

RNI – MPENG/2011/46472

ISSN-2249-9512



Journal of Management Value & Ethics

(A quarterly Publication of GMA)

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Publisher/Printer/Owner/Editor-in-Chief : **Dr. Prabhakar Singh Bhadouria,**
Gwalior Management Academy

Regd. Office: C-17 Kailash Nagar Near New High Court Gwalior M.P. INDIA-474006,
e-mail : jmveindia@yahoo.com, www.jmveindia.com

Annual subscription Rs.2000.00 (India) \$ 170 & euro 150 (foreign Airmail)

Printed at: Sai offset Throat palace, Lashkar Gwalior(M.P.)

Graphics & Designed: **Shivani Computer Graphics, Gwalior (M.P.)**

Message

Editor in Chief / Managing Editor



Dear Academicians & Research Scholars,

Wish you a very- very Happy New Year 2013.

Journal of Management Value & Ethics consistently is stepping up towards its target groups day by day. The roots of Journal are no doubt in the Gwalior. Because, it is our first Journal on Management, but the branches (approach) spread in all around the country. I got final registration with new number from RNI N. Delhi. Our Journal publishes many research papers from east-west and north-south of our country, and some of the papers are from abroad. Many academicians and research scholars have appreciated our Journal and sent their wishes for our success. They have also assured to send their research papers for publication in the coming issues. As we all know, management is a wide field. It covers all area of our day to day work. Therefore, many Business Schools conduct various management courses at their campuses. So, new research and new innovative ideas have always come among us. To make our education system or result oriented research based studies had always supported academicians & scholars to upgrade their knowledge as well as academic profile. As, we have decided GMA will be publishing the stories of word renowned top management Gurus. In this series, we are bringing another name of management guru **Mr. BILL GATES**, Co-founder of Microsoft, a software company and the world richest person. He had published many books on the Management and donates billions dollars to charity for social reforms. We are requesting again to academicians & research scholars calling for research papers on empirical and theoretical studies. Those who are interested to publish their papers in the field of Retail, Tourism, Hospitality, Event Management, Import and Export, HRM, Finance, Marketing, Advertising, Accounting, Aviation, IT etc. They can send papers through email as mentioned on front page in the name of editor.

With best wishes to all

Dr.P.S.Bhadouria



BILL GATES For long, the world's richest man, was upstaged by legendary investor Warren Buffett recently, Bill Gates wears many a hat: computer whiz entrepreneur extraordinaire, compassionate capitalist, management thinker...

on October 28, 1955, William H Gates III grew up in Seattle with his two sisters. Their father, William H II, was a Seattle attorney. Their late mother, Mary, school teacher at University of Washington regent and chairwoman of United Way International.

attended public elementary school and the private Lakeside School. There, he discovered his interest in software and began programming computers from the 13.

1973, Gates entered Harvard University as a freshman, where he lived down the hall from Steve Ballmer, now Microsoft's Chief Executive Officer.

While at Harvard, Gates developed a version of the programming language BASIC for the first microcomputer - the MITS Altair.

In his junior year, Gates left Harvard to devote his energies to Microsoft, a company he had begun in 1975 with his childhood friend Paul Allen.

Books that he wrote:

- *The Road Ahead* (1995), held the No. 1 spot on the *New York Times'* bestseller list for seven weeks.
- *Business @ the Speed of Thought* (1999). Published in 25 languages the book is available in more than 60 countries.
- Bill Gates stepped down as chief executive officer of Microsoft in January, 2000; remained as chairman and created the position of chief software architect. Gates's last full-time day at Microsoft was June 27, 2008. He remains at Microsoft as a part-time, non-executive chairman.
- Gates married Melinda French from Dallas, Texas on January 1, 1994. They have three children: Jennifer Katharine Gates (1996), Rory John Gates (1999) and Phoebe Adele Gates (2002).
- Bill Gates' house is a 21st century earth-sheltered home in the side of a hill overlooking Lake Washington in Medina, Washington.
- Bill Gates was awarded with a honorary doctorate in medicine at the Karolinska Institute in Stockholm, on January 23, 2008. Bill and Melinda Gates (not present during the conferment ceremony) were honoured for their work with the global health issues through the Bill and Melinda Gates Foundation.

EMPLOYED, BUT ARE THEY SATISFIED: ON DEMOGRAPHIC AND SOCIO-ECONOMIC AFFECT ON JOB SATISFACTION

David T. Stoneback¹

ABSTRACT

Unfavorable macro-economic factors have driven companies to reduce workforce and demand more from their employees. The result of these actions may be downward pressure on employee job satisfaction, perhaps driven by a fear on the part of employees for losing their own job balanced against the stress created by added responsibilities at flat or reduced pay. It is hypothesized that there are micro factors at the individual level in the form of demographics or socio-economic factors that are impacting job satisfaction for employees. This study aims to better understand which of these micro factors are influencing job satisfaction of employees in various industries with a focus on the insurance and the education industries. The correlational research is oriented in the Positivist tradition and was conducted through collection of survey data.

Keywords: Demographic, Education industry, Insurance industry, Intrinsic and Extrinsic Motivation, Job satisfaction.

