service or physical good that a firm offers for exchange. A wide range of product forms are being offered on the internet, including tangible goods (clothing, computers), information intensive products (example Harvard

Business Review online) and services (online ticketing/hotel booking services). Frequently the offerings are a combination of all three forms. In the course of building customer relationships, the firm can use a variety of product levers to build enduring relationships. Product packaging is often used to build customer awareness, upgrades and complementary services enable customers to explore a deeper connection, and customized offerings strengthen commitment (example Jet Airways privilege club offering its Platinum members discounts to an International Summit or Conference). The key point is that specific product levers can be used to encourage a stronger connection.

(ii) **Pricing:** Price is the amount the firm charges customers for a particular market transaction. This would include the price of the product, shipping, handling, warranty and other financial costs incurred by the customer. Price is critical as it influences the perceived customer value (the complete product offering minus the cost is often termed as customer value). There is a wide variety of traditional and modern levers that emerge on the internet. Traditional levers include such potential choices as tiered loyalty programs, volume discounts, subscription models, and targeted price promotions. The internet has created an entirely new category of pricing tools for new economy firms to use, including dynamic pricing strategies. There are two main ways in which the internet has enhanced the attractiveness of dynamic pricing. In the first case, for goods marketed on the web, it is easy and virtually costless to change product prices, compared to physically changing price tags on products in a retail store. Given this environment, it is very attractive for firms to change their prices based on demand and supply conditions. In the second case, the internet makes it easier for sellers and buyers around the world to interact and negotiate prices sitting in their offices or home anywhere in the world. This makes it easier to conduct dynamic pricing structures.

(iii) **Communication:** Marketing communication can briefly be defined as activities that inform one or more groups of target customers about the firm and its products. A broad view of marketing communication would include all types of firm level communications, including public relations, and online advertising. Marketing communication can also encourage exploration, commitment and dissolution. For example, viral marketing (where one user informs another user about a site through emails) often leads

to exploration of a firm's offerings by new customers. Also permission marketing (where customers opt to receive communications from the firm) is intended to encourage commitment to the firm. Both offline and online communication levers can encourage customers to build a stronger bond with the firm and should be integrated in a marketing program.

(iv) Community: Community is defined as a set of interwoven relationships built upon shared interests, which satisfy member's needs otherwise unattainable individually. One of the unique aspects of the internet is the speed with which communities can be formed. Equally important is the impact that these communities can have on the firm. The challenge for internet marketers is to leverage the power of communities to build deep customer relationships. Communities can be leveraged to build awareness (example user-to-user communication to make others aware of product promotion), encourage exploration(example, user groups discussing which automotive options to purchase –or not to purchase), and commitment(example, bonds between users lead to deepening involvement with the site). Thus community levers can be employed to nurture customer relationships.

(v) Distribution: With respect to the role as a distribution channel, the internet has the power to shift customers to a new channel-or to use this channel in combination with other channels(example search the internet and then purchase at the retail store).Distribution levers include the number of intermediaries (both online and offline), the breadth of channel coverage, and the messaging from the channel. Broad levels of distribution impact both customer awareness and the potential for more customer exploration of the firm and its offerings.

(vi) Branding: Branding plays two key roles in marketing strategy. First, branding is an outcome or result of the firm's marketing activities. Marketing programs affect how consumers perceive the brand, and hence its value. Second, branding is a part of every marketing strategy. That is, each marketing activity is enhanced if the brand is strong, or suppressed if the brand is weak. Thus, a strong advertising program for Naukri.com is likely to produce better results than a strong advertising program for a site with a weaker brand, such as Jobsahead.com. Branding levers work in concert with other marketing levers to produce positive financial and/or customer results for the firm.

| Exhibit 6 | The Four Key Stages of Customer Relationship by Level of Intensity |
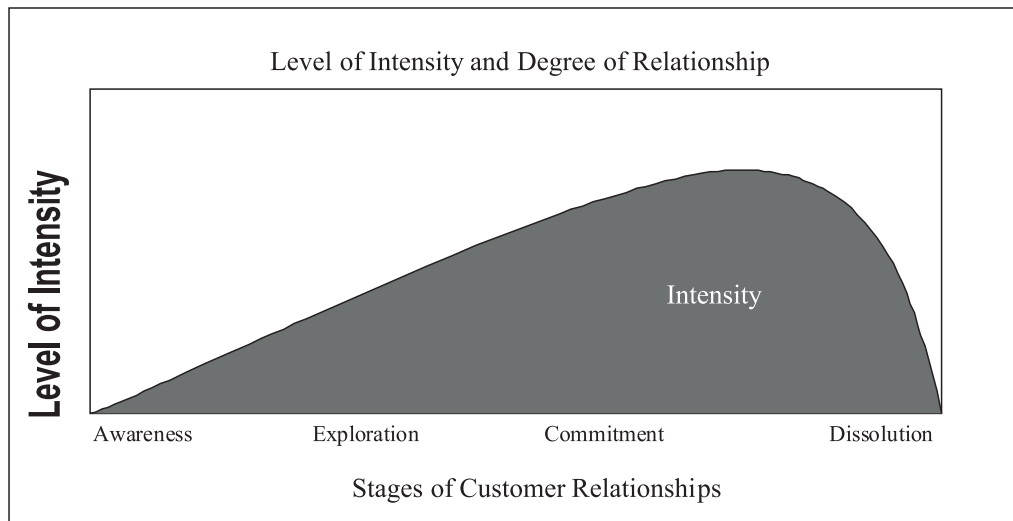
As we have seen in the above discussion, the marketing mix comprises six classes of levers. Exhibit 7 uses a cloud metaphor to show how branding mixes with each of these elements to produce an interactive effect. This interactive, or multiplier, effect of the brand can be positive or negative. Branding is unique as it is both a lever and an outcome of marketing actions.

Internet Marketing Mix

| Product | Pricing | Communication | Community | Distribution |
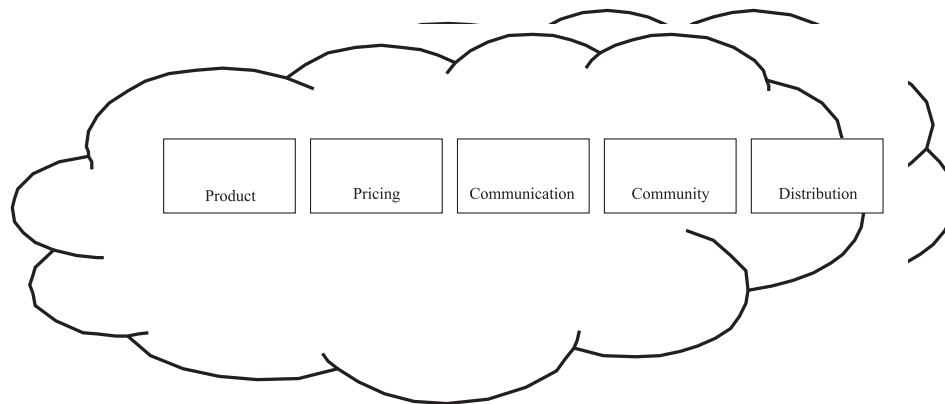
Individualization and Interactivity

In our earlier discussion, we have seen an overview of the six variables in the internet marketing mix. However, simply specifying that the firm is able to manage these six classes of variables in an online environment does not do full justice to the uniqueness of the internet environment. Two important concepts need to be introduced to fully understand the profound implications that the internet brings to business. These two concepts are **individualization (or customization)** and **interactivity.**

The first concept is individual-level marketing exchange. In addition to high levels of interactivity, customers expect to have a personal experience with the firm. Broadcast approaches send the same messages to all members of the target audience. The internet enables the firm to engage in customer-specific actions-a broadcast to an audience of one. Equally important, the customer can control the degree of customization by taking action to set the level of customization he or she desires. Hence, the amount of individualization can be controlled either by the firm or by the customer.

Interactivity is defined to the extent which a two-way communication flow occurs between the firm and the customers. The internet enables a level of customer dialogue that has not been previously experienced in the history of business. Certainly customers could have conversations with retail-store clerks, sales representatives, or managers, however, it was not possible at the scale the internet affords. Hence, the fundamental shift is one from broadcast media such as television, radio, and newspapers to one that encourages debate, exchange, and conversation.

Exhibit 8 shows how the 2 Is (interactivity and individualization) impact the design of all of the levers of the internet marketing mix. Pricing can be both interactive and individualized. This is the essence of dynamic pricing. Even marketing communication can be both interactive and individualized-that is the purpose of real-time customer service on the web. Furthermore, products and services can be designed in real time by the customer, maximizing both interactivity and customization. This level of customer dialogue has revolutionized the impact of the internet on marketing.

The Markedint Matrix: The discussion on customer relationships, the internet marketing mix, and 2Is, helps us develop the Market space Matrix. Exhibit 9 illustrates the key cross-tabulation that needs to be managed by the internet marketing team. The design of the marketing program-or, to put it differently, the process of filling in the relationship-levers matrix is based on some principles. We have to keep in mind the fact that the 2Is should influence the design of each cell in the matrix. Similarly, branding can also accentuate(or lessen) the impact of the levers in each cell.

Stage Six : Crafting the Customer Interface: The internet has shifted the locus of the exchange from the market place (that is face-to-face interactions) to the market space (that is screen-to-face interactions). The key difference is that the nature of the exchange relationship is now mediated by a technology interface. This interface can be a desktop personal computer, laptop, personal digital assistant, mobile phone, wireless applications protocol (WAP) device, or other internet enabled devices. As this shift from people mediated to technology mediated interfaces

unfolds, it is important to consider the types of interface design considerations that confront the marketing team.

Stage Seven : Evaluating the Marketing Program: This last stage involves the evaluation of the overall internet marketing program. This includes a balanced focus on both customer and financial metrics.

Conclusion

The age of Internet is at hand and the marketing science is foremost in using it to promote the future of business and industry. This can only be done through an understanding of the fundamental concepts involved. This paper has been attempted to give the reader a brief picture of the models used by Marketing Specialists to promote a company using IT. In the process it has taken the reader through a tour of the major views on the subject and thereby tried to shed some light on an otherwise opaque area of management sciences.

References

1. Aldridge, A., Forcht, K., Pierson, J. (1997), "Get linked or get lost: marketing strategy for Internet", *Internet Research,* Vol. 7 No.3, pp.161-9.

2. Archer, N., Yuan, Y. (2000), "Managing business-to-business relationships throughout the e-commerce procurement life cycle", *Internet Research,* Vol. 10 No.5, pp.385-95.

3. Armstrong, A., Hagel, J. III (1996), "The real value of on-line communities", *Harvard Business Review,* Vol. May/June pp.134-41.

4. Bailey, J.P., Bakos, Y. (1997), "An exploratory study of the emerging role of electronic intermediaries", *International Journal of Electronic Commerce,* Vol. 1 No.3, pp.7-20.

5. Bakos, Y., Brynjolfsson, E. (2000), "Bundling and competition on the Internet", *Marketing Science*, Vol. 19 No.1, pp.181-95.

6. Balasubramanian, S. (1998), "Mail versus mall: a strategic analysis of competition between direct marketers and conventional retailers", *Marketing Science,* Vol. 17 No.3, pp.181-95.

7. Bush, A.J., Bush, V., Harris, S. (1998), "Advertiser perceptions of the Internet as a marketing communications tool", *Journal of Advertising Research,* Vol. 38 No.2, pp.17-27.

8. Chen, H., Houston, A.L., Sewell, R.R., Schatz, B.R. (1998), "Internet browsing and searching: user evaluations of category map and concept space

techniques", *Journal of the American Society for Information Science,* Vol. 49 No.7, pp.582-603.

9. Davis, R., Buchanan-Oliver, M., Brodie, R. (1999), "Relationship marketing in electronic commerce environments", *Journal of Information Technology*, Vol. 14 No.4, pp.319-31.

10. Day, A. (1997), "A model for monitoring Web site effectiveness", *Internet Research,* Vol. 7 No.2, pp.109-15.

11. Englis, B.G., Solomon, M.R. (2000), "Life/style online: a Web-based methodology for visually-oriented consumer research", *Journal of Interactive Marketing*, Vol. 14 No.1, pp.2-14.

12. Gatarski, R., Lundkvist, A. (1998), "Interactive media face artificial consumers and marketing theory must re-think", *Journal of Marketing Communications*, Vol. 4 No.1, pp.45-59.

13. Ghose, S., Dou, W. (1998), "Interactive functions and their impacts on the appeal of Internet presence sites", *Journal of Advertising Research,* Vol. 38 No.2, pp.29-43.

14. Hanson, W.A. (2001), *Principles of Internet Marketing,* South-Western College Publishing, Cincinnatti, OH,.

15. Hart, C., Doherty, N. (2000), "Retailer adoption of the Internet: implications for retail marketing", *European Journal of Marketing,* Vol. 34 No.8, pp.954-7.

16. Jevons, C. (2000), "Misplaced marketing", *Journal of Consumer Marketing*, Vol. 17 No.1, pp.7-8.

17. Jiang, P. (2000), "Segment-based mass customization: an exploration of a new conceptual marketing framework", *Internet Research,* Vol. 10 No.3, pp.215-26.

18. Kaplan, S., Sawhney, M. (2000), "E-hubs: the new B2B marketplaces", *Harvard Business Review,* Vol. 78 No.3, pp.97-103.

19. Lal, R., Sarvary, M. (1999), "When and how is the Internet likely to decrease price competition?", *Marketing Science*, Vol. 18 No.4, pp.485-503.

20. Littlefield, J.E., Bao, Y., Cook, D.L. (2000), "Internet real estate information: are home purchasers paying attention to it?", *Journal of Consumer Marketing,* Vol. 17 No.7, pp.575-90.

21. McGinty, R.L. (1998), "Free advisory services create an entrepreneurial opportunity", *Journal of Consumer Marketing,* Vol. 15 No.1, pp.55-63.

22. Mathur, L.K., Mathur, I., Glesson, K.C. (1998), "Services advertising and providing services on the Internet", *Journal of Services Marketing,* Vol. 12 No.5, pp.334-47.

23. Nunes, P., Wilson, D., Kambil, A. (2000), "The all-in-one market", *Harvard Business Review*, Vol. 78 No.3, pp.19-20.

24. O'Connor, G.C., O'Keefe, B. (1997), "Viewing the Web as a marketplace: the case of small companies", *Decision Support Systems*, Vol. 21 No.3, pp.171-83.

25. Paul, P. (1996), "Marketing on the Internet", *Journal of Consumer Marketing*, Vol. 13 No.4, pp.27-39.

26. Ramaswami, S.N., Strader, T.J., Brett, K. (2000), "Determinants of on-line channel use for purchasing financial products", *International Journal of Electronic Commerce*, Vol. 5 No.2, pp.95-118.

27. Sadri S, (2016): *Manifestations of Excellence in Management* Himalaya Publishing House, Mumbai

28. Sarkar, M.B., Butler, B., Steinfield, C. (1998), "Cybermediaries in electronic marketspace: toward theory building", *Journal of Business Research*, Vol. 41 pp 215-21.

29. Tung, Y.A., Marsden, J.R. (1998), "Test of market efficiencies using experimental electronic markets", *Journal of Business Research*, Vol. 41 No.2, pp.145-51.

30. Venkatesh, A. (1998), "Cybermarketspaces and consumer freedoms and identities", *European Journal of Marketing*, Vol. 32 No.7, pp.664-76.

31. Vijayasarathy, L.R., Jones, J.M (2000), "Print and Internet catalog shopping: assessing attitudes and intentions", *Internet Research*, Vol. 10 No.3, pp.191-202.

Can CSR Ameliorate the Impact of HIV/AIDS Epidemic

Dr. Homyar Keki Gardin

MBBS (Hons), Fellow HIV Medicine, PGDBM (XLRI), PGDHRM
Academic Head and DNB Course Director in Tata Main Hospital, Jamshedpur, Jharkhand

Abstract

Corporate Social Responsibility (CSR) is the contribution a company makes to society through its core business activities, its social investment and philanthropy programmes. Corporations concerned with CSR are generally large-sized companies and multinationals Small and medium-sized companies do not give much importance to CSR citing reasons such as inadequate resources to implement a CSR policy. The popular CSR activities undertaken are related to environment and health. Whilst HIV/AIDS, the fourth largest killer disease in the world, is decimating societies and negatively impacting business world, very few organisations take it up seriously as a health CSR. HIV/AIDS is easily prevented and further transmission reduced. Building on views of Professor Sorab Sadri, Jayashree S and others we take the concept further to what may be termed Corporate Social Investment (CSI) and examine how corporates can take it up and help ameliorate the impact of HIV/AIDS epidemic.

***Key Words:** CSR; Business excellence; HIV/AIDS; Continuum of HIV Care,*

Introduction

Corporate Social Responsibility (CSR) is a concept where companies contributes to society through its core business activities and its social investment programmes. The CSR activities in our country has undergone changes over the past century from a philanthropic mode to getting integrated into business strategy.