Review of Literature

The affect of demographics on job satisfaction has been explored in the literature in recent years and has elicited a mixed understanding of what the impacts are to an employee's satisfaction of their work. The objective of the present study is to add to the existing body of work in this area and provide for additional data points to get closer to an overall understanding of the most impactful elements of job satisfaction. The dependent variable in this study was job satisfaction as measured by the Job Satisfaction Survey (JSS) (Spector, 1997). Spector (1997) describes job satisfaction simply as the degree to which an employee likes or dislikes their job. He measures this in nine areas: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. The independent variables for this study were: gender, age, industry, participant salary, participant tenure with current employer, participant marital status, and number of individuals in the participants' household.

¹ Ph.D., Astt. Vice-President, Growth Strategies at Metlife Greater Philadelphia, Ashford University (NJ).

Employee Engagement and Job Satisfaction

There are three components of employee engagement: job satisfaction, empowerment, and manager satisfaction (Weiss, 2002). According to Transformational Leadership theory, employee engagement is an important factor in helping managers understand how to retain employees (Bass, 1990). It is beneficial for the leadership in any industry to better understand how they can positively impact the engagement of their employees in order to improve retention.

Job satisfaction is described by Futrell (1979) in terms of the employee's personal feelings of accomplishment, meaningful contribution, and contentment with their job responsibilities. Fraser (1983) defined job satisfaction in terms of the perceived relationship between the value an employee extracts from their work against the effort and mindshare exerted to achieve results. Empowerment focuses on the level of ownership an employee feels over their own work while satisfaction with the manager focuses on the level of satisfaction an employee has with the manager-subordinate relationship (Durand & Nord, 1976).

Employee satisfaction has followed theoretical models such as the two-factor theory (Fraser, 1983) and Stamps and Piedmonte's (1986) model consisting of five viewpoints. Fraser's model looks at both the satisfaction and dissatisfaction of an employee on the job. These factors are modeled from the employee's perspective and are related to the level of motivation and ownership (engagement) in one's job responsibilities with a correlation to levels of satisfaction or dissatisfaction.

Stamps and Piedmonte (1986) explored employee satisfaction more broadly in their five factors. They view satisfaction as a conglomeration of: personal fulfillment, views of expectations gap, impact of their work output, relative contribution, and Fraser's two-factor model. These five viewpoints encompass each of the factors that may influence an employee's view of their job.

Demographic Factors that may Impact Job Satisfaction

Spector (1997) observed that the extent to which an employee likes or dislikes their job would describe their satisfaction. Locke (1976) developed the Range of Affect Theory which determined that job satisfaction is determined by the expectations of the job holder. The theory holds that if there is a large discrepancy between the expectations an employee has for their job and what the job situation actually provides then job satisfaction is impacted.

Organizational Behavior is often linked to job satisfaction. Smith, Organ, and Near (1983) found a correlation between job satisfaction and organizational behavior. The concept of team unity and commitment was found to increase positive organizational behavior and job satisfaction is the work of Foote and Tang (2008).

Gender, Age, and Marital Status

Research regarding the impact of gender on employee job satisfaction has produced mixed results. Of interest have been findings which assert that males are generally more satisfied than females (McCaslin & Mwange, 1994) and that female employees are more satisfied than males (Hodson, 1989). Gender differences may reflect the changing demographics of the workplace and may also be impacted by the gender of the breadwinner in a family.

Foundational studies on the affect of age on job satisfaction were done by Mobley, et al. (1979) and found age to be a significant predictor of job satisfaction. More recent studies have been mixed on this front and may be due to the generational changes in the workplace. Lahoud (2006) found a positive relationship between age and job satisfaction while other research studies have found no statistically significant relationship (Bos, et al., 2009; Ghazzawi, 2011).

Salary and Tenure

Salary is often used by employees as a benchmark of their contribution to the organization as well as their value to the organization. In addition to salary, other rewards of intrinsic value are calculated into the benchmark of success by those who value that type of recognition. Maslow (1954) discussed the importance of both extrinsic and intrinsic motivational factors while Oshagbemi (2000) and expanded on Maslow's work to link these motivational factors to job satisfaction.

Dawis and Lofquist (1984) defined job satisfaction with their theory of work adjustment through their four core self-evaluation measures: self-esteem, general self-efficacy, locus of control, and neuroticism. They observed a link between job satisfaction and tenure perhaps due to the increased experience one obtains over time which may then increase self value and efficacy as well as a feeling of empowerment and an expansion of locus of control.

Mathieu and Zajac (1990) found that tenure was impacted by a level of commitment on the part of employees. The loyalty that creates this sense of commitment may be created by a sense of team unity. It has been found that communication among team members is significantly improved in an environment of team cohesiveness (Schachter, et al., 1951; Cartwright 1968).

Team unity has been said to be significantly influenced by the concept of organizational fairness. Greenberg (1996) discussed organizational fairness in terms of what he called organizational justice. His concept was expanded upon by Hoy and Tarter (2004) and their framework consisting of six major principles: equality, perception, polyphony,

interpersonal justice, consistency, and correction. These principles are related to employees' decisions around organizational commitment and are one influence on the tenure of the individual.

Methodology

The primary research question for this study was "what are the relationships (if any) between demographic factors and the respondent's level of satisfaction?" This question was answered two ways: Pearson product-moment correlations (Table 5) and multiple regression models (Tables 6 and 7).

The sample was taken from members of industry groups who were requested to complete an online survey. The survey consisted of several demographic questions related to the independent variables which were: gender, age, industry, participant salary, participant tenure with current employer, participant marital status, and number of individuals in the participants' household. The survey also contained the JSS (Spector, 1997) which measured the dependent variable, job satisfaction. Participation represented 116 individuals.

Cohen (1988) suggested some guidelines for interpreting the strength of linear correlations. He suggested that a weak correlation typically had an absolute value of $r = .10$ (about one percent of the variance explained), a moderate correlation typically had an absolute value of $r = .30$ (about nine percent of the variance explained) and a strong correlation typically had an absolute value of $r = .50$ (about 25 percent of the variance explained). Therefore, for the sake of parsimony, this section will primarily highlight those correlations that were of at least moderate strength to minimize the potential of numerous Type I errors stemming from interpreting and drawing conclusions based on potentially spurious correlations.

Results

Table 1 displays the frequency counts for selected variables. Slightly more females (52.6%) than males (47.4%) participated in this study. The most common industries were insurance (33.6%) and higher education (22.4%). Ages ranged from "20-29 years (7.8%)" to "60-69 years (11.2%)" with the median age being 44.50 years old. Salaries ranged from "under \$50,000 (21.6%)" to "Over \$200,000 (7.8%)" with the median salary being \$74,500. Years with their current employer ranged from "under 1 year (12.9%)" to "21 or more years (10.3%)" with the median number of years being eight. About two-thirds (65.5%) were married with another 19.8% being single. The number living in the respondents household ranged from "1 (15.5%)" to "6 or more (1.7%)" with the median number being three (Table 1).

Table 1. *Frequency Counts for Selected Variables (N = 116)*

Variable	Category	<i>n</i>	%
Gender	Male	55	47.4
	Female	61	52.6
Industry	Engineering	3	2.6
	Higher Education	26	22.4
	Secondary or Primary Education	3	2.6
	Manufacturing	2	1.7
	Transportation, communication	3	2.6
	Wholesale trade	1	0.9
	Finance	8	6.9
	Insurance	39	33.6
	Real estate	1	0.9
	Services	3	2.6
	Public Administration	4	3.4
	Other	23	19.8
Age	20-29 years	9	7.8
	30-39 years	38	32.8
	40-49 years	27	23.3
	50-59 years	29	25.0
	60-69 years	13	11.2
Salary	Under \$50,000	25	21.6
	\$50-99,000	38	32.8
	\$100-149,000	32	27.6
	\$150-199,000	11	9.5

	Over \$200,000	9	7.8
Years with Current Employer			
	Under 1 year	15	12.9
	1-5 years	38	32.8
	6-10 years	27	23.3
	11-15 years	18	15.5
	16-20 years	6	5.2
	21 or more years	12	10.3
Marital Status			
	Married	76	65.5
	Single	23	19.8
	Divorced	11	9.5
	Separated	2	1.7
	Widowed	4	3.4
Number in Household			
	1	18	15.5
	2	26	22.4
	3	37	31.9
	4	18	15.5
	5	15	12.9
	6 or more	2	1.7

Table 2 displays the descriptive statistics for the nine JSS subscale scores sorted by the highest mean score. These scores were for the entire sample ($N = 116$). The highest scores were for Nature of Work ($M = 4.75$) and Coworkers ($M = 4.60$) while the lowest scores were for Promotion ($M = 3.35$) and Operative Conditions ($M = 3.45$) (Table 2).

Table 2. *Descriptive Statistics for JSS Subscales Sorted by Highest Mean. Entire Sample ($N = 116$)*

JSS Scale	<i>M</i>	<i>SD</i>	Low	High
Nature of Work Scale	4.75	0.99	1.75	6.00
Coworkers Scale	4.60	0.97	2.00	6.00
Supervision Scale	4.51	1.30	1.00	6.00
Communication Scale	4.05	1.12	1.00	6.00
Fringe Benefits Scale	3.93	1.17	1.00	6.00
Contingent Rewards Scale	3.79	1.29	1.00	6.00
Pay Scale	3.54	1.33	1.00	6.00
Operating Conditions Scale	3.45	0.98	1.00	5.75
Promotion Scale	3.35	1.10	1.00	6.00

Note. Scales were based on a 6-point metric: 1 = *Disagree Very Much* to 6 = *Agree Very Much*.

Table 3 displays the descriptive statistics for the nine JSS subscale scores sorted by the highest mean score. These scores were for the education industry subsample ($n = 29$). The highest scores were for Nature of Work ($M = 5.14$) and Coworkers ($M = 4.41$) while the lowest scores were for Promotion ($M = 3.04$) and Pay ($M = 3.05$) (Table 3).

Table 3. *Descriptive Statistics for JSS Subscales Sorted by Highest Mean. Education Industry Subsample Only ($n = 29$)*

JSS Scale	<i>M</i>	<i>SD</i>	Low	High
Nature of Work Scale	5.14	0.93	2.25	6.00
Coworkers Scale	4.41	1.09	2.00	6.00
Supervision Scale	4.38	1.23	1.75	6.00
Communication Scale	3.74	1.29	1.00	6.00
Contingent Rewards Scale	3.53	1.33	1.00	6.00
Fringe Benefits Scale	3.44	1.10	1.25	5.50
Operating Conditions Scale	3.40	1.11	1.00	5.75

Pay Scale	3.05	1.34	1.00	5.75
Promotion Scale	3.04	1.08	1.25	5.00

Note. Scales were based on a 6-point metric: 1 = *Disagree Very Much* to 6 = *Agree Very Much*.