However, not many organisations include health in their CSR programmes and even fewer focus on HIV/AIDS interventions as an important component of it. This is in spite of AIDS being the 4th largest killer disease in the world and is a component of the Millennium Development Goals.

This paper aims to suggest how corporates through their CSR on health issues can undertake interventions in different areas of continuum of HIV care to maintain not only a healthy work force but also the community in its areas of influence so as to effectively curb the march of HIV/AIDS epidemic.

The paper is divided into four parts. The first part deals with the elusive and cunning virus, Human Immunodeficiency Virus (HIV), that has played havoc across the globe. The second part touches upon the CSR and corporate excellence. The third part deals with HIV Prevention, Care Cascade and Continuum of Care and the focus areas of intervention by CSR. The fourth part concludes by directing strategies to deal with the points on addressing the Continuum of Care.

HIV/AIDS

Since more than 3 decades, the AIDS pandemic fuelled by poverty, gender inequality and social norms, has swept across continents directly affecting 75 million and indirectly affected many more, raising issues which question the very basic of values of life. It has negative impact on economies, eroded relationships, human worth and dignity, snapped societal fabric, destroyed families forcing an increasingly large population of vulnerable people i.e. women and orphans, elderly, widows and children into labour or sex trade.

There are success stories as well as failures of society and Governments trying to rein in the epidemic and its negative fallout on human endeavours.

At the bottom of the pyramid is the human being, who is infected with the HIV. As years go by this virus damages his immune system to a point about a decade later where he becomes susceptible to any and every infection. His life is disrupted as on most days he is unable to carry on with his routine tasks and finally becomes bed ridden.

Early years of the epidemic went in search for the cause and by 1983 the causative virus, Human Immunodeficiency Virus (HIV), became known. There was optimism of a cure too. If one recalls in 70s and 80s science, technology and research tools had progressed a lot and surely a cure was around the corner. Drugs were researched and made available; initially only a single one named Zidovudine which was followed by many more that by the advent of a new millennium there were almost a score of them. Yet, this virus was never brought to kneel in spite of increasing knowledge about the virus, availability of medicines, treating specialists and funds. What more could be done to stop and reverse the course of HIV/AIDS epidemic? The answer lies in going back to basics of Virus life cycle and its host – the human being and addressing them through CSR.

Understanding the Virus

In order to see how CSR can ameliorate the effect of HIV/AIDS, it is important to understand the dynamics of HIV infection.

AIDS (Acquired Immune Deficiency Syndrome) is caused by a virus, HIV (Human Immuno-Deficiency Virus) whose origin is still a mystery but probably from apes. Probable cases of AIDS began in the late '50s and spanned America, Africa and Europe. Research has shown a similarity in genetic structure of HIV- 2 and SIV (Simian Immuno-Deficiency Virus). In 2014, an international team of scientists, led by University of Leuven in Belgium and Oxford University, has reconstructed the genetic history of the HIV-1 group M pandemic, the event that saw HIV spread across the African continent and around the world, and concluded that it originated in Kinshasa between 1909 and 1930.

The first cases of AIDS in significant numbers were seen in USA in 1981 amongst previously healthy, young adult homosexuals. Soon it was also found in haemophilics. In India, the first case of HIV was reported in 1986 and soon thereafter amongst a few commercial sex workers (CSWs) in Mumbai.

Routes of Transmission

HIV is transmitted from person to person through sexual contact, contact with body fluids especially blood and blood products, sharing contaminated syringes and needles, during child birth and breast feeding.

The other less common routes of transmission are cosmetic equipment (used for tattooing, ear and nose piercing, manicure and pedicure); traumatic contact (as in games or accidents) and contaminated medical equipment.

The infection can occur only where there is a virus, a route of transmission for the virus (during which the virus should not be exposed to elements outside human body for long) and a hospitable environment for transmission to occur in.

HIV is not transmitted through casual social contact. Being near a person with HIV infection or working with him/her does not constitute a risk.

Global Scenario

New HIV infections among adults and adolescents decreased by 50% or more in 26 countries between 2001 and 2012. Approximately 2.3 million people became newly infected with HIV in 2012, down from 3.4 million in 2001. Women and children less than 15 years constitute more than 50% of cases. Every day globally approximately 5,500 new cases are being detected and 3,300 people are dying of AIDS.

The Indian Scenario

Vital Statistics

As per National AIDS Control Organization (NACO), there is approximately 2.1 million People Living With HIV/AIDS (PLWHA) in India in 2014. Efforts by Governmental as well as Non-Governmental agencies have helped curtailed the number of new cases getting infected. Yet a lot needs to be done especially amongst the Injecting Drug Users who have the highest prevalence in India.

Human resource is a valuable input in production especially in Indian industries which are still labour intensive. Almost 90% of HIV+ persons is in the age group 15 to 49 years, two thirds of which are between the ages of 20-40 years. As the virus strikes the productive and reproductive population it threatens ideas which lead to innovations, economic contribution declines and with it the future enterprise and in turn the country's GDP ($2,314 Billion in 2014).

India is the second most populous country in the world with 1.261 billion citizens in 2014 with a population density of about 383.7 people per square kilometer, in a country little more than one-third the size of U.S.A.. The majority of people, approximately 72.18% of the population, reside in rural areas. Unfortunately, 25.76% of this rural population is below poverty line, the overall national figure being 21.92% in 2011 – 12. There is a movement of people from the rural to the urban areas to seek employment.

In The McKinsey Quarterly 2007 Number 3 article "Tracking the growth of India's middle class" the authors Eric D. Beinhocker, Diana Farrell and Adil S. Zainulbhai have projected that the Indian Middle class consumers base will increase dramatically and a term "Bird of Gold" is coined for the Indian consumer market. The middle-class consumers is increasing and it is projected that by 2015, there will be new opportunities for business with an estimated 240+ million of this class of consumers. Per capita income today is $1,249. India's comparative advantage is its vast wealth of competent human resources. Employment in organized sector, both Public and Private sectors, was about 9.04 million in FY06. In FY08, there were approx. 13.4 million registered units of small-scale industries employing 32.2 million people. The majority of 402 million labour force, almost 90% were employed by unorganized and informal sector in FY01. Often this huge labour force are migrants who usually seek work in towns and cities during non-farming months between March and August every year. They do not have any familial, social or health support in their place of work resulting in health problems arising out of alcoholism, drug addiction or diseases such as Tuberculosis and HIV/AIDS. Corporates can fund Youth Resource Centres (YRC) as a CSR activity. The YRC is a drop-in centre for local youth who can play indoor games, have sessions on career counselling and read books and magazines.

HIV spreads via commerce i.e. between migrant labourers, truckers, people in uniformed services and salesmen and the commercial sex workers (CSWs) with whom they have sex. Those infected in turn infect their spouses when they return to their villages during their holidays.

Another issue of modern living considered an epidemic plaguing modernity is stress. Stress can arise at the workplace. People indulge in alcohol, drugs and casual sex to diffuse this stress. Surveys amongst clients of CSWs indicate that a third are college students, a third are migrant labourers and another third are businessmen. The United Nations General Assembly's second World Happiness Report ranks countries based on several measures of well-being and analyzes the factors that contribute to that well-being. The scores are an average of results between 2010 and 2012 and ranks India at 111. Fortunately many organizations are encouraging their employees to do yoga/meditation/aerobics before starting their working day to reduce stress apart from having trained peers to handle one-to-one interactions amongst employees.

There is an inseparable link between health care and socio-economic development. Poor health reduces not only the quality of life, but also the life expectancy and economic productivity. In India, the exact figures on man-hours lost per annum and their impact on cost and the loss of profit is difficult to obtain especially as most of the labour is associated with the unorganized sector and its ills.

In India, as in other developing countries, health services are stretched thin. Health expenditure stands at 2.4% of GDP in 2009. Many of the sick people are just about getting the bare minimum of health care services. In 2009, there is one hospital bed per 1,111 people and 1 Physician per 1,670 population. The life expectancy is 67.14 years (2012), but this will change in the face of an AIDS epidemic with some dying early due to AIDS and some living till old age as Highly Active Anti-Retroviral Therapy (HAART) brings 'near normal' life expectancy and its associated old age related Non-Communicable Diseases often accelerated by HIV. Both these scenarios mean that visits to health care institutions will go up.

India has 21% of world's burden of diseases. Every year, hundreds of thousands of people are affected by infections like Gastro-enteritis, respiratory tract infections, etc., leading to an average loss of 4-5 man-days per illness but, with tuberculosis and AIDS related infections, this loss can be up by months.

In AIDS, approximately 20% of those infected with HIV are ill due to various infections mentioned above at any given time and it is estimated that 50% of them will develop full blown AIDS in 10 – 11 years' time. The number of man-days lost due to various illnesses is bound to go up. The direct effects will be loss of production, additional cost of manpower replacement and their training, all of which will push profits down.

Let us consider NACO's estimate of 2.4 million HIV+ people in India a decade ago. If we assume that each HIV+ person is well enough to work for 75% of their period of 10 years of their illness, after they are

diagnosed, the workdays lost per HIV+ person would be 912.5. If we consider half of the two million HIV+ people to be develop AIDS in 10 years, then the total workdays lost would be 912.5 million. It is also possible that 20% of these HIV+ people who are in Stage IV of full blown AIDS would require an attendant when ill which translates to 182.5 million workdays of the attendant. Thus, if we consider those who get infected in 2014, a total of 1095 million workdays will be lost due to AIDS affected people and their attendants by 2024. This effect may not be very visible in India due to a large work population, but this scenario was very present in many Sub-Saharan countries till a few years ago.

Currently the cost of treating a HIV+ person with Anti-Retroviral Therapy (ART) on three drug first-line regime for a year is approximately Rs. 12,000 ($179 @ Rs. 67 per 1$) which when considered against per capita income of Rs. 74,920/- ($1,118 @ Rs. 67 per 1$) in 2013-14 is 16% of the income. If more than one member of the family is affected then the proportion of cost of ART to income goes up. The burden of treating 1 million HIV+ cases would be $179 million per annum which is a huge amount whether borne by the Government, Corporates or individuals. This amount can be used for other health initiatives of National priority such as safe drinking water and sanitation.

Measuring the impact of CSR activities in HIV/AIDS is still quite difficult to compute. The calculations above show the magnitude of financial burden. The HIV/AIDS workplace business case reveals the following advantages for the company namely increased productivity and decreased health costs for employees due to a healthy workforce. We will examine it further in the next two parts.

The CSR and Corporate Excellence

The CSR activities in our country has undergone changes in marked phases over the past century taking into the need of the hour. These phases have started as Philanthropy and is currently integrated as an important part of sustainable business strategy. A few Corporates such as Tata Group, Indian Oil Corporation, to name a few have incorporated CSR as part of the organisation's DNA from the very inception. However, whilst large scale and multi-national companies carry out CSR activities the medium size and small scale industries shy away from doing it citing lack of resources to implement it. For many years, companies have been told by all stakeholders that CSR is good for business, but till

90s relatively few studies documented the business case for engaging in CSR activities. Professor S. Sadri prophesied in early 1990s that an organisation needs a social infrastructure to maintain its social acceptability through CSR. Today many management scholars such as Jayashree Sadri, Amit Kumar Bhowmik, Shernaz Sarkari, Sharukh N. Tara, Anil K Sharma to name a few have emphasized on corporate excellence. CSR is accepted as a pillar that supports this excellence where stakeholders appreciate an organization taking the extra step to bring an impact in life of people and environment not associated with its products or services.

Till recently CSR was on voluntary basis and in some cases as an isolated activity in an organisation's calendar, but since April 2014 it is mandatory that companies give at least 2% of their three-year average net profit to CSR activities as part of the New Companies Act and that CSR activities should be undertaken only in "project/programme" mode and not as "one off events" such as marathons, charitable contributions etc.

We observe the Macro-economic impact of HIV/AIDS in increased healthcare and social security costs together with falling profitability of organisations due to reduced productivity from absenteeism. The organization would also incur expenses for training of replacement and recruitment of new employees. This leads to reduced international competitiveness and foreign investment is discouraged.

At the Micro-economic level, this will be reflected in reduced earning power of the HIV+ employee who is unable to work leading to a lower purchasing power of households, changing the age and sex distribution of labour force with widows, elderly and children forced into work often in exploited and deplorable conditions. A difficult task is to factor in the cost of loss of quality of life, fear of discrimination, broken homes, loss of culture with the death of elders and subsequent increase of AIDS orphans? Can India afford an AIDS Epidemic? Will our industries run if the community around them from which their working force is drawn becomes ill from HIV Infection? In order to prevent such a situation, the Corporate world has to act now by taking steps to include HIV/AIDS interventions as part of their CSR Health Initiatives for their employees and the community. Globally, specially studies from Kenya and S. Africa have shown that direct business action in preventing and treating HIV/AIDS has favourably impacted the balance sheets and preserved the

greatest resource i.e. the employees. Simple initiative such as AIDS Awareness Programmes is not only cost-effective as it costs only a fraction of the expenses incurred on treating a few HIV+ employees, but also that the results are tangible as awareness leads to a gradual change of behaviour and greater acceptance of HIV+ people.

Ethical behaviour also prevents organisations from terminating jobs of HIV+ employees or doing surreptitious pre-employment testing for HIV. Emphasis on business ethics is highlighted by Professor Jayashree Sadri in her research on Business Ethics and corporate governance which mentions that they are the path to business excellence and hence employee happiness and customer satisfaction, a win-win for all. Amit Kumar Bhowmik and Shernaz Sarkari have also emphasised that in the present volatile fast changing global environment with its cut throat competition the prime key to success is corporate excellence.

Several studies show that companies practicing CSR do better financially with 18% higher profits and have a better image than companies that do not. Nowadays investors are more attracted to companies that practice CSR. A Global Investors Opinion Survey 2002 by McKinsey & Company, focusing mostly on developed countries, confirms that institutional investors are prepared to pay a premium of more than 20% for shares of companies that demonstrate good corporate governance. This trend continues.

There is certainly hope that when CSR meets HIV/AIDS the latter will be brought under control as we will see in the next part.

HIV Prevention, Care Cascade and Continuum of Intervention by CSR

To tackle the HIV/AIDS infection, curtail its progress and reverse the epidemic, we need to focus on two broad areas namely Primary Prevention and Secondary Interventions. This is also in sync with the UNAIDS World AIDS Day Theme 2010 – 15 "Zero New Infections. Zero Deaths. Zero tolerance to Stigma and Discrimination." The most important being Primary Prevention. Prevention is critical. The old saying "Prevention is Better than Cure" applies here very well. The lessons about AIDS are that new epidemics can be prevented and the worst ones can be turned around. A key factor to any successful intervention is looking beyond the conventional ones of institutional interventions, be it at the national level or at the organizational one.

Organisations should start AIDS Awareness Programmes in their areas of operation as part of their CSR Health initiatives and sustain it for long term benefits. Target population should be between 15 – 49 years as this is the most vulnerable group and already mentioned above. Programmes can be tailor-made to suit the different demographic strata such as High School/College students, house-wives; migrant labourers; uniformed personnel; business person; long distance truckers; Transgenders; Injecting Drug Users and Commercial Sex Workers to name a few. Awareness sensitizes people leading to safer sex practices which in turn would lead to primary prevention and address the first component of UNAIDS World AIDS Day theme 2010-15 mentioned above i.e. "Zero New Infections". It will also address the third component namely stigma and discrimination which deters people from getting tested, incites them to infect others due to reactionary vindictive behavior and prevents people who are infected from receiving adequate care and treatment. Greater awareness and subsequent sensitisation to the issues reduces stigma and discrimination as common myths and perceptions are dispelled.

It is said that there are three waves of HIV/AIDS epidemic namely 'Epidemic of HIV' of 1980s during which the virus spread like wildfire mostly due to lack of knowledge of its cause and disease dynamics. Then came the 'Epidemic of AIDS' of 1990s and early 2000s wherein people who were earlier infected due to HIV/AIDS were dying due to AIDS related infections. Finally from mid 2000s onward is the third wave of the epidemic i.e. 'Epidemic of Stigma and Discrimination'. Here it may be mentioned that WHO statistics showed that the epidemic had peaked in 2001 and that of deaths in HIV+ people peaked in 2005. An important reason for its decline thereafter was due to greater awareness and advent of Highly Active Anti-Retroviral Therapy. Even then in 2009, only 50% of HIV+ persons who needed HAART were getting it.

To address the secondary interventions we need to examine the HIV Care Cascade, a path breaking concept highlighted by Centers for Disease Control and Prevention, USA, and Health Resources and Services Administration. It shows a continuum from the point of detection of HIV to retention in treatment of HIV+ people and also the areas where interventions should be focused for halting further transmission of HIV. Expert health agencies have shown that only 25 – 35% of PLWHA who were detected HIV+ are virally suppressed mainly due to the two main gaps in the HIV Care Cascade i.e. linkage to a treatment centre

and retention in care. A flow diagram is given in Annexure I.

The session titled "Treatment Cascade: Operational Challenges in Scaling Up Test and Treat" at the 2013 International AIDS Society (IAS) Conference in Kuala Lumpur, Malaysia, showed the barriers at each cascade point for different for countries.

In the above-mentioned IAS Conference, Ms. Katharina Kranzer, Specialist Registrar Medical Microbiology and Infectious Diseases at University College London Hospitals, stressed that interventions such as decentralization of services, task-shifting, point-of-care testing and service integration, peer support offers a critical step to reduce stigma especially amongst vulnerable groups such as Transgenders & MSMs and that food incentives & home-based care (HBC) which can enhance retention and continuity of care as critical strategies to achieve the results of the cascade.

In the recent Conference on Retroviruses and Opportunistic Infections held in Boston February 22-25, 2016, highlighted studies done in Uganda which showed that simplified clinical procedures enabled 70% of patients to start HAART as soon as they became eligible for it.

Let us consider a person who finds himself "at risk" of being infected or is undergoing treatment of an infection which is not responding to standard regimen of medicines. After counselling he is tested and is detected HIV+. This is the first part of the cascade. Thereafter he is engaged in care and undergoes tests such as CD_4 Cell Count to know his immune status as well as the Viral Load in his blood, both tests are the gold standard markers for disease monitoring. If his blood CD_4 Cell Count values are lower than the cut off value set by WHO, NACO and other similar health agencies, he is started on HAART, a multi-drug combination of anti-HIV medicines. Thereafter, for achieving return of immune status to normal values and Viral Load to undetectable levels he has to be retained in care to ensure full adherence to his medication. The above steps and the barriers seen are given in Annexure II.

Corporates through their CSR can take up one or more areas of continuum of HIV care to help HIV+ person achieve good health and thereby reduce morbidity and mortality. Corporates can partner with local or National NGOs to roll out their programme or can encourage their employees to take up Employee

Volunteerism by doing CSR activities in a structured way in Organisation's work time. The suggested points of interventions is elaborated upon below.

A)   For the general population the following can be undertaken:

1)   **AIDS Awareness Programmes and Behavioural Change Communications** conducted at regular intervals for all demographic strata. Apart from raising awareness these also lead to sensitisation of the target audience with reduction in stigma and discrimination against PLWHA. If done in a sustained manner, this is the most cost-effective intervention as it leads to "safer behaviour" and hence prevents new HIV infections.

2)   **Counselling services and/or "Drop in" centre** provide an opportunity to have "one-to-one" session with a person "at risk". This builds confidence of the person and allays fears and myths of taking a test for knowing the HIV status. It is also a confidence building opportunity for someone who is already a diagnosed HIV+ case. Once a person is aware of his/her status, they will take steps to prevent further transmission of the HIV to others. Counselling is a cornerstone to long term retention of HIV+ person and their family members in their continuum of care. As with grief, PLWHA also undergo the steps mentioned in Kubler-Ross model of Grief reaction and it is imperative that a person is brought to the Stage of Acceptance as soon as possible as it has a positive effect on outcome of HIV Care Cascade.

3)   **HIV Testing Centres** in India are quite common these days as compared to a few decades ago. The ideal one is an **Integrated Counselling and Testing Centre (ICTC)** where facilities of counselling as well as testing are available under one roof itself such as those in Government Hospitals, Link Centres and Primary Health Centres. This helps in a higher percentage persons undertaking the test and an important entry point into the HIV Care Cascade.

The above mentioned three interventions also plays an important role in Stage II i.e. 'Asymptomatic Stage' of the HIV disease cycle. Corporates can sponsor testing and counselling facilities.

4)   **Workplace and community interventions** can range from just AIDS Awareness Programmes to having a counselling centre too.

5) **Life skills seminars** help in guiding people to proactively tackle issues such as Peer pressure, addictions, stress and poor self-esteem which are predisposing factors for unsafe sexual and truant behaviour. Sexually Transmitted Infections, a strong predisposing factor to HIV infection, and HIV/AIDS are thus prevented.

6) **Availability of Safe Blood and its components** – Blood accounts for approximately 2% of transmission of HIV. Corporates can encourage blood donation by employees and their family members, link up with local Government recognised Blood Bank and/or partner with Voluntary Blood Donors' Association to ensure availability of HIV-free blood for use by the needy.

B) From point of infection onwards – the continuum of HIV care:

1) Spouses and partners of HIV+ person should be counselled to visit the ICTC to know their HIV status. Role of counselling mentioned above is thus an important one. **Counselling and Behavioral Change Communications** is important for adherence to treatment as well as for retention in care and hence should be an ongoing activity for PLWHA.

2) **Nutritional care** is a vital component of treatment. Research has shown that micronutrients such as Selenium, Manganese and Zinc help in maintaining the integrity of immune system. Dietary counselling guides HIV affected people to eat healthily making use of food that is available locally.

3) The spectrum of HIV from Stage I i.e. 'Stage of Infection' to Stage IV i.e. 'Stage of Full-blown AIDS' takes about 8 – 10 years in an average person who has not taken any treatment. Usually in Stage III i.e. 'Stage of AIDS related Complex', various **Opportunistic Infections** occur in HIV+ persons which are rarely seen in a normal healthy person. Approximately 20% of HIV+ are in this Stage. Medicines that are given as prophylaxis to prevent Opportunistic Infections or as specific treatment for those seen in patients can be provided by Corporate sponsored Drop-in Centres or Clinics.

4) When Stage III is present, providing **Highly Active Anti-Retroviral Therapy** (HAART) is important which preserves the immune system and reverses the damage caused to it. It also reduces the Viral Load in the infected person making the risk of transmission of the virus to his/her partner less. It also addresses "Zero New Infections" and "Zero Deaths" of the UNAIDS World AIDS Day Theme 2010-15. Organisations can supply or sponsor HAART for PLWHA especially children. It may be mentioned here that HAART for Paediatric age group is difficult to obtain and often there is a shortage of the syrup version of these medicines. According to NACO, without care and treatment one third of children living with HIV will die in their first year of life and 50% by second year of life.

5) Two areas of great impact are:

a) '**Post Exposure Prophylaxis**' **(PEP)** – in discordant couple i.e. where only one partner is HIV+ infected, exposure of the non-infected partner can occur through 'unsafe sex' practices. Standard regimen as suggested by WHO and NACO are advocated for the exposed HIV negative person in such a situation. This helps prevent new infections, which is also part of the UNAIDS World AIDS Day 2010-15 Theme.

b) '**Preventing Parents To Child Transmission**' (**PPTCT**) – is through globally accepted standardised interventions which reduce the risk of transmission of HIV from an HIV+ pregnant mother to her baby. The risk is approximately 30% during Ante-Natal to Post-Natal phase i.e. from pregnancy to delivery to breast-feeding. PPTCT using standardised WHO or NACO guidelines reduces this risk to as low as 2%.

Four pillars of PPTCT Programme are:

I. Primary Prevention of HIV Infection in women and their partners – keeping the partner safe through "safer sex" practices and Post-Exposure Prophylaxis.

II. Prevention of unintended pregnancies – by practicing "safer sex practices.

III. Prevention of HIV transmission from mother to child – as mentioned above there are various approaches suggested by WHO and NACO strategies that reduce the risk of transmission to the unborn child to a minimum.

IV. Treatment of PLWHA (women and children) as per NACO guidelines helps maintain integrity of the immune system and prevents its further damage. It also reduces the infectivity in the person.

The interventions that Organisations can undertake for the above 4 Pillars are:

• Promoting barrier methods of Family Planning to prevent infection as well as pregnancy.

• Enrollment in PPTCT programme - Organisations can link HIV+ pregnant women to their corporate hospitals or to partner health institutions where safe delivery techniques as well as PPTCT guidelines can be implemented. It is well known that even today majority of Indian pregnant women are still delivered at home by 'dais' who are either trained at Government Health Centres or by their elders as an ongoing family tradition. Hence, during home delivery the dais are exposed to infected body fluids when they deliver HIV+ pregnant women. Government health services provide "kits" which dais can use as Personal Protection Equipment (PPE) and safer delivery at home. Corporates can make institutional delivery free or subsidised to motivate these HIV+ pregnant women to shift to institutional delivery from the preferred one at home.

• Linkage of newborn to ICTC – for follow up to know the status of the newborn and to start early interventions, if required.

• Advocating Safe Infant feeding practices.

• Making HAART available to discordant couples.

6) Many times an HIV+ falls ill due to seasonal infections. They get worried as they are not sure if the simple illness is the beginning of a more serious Opportunistic Infection. As a result they visit hospitals and local clinics only to find that the infection is not a serious one. These visits increase the medical expenses, leads to absenteeism and subsequent loss of salary, all of which add to their financial burden. For the Organisation it is loss of man-hours, delay in achieving targets and loss in productivity. Corporates can conduct training sessions for People Living with HIV/AIDS on '**Home-based Care**' (**HBC**) with the help of their employees or with partner NGOs. This initiative helps the PLWHA to take care of simple infections at home itself and also be able to recognise when a visit to a Clinic is imperative.

7) When HIV+ person is in Stage III and IV, he/she is unable to attend work for 50% or more of working days. This leads to absenteeism and loss of man-days and production as well as loss in

pay which in turn affects the purchasing power of the affected family. The first major fallout is that children are removed from schools as the family is unable to pay school fees. The long term effect is a generation of uneducated people. Sometimes it makes grandparents come out of retirement to start work again. Women and children seeking work are financially and sexually exploited too. Organisations can prevent these through **Economic Rehabilitation programme** for HIV+ person or their family members wherein vocational skills are taught to family members making them financially independent. Children, especially AIDS Orphans, can be sponsored for their education along with vocational training making them skilled for jobs at graduation. Women can be taught house-keeping skills that can increase their employability in establishments.

C) Programme interventions for an 'evolving epidemic' vs 'mature epidemic':

a) In the beginning of an epidemic as it is evolving, interventions focussing on Knowledge-Awareness-Behaviour i.e. AIDS Awareness Programmes and Behavioral Change Communication are required. These initiatives raise the level of awareness, sensitise public to the HIV/AIDS issue thus helping in reducing stigma and discrimination and most importantly prevents new infections. A Drop-in centre or Counselling centre is an added advantage. Linkage with ICTC helps detection of HIV+ people and subsequent enrolment in care cascade.

b) As the epidemic matures, the interventions which Organisations can undertake are providing HAART, medicines for Opportunistic infections, Counselling, PPTCT, PEP, HBC, and building skills for economic rehabilitation.

D) The HIV+ pregnant woman – the interventions for this is dealt with in detail above under continuum of care.

Strategies to Deal with the CSR Points Addressing the Continuum of Care

The Corporate Social Responsibility can be directed towards one or more interventions discussed above. The Corporates should address the continuum of care by:

• Management through using tools like **strategic planning** and **technical strategies** for cost

effective implementation of the components of Continuum of HIV Care.

- **Service Providers** who can either be the internal resources including Employee Volunteerism or partner agencies if the Organisation does not have the human resources or capacity to do it on their own.

- **Capacity Building** which should be done at all levels and for all stakeholders. This causes 'ripple effect' in rollout of the programme as well as increase the reach and depth of interventions in a short span of time where each trained person is capable of having an impact on people in their circle of influence.

- Measuring for impact through robust **Monitoring and Evaluation** as this provides a feedback to the initiatives and help in further refinement of interventions in the continuum of care. Often good programmes run into the ground due to poor Monitoring and Evaluation. This activity should be done by internal programme auditors as well as by a neutral external agency. The importance of the latter is in ensuring that the internal guardians do their task well and is highlighted in "Who will guard the guardians" by Amit Kumar Bhowmik and Shernaz Sarkari as well as dealt at length by Sorab Sadri, Dhun S. Dastoor and S. Jayashree in the book "The Theory and Practice of Management Ethics".

UNAIDS mentions that as the HIV/AIDS epidemic is contained or controlled, it will also result in 'increased life expectancy, unconditional acceptance of people's diversity and rights, and increased productivity and reduced costs as the impact diminishes.'
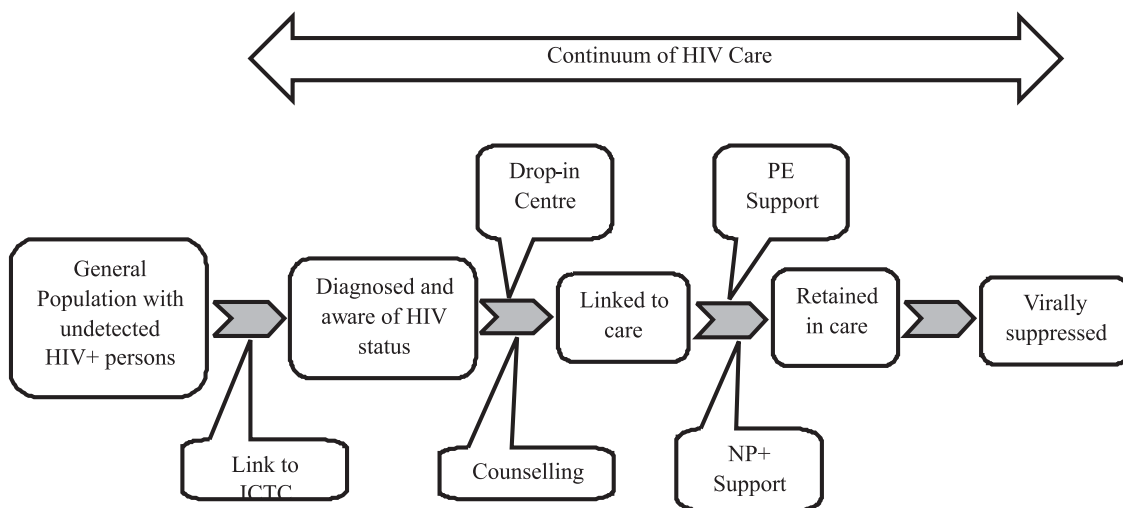
Conclusion

Understanding the undercurrents of socio-medical aspects of HIV/AIDS and the HIV Care cascade helps us in identifying areas where CSR health interventions can have maximum impact. Whilst CSR usually focuses on environment and some areas of health, HIV/AIDS the 4th largest killer in the world, is not on the roadmap of many organisations. If HIV/AIDS, specifically its Care Cascade areas, is also included as an area under CSR, it will be cost effective as greater impact will be seen with minimum resources ensuring healthy population by reducing new infections and preventing early deaths. In the long run, it is a Win-Win situation for all – Corporates benefit from this not only because a healthy person may be a future worker, but also due to the goodwill earned from their stakeholders especially the investors. Thus, we see that CSR does play an important role in ameliorating not only the effect of HIV/AIDS, but also reversing the epidemic.

Annexure – I

The Continuum of Care begins from the point where a person visits an ICTC and is till the point of viral suppression.

Expert health agencies have shown that only 25 – 35% of PLWHA who were detected HIV+ are virally suppressed. This gives an opportunity for corporates to undertake CSR initiatives to bridge every gap in the continuum of care so as to increase the number of HIV+ persons who are virally suppressed.

Annexure— II

Cascade Step	Problems identified	Barriers or gaps
✓ Testing for HIV	• Does not visit test centre • Reluctance to get tested • Does not collect test result/report	➤ Lack of privacy or confidentiality ➤ Fear of the "unknown" ➤ Poor Pre-test counselling ➤ Insensitive or unfriendly staff
✓ Engaging in care	• Reluctance to continue in counselling or treatment programme • Irregular visits	➤ Care Centre is inaccessible ➤ Rude behaviour of staff; stigma and discrimination towards People Living with HIV/AIDS ➤ Lack of out-patients or indoor services or service providers such as counsellor; doctor. Irregular supply of medicines.
✓ CD$_4$ / Viral Load testing	• Irregular visits or drop-out from follow-up testing • Requires testing at regular periods	➤ Test centre is inaccessible. ➤ Expensive – if paid 'out of pocket' ➤ To take leave for visits ➤ Non-availability of staff; kits; ➤ Rude behaviour of staff; stigma and discrimination
✓ ART	• Requires regular visit to ART centre	➤ ART is expensive unless provided free by NACO or is sponsored ➤ Shortage of medicines, especially Paediatric syrups, at ART Centres
✓ Full adherence	• HAART defaulters	➤ Poor pre-medication counselling ➤ "Treatment Fatigue" due to regular intake of HAART ➤ Stoppage of medicines due to side effects ➤ Clinic is inaccessible ➤ Not able to explain to family, friends and colleagues regarding regular visits to (ART) Clinic ➤ Sharing of HAART by other HIV+ family members too.