Table 4 displays the descriptive statistics for the nine JSS subscale scores sorted by the highest mean score. These scores were for the insurance industry subsample ($n = 39$). The highest scores were for Supervision ($M = 4.89$) and Coworkers ($M = 4.79$) while the lowest scores were for Promotion ($M = 3.54$) and Operating Conditions ($M = 3.63$) (Table 4).

Table 4. *Descriptive Statistics for JSS Subscales Sorted by Highest Mean. Insurance Industry Subsample Only ($n = 39$)*

JSS Scale	<i>M</i>	<i>SD</i>	Low	High
Supervision Scale	4.89	1.20	1.00	6.00
Coworkers Scale	4.79	0.90	2.25	6.00
Nature of Work Scale	4.64	0.99	1.75	6.00
Fringe Benefits Scale	4.58	0.96	1.25	6.00
Communication Scale	4.42	0.91	2.00	5.75
Contingent Rewards Scale	4.04	1.27	1.00	6.00
Pay Scale	3.81	1.21	1.00	6.00
Operating Conditions Scale	3.63	0.90	1.75	5.50
Promotion Scale	3.54	1.02	2.00	5.50

Note. Scales were based on a 6-point metric: 1 = *Disagree Very Much* to 6 = *Agree Very Much*.

Table 5 displays the correlations between the ten JSS scores and the eight demographic variables. For the resulting 80 correlations, 16 were statistically significant at the $p < .05$ level and three were of moderate strength using the Cohen (1988) criteria. Specifically, those in the insurance industry had higher Fringe Benefits satisfaction ($r = .39$, $p < .001$). In addition, those with higher salary levels had higher satisfaction pertaining to Pay ($r = .42$, $p < .001$), and Contingent Rewards ($r = .31$, $p < .001$) (Table 5).

Table 5. *Correlations for Selected Demographic Variables with JSS Scale Scores ($N = 116$)*

JSS Scale	Demographic Variables ^a							
	1	2	3	4	5	6	7	8
Total Satisfaction Scale	-.09	-.15	.24**	-.12.	.24**	.15	.12	.10
Pay Scale	-.14	-.21*	.14	-.24**	.42****	.03	.08	.10
Promotion Scale	-.16	-.16	.12-	.27***	.19*	-.03	.12	.17
Supervision Scale	-.09	-.06	.21*	-.15	.11	.13	.05	.09
Fringe Benefits Scale	-.09	-.24**	.39****	-.05	.21*	.24**	.03	.00
Contingent Rewards Scale	-.09	-.11	.14	-.18*	.31****	.10	.10	.08
Operating Conditions Scale	-.01	-.03	.13	.03	-.05	.07	.05	.09
Coworkers Scale	-.05	-.11	.14	.10	.01	.12	.17	.07
Nature of Work Scale	.02	.23**	-.08	.15	.08	.17	.03	.06
Communication Scale	.08	-.16	.24**	.00	.10	.14	.09	-.04

Note. * $p < .05$. ** $p < .01$. *** $p < .005$. **** $p < .001$. ^a Demographic variables: 1 = Gender (1 = Male, 2 = Female); 2 = Education Industry (0 = No, 1 = Yes); 3 = Insurance Industry (0 = No, 1 = Yes); 4 = Age; 5 = Salary; 6 = Years with current employer;; 7 = Marital Status (0 = Not Married, 1 = Married); 8 = Number in Household.

Table 6 displays the results of the multiple regression model predicting total job satisfaction based on eight variables. The full model was almost significant ($p = .06$) and accounted for 12.6% of the variance in the dependent variable. Inspection of the beta weights found that job satisfaction tended to be higher based on working in the insurance industry ($\beta = .18, p = .08$) and having higher salary levels ($\beta = .17, p = .09$) (Table 6).

Table 6. Prediction of Total Job Satisfaction Based on Demographic Variables ($N = 116$)

Variable	<i>B</i>	<i>SE</i>	β	<i>p</i>
Intercept	3.70	0.42		.001
Gender ^a	0.01	0.15	.00	.97

Education Industry ^b	0.01	0.19	.01	.94
Insurance Industry ^b	0.30	0.17	.18	.08
Age	-0.08	0.07	-.12	.25
Salary	0.08	0.05	.17	.09
Years with Current Employer	0.06	0.05	.12	.24
Married ^b	0.11	0.19	.07	.56
Number in Household	0.01	0.07	.02	.88

Note. Full Model: $F(8, 107) = 1.92, p = .06$. $R^2 = .126$.^a Gender: 1 = Male 2 = Female.^b Coding: 0 = No 1 = Yes.

As a further exploratory analysis, Table 7 displays the results of the backward elimination multiple regression model predicting total job satisfaction based on eight candidate variables. The final two-variable model was significant ($p = .002$) and accounted for 10.1% of the variance in the dependent variable. Inspection of the beta weights found that job satisfaction was higher based on working in the insurance industry ($\beta = .21, p = .02$) and having higher salary levels ($\beta = .21, p = .02$) (Table 7).

Table 7. *Prediction of Total Job Satisfaction Based on Demographic Variables. Backward Elimination Regression (N = 116)*

Variable	<i>B</i>	<i>SE</i>	β	<i>p</i>
Intercept	3.61	0.14		.001
Insurance Industry ^a	0.35	0.15	.21	.02
Salary	s0.10	0.04	.21	.02

Note. Final Model: $F(2, 113) = 6.35, p = .002$. $R^2 = .101$. Candidate variables = 8.^a Coding: 0 = No 1 = Yes.