Annexure – III

Acronyms

AIDS	Acquired Immunodeficiency Syndrome
ART	Anti-Retroviral Therapy
CDC	Centers for Disease Control and Prevention
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CSWs	Commercial Sex Workers
GDP	Gross Domestic Product
HAART	Highly Active Anti-Retroviral Therapy
HBC	Home Based Care
HIV	Human Immunodeficiency Virus
HRSA	Health Resources and Services Administration
IAS	International AIDS Society
ICTC	Integrated Counselling and Testing Centre
NACO	National AIDS Control Organisation
NP+	Network of Positive People
PE	Peer Educators
PEP	Post Exposure Prophylaxis
PPE	Personal Protective Equipment
PPTCT	Preventing Parent To Child Transmission
SIV	Simian Immunodeficiency Virus
WHO	World Health Organisation
YRC	Youth Resource Centre

References

1. Beinhocker Eric D., Farrell Diana and Zainulbhai Adil S: *"Tracking the growth of India's middle class".* The McKinsey Quarter 2007 Number 3

2. Catalogue of CSR Activities: A broad overview (2005): ISBN: 0903542536

3. Companies (Corporate Social Responsibility Policy) Rules, 2014

4. Gardin, Homyar Keki (2003): *Formulating a Corporate Policy in an Era of AIDS Epidemic – Essays in Management Vol. I.* Pune: Symbiosis Institution of Business Management

5. Gardin Homyar Keki, contributor in *UNAIDS First Annual Compendium of Consolidated Replies from AIDS Community, Solution Exchange,* UNAIDS India, 2006

6. *Guidelines on HIV Testing,* (2007). N. Delhi: NACO

7. Health Resources and Services Administration, (2011). *Guide For HIV/AIDS Clinical Care.* Rockville: U. S. Health Resources and Services Administration

8. Hoy Jennifer, Lewin Sharon, Post Jeffrey J, Street Alan (eds), (2009): *HIV Management in Australasia – A Guide for Clinical Care.* Australia: Australian Sosiety for HIV Medicine

9. India Demographics Profile 2013

10. ILO (2002). *The Economic impact of HIV/AIDS: Employment and labour market implications – ILO Global programme on HIV/AIDS and the World of Work*

11. McKinsey & Company: *Global Investor Opinion Survey* (July 2002)

12. Sadri S, Dastoor Dhun S, and Jayashree S, (1999): *The Theory and Practice of Managerial Ethics*. Mumbai. Jaico Publishing House.

13. Sadri S. and Makkar (eds), (2013): *Future Directions in Management*. New Delhi: Bharti Publications

14. Sadri S, Jayashree S and Sharma Anil, (2014): *Excellence Through Ethics and Governance*. New Delhi: Bharti Publications

15. *Statistical Outline of India* (2008 – 2009). Mumbai: Tata Services Ltd..

16. UNAIDS (2013) *Country report 2013*. UNAIDS

17. *Updated Guidelines for Preventing Parent To Child Transmission (PPTCT) of HIV Using Multi Drug Anti-Retroviral Regimen in India*, (2013). N. Delhi: Department of AIDS Control Basic Services Division

Website Links

http://www.arthapedia.in/index.php?title=Poverty,_Poverty_Line,_Below_and_Above_poverty_line_(APL,_BPL)

http://censusindia.gov.in/Census_Data_2001/India_at_glance/rural.aspx

http://labourbureau.nic.in/reports.htm

http://planningcommission.nic.in/news/pre_pov2307.pdf

http://www.statista.com/statistics/263617/gross-domestic-product-gdp-growth-rate-in-india/

http://www.worldpopulationstatistics.com/population-of-india-2014/

Fact sheets on HIV/AIDS provided on websites of WHO, UNAIDS, NACO, Johns Hopkins University & CDC

Impact of Mentoring on Personal Learning in Indian Context

Dr. Jeevan Jyoti

Assistant Professor, Commerce Department, University of Jammu
Jammu, J&K

Poonam Sharma

Research Scholar, Commerce Department, University of Jammu
Jammu, J&K

Abstract

The study evaluates the impact of mentoring on personal learning in banking sector. Data has been collected from 395 employees working in banking sector in J&K (India). The confirmatory factor analysis has been done for confirming the factor structure and structural equation modeling for testing the hypothesized relations. Results revealed mentoring significantly affects personal learning. The data has been collected using a questionnaire at a single point of time. For future research longitudinal study should be conducted.

Introduction

Many organizations establish mentoring programs to serve their business purpose as well as to meet the developmental needs of employees (Catalyst, 1993). Mentoring is valuable for implementing various learning strategies (Tanweer, Suresh & Sundararajan 2016) and coping with major organizational changes (Kram & Hall, 1996). Mentoring not only provides benefit to employer or employees but also helps organization in number of way like creating an environment for professional development improvement in communication within the organization (Rowland, 2011), motivation (Lo, Thurasamy, Liew, 2014; Allen, 2003), work satisfaction and loyalty (Zhang, Wu, Wen & Zhang, 2016; Ismail, Ibrahim, Jusoff, Jui, Jaya & Mahdi, 2009; Ismail & Ridzwan, 2012).

Conceptual Framework

Mentoring

Kram, (1985); Hu, Wang, Wang, Chen & Jiang, (2016); Anderson & Shannon, (1988) and Zhang, Qian, Wu, Wen & Zhang, (2016) have described mentoring as a reciprocal process of interpersonal exchanges between an experienced employee/mentor and a less experienced mentee in which the mentor helps the protege´ with career advancement and personal development. Kram (1985) identified two categories of mentoring functions, career and psychosocial functions. Career functions are those that assist mentees in gaining corporate exposure, learning the organizational life and obtaining promotions. It includes sponsorship, exposure-and-visibility, coaching, protection and challenging work assignments. Psychosocial functions are those facets of the mentoring relationship that are more personal in nature (Akarak & Ussahawanitchakit, 2008). These functions may impact the mentees feelings of competence, uniqueness, and success in their professional position within an organisation. Psychosocial functions result in increased sense of competence, effectiveness and self-worth. It includes role modelling, acceptance-and-confirmation, counselling and friendship.

Personal Learning

Kram (1996) defined personal learning as knowledge acquisition, skills or competencies contributing to individual development, including the interpersonal competencies of self-reflection, self-disclosure, active listening, empathy and feedback. Such development leads to better understanding of oneself. It also involves more self-direction, self-reliance, and ability to connect with one's co-workers and to think about organisational issues (Hall, 1986). Personal learning is of two types (Lankau & Scandura, 2002; pan et al. 2011).

Personal Learning

Mentoring

a) Personal Skill Development: It is defined as acquisition of new skills and abilities that enable better working relationships. It focuses on interpersonal skills (Kram, 1996) like ability to communicate effectively, listen attentively, solve problems, and be creative in developing relationships with others in the organization.

b) Relational Job Learning: It refers to increased understanding about the interdependence or connectedness of one's job to others. It involves learning about the context of work to see the self in relation to others (Kegan, 1994; Merriam and Heuer, 1996).

Figure1 Theoretical Framework

Objective of the Study

•   To evaluate the impact of mentoring on personal learning in Indian context.

Hypotheses Development

In order to create a more formalised mentoring process, a learning culture needs to be developed. Butterworth et al. (2008) and Lankau & Scandura, (2002) indicated that mentoring relationship enhances learning. Research on mentoring indicates that working effectively with individual increases learning for both employee and employer, which may last in the mentoring relationship. Mentoring relationship is the vehicle through which individuals can enhance personal learning (Kram, 1996). Mentoring is important for the employee in coping during a major reorganisation in which learning demands get increased (Kram & Hall, 1996). In addition to coping with change, a mentor provides an opportunity for a protege to receive feedback about ideas, perceptions, and performance. Mentors also serve specific functions, such as providing vocational support, psychosocial support, and role modeling (Kram, 1985). These functions establish a protege's sense of competence,

identity, and effectiveness in his or her role in an organisation. Hence, having a mentor is likely to contribute to greater personal learning for mentees. H1. Mentoring enhances personal learning

Method

Participant

The population consisted of 1105 employees working in five banks namely PNB bank, SBI bank, J&K banks, ICICI bank and HDFC bank in Jammu & Kashmir (North India).

Measures

Mentoring: Scandura & Ragins (1993) 15 items scale has been used to measure mentoring. The sample items are "my mentor instructs me about my job", "my mentor helps me in coordinating my goals", "I admire by mentor's ability to teach others" etc

Personal learning: it has been self-generated (8 items) covering two dimensions i.e. relational job learning and personal skill development (Lankau & Scandura 2002 and Liu, Liu, Kwan & Mao 2009). The sample items are "I prefer to work on tasks that force me to

learn new skills", "I grow and change", "I try to learn special skills and competence while pursuing work", I learn through feedback etc.

Pilot Survey

A pilot survey was conducted with 100 bank employees, selected conveniently, for arriving at a representative sample. Further, the data collected at this stage was also used for exploratory factor analysis in order to identify the factor structure of the constructs as personal learning construct was self generated. The test of appropriateness of a factor analysis has been verified through KMO measure of sampling adequacy, where value greater than 0.50 is acceptable (Hair et al., 2010), which indicated its relevance for further analysis. The statement with factor loading less than 0.50 were deleted (Hair et al., 2010). The mentoring construct comprised 15 items that got reduced to 6 items and converged under three factors i.e., career function, psychosocial functions and role modeling. Similarly, personal learning construct consisted of 7 items that converged under two factors namely personal skill development and relational job learning.

Sample Size

After pilot survey the sample size was calculated on the basis of following formula (Malhotra, 2007):

$X = ó^2 Z^2 / D^2$, where X= size of sample, ó= standard deviation, Z= standard error and D= amount of precision or allowable error in the sample

By applying this formula the sample size arrived at 390, which were rounded off to 400. So 400 bank employees have been contacted and finally 395 questionnaires have been return back.

Results

Demographic Profile

Out of 395 employees, 55 percent employees are male and 45 percent are female. Majority of respondents (70 %) are in the age group of 20-30 years. About two hundred eight (53%) employees are having graduation degree. One hundred seven employees are having post graduate degree (35%). Majority of the employees are from the J&K bank (49%) whereas 26 percent are working in PNB bank. Rests of the employees are from the SBI (16%), HDFC (4%) and ICICI (5%).

Confirmatory Factor Analysis

CFA has been conducted on the basis of factor that emerged during EFA.

Mentoring:- The second order factor model of mentoring has been framed. Application of CFA resulted into deletion of two items due to low SRW value i.e. CF2 and PF1 (figure 2). After deletion the model yielded a good fit (÷²/ df= 3.515, CFI=0.941, GFI=0.952, AGFI= 0.914, NFI=0.921, RMR=.068 and RMSEA= 0.80, Table 1). The factor namely, role modeling is reflecting the mentoring scale the most (SRW = 0.874). Further Cronbach's alpha value of all the sub-scales are approximately within the accepted limit (career function= 0.682, psychological function= 0.792 and role modeling= 0.781). Composite reliability got established as the value is above the threshold limit (0.987). Convergent validity got established as AVE and factor loading of all the items are above 0.5 (Table 3). Discriminant validity got established as the average variance extracted is higher than the squared correlation between the sub-scales of mentoring as well as other scales used in this study (Table 2).
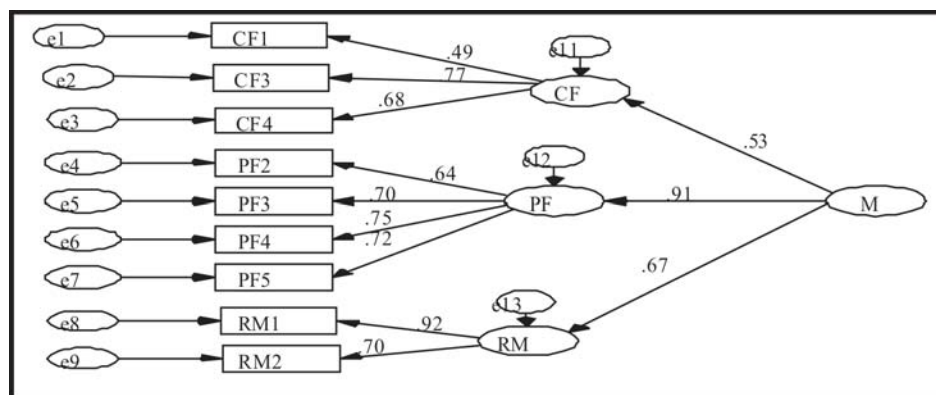

Figure 2 Second Order Model of Mentoring

Key: F1= career function (CF), F2=psychosocial function (PF), F3=role modeling (RM), M=mentoring, e1-e13= error terms of manifest variables

Personal learning:- EFA resulted into seven items under two factor namely, relational job learning and personal skill development (figure 3). After applying CFA one of the items got deleted due to low SRW value (pl2) and perfect model fit indices ($\div^2$/ df= 2.95, CFI=0.968, GFI= 0.980, AGFI= 0.947, NFI=0.957, TLI= 0.941, RMR= 0.018 and RMSEA = 0.070 Table 3.4). One of the items (pl5) namely "frequently asking for feedback about ideas, perception and performance" is reflecting personal learning the most (0.74). Validity and reliability has been checked through cronbach's alpha, composite reliability, discriminant validity and convergent validity. Cronbach's alpha value for personal skill development is 0.679 and for relational job learning is 0.748. Composite reliability of this model is 0.966. Convergent validity is also established as AVE and SRW value are above 0.5. Average variance extracted is higher than the squared correlation, which proves discriminant validity (Table 2)
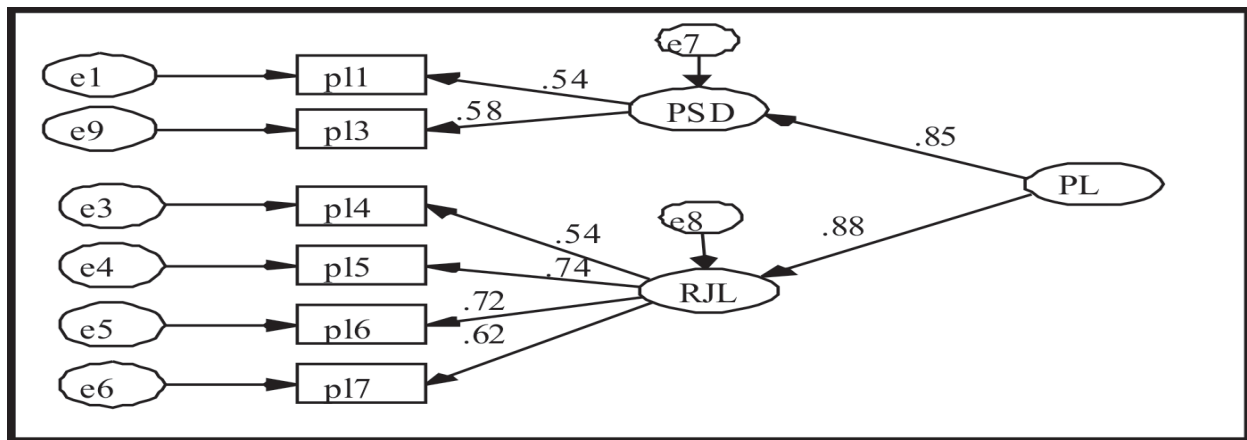

Figure 3 : Second Order Model Of Personal Learning

Key. PSD=personal skill development, RJL= relational job learning, PL= personal learning, e1-e8= error terms of manifest variables

Impact of Mentoring on Personal Learning

The structural path revealed positive impact of mentoring on personal learning (SRW=0.24, P<0.05, Figure 4). The model fit indices show appropriateness of the model ($\div^2$/df=2.774, RMSEA=0.067, RMR=0.052, GFI= 0.927, AGFI=0.897, NFI=0.867, IFI=0.910, TLI=0.888, CFI=0.909). therefore hypothesis first got accepted.CF
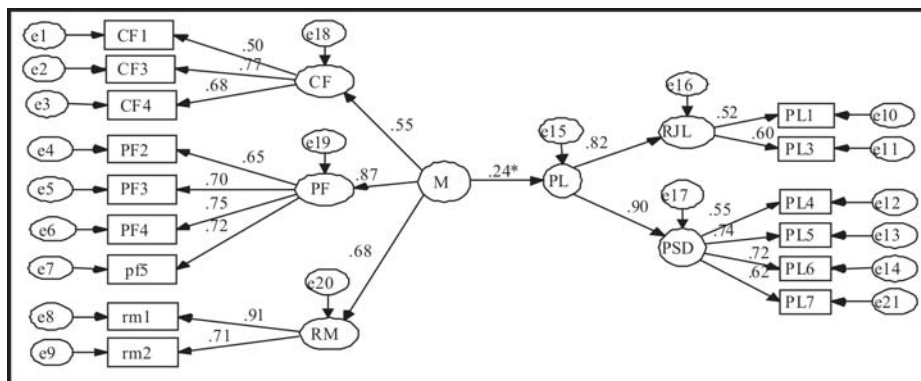

Figure 4 Impact of Mentoring on Personal Learning

Key: M=mentoring, CF = career function, PF=psychosocial function, RM=role modeling, PSD=personal skill development, RJL= relational job learning, PL= personal learning, e1-e20= error term of manifest variables

Discussion

The results of the present study revealed that mentoring significantly affects personal learning. When challenging assignment and exposure are provided to the mentee it enhances the experiential learning as well as overall learning capabilities of the mentee. In the line with this result Butterworth et al. (2008) and Lankau & Scandura (2002) indicated that mentoring relationship enhances learning. Further mentoring is the main resources in establishing learning in the organization.

Theoretical Implications

This study contributes to the mentoring literature substantially, which is important for academicians and researchers. This investigation adds to prior body of knowledge regarding mentoring by validating the mentoring and personal learning scale in Indian context, which adds up to its generalisability. Further the impact of mentoring on personal learning has been explored in Indian context, which has been not explored by earlier research.

Practical Implication

In practical terms this study has implications for manager as well as practitioners. The results revealed positive impact of mentoring on personal learning. Organizations that practice mentoring should take necessary measures to implement mentoring by developing detailed instruction guidelines for the mentors and mentees. Buddy approach (assignment of an experienced person to new entrant) should be used in order to increase learning atmosphere. Mentor should advise mentee about promotional opportunities and help him in achieving professional goals, which helps in enhancing personal learning.

Limitations and Future Research

Present study has certain limitations, which can be rectified in the future. Firstly, the study is cross sectional in nature; in future longitudinal study can be conducted. Secondly, mentor perception should be taken into consideration for future research.

Table 1 Summary of Model Fit Indices

Constructs	χ^2/ df	RMR	GFI	AGFI	CFI	TLI	NFI	RMSEA
Mentoring	3.018	0.049	0.961	0.926	0.955	0.932	0.936	0.072
Personal learning	2.952	0.018	0.980	0.947	0.968	0.941	0.954	0.070

Table 2 Discriminant Validity and Correlation Analysis

	Mentoring	**Personal learning**
Mentoring	0.95	
Personal learning	.220**(0.048)	0.82

*Note. Values on the diagonal axis represents the average variance extracted. Values below the diagonal axis are correlation and values in the parentheses represent squared correlation. **p< 0.01*

Table 3 Reliability and Validity Analysis

Constructs	Standardized Regression Weight	Average Variance Extracted	Composite Reliability	Cronbach alpha
Mentoring		0.95	0.98	
Career function	0.53			0.782
Psychosocial function	0.91			0.792
Role modeling	0.67			0.781
Personal learning		0.82	0.96	
Relational Job learning	0.85			0.779
Skill development	0.88			0.748

Reference

1. Akarak , P., and Ussahawanitchakit, P. (2008). Effects of mentoring on intention to leave in Thai public accounting firms: Mediators of job efficiency, commitment and performance. *Review of Business Research,* 8, 37-46.

2. Allen, T. D. (2003). Mentoring others: A dispositional and motivational approach. Journal of Vocational Behavior 62, 134-154

3. Anderson, E. M., & Shannon, A. L. (1988). Toward a conceptualization of mentoring. *Journal of Teacher Education*, 39, 38-42

4. Butterworth, C., Henderson, J. and Minshell, C. (2008), "Increase your status with mentoring", *Occupational Health*, Vol. 60 No.37, pp. 29-37.

5. Catalyst, N. (1993). *Mentoring a guide to conformity programs and practices*. Retrieved from: www.pitt.edu.

6. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R. E. and Tatham, R.L. (2010), "*Multivariate data analysis*" (7th ed). New Jersey: Pearson Prentice Hall.

7. Hall, D. T. (1986). Dilemmas in linking succession planning to individual executive learning. *Human Resource Management,25*(2), 235–265.

8. Hu, C, Wang, S., Wang, Y. H., Chen, C., & Jiang, D-Y. (2016). Understanding attraction in formal mentoring relationship from an affective perspective. Journal of Vocational Behavior, 94, 104-113

9. Ismail, A., & Jui, M. K. K. (2009). Formal mentoring, gender type in mentorship and individuals psychosocial: Moderating model approach. Pakistan Journal of Commence and Social Science, 3, 10-24

10. Ismail, A., & Ridzwan, A. A. (2012). Relationship between mentoring program and academic performance: the mediating effect of self-efficacy. 3rd international conference on business and economics. ISBN:978-967-5705-05-2, www.interatonalconference.cpm.my

11. Kegan, S. (1994). Cooperative learning. San Clemente, California : Kagan publication

12. Kram, K. E. (1985). *Mentoring at work*. Glenview, IL: Scott, Foresman, and Company

13. Kram, K. E., & Hall, D. T. (1996). Mentoring in a context of diversity and turbulence. In E. Kossek& S. Lobel, *Managing diversity: Human resource strategies for transforming the workplace* (pp. 108-136). Gambridge, MA: Blackwell.

14. Kram, K.E. (1996). A relational approach to career development. In D.Hall& Associates (Eds.), *The career is deal long live the career.* San Francisco: Jossey-Bass. Mahwah, NJ: Lawrence Erlbaum Associates.

15. Lankau, M. J. and Scandura, T. A. (2002), "An investigation of personal learning in mentoring relationships: Content, antecedents, and consequences", *Academy of Management Journal*, Vol. 45 No. 4, pp. 779"790

16. Liu, D., Liu, J., Kwan, K. H. and Mao, Y. (2009), "What can I gain as a mentor? The effect of mentoring on the job performance and social status of mentors in china", *Journal of Occupational and Organisational Psychology,* Vol. 82 No. 2, pp. 871- 895

17. Lo, M-C, Thurasamy, R., & Liew, W. T. (2014). Relationship between bases of power and job stresses: Role of mentoring. Springer Plus, 3, 1-15

18. Malhotra, N. K. (2007), "Sampling: Final and initial sample size determination", Marketing Research ed 5th, p-401.

19. Merriam, S. B., & Heuer, B.(1996). Meaning-making, adult learning and development : A model with implication for practice. International Journal of Lifelong Education, 15, 243-255

20. Pan, W., Sun, L.V. and Chow, J.H.S. (2011), "The impact of supervisory mentoring on personal learning and career outcomes: The dual moderating effect of self-efficacy", *Journal of Vocational Behaviour,* Vol. 78 No.5, pp. 264-273

21. Rowland, K. N. (2011). E-mentoring: An innovation twist to traditional mentoring. Journal of Technology Management and Innovation, 7, 8-237

22. Scandura, T. A., & Ragins, B. R. (1993). The effects of sex and gender role orientation on mentorship in male dominated occupations. Journal of Vocational Behavior, 43, 251-265

23. Tanweer, M. R., Suresh, S., & Sundararajan. (2016). Dynamic mentoring and self-regualtion based particle swarm optimization algorithm for solving complex real-world optimization problems. Information science. 326, 1-24.

24. Zhang, Y., Wu, Y. Q. J., Wen,F., & Zhang, Y. (2016). The effectiveness and implementation of mentoring program for newly graduated nurses: A systematic review. Nurse Education Today, 37, 136-144

Case Study

The Unsatisfied Contractor

Dr. Raju Ganesh Sunder

Professor (OB & HR) and Head CCE (AU) University of Petroleum and Energy Studies, Dehradun, Uttarkhand.

Abstract

The Transmission tower line (TTL) manufacturing industry is noted for being a difficult industry to thrive in. Research reveals that in the Period 2008-2012 when there was a global recession and TTL Manufacturing was facing many challenges, many of the units were working at less than 50% capacity which was not allowing the companies to break even, but the Case of Satya Rollers Pvt Ltd., Nagpur was different because it had back integration and hence was in a position to tide over the challenges of Non Availability of material(Since could Roll the product as per Requirement) Even the world leader KEC International Ltd (A RP Goenka Entity) having manufacturing facilities throughout the world with three facilities in India (Nagpur, Jaipur and Jabalpur) does not have the backward integration and hence has to invest a lot in Raw materials. At the core of the business Staff and Employees represent the establishment. Their proficiency, attention to detail thoughtfulness and understanding go along way to win repeat clientele and convert them into loyal customers, who become their best advertisements through word of mouth publicity.

These were some of the factors that allowed a better cost control for (SRPL) Satya Rollers Pvt Ltd., Nagpur and was able to survive the onslaught and do well. But the area which remained neglected was the HR/IR field which only meant dealing with compliances (Provident Fund, ESIC, Factories Act, Minimum Wage Act etc) there was no effort made by the Management and the Top level authorities to develop a worker/ Supervisor friendly environment. Most of the work was done through contractors to lessen the burden of the Compliances.

The Case

The High pitch shouting and commotion in the reception area which was very near to the Chambers of the General Managers Human Resource/ Industrial Relations as well as Production drew both the persons Mr. Thakur and Mr. Suchak to the commotion area where they came to understand that one of the contractors Mr. Singh had a heated discussion with Mr. Pandey the Senior Manager (Production) and during the process had even slapped Mr. Pandey.

Mr. Suchak the General Manager HR /IR was a Middle Aged dynamic person who had about 5 Months ago Joined the Company , he was one of those HR's who was able to instill confidence and Trust in people.

Satya Rollers Pvt Ltd., Nagpur was a company which was established in the Year 1990, the Company was earlier in Rolling of Steel products for the Main Steel supplier's like SAIL. TATA and RINL in the due course of time they started rolling and Marketing the products to different end users. In marketing they came in contact with local TTL manufacturers and after a detailed study of the TTL manufacturing they entered the TTL manufacturing area in year 2005.

With the latest technology of CNC machines and other software assisted production planning and control they were able to manufacture faster and due to the backward integration give deliveries ahead of schedule. In the process of Manufacturing in TTL the following functions play a very important role: (i) Fabrication (ii) Galvanizing (iii) Dispatch

Fabrication involves cutting, punching, drilling holes and Bending. Now the first three processes are done with CNC machines and the production rate is very good but the bottle neck is the bending process which till date has not been automated and is dependent on heating and then manual operations (Especially for Larger Section Angles).After fabrication the process of Galvanizing and finally the material is ready for dispatch. Generally it is the fabrication (Bending) which delays the process. For the process to deliver, experts from the field are needed who have ample Demonstrated skills to improve on the process. The process in SRPL was outsourced and was given to a contractor Mr. Singh who was working with other Companies(KEC,UNITECH) on Contract was brought in as a Sub – Contractor under a Contractor Mr. Gupta who had started his Career with SRPL group in 1990.

The award of the work happened when nobody from the HR/IR department was present the people during the negotiation were the GM (Production) , the S Manager(Production) , the Vice President and the Executive Director. The quantity, rates and the duration as sub-contractor was decided. The Contractor Mr. Singh started work immediately from the next day, the HR department was only asked to prepare additional records for persons under contractor Mr. Gupta. It was only when the month was over and the Contractor payments had to finalized was the GM (HR/IR) informed about the arrangement and was asked to prepare a separate bill for the works done by Mr. Singh and to be added to Mr. Gupta's bill(Mr. Gupta would retain 5% of the bill amount).

Now when Mr. Singh submitted the complete bill, which was verified with the quantities given by the production department the issues started since many jobs were not complete the final payment was very low and was not sufficient for Mr. Singh to pay up his workers. The Contractor Mr Singh approached the HR Department and met the GM (HR/IR) with his challenge immediately Mr. Suchak requested Mr. Pandey to come up for a discussion, in the process of the discussion it was brought to the notice of Mr. Suchak that in the last month the job quantity offered were on the lower side and due to breakdown in the heating arrangement the production quantity had suffered and jobs remained unfinished. To tide over the situation an advance was sanctioned which was paid to Mr. Singh for making payments to his workers.

In the next month to the situation did not improve and when the time for wage distribution came up the

Contractor rushed to Mr. Suchak to tell that keeping in view the work allotted and done it was impossible for him to make the payments after repaying the advance the contractor was very demoralized since he was incurring losses and that on a very big level, this was eating up his profits from the other companies and was driving him to desperation. The contractor Mr. Singh also wanted a new Contract to be drawn in his favor as per the terms of discussion during award of the work since he did not want to lose out on the 5% being paid to Mr. Gupta. Immediately without wasting any time Mr. Suchak consoled Mr. Singh and personally took him to Mr. Thakur to discuss the matter so that some emergent actions could be taken and relief given to Mr. Singh. After agood amount of time spent on discussion and pacifying Mr. Singh with the pros and Cons of the Contract, the amount of jobs to be done and how Mr. Singh could recoup his losses the matter was closed.

At this juncture it would be very important to bring out the facts of the HR Department which consisted of 2 HR Executives, 2 Assistant Managers(Out of which one was looking after Safety), 1 Manager and 1 General Manager to take care of a total of 750 persons(Company Employed and Contractor Employed)including the staff. Prior to Mr. Suchak's joining the HR department used to function with 1 Executive, 1 Asst Manager and 1 Manager but to improve on the HR processes a new team was in place. Mr. Suchak brought about many new worker friendly changes like the New HR Policy Manual(Which spoke about Leaves, recruitment process, advances, grade wise list of TA and DA etc) Subsidized Canteen facility, pickup and drop facility for Shift workers, and separate bus for Managers and Immediate Medical attention at a nearby Hospital (With Vehicle facility to take the injured to the Hospital). Salary and Wages to be paid latest by 5th of every month, fewer discrepancies in salary and Wages. A buzz was going around that the HR department has become very active and has a worker friendly approach.

The next morning as soon as the general shift started Mr. Singh went up to Mr. Pandey for discussion regarding his Contract which during the course of time got into an argument with heated exchange of expletives which finally lead to Mr. Singh slapping Mr. Pandey and thereafter Mr. Pandey rushing into the reception area followed by Mr. Singh.

At this juncture Mr.Suchak rushed in and caught hold of Mr. Singh to put an end to the unsavory incident. As an apology Mr. Singh was made to ask for pardon in the plant in front of all the staff and workers. The

contract of Mr. Singh was terminated with immediate effect. The top management met and it asked Mr. Suchak to put in his resignation since he had not kept the IR in place and such an incident had occurred.After further scrutiny it was found that Mr. Pandey wanted some other contractor to take the work of bending but since the work was assigned to Mr. Singh, he started creating trouble for the contractor by delaying the maintenance of the furnace which eventually would lead to a situation like this.

Questions

1. Why was Mr Suchak made to resign? Was it the fault of the system of Industrial Relations?

2. Did not the Company lose out on a Good Contractor who had with him a skilled workforce? Is the poor ethics or bad governance or both.

3. Was there a different way in which management could have tackled the situation.

Case Study

Decade Textile Mills

Jayashree Sadri

Decade Textile Mills is located in Western India. It has grown from a small enterprise and today is a major exporter of cotton yarn and cotton textiles. The Management of Decade Mills is very orthodox, clan controlled and traditional. The Board of Directors is a mixture of old timers and fresh blood. The Quality Control Manager, Gopi Haricharan, looks after the HRD function and those employees who have secured an MBA from local colleges while in employment often question his knowledge of the subject. "yes men" as well as his "clansmen" who are different from the "clansmen" of the owners surround him. Anyone with new ideas is welcomed so long as the new ideas fall in line with Haricharan's thinking. He is a trusted officer of the top management, but to the workers, he is a person to be kept at an arm's length and given due respect mainly in the light of his position in the company. Decade Textiles does not employ MBAs as a matter of policy because the Management feels that these "Johnny come lately" might rock the boat. Management students are permitted to go there for summer training but kept under very strict supervision and if a student begins to ask too many questions, they write an adverse report to the Institute about that student. However, Haricharan is a very persuasive speaker, can convince many a recalcitrant employee and is held in high esteem by the older managers as well as certain academics, whom he obliges from time to time by arranging consultancies for them.

The informal reporting system in the company is very efficient and top management has a finger on every pulse that beats in the organisation. Leaders whose election is supervised by the Management man the Union. Anyone not following the Management dictate is summarily dismissed. The Consultant on Personnel matters to the company is a self-styled OB specialist, Dr ShankerIyer, who works at a local institute and lends some credibility to many of Haricharan's training plans by virtue of his support. The "style" of management could be described as "benevolent despotism". The wage structure as well as the organisation chart is considered confidential documents and job descriptions are a classified document. The span of control is not well laid out, nor is the hierarchy clearly demarcated. Personal equations between certain managers and the top brass are in charge.

The level of technology used in the Mills ranges from the ultra-modern to the ultra-archaic. The plant has grown with time and the expansion has not been planned in any orderly fashion, as any visitor to the premises will notice. However, this does not present a major "movement of goods" problem. Some parts of the plant are labour intensive, whereas some other plants are capital intensive. The erstwhile policy of advertising all vacancies throughout the plant has run into rough waters since the union contends that only those from within the section are being promoted and the company wide advertisement is a wash out. Now with the possible change in leadership of the union looming on the horizon, this is one of the issues on the union agenda.