Discussion

The dichotomy of results between the education and insurance industry may be reflective of Maslow's (1954) concept of intrinsic and extrinsic motivations. Employees in the education industry were most satisfied with the nature of work subscale of the JSS. Perhaps there is a sense of reward which is intrinsic and related to the mission of their job. As an educator, there may be a measurable connection between educator performance through personal interaction with students as well as clear measurable results in the form of test scores. Interestingly, the promotion and pay subscales of the JSS rated as the highest dissatisfiers for educators. The extrinsic motivation may not be fully manifesting itself in the form of salary and other rewards.

For those in the insurance industry, the supervision and coworkers subscales of the JSS had the most positive effect on job satisfaction. For employees in this industry, the intrinsic motivators may be related to the opportunity to connect with individuals in the work place to cohort toward a common goal. Like with the education industry, promotion fell to the bottom of the satisfier list which may be more reflective of the lack of upward mobility in all industries in the a macro-environment with slow or non-existent job growth. Overall, satisfaction tended to be higher for those in the insurance industry and, not surprisingly, those who had higher salary levels.

The other demographic variables such as gender, age, tenure, marital status, and the size of the household did not have a statistically significant effect on job satisfaction. Satisfaction is being driven by extrinsic benefits such as salary. This finding may make it more difficult for employers to maintain high morale as they continue to work with a leaner workforce and opportunity for pay raises decrease.

One final observation is that coworkers matter. Employees respond favorably to having good relationships at work. The sense of team unity drives positive organizational behavior and may help employers survive through difficult economic conditions. It will be important then for employers to recognize that while they may not have the means to influence job satisfaction through salary increases and promotion opportunities, they may

achieve their desired outcome by maintaining a positive workplace environment and encouraging team unity.

Future Research

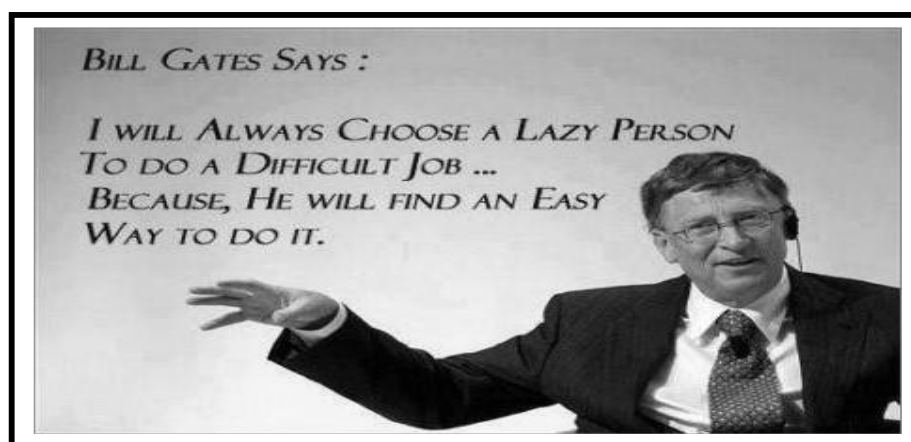
The results of this study indicate that there are certain demographic and socio-economic factors that do influence job satisfaction. Factors such as salary and promotion are not surprising elements of job satisfaction necessarily, but it is concluded that these factors are more impactful in an adverse economic climate as money and future prospects become even more important elements of general satisfaction. This study's findings with regard to the elements of salary and promotion would seem to add credence to an idea that extrinsic motivators do matter in self-calculating one's satisfaction at work.

Future research should further explore the virtues of extrinsic vs. intrinsic motivation during a downtrodden macro-economic cycle. Additionally, it is recommended that future research narrow the focus in order to better understand why certain industries may be more focused on intrinsic motivators for satisfaction while other industries appear to find associates motivated more by extrinsic factors. While the dichotomies found here between the education and insurance industries do seem to show differences in this area, it is a finding worth exploring further in order to create targeted, industry-specific messaging to management teams on how to maintain strong employee satisfaction through the up and down cycles of the macro-economic environment.

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QUALITY OF WORK LIFE AND JOB SATISFACTION AMONG MANAGEMENT ACADEMIC PROFESSIONALS IN STATE PRIVATE UNIVERSITIES OF JAIPUR RAJASTHAN.

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ABSTRACT

To make the optimum of work force, an organization must give more attention to the interpersonal relationships, the nature and content of their jobs. Performance in the organizations is deeply influence by the job design, hence proper attention needs to be given to the Quality of Work Life (QWL) and Job Satisfaction (JS). In this background, the present study was carried out to explore the association between QoWL and JS. Both primary data and secondary data are used in this study.

Keywords: Quality of Work Life (QWL), Job Satisfaction (JS), Academic Professionals.

Sample

A total number of 133 management academic professionals (Academic Associates, Assistant Professor, Associate Professor and Professor) were selected from eight state private universities located Jaipur District,(this includes urban and rural areas), Rajasthan on a stratified random sampling basis. Academic Associates, Assistant Professor, Associate Professor and Professor were considered as separate strata of academic professionals. Therefore from each stratum thirty percent of the academic professionals were selected from each university. Accordingly 133 academic professionals (i.e., Lecturer=33; Assistant

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Professor=44; Associate Professor=35 and Professor=21) were selected randomly for direct personal interview.

Data Collection Period

The main objective of the study is to study the association between Quality of Work Life and Job Satisfaction of academic professionals in private universities only in Jaipur, Rajasthan hence a period of three months from August to November 2012 was selected for collecting primary data and information.