Every day, at 1:30pm sharp, the Works Manager has a spot meeting in the portico outside his office, where senior officers come and keep him up to date with the progress of the day. He maintains that he wants to have the meeting outside, as he does not wish to waste time and let the managers get on with their tasks. Some managers "jokingly" remark that he does so in order to prevent their shoes from soiling his office carpet. But there is no denying the fact that outwardly, everyone appears to be one big happy family. The premises are kept very clean and the shop floors are very tidy. Environmental pollution is at a minimum. The gardens surrounding the offices and the canteens are excellently maintained. The canteen food is subsidised, nutritious, vegetarian and generally good value for money. On every festive occasion, workers get discount coupons to buy cloth from the retail outlets determined by Decade Textiles for their products: good quality cotton dhotis and cotton saris. The demand for cotton yarn and textiles universally is high and the Decade Mills enjoy a privileged position as a supplier, because of the contacts that the top brass has with the Central Government. Export orders are bountiful and the company is cash rich. For the fifth year in succession, Decade Textiles has made super profits, when their sister company, Decade Rayon, has registered a loss and faces closure.

Decade Textile Mills, through subsidiary holdings, owns cotton plantations. Due to interference from anti-social elements (thugs) and the bad weather conditions, Decade Mills is inclined to sub-contract the growing of cotton, since this is the fourth year in a row that production has been more than actual realisation of the crop.

The shares of the sister company, Decade Rayons, located in another district of the same state, have been doing particularly poorly due to financial mismanagement and labour unrest. Haricharan has publicly vowed that history will not repeat itself in his company.

While all this is going on, a scheme has been floated by which retainable staff from Decade Rayon will be transferred to Decade Textiles and instead of filling up vacancies caused by death or superannuating, these will be filled up by transfers from Decade Rayon. This has compounded the problem of labour transfers and resentment is running high on this score.

The union membership is faced with a dilemma. Should it ask for in-company transfers and remain in the condition wherein only in-section transfers take place or should it close up completely and allow transfers from Decade Rayons to go ahead. One group in the Union Committee wants to stop the transfers from Decade Rayons, while the other group wants it to remain untouched, as more important issues are at stake at the moment. This could form the agenda of further action at a later date, they argue.

The Management does not believe in hiring female employees and the highest position a woman can aspire for is an Assistant Telephone Operator. Recently a top level "lady professor" who is an expert in communication, was slated to take a Management Development Programme on behalf of the Institute that had the contract for in-house Management Training. Haricharan and Dr ShankerIyersidelined the proposal to invite the lady as this invitation; they felt, "might" go against top management's wishes. Although very good friends, the lady professor was seen as an intellectual threat to Dr ShankerIyer, whose knowledge of his subject lacked both rigour and depth.

Professor PremHegde, the other Management Trainer from the same Institute as Dr ShankerIyer (who was present at the meeting when the lady was dropped from the programme unceremoniously), objected on the grounds that such discrimination was against the Fundamental Rights guaranteed by the Constitution and amounted to a violation of the I L O Charter to which India is a signatory.

When Professor PremHegde took up the matter with the Director of his Institute, he was brushed aside. The argument tabled was that the institute was starved of funds and the Director did not think that discrimination against women was something important enough to lose a Training

Consultancy on. Professor PremHegde is on the Western India Committee on Discrimination in Employment set up by the Government of India and is very active on morchas and dharnas organised by the body. His report to the I L O on the exploitation of women and children in Indian industry was hailed as a landmark study. Some committee members feel that the discrimination against women is archaic and must be done away with, but they do not know what to do about it. They have confided their feeling to Professor Hegde.

Dinesh Joshi is the General Secretary of the union, which is affiliated to the INTUC. Dinesh has occupied the position since 1984, when he won the election and every third year he has been re-elected to the post. Joshi's reputation is without blemish and the elections were fair. But, because he is not hard headed, workers assume that he is a "management stooge". To be fair, Joshi himself has done little to dispel that image.

The manpower strength is 3,000 workers, of whom about 60% are contract labour and 300 are officers/supervisors. Of those, 40% of the total workforce are permanent, about 60% are card carrying members of the official house union and the rest 40% join the union cause on a case by case basis. Labour turnover would have been high if the labour market could accomodate the frictional unemployment.

At the last Annual General Meeting of Decade Mills, two old timers retired from the Boards of Directors. They were replaced by a Finance Expert and a Marketing Expert, both of whom had MBA Degrees from IIM (Calcutta) and IIM (Ahmedabad), respectively. In addition, the post of Vice President (HRD) was created, and although he was not on the Board, he was given wide ranging powers. He reported directly to the Managing Director, who occupied the highest position in the Company's hierarchy.

The Board observed that changes were called for. Wage rates at the plant in Bombay and in the plantations are poor, as is the quality of skill of those employed. The HRD function is non-existent.

The Board also agreed that professionally qualified Managers must be recruited, but without creating a panic amongst the "old guard". There was no real countervailing tendency within the organisation, which could take on the "old guard" and bring about change. So "new blood" at the highest level was scouted for and found.

The new Vice President of Decade Mills, Dr. Yashvir Sinha, has a Doctorate from Harvard Business School. He is shocked at the lack or absence of an HRD Function in Decade Mills. He believes that forming an Human

Resources Management Department would be the start of a new era and many of the inherited ills of the past orthodoxy will soon disappear, if the Department is successfully set up and made operative.

Both, Dinesh Joshi and PremHegde, now agree with Sinha and have volunteered help in setting up such an HRM department at Decade Mills. Haricharan and the old guards feel threatened and are planning to sabotage the move. Joshi is well connected with the Government of Maharashtra and the Press although he does not belong to any political party. Haricharan is distantly related to the Director of the Institute, which has the contract for Management Training, and the Director has friends in "high places". Haricharan, on his own has no clout.

Both, Dinesh Joshi and PremHegde, also support Yashvir Sinha's idea of recruiting MBA's and PM specialists from the top institute of India from May 1994 and of not rushing things this year for fear of rocking the boat too much.

The Management at the Annual Meeting on 31.12.1992 has declared a dividend of 22% on equity shares and the share prices are rising at an average rate of 35% per annum consistently since 1987.

The inflation rate in Greater Bombay, according to official Government figures for 1991-92, was 8% per annum but the Bombay University Economists have calculated it at 14% per annum during the same period. The unemployment rate for Greater Bombay, according to Government figures for 1991-92, was 25% per annum (for the category employable in Decade Mills) but the Economists calculated it to be in the region of 40% per annum.

Relationship between Dinesh Joshi and his team with the leaders of the "contract labour" is cordial. The leadership of the "contract labour" has promised not to take up the issue of regularisation until the position of both Dinesh Joshi and Yashvir Sinha are secured in Decade Mills. No one is sure whether the leaders can carry the contract labour with them when the crunch comes. Traditionally, the behaviour of contract labour has been "mercurial". Traditionally, the union leadership has been known to be "reactive" and lacks an ideological base. Hence, any change must be initiated by socially conscious members of the management.

The Problem

1. The workers want a pay increase to keep up with the rise in the cost of living. Dinesh is under pressure from the rank and file to pursue their demand. Dinesh is assured of support by 85% of the workers. When the union action begins in Bombay, the plantation workers will join the struggle. If Dinesh does not agree to their demand, he will lose all credibility, support and respect.

2. But Dinesh has taken a company loan of Rs.1.5 lakh to buy a flat in Thane. Haricharan has quietly sent word to him that if he leads the strike, Haricharan will have him sacked and demand that the loan be paid back at once. Dinesh has paid up only Rs.50,000 so far.

3. Militancy among the workers is well known but their real strength has not been tested. They are quite vociferous in their demands, but they are not unreasonable men.

4. The workers who follow Dinesh Joshi are highly skilled. They man a vital section of the Mills and can bring the production to a grinding halt despite being few in number.

5. One group of militant workers who are faithful to Haricharan has united and wants Dinesh removed and are pressing for fresh elections to be held. If that happens, Dinesh is sure to lose, unless he takes up the case of the workers within the week. One other group of militant workers want to tie up with Dr Dutta Samant and disassociate with the INTUC totally, if the workers' case is not taken up. They have no dealings with either Haricharan or with Dinesh.

6. Women's Rights activists from Baroda, Nagpur, Poona and Greater Bombay are putting pressure on Professor PremHegde to expose the discriminatory practices of Decade Mills. In fact, he first brought this discriminatory practice to the knowledge of the Women's Rights activists.

7. Hegde, however, knows that if this is done Dr. ShankerIyer and the Director of the Institute, will gang-up on him and put his employment in jeopardy. Professor PremHegde is a family man but also has a conscience.

8. Two union committee members who hail from eastern India see nothing wrong in the indiscrimination against women, but agree to go along with the band wagon if the majority so decide. With their support thus secured, the committee could be used to take up the question of discrimination.

9. Dr. Yashvir Sinha has got wind of the situation and has called a secret meeting over dinner at his residence to decide what is to be done. Invited to that dinner are Dinesh Joshi, PremHegde, a top-notch politician whose reputation is impeccable and the Regional Editor of a respectable national newspaper who is a common friend of all and can respect a confidence.

10. PremHegde and Dinesh Joshi have often felt that Yashvir Sinha is a little too cautious, although his heart is in the right place.

Questions

1. This is the month of September 1993 and if production stops a large foreign contract may be lost. This would adversely affect all parties. What is to be done?

2. How will the problem of manpower allocation be handled? Can it be kept on the back burner? If so why?

3. What will Dinesh's strategy be in the light of the above scenario? Plan the strategy and justify each move.

4. Should Prem go against the Director of the Institute that employs him? How should he go about doing it?

5. How can Yashvir help the union leader, the conscientious professor and begin to form a Department for Human Resources Management as soon as possible?

Case Study

Internal Branding of Human Resources Using the Expectation Gap Analysis

[A Case Study of a Power Generation Company in Rajasthan]

Satyajit Bid

Human Resource Professional, Manipal Health Enterprises Private Limited, Bengaluru, Karnataka

Abstract

In this Case Study, we give an overview of the importance of branding, steps involved in building a brand for the HR department. We have also described the importance of creating a brand for the HR department to attract, motivate and retain the best and brightest in order to survive in the competitive world. Then we have analyzed the various sub systems of HR brand system, which serves as the Unique Selling Proposition (USP) of the company to grow in a big way in the long run. Surveys on the employees of a Power Generation Company in Rajasthan. have been conducted on the basis of expectation gap analysis and there view points are being mentioned in the survey. (i) Basic Product, which means to define what, the HR department is all about. (ii) (ii) Expected Product- which means what the employee expect the HR department to be Augmented Product, which means what are the services in reality provided by the HR Department of a Power Generation Company in Rajasthan.

Introduction

Customers differentiate firms by their products. Marketers have traditionally used "The 4 Ps" (product, price, position and promotion) to set the products of their firm apart from those of the competitor in the market place. Employees now differentiate their jobs by HR branding .The 4 Ps of HR are People, Pay, Position and Prospects. As the functions of HR started spreading across the organization, the services rendered by the HR department to the employees can be treated as the same thing as selling services to the external customer. Hence, the HR department should care about its brand identity.

For a company to be successful, it has to attract, motivate and retain the best and brightest, making it competitive in the race. As organizations are complex, open systems, single interventions are not enough. The best organizations have compelling people strategies that are perfectly aligned with the organization's business strategy. Once the people strategy is aligned with the business strategy, we can begin creating a great place to work. The HR brand has to be aligned congruently with what the company delivers to the employee, customer, public and shareholder.

Company Profile

A POWER GENERATION COMPANY IN RAJASTHAN. Limited is the largest thermal power generating company of India. A public sector company, it was incorporated in the year 1975 to accelerate power development in the country as a wholly owned company of the Government of India. At present, Government of India holds 89.5% of the total equity shares of the company and the balance 10.5% is held by FIIs, Domestic Banks, Public and others... Within a span of 31 years, A POWER GENERATION COMPANY IN RAJASTHAN. has emerged as a truly national power company, with power generating facilities in all the major regions of the country.

Recognizing its excellent performance and vast potential, Government of the India has identified A POWER GENERATION COMPANY IN RAJASTHAN. as one of the jewels of Public Sector 'Nirvanas'- a potential global giant. Inspired by its glorious past and vibrant present, A POWER GENERATION COMPANY IN RAJASTHAN. is well on its way to realize its vision of being "A world class integrated power major, powering India's growth, with increasing global presence"

Powering India's Growth: Through people: A POWER GENERATION COMPANY IN RAJASTHAN. believes in achieving organizational excellence through Human Resources and follows "**People First**" approach to leverage the potential of its 23,500 employees to fulfill its business plans. *Human Resources Function has formulated an integrated HR strategy which rests on four building blocks of HR viz. Competence building, Commitment building, Culture building and Systems building.* All HR initiatives are undertaken within this broad framework to actualize the **HR Vision** of "enabling the employees to be a family of committed world class professionals making A POWER GENERATION COMPANY IN RAJASTHAN. a learning organization.

A POWER GENERATION COMPANY IN RAJASTHAN. has institutionalized "Development Centers" in the company to systematically diagnose the current and potential competency requirements of the employees with the objective of enhancing their development in a planned manner. These Centers give a good insight to the employees about their strengths and weaknesses, the gaps in their competencies which they can bridge through suitable support from company. Due to innovative people management practices there is a high level of pride and commitment amongst employees as reflected in the various external surveys including "Great Places to Work for in India" in which A POWER GENERATION COMPANY IN RAJASTHAN. was rated third Great Place to work for in the country in 2005.

Branding: Brands were originally developed as labels of ownership: name, term, design, and symbol. However, today it is what they do for people that matters much more, how they reflect and engage them, how they define their aspiration and enable them to do more. Powerful brands can drive success in competitive and financial markets, and indeed become the organization's most valuable assets.

Internal vs. External Branding: Creating a strong brand is essential to the success of a business. As a business owner you want your company to be remembered, you want your business name to be the first thing that comes to a customers mind when they think of the products and services that you sell. There are two major elements to Brand. How the public sees your business before they become a customer and how they view your business as a customer.

External Branding is how we portray ourselves in public. Projecting the image of our business through advertising is often the initial contact we have with a customer. This is the first impression you make, so it needs to be a good one. Logos, selling sentences, signage and the overall look of your external branding are really important.

External Branding needs to do 3 things.

1. Peak the public's interest.

2. Be memorable

3. Explain what your business does.

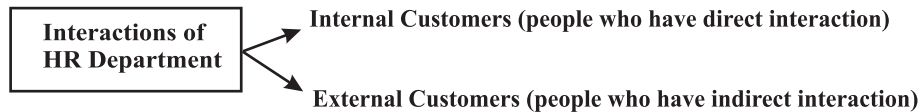All these things are targeted to 'get them in the door'.

If you peak a potential customer's interest, they will want to know more. So present a message that allows you to stand out from your competition.

If your brand is memorable, people will talk about you. The more people who talk about your brand the more customers you will create. So your message needs to be something that's hard to ignore.

HR Branding: Branding in HR has traditionally been limited to the employment function. The HR branding has become a topic of great interest. The importance of mastering the concepts and skills behind branding has greater implications for HR professionals in the "new economy".

The success of an organization relies upon excellence in execution. Historically, corporate leaders have looked to other functions, such as product development, marketing and sales, to drive corporate success, today more and more eyes are looking towards HR as the call for need.

Success of the brand depends upon of awareness and relevance. If target audiences are not aware of the brand, if their internal and external customers don't notice your effort in the cacophony of messages they receive each day, then we will never have a chance to be relevant. And if they become aware of you, if we capture their attention and fail to deliver relevance, then they will learn to ignore us.

Interactions of HR Department	→ Internal Customers (people who have direct interaction)
	→ External Customers (people who have indirect interaction)

Reasons for HR Branding: In today's knowledge driven economy, HR plays a strategic role in bringing in the right kind of people into the organization. In a sense, HR is the first face of an organization for a new prospective employee. Market research has revealed that strong brands contribute to strong competitive presence. In this way, the HR in its new avatar, the importance of branding HR follows quite as a corollary.

The challenge faced while structuring the brand is to establish new deliverables to sustain strong partnerships with both internal and external customers. The ability to see the big picture and to deploy the resources to address to this big picture will be more important than ever, based on the interactions of HR department with both internal and external customers.

The brand 'HR' can be well built by concentrating on the factors, which directly or indirectly influence the expectations of an employee. HR department should take decisions that would not discourage employees from being aligned to the brand behavior.

Initially, we have to build a brand internally that is possible by making high participation of internal customers in benefit plans, training programs and company functions. Greater the acceptance of performance plans, compensation programs, and policies and procedures, employee assistance programs, meditation services lead to higher satisfaction ratings on employee attitude surveys.