Analysis

In the present study, the investigators used Cronbach's alpha as a measure of reliability of the scales which value was estimated to be $\alpha = .887$ to $.990$ of QoWL and JS respectively. Descriptive (i.e., mean and standard deviation) and different inferential statistics (i.e., exploratory factor analysis, correlation and multiple regressions) are used in this study. Based on the analysis it was revealed that there was a highly positive correlation ($r = 0.729$, $n = 133$, $p < 0.01$) between QWL and JS. 'Creativity of the work', 'Job benefits for family' and 'Job's safety' were found to have a great positive impact on JS factors such as 'suggestions' and 'promotion in career'.

This study would be an eye opener to similar situations through investigating the association between QoWL and JS, and offering avenues for continuous improvement.

Background and Significance

The technological advancement has necessitated the availability of educated personnel, who could perform jobs with complex devices. More than one third part of our life is being spent at work place. In this scenario there is the constant need for development of the organization which is possible only through maintaining over quality in working life and ensuring job satisfaction.

Objectives

1. To identify various factors that can appropriately represent the concept of QWL and JS.
2. To find out the impact of QWL on JS
3. To suggest some probable measures in order to enhance QWL and JS of the Management academic professionals.

Hypotheses

Based on the objectives the following hypotheses are developed for testing.

Hypothesis-1: H₁: QWL has significant association with JS.

Hypothesis-2: H₁: QWL has significant impact on JS.

Quality Of Work Life

The Quality of Work Life (QWL) approach of the 1970's and 80's was an inside response to the outside concepts leading towards humane based organizational development. According to (Passmore, 1985) those programs that supported the welfare of employees constituted QWL.

According to Akdere (2006), the issue of work life quality has become critical in the last two decades due to increasing demands of today's business environment and family structure.)

Job Satisfaction (JS)

Job satisfaction is defined as an individual's general attitude regarding his or her job (Robbins, 1999). Job satisfaction can also be defined as pleasantness or unpleasantness of employees while working (Davis, 1981).

Research Methodology

Research methodology of the present study were outlined below.

Sample

A total number of 133 management academic professionals (Academic Associates, Assistant Professor, Associate Professor and Professor) were selected from eight state private universities located Jaipur District, (this includes urban and rural areas), Rajasthan on a stratified random sampling basis. Academic Associates, Assistant Professor, Associate Professor and Professor were treated as separate strata of management academic professionals; therefore thirty percent of the academic professionals were selected from each university. Accordingly 133 academic professionals (i.e., Lecturer=33; Assistant

Professor=44; Associate Professor=35 and Professor=21) were selected randomly for direct personal interview.

Data Collection Tools

Both primary data and secondary data was used in this study. For collecting primary data preframed questionnaires were used. With certain modifications from Sirgy, Efraty, Siegel and Lee (2001) a 16-items Likert type questionnaire (where 1=strongly disagree to 7 = strongly agree) to identify the QWL. JS was measured by a 11 items questionnaire on seven point summated rating scale (where 1=strongly disagree to 7=strongly agree)..

Data Collection Period

This study is an attempt to explore the association between Quality of Work Life and Job Satisfaction of management academic professionals in private universities only in Jaipur, Rajasthan hence a period of three months from August to November 2012 was selected for collecting primary data and information.

Reliability of Scales and Validity of Data

In this study, reliability measurement is important to verify the consistencies of variables concerning QWL and JS. Cronbach's alpha is most widely used method (Malhotra, 2002; Cooper & Schindler, 2001; Page & Meyer, 2000; Hair, Anderson, Tatham & Black, 2003). It was computed using 'Statistical Package for Social Sciences' (SPSS) scale reliability programme for each set of constructs. For satisfactory value it is required to be more than 0.6 to be a reliable scale although it varies from 0 to 1 on the scale.

Table 1: Reliability value of the scale

Scale	No. of Items	Cronbach's Alpha (α)
1. QoWL	16	.887
2. JS	11	.990

Source: Field study

From the table-1, it is seen that reliability value was estimated to be $\alpha = .887$ to $.990$, if we compare reliability value of the scale used in the present study with the standard value alpha of 0.6 advocated by Cronbach ,it is inferred that the scale of this study was highly reliable for data analysis.

Statistical Tool Used

This study used descriptive (i.e., mean and standard deviation) and different inferential statistics (i.e., factor analysis, correlation and multiple regression). All statistical calculations were carried out by 'Statistical Package for Social Sciences' (SPSS).

DATA ANALYSIS.**Description of the sample respondents**

Among the respondents 58.6 percent were male and 41.4 percent were female. Majority (48.9%) of the respondents were aged below 29 years followed by 30-39 years (46.6%), 40-49 years (2.3%), 50-60 years (1.5%) and above 60 years (0.8%). 55.6% of the respondents were married while 44.4% of the respondents were single. Majority (91.7%) of the respondents have masters degree, 2.3% have doctorate and 6% honours. When considering the length of services 94 percent of the respondents had less than 10 years of working experiences of which 6% from these respondents had greater than 10 years of working experiences.

Factor Analysis

The essential dimensions of QWL was examined using principal component factor analysis with varimax rotation to determine their dimensions. Table-2 shows the result of the factor analyses. Result of factor analyses shows that the QWL measure was found to be consisted of three dimensions. The factor loading in the five factor range from .539 to .820 subsequently, the five factors were named accordingly (i.e., It is labelled according to the name of the value that loaded most highly for those QWL).

Table-2: Factor Analysis of QWL

Variables of QoWL	Factor		
	1	2	3
Creativity of the work	.773		
	.753		
	.736		
	.720		
	.544		
	.508		
Job benefits for family		.820	
		.780	
		.720	
		.591	
Job's safety			.736
			.703
			.597
Eigen value	6.205	1.418	1.282
Percentage variance explained	23.369	18.853	13.435

Source: Field study

The essential dimensions of JS was examined using principal component factor analysis with varimax rotation to determine their dimensions. Table-3 shows the result of the factor analyses. It shows that the JS was found to be consisted of two dimensions. The factor loadings in the factor range from .566 to .858.

Table-3: Factor Analysis of JS

Variables of JS	Factor	
	1	2
Suggestions	.858	
	.830	
	.771	
	.763	
	.747	
	.644	
	.614	
Promotion in Career		.771
		.688
		.680
		.566
Eigen value	6.205	1.418
Percentage variance explained	23.369	18.853

Source: Field study

Mean , standard deviations on the independent and dependent variables were obtained with a view to describe responses for major variables under study. Table-4 shows the overall results of mean, standard deviations of the QWL and JS dimensions.

Table-4: Mean and Standard Deviation of QWL and JS

Factors of QoWL/ JS	Mean	Standard Deviation
QoWL		
Creativity of the work	5.30	1.20
Job benefits for family	4.26	1.47
Job's safety	5.61	1.09
JS		
Suggestions	5.40	1.22
Promotion in Career	4.49	1.19

Source: Field study

From the results in Table-4, it could be seen that the mean of all QWL variables fall between 4.26 and 5.61. It appeared that respondents believed job safety, creativity of the work contributed highly to their quality of work life. As in the case of JS, the mean for JS factors fall between 4.49 and 5.40. In this case it appeared that the respondents have higher level of suggestions from their job.

Testing of Hypotheses

Hypotheses were tested as follows.

Correlation Analysis

Correlation analysis was performed to test the strength and direction of the liner relationship between the independent (i.e., QWL) and dependent variables (JS).

Table-5: Personian Correlations between QWL and JS.

		Total QWL	Total JS
Total QoWL	Personian Correlation	1	.729**
	Sig.(2 tailed)		(0.000)
	N	133	133
Total JS	Personian Correlation	.729**	1
	Sig.(2 tailed)	(0.000)	
	N	133	133

Source: Field study; ** Correlation is significant at the 0.01 levels (2-tailed).

According to the analysis , there was a highly positive correlation between ($r= 0.729$, $n=133$ $p<0.01$) QWL associated with JS. The first hypothesis, which stated that there is a significant association between QoWL and JS, was thus supported.

Multiple Regression Analyses

Multiple regression analyses were performed to test the impact of independent (i.e., QWL) on dependent variables (JS).

Table-6: Multiple Regression Analyses for QWL and JS.

QWL Factors	JS Factors	
	Suggestions (β)	Promotion in Career(β)
Creativity of the work	0.002*	0.000*
Job benefits for family	0.090**	0.000*
Job's safety	0.000*	0.059**
R^2	0.347	0.605
F value	27.646	65.232

Source: Field study; * $p<0.01$, ** $P<0.10$

Table 6 displays the results of regression analyses of QWL factors on the two dimensions of JS. Creativity of the work, job benefits for family and job's safety were posited to have a positive impact on job satisfaction factors such as suggestions and promotion in career. Hence, hypothesis two is accepted.

Implications

1. Enhancing the quality of working conditions – where in management academic professionals are able to do their work effectively is the first step in towards a better quality of work life and job satisfaction.
2. A work climate should be created where in the state private universities should initiate system where in the management academic professionals automatically feel induced to perform well and this could form the basis for providing regard, motivations and other benefits etc.
3. Management academic Professionals should be well trained to adopt new technology like learning of software packages used in management research and also obtaining management faculty accreditation from organizations of repute.
4. Proper working environment should be designed. In that universities should provide adequate facilities to academic professionals to do their works such as appropriate equipment, work breaks, and work sharing.