If an organization wants its brand to be perceived as more strategic, more valuable, more reliable, one needs to think about what internal and external customers expect from them, how well they can deliver it, and how to progress. This isn't achieved by fancy packages, catchy slogans and name changes, either. This is achieved by thinking like a business with a product to be developed, marketed and reliably delivered to customers who want your services.
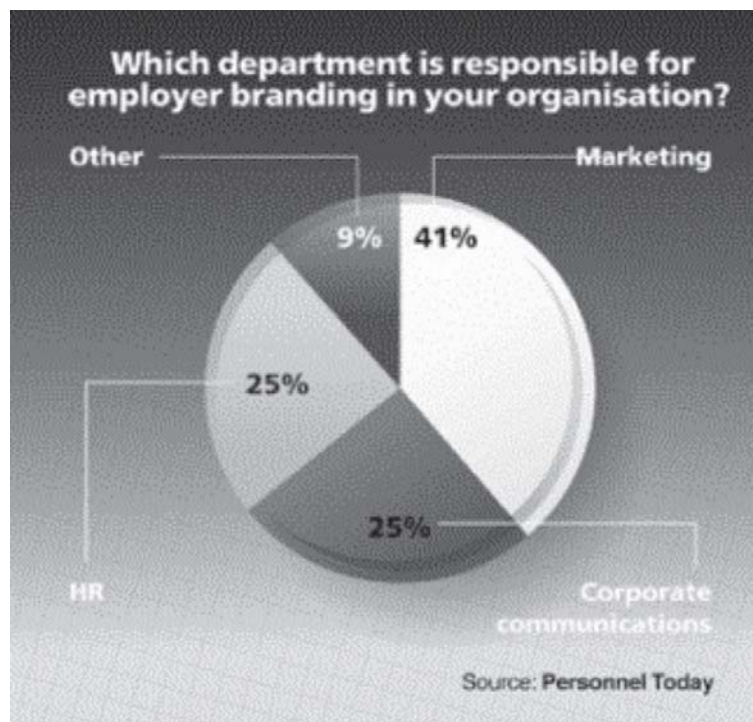

Figure 1 : Rise in Importance of HR Branding

Monitor the Change Performing expectation Gap Analysis: Based on customer input, your HR department needs to do a better job by providing good services. Whether it s hiring employees or conducting team-building sessions, customers want you to be more responsive and pleasant to deal with. Because branding is about delivering a promise, we must ensure that people, practices and systems in the HR department all work to support the goal of customer service. There has to be an alignment between the brand promise and what you actually deliver.

Just as the company does not hire retired men in leisure suits to sell its hip, young clothing, we should not staff people who are unwilling to go the extra mile for line managers. For a brand identity to work, the systems must provide itself with back-ups.

Act the Talk: Does it make sense for the HR department to create its own logo and slogan? Is the look of the HR department itself important in communicating brand identity? Packaging is an extremely valuable way to communicate and reinforce what a brand is about, but it would not work unless there is substance behind it. If your HR department has made substantial improvements, then the new look can be a way of communicating those improvements to others. For example, as told by Shiv Balan, Head of HR at GMR Group, more than 80 percent of stored memory comes from the visual sense. "What you see, you remember, more so than any of the other senses." Consumer companies understand this, and that's why they spend enormous sums developing logos with memorable type, images and color.

If you think developing a separate logo for your HR department will make it stand out and get noticed, there s no harm in it. A verbal tag-line can also be an effective tool in getting your message across. But probably the most important packaging item is the HR department itself.

"Branding is not just about a label, logo, name, environment or color." More to the point a service brand HR is about people. It is all about how those people act, talk and treat others. You could spend millions of dollars redesigning your department, developing a logo and tag-line, and communicating the new brand identity, but if the people in HR are impossible to deal with, forget it. Your accomplishment is nothing.

Enhancing Your Visibility: Another PR technique that will help you to spread the good word about HR is to be as visible as you can - not only within your own

company, but also in the larger world of human resources. Reach out to magazines and speak at HR conferences. This gives external validation for the brand changes you have made internally - and sometimes that's what it takes to get managers to pay attention.

Benefits of Building a Brand for HR Department:

1. It improves credibility and strengthens the bonds of trust between HR department and the employees.

2. It acts as a catalyst for pushing change.

3. It is communications shorthand for getting the message out.

A Shared Responsibility is Arising: It is no secret that success in business relies upon excellence in execution. While corporate leaders have historically looked to other functions, such as product development, marketing and sales, to drive corporate success, today more and more eyes are looking to HUMAN RESOURCE for help.

The reason for this new-found reliance on HR stems from a decrease in the effectiveness of the traditional levels marketing organizations used to differentiate a firm and their products. Marketers have traditionally used "the 4 P's" (product, price, position and promotion) to set the products of their firm apart from those of the competitors in the market place. However, in the new economy, product features, pricing and positioning become almost irrelevant as competitors can now mimic and upstage your efforts in very short periods.

While this development forces marketing to become more and more branding oriented, it also forces corporate attention on other avenues that can be used to establish and maintain a corporate brand in the marketplace.

Most corporate leaders and professional marketers now admit that one of the few (if not the only) channels left to communicate the corporate brand to customers is the employee, and the customer experience they are capable of providing. Customer service is a factor that is largely influenced by the quality of the workforce, which in turn is largely influenced by the quality of recruiting and workforce management systems developed and maintained by HR.

Workforce Lives Your Brand: Companies opting to distinguish themselves in the market through customer service require a workforce capable of

providing a notable positive difference in customer experience versus that which a competitor can provide. Each year, companies spend billions of dollars crafting corporate branding or "identity" strategies. They update their mission and values statements, and then work with marketers and advertisers to fine-tune and communicate the new perspective to customers. In many companies, the value statements are posted publicly at every facility to remind employees and communicate to customers what attributes matter most to the company.

Where most companies routinely fail is in managing the impact employees have on making a brand more than words on paper. In every industry, employees serve as the primary "channel" used to characterize the brand during direct contact with the customer. But in most companies, employees don't understand the corporate brand elements or what is needed from them in order to help customers experience the difference. To make matters worse, many organizations have developed standard operating procedures, policies and reward systems that drive behaviors directly in opposition to the brand values.

Table 1 : Analysis of Data: Recruitment is the major task of HR Department

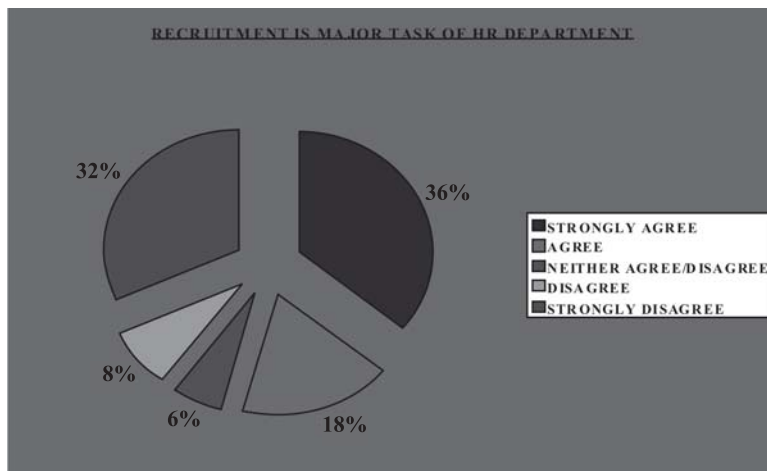| Strongly Agree	36
Agree	18
Neither Agree/ Disagree	6
Disagree	8
Strongly disagree	32

Figure 2: Recruitment major task of HR Department

Inference: 36% of the respondent strongly agree while 32% strongly disagree. This shows that respondents are not very clear about task of HR.

Table 2 : Appraisal is the major task of HR Department

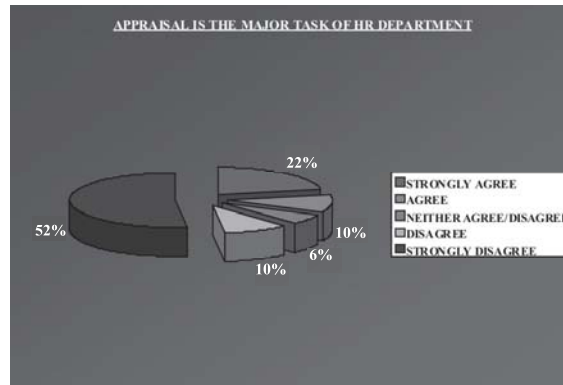| Strongly Agree	22
Agree	10
Neither Agree/Disagree	6
Disagree	10
Stronglydisagree	52

Figure 3

Inference: 52% strongly agree while only 22%strongly agree. This shows that respondents feel that Appraisal is not the major task of HR.

Table 3 : Training and Development is the major task of HR Department

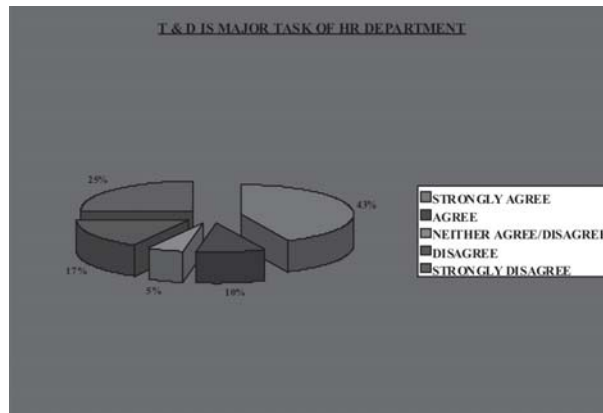|	
Strongly Agree	43
Agree	10
Neither Agree/Disagree	5
Disagree	17
Stronglydisagree	25

Figure 4

Inference: 43% of the respondents strongly agree while 25% strongly disagree. This shows that majority of people agrees that training and development is the major task performed by HR department.

Table 4 : Career Development is the major task of HR Department

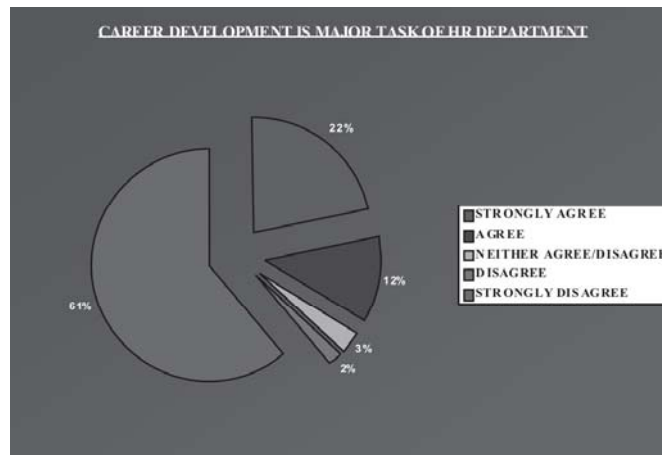|	
Strongly Agree	22
Agree	12
Neither Agree/Disagree	3
Disagree	2

Figure 5

Inference: 61%strongly disagree while 22%agree. This shows that career development is not the major task of the HR.

Table 5 : Staffing is Major Task of HR Department

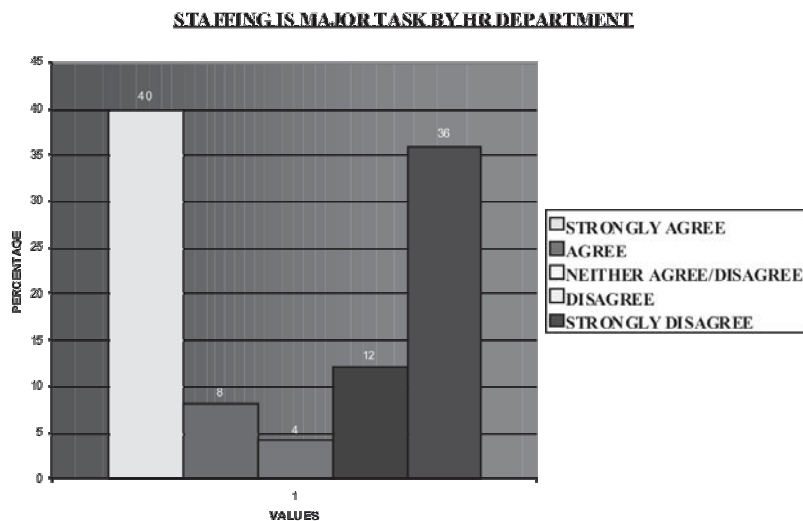|	
Strongly Agree	40
Agree	8
Neither Agree/Disagree	4
Disagree	12
Stronglydisagree	36

Figure 6

Inference: 40%strongly agree while 30%strongly disagree. This shows that staffing is the major task performed by HR department.

Table 6 : HR Department Provides Biased Appraisal

Strongly Agree	45
Agree	10
Neither Agree/ Disagree	5
Disagree	17
Stronglydisagree	23
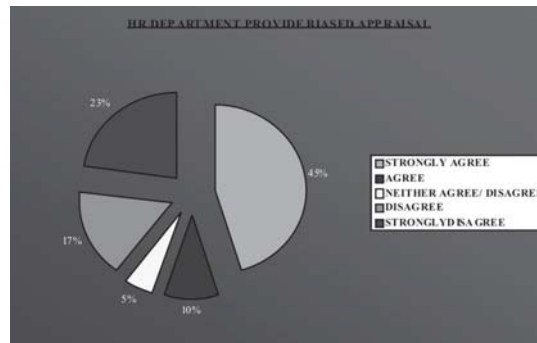
Figure 7

Inference: 45% of the respondent strongly agrees while only 23% strongly disagree. This shows that according to the respondent HR department provide biased Appraisals.

Table 7 : HR Department is Organization Centric

Strongly Agree	54
Agree	8
Neither Agree/ Disagree	6
Disagree	12
Strongly disagree	20

Figure 8

Inference: 54% of the respondent strongly agrees while only 20% of the respondent strongly disagrees. This shows that HR department is organization centric.

Table 8 : There is a Need of Employees Union

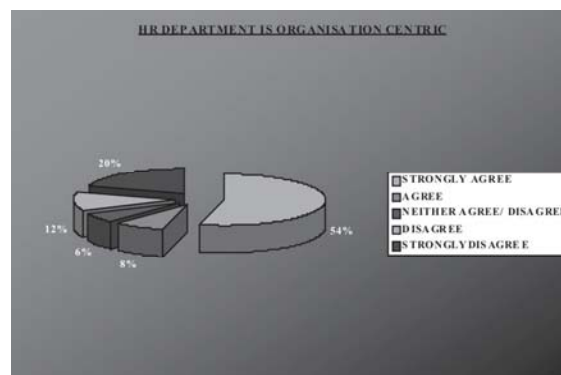|	
Strongly Agree	40
Agree	18
Neither Agree/ Disagree	10
Disagree	8
Strongly disagree	25

Figure 9

Inference: 40% of the respondent strongly agrees while only 25% of the respondent strongly disagrees. This shows that respondent feel that there is acute need of the employee union in the organization.

Table 9 : Employees are Satisfied with the Policies of HR Department

Strongly Agree	20
Agree	12
Neither Agree/ Disagree	6
Disagree	10
Stronglydisagree	52
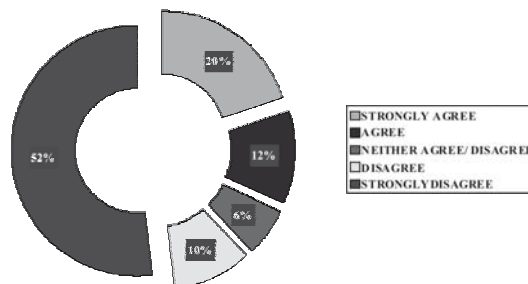
Figure 10

Inference: 20% of the respondent strongly agrees while 52% respondent strongly disagrees. This shows that employees of A POWER GENERATION COMPANY IN RAJASTHAN. are not satisfied by the policies framed by HR department.

Table 10 : HR Department is Respected by Employees

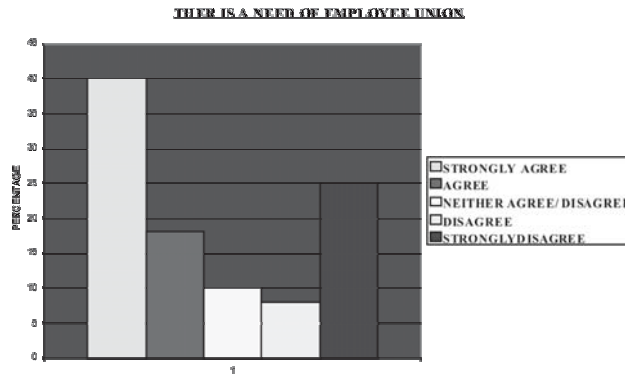| Strongly Agree	34
Agree	18
Neither Agree/ Disagree	6
Disagree	8
Strongly disagree	34

Figure 11

Inference: 34% of the respondent strongly agrees while 34% of the respondent strongly disagrees. This shows that respondent carry neutral opinion with respecting the HR department.

Table 11 : Training Provided by the HR Department is up to the Mark

Strongly Agree	40
Agree	17
Neither Agree/ Disagree	10
Disagree	18
Stronglydisagree	15
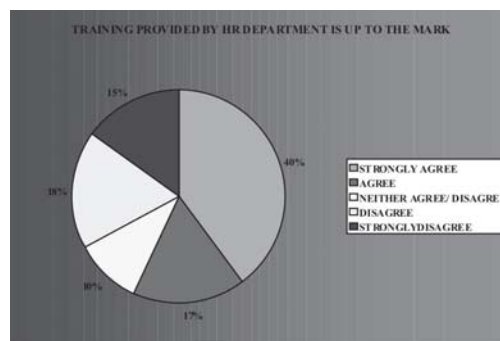
Figure 12

Inference: 40% of the respondent strongly agrees while 15% of the respondents strongly disagree, this shows that the training and development provided by the HR department is up to three marks.

Table 12 : HR Department Helps in the Holistic Development of Employees

Strongly Agree	39
Agree	9
Neither Agree/ Disagree	4
Disagree	8
Strongly disagree	40

Figure 13

Inference: 39% of the respondents strongly disagree while 40% of the respondent strongly disagrees; this shows that the HR department doesn't play very much role in the holistic development of the employee.

Table 13 : There is Mutual Coordination between HR Department and Employees

Strongly Agree	18
Agree	12
Neither Agree/ Disagree	0
Disagree	2
Strongly disagree	68

Figure 14

Inference: 18% of the respondents strongly agree while around 68% of the employees strongly disagree. This shows that there is no mutual coordination between HR department and employees.

HR Department Helps in Maintaining Work Life Balance
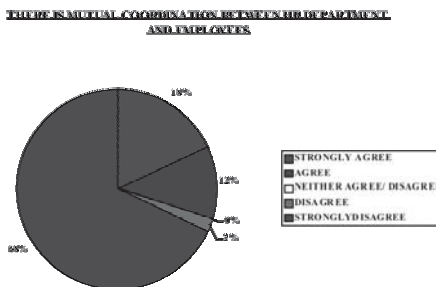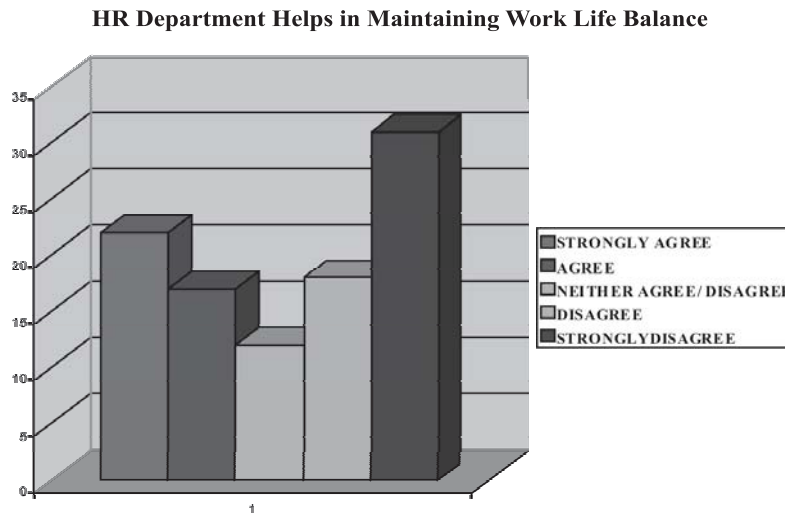

HR Department helps in maintaining work life balance.

Figure 14

Inference: 21% of the respondents strongly agree while 30% of the employees strongly disagree. This shows that the HR department doesn't play any role in maintaining the work life balance of the employees.

Factor Analysis: The explanatory factor analyst is used in order to identify the factors affecting the choice of the employee of A POWER GENERATION COMPANY IN RAJASTHAN. towards the HR department:

1. The correlation matrices are computed and examined. It reveals that there are enough correlation to go ahead with factor analysis.

2. Anti-image correlations were computed. There showed that partial correlation were low, indicating that true factors existed in the data.

3. Kaiser-meyer-olkin measure of sampling adequacy(MSA) for individual variables is studied from the diagonal of partial correlation matrix.

4. To test the sampling adequacy, Kaiser-meyer-olkin of sampling adequacy s computed, which is found to be .919 for the branding of the HR department which shows that the sample is marvelous.

Hence all these standards indicate that the data is excellent for factor analysis, principle component analysis is employed for extracting factor. Rotation method was applied as per it only the factor having latent roots or eligen values greater than one are considered significant, all the factors with laent roots less than one are considered insignificant and disregarded.

Table 14 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	5542.405
	Df	136
	Sig.	.000

Communalities (Table 15)

	Initial	Extraction
Biased Appraisal	1.000	.980
Organization Centric	1.000	.966
Training Provided is Upto the Mark	1.000	.967
Wholistic Development	1.000	.973
Mutual Coordination	1.000	.934
Work Life Balance	1.000	.976
Need of Employee Union	1.000	.972
Employees Satisfaction with Policies	1.000	.992
HR Department Respected by the Employees	1.000	.973
Recruitment is the Major Task by HR	1.000	.976
Appraisal is the Major Task Peroformed by the HR	1.000	.993
T&D Is Major Task by HR	1.000	.981
Selection is the Major Task by HR	1.000	.982
Carreer Development is Major Task by HR	1.000	.980
Staffing is Major Task by HR	1.000	.966
HR Should Undergo Branding	1.000	.889
Decision HR Make are Fair	1.000	.967
Extraction Method: Principal Component Analysis.		

TOTAL VARIANCE EXPLAINED (Table 16)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.197	89.397	89.397	15.197	89.397	89.397	9.954	58.554	58.554
2	1.271	7.475	96.872	1.271	7.475	96.872	6.514	38.318	96.872
3	.174	1.025	97.897						
4	.143	.839	98.736						
5	.051	.301	99.038						
6	.034	.201	99.238						
7	.030	.179	99.417						
8	.022	.130	99.548						
9	.017	.102	99.650						
10	.015	.086	99.735						
11	.013	.076	99.811						
12	.012	.069	99.880						

13	.008	.046	99.926							
14	.005	.032	99.958							
15	.004	.021	99.979							
16	.002	.013	99.992							
17	.001	.008	100.000							

Component Matrix(a) (Table 18)

	Component	
	1	2
Biased Appraisal	.966	-.219
Organization Centric	.913	-.364
Ttaining Provided is upto the Mark	.965	-.192
Wholistic Development	.986	-.038
Mutual Coordination	.784	.564
Work Life Balance	.982	.108
Need of Employee Union	.960	-.223
Employees Satisfaction with Policies	.913	.398
HR Department Respected by the Employees	.982	-.092
Recruitment is the Major Task byHR	.978	-.137
Appraisal is the Major Task Performed by the HR	.913	.399
T&D Is Major Task by HR	.975	-.175
Selection is the Major Task by HR	.944	-.302
Career Development is Major Task BY HR	.882	.450
Staffing is Major Task by HR	.982	-.040
HR Should Undergo Branding	.942	.034
Decision HR Make are Fair	.983	-.006

Extraction Method: Principal Component Analysis.

a 2 components extracted.

Rotated Component Matrix(a) (Table 19)

	Component	
	1	2
Biased Appraisal	.897	.420
Organization Centric	.944	.272
Ttaining Provided is upto the Mark	.880	.440
Wholistic Development	.801	.575
Mutual Coordination	.273	.927
Work Life Balance	.709	.687

Need of Employee Union	.895	.413
Employees Satisfaction with policies	.477	.874
HR Department Respected by the Employees	.832	.530
Recruitment is the Major Task by HR	.856	.492
Appraisal is the Major Task Performed by the HR	.476	.876
T&D Is Major Task by HR	.877	.460
Selection is the Major Task by HR	.931	.340
Career Development is Major Task by HR	.420	.896
Staffing is Major Task by HR	.800	.571
HR Should Undergo Branding	.723	.605
Decision HR Make are Fair	.780	.599

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 3 iterations

Component Transformation Matrix (Table 20)

Component	1	2
1	.790	.614
2	-.614	.790

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

Naming of the Factors(Table 21):

Factors Numbers	Name of Dimension	Label	Statements	Factpr Loading
F1	HR Environment	1	Biased appraisal	.897
		V2	Organizational centric	.944
		V3	Training provided is upto the	.880
		V4	mark	.801
		V6	Wholistic development	.709
		V7	Work life balance	.895
		V9	Need for employee union	.832
		V10	HR department respected by the employee	.856
		V12	Recruitment is the major task by	.877
		V13	HRTraining and development is the major task	.931
		V15	Selection is the major task by	.800

		V16	HR	.723
		V17	Staffing is the major task by HRHR should undergo branding Decision made by HR are fair	.780
F2	HR Job	V5	Mutual coordination	.927
		V8	Employee satisfied by the policies	.874
		V11	Of HR	.876
		V14	Appraisal is the major task by HR	.896
			Career development is the major task by HR	

Findings:

➤ **People had a perception in their mind that the HR department is :**

- Panga and adanga department.
- Hamara raj.
- The functions are somewhat like municipality department.
- Department is not able to perform at par with employees expectations.

➤ **Basically HR department should be about :**

1. Customer Delight
2. Sensitivity
3. Service Department
4. Motivator Of The Employee
5. Organizational Communicator

The expectation of the customer from HR department are:

1. Prompt Service
2. Take care of all the peripheral needs of the employees other than his job.

➤ **HR department offerings:**

1. Administrative Infrastructure Support System
2. Motivation
3. Competency Enhancement

4. Enabling Culture
5. Counseling
6. Manpower
7. Maintenance Function
8. Managing Environment

➤ **Though the HR department is working a lot but they are unable to provide :**

1. Responsiveness
2. Transparency
3. Consistency
4. Fairness
5. Speed
6. Accessibility
7. Quality
8. Empathy
9. Ownership
10. Dignity
11. Trust

Suggestions and Recommendations: There are a lot of things that need to be accomplished in HR before HR programs and practices can begin supporting the corporate brand. The list is immense, but some recommended starting points follow: -

1. Stop executing HR in a vacuum. Managing the most valuable corporate asset in a world-class

way requires cooperation with marketing and finance.

2. Identify where your standard operating procedures, policies and reward systems contradict the customer experience your corporate brand depends upon, and fix them. (Every company should find at least one major contradiction. If you are having problems, look at how you provide bonus compensation.)

3. Measure the success of your recruiting and training initiatives based on the customer perception of the quality of your workforce; after all, it is their opinion that matters most!

4. Identify how your employees perceive your organization, and compare that to how you want customers to perceive your organization. If there is a mismatch, it must be resolved. (Note that resolution does not mean telling the employee they are wrong! Branding relies upon their perception, not yours.)

What Needs To Be Done?

- **Specific Time Set Aside For Stake Holders**: There Should Be specific time set aside for the stake holders as they are the internal customer of the organization so they must be given due importance.

- **Feedback**: There Should Be Proper Feed Back Given To The Employee So That They May Improve In The Areas Where Ever They Lack.

- **Listening:** HR Department Should Listen To Every Employee Regarding The Challenges And The Problems Which He/She Faces In The Job.

- **Reaching Out**: HR Department Should Be Easily Approachable By Each And Every Employee.

- **Total Availability**: HR Department Should Be Available 24*7 At The Service Of The Employees.

- **Credibility**: HR department Should Give Complete Credit To The Worthier Employee So As To Motivate Them Further To Perform Well.

- **Consistency**: HR department Should Be Very Much Consistence in Its Working Areas and Service providing to the Employees.

- **Monitor Self**: HR Department Should Set Up A Suggestion Box For Itself Or Go For A Proper Feedback Form So As To Take The Opinion Of The People On The Performance Of The HR Department, With This HR Department Would Be Able To compares it's performance from the previous one and would improve its services if needed.

Conclusion

We knew that corporate branding initiatives are created in a vacuum, and not always based upon reality, or the ability of our firm to live up to the image created. Unfortunately, failing to follow through on a promise put forth by our brand, either stated or implied, is one of the easiest and most effective ways to drive customers away and revenues down.

Branding initiatives should always have the customer as their primary focus, and focus on their needs and wants. In some cases, the customer is internal, in other cases external. Branding can be used to accomplish a variety of challenges, but success depends upon follow through, and that depends upon the quality of your workforce and their ability to deliver. Why do we go for brands? The answer is simple -.reliability. It's the popular brands which provide this reliability. Attracting knowledge workers has become a Herculean task for the HR department. Only the best practices and the best environment can assure their interest in working for your organization. The practices and policies of the HR department and its outlook create a certain brand for the HR. The better the brand, better are the chances that you attract the best talent. The focus in our paper outlines all that are required to make HR the best brand.

A question that seems to be popping up more and more in the minds of recruiters and general HR leadership is, "Why should branding be important to HR manager? I work in HR, not marketing."

In proposing an answer to this question, one must admit that just a few short years ago, answer would have been significantly more limited than it is today, in that branding in HR has traditionally been limited to the employment function. But while employment branding has always been a topic of great interest to many leading recruiting professionals, the importance of mastering the concepts and skills behind branding have much greater implications for HR professionals in the "new economy".

Annexure 1

Questionnaire

Kindly spare few minutes to fill this questionnaire, we will be highly obliged to you. Please put tick {"} mark from questions no. 1-18.whereas , SA-Strongly Agree, A- Agree, N-Neither agree nor disagree, DA-disagree, SDA-strongly disagree.

Strongly Agree		**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	Recruitment is the major task performed By the HR department.				
2	Appraisal is the major task performed by the HR department				
3	Training and development provide By HR department is up to the mark				
4	Selection is the major task performed By the HR department.				
5	HR department helps in the career Development or growth the employee				
6	HR department provides biased Appraisal.				
7	HR department is organization centric.				
8	Staffing done by HR department is Up to the mark.				
9	There is a need of employee union				
10	HR department should undergo Branding				
11	The decision HR department Makes concerning employee are Fair				
12	I am satisfied with the policies of HR department.				
13	HR department is respected by the Employee.				
14	The training provided by the HR department Prepares me for the work I do.				
15	HR department helps in the Wholistic development of the employees.				
16	There is a proper mutual Coordination between the Employee and the HR department				
17	HR department helps in maintain Work- life balance of an employee.				
18	What changes should HR department undergo?				
19	Your views on the current working condition of HR department (in few words)?				

Personal Details

(Please tick (") the appropriate box)

Name:					Designation:			
AGE					**EDUCATION**			
					12th Standard		Professional Degree/ Diploma	
18-25	26-35	36-45	46-55	56 and above	Bachelors Degree Masters degree		Ph.D	
GENDER					**Department you work in**			
	Male		Female		Engineering / R & D		HR	
					Finance		Customer Service	
					Marketing/ Sales		Any other	
					Accounting			

Bibliography

1. Cockroft, Lucia; (2007) HR in practice: Fujitsu Services moves in the right direction with career development , Personnel Today 01 October

2. Comment: (1999) "Stop look go" Advertising and Marketing ,vol-3,p-58

3. Dessler,Gary;(2004) Human Resource Management, Prentice Hall, November,2004.

4. Dessler,Gary; (2005) A Framework for Human Resource Management, Prentice Hall.

5. Dessler,Gary; Management: Principles & Practices for Tomorrow's Leaders, Prentice Hall, 3rd edition,

6. Flippo,Edwin B. (1971); Principles of Personnel Management, McGraw Hill, 3rd revised edition,

7. Jayashree S (2005) (2016) What Every MBA Should Know About HRM, Himalaya Publications, Mumbai

8. Jayashree S, Sadri S and Nayak N (2009) A Strategic Approach to Human Resources, Jaico Publishing Co, Delhi

9. Logan, Guy ; Workplace confusion as bosses and HR neglect leadership development ,Global Leadership Forecast 2008-09 by business leadership consultancy DDI and the Chartered Institute of Personnel and Development (CIPD),

10. Report (1979): Alternatives in developing frame work of research, ICSSR, News Letter, 10 April

11. Sadri S, Jayashree S and Ajgaonkar M (2002) Geometry of HR, Himalaya Publications, Mumbai

12. Sadri S (2016) Manifestations of Excellence in Management, Himalaya Publications, Mumbai

13. The Economic Times: several issues

14. The Times of India: several issues.

15. Toft, Steven (2007); Off message: Human Resources is too wimpish, Personnel Today, 18 September

16. Vorster ,Gareth (2008); Human resources making no difference to employees' working lives, A survey of 1,000 workers conduct ed by HR service provider, Ceridian, Personnel Today 06 February