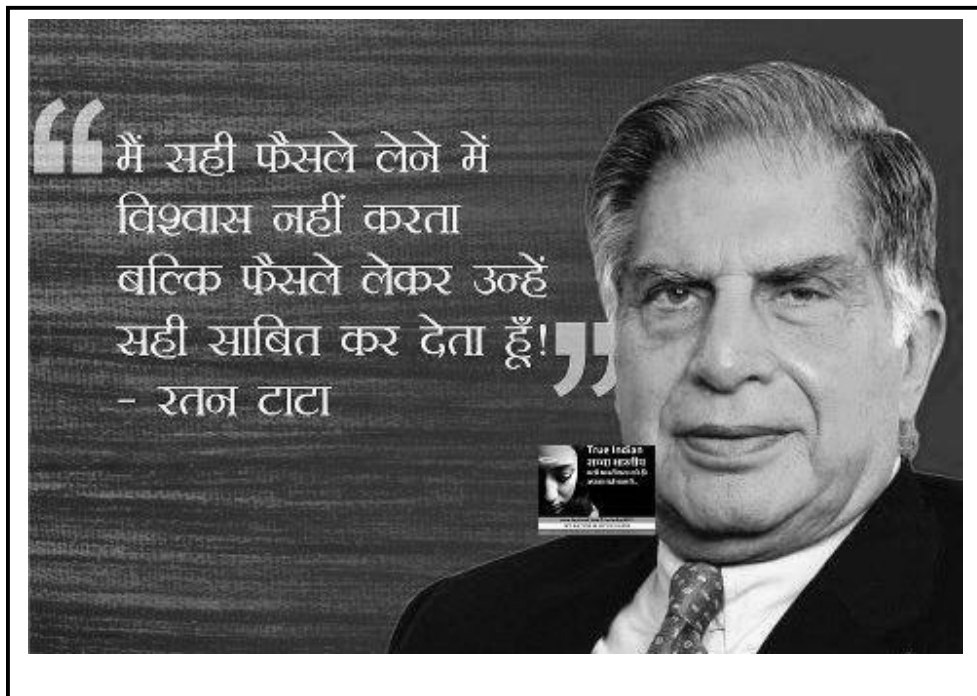
Conclusion

State private universities of Jaipur, Rajasthan are much younger than universities funded by the state and central government in the district & state. Though the state private universities are younger all of them have very good infrastructure. The findings of the present study have provided answers to the research questions. From the correlation matrix, the highest positive value of correlation between QWL and JS and all factors of QWL were found to have positive impact on job satisfaction. The findings is an eye opener to improve the QWL and JS among management academic professionals in state private universities in Jaipur, Rajasthan. More attention on aspects like creativity of work, job benefits for family, job safety & suggestions & promotions would enhance the QWL and JS in state private universities in Jaipur, Rajasthan.

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BUILDING TRUST IN A GLOBAL, VIRTUAL ENVIRONMENT: DEVELOPMENT OF A PRACTICAL MODEL

Sol Bobst ¹

ABSTRACT

Business operation in global, virtual environments is a working reality for multinational corporations. Trust is an essential factor for creating and maintaining efficiency and effectiveness in the business environment. In order to create an organizational system that will create trust, this paper presents a four part model for building trust: knowledge sharing, power sharing, effective monitoring, and relationship management. Comparative analysis of trust models in academic journals supports the finding that these factors are essential and necessary to build trust in a global, virtual environment. Case studies from multiple sources are referenced to support the development of this model. The model provides a conceptual framework to evaluate if trust building support systems are present in global, virtual environments and global project management. Stage zero elements of building trust are also discussed. Stage zero elements are common components of team management / project management that are considered necessary for project management, but are not essential factors for trust building. Review of current literature suggests this model is a novel concept. Future efforts will focus on testing and validating the model in business environments using surveys and case-control approaches.

Introduction

Multinational companies commonly operate business functions with global work teams. Work flow is constant in this business model, where emails are exchanged day and night across different hemispheres. Individuals from different lifestyles and cultures may interact virtually for years without ever meeting face-to-face. Time zone differences and the lack of face-to-face interactions create unique challenges. Direct verbal communication via teleconferences is often limited to a narrow time window of two or three hours per day, often leaving team-members in positions to rely on delayed feedback.

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Global companies often organize teams to work on projects that are sensitive to timing and budget constraints. Delivery of the project “on time” and “on budget” is the expected goal of management. In a multi-cultural work environment, planning and organization skills alone will not be sufficient to deliver a project “on time” and “on budget”. A manager will have to ensure that a global team will work together effectively so that time is not lost, and resources are not wasted. The studies referenced in this paper illustrate that global teams that work well together are fostered by behaviors that are encouraged or supported by a sense of trust among team members.

While several studies have focused on understanding and defining trust in global business environments, few if any address the challenge or process required to actually build or create trust. The development of a model for building trust in a global, virtual environment will be an effective tool for supporting team management and project delivery. This paper proposes a four part model for building trust in a global, virtual environment, supported by previous studies on trust. The model is based on a manager having an effective process to collect evaluation feedback from the global team. Future studies will discuss and develop an evaluation processes for testing this trust-building model. The four components of the model are the following: knowledge sharing, power sharing, effective monitoring, and relationship management. Each component of the model is discussed in this paper. Further discussion of the limitations and the need for future studies to test and evaluate the effectiveness of the model are discussed in the summary section. The paper also discusses the stage zero elements of building trust. These elements are described as “stage zero” because while they are necessary for a trust system to work, they are not sufficient within themselves to create and maintain trust within the global teams.

The Cummings & Bromley definition of trust is stated as: “an individual or group (a) makes good-faith efforts to behave in accordance with any commitments both explicit and implicit, (b) is honest in whatever negotiations preceded such commitment and (c) does not take excessive advantage of another even when the opportunity is available.” (Piccolo & Ives 2003, p. 366). In practical terms, this definition means that trust is about performance of agreed actions based on previous commitments. The model follows the logic that the behaviors need to be defined in order to be agreed, and the behaviors documented by the individual or group align with what has been defined. When a shared understanding of behavior is not defined, or the observed behaviors do not appear consistent with previous agreements, negative consequences (mistrust) can result.

Stage Zero Elements

Definition and agreement of actions should only be considered the start of the process of building trust. In a global environment, assumptions that the agreed terms are defined and understood can cause problems later in team management processes. Effective approaches to building trust must recognize this and other “stage zero” elements of building trust in a global, virtual environment. Other components of stage zero elements for building trust include standard planning and organizing events in project management. These include: terms of reference documents, instruction documents, guidance documents, process diagrams, and standard IT tools (examples including desktop sharing, instant messaging, and shared server applications). While these elements of project management are important in order to plan and organize a project, they will not ensure that it will be effectively executed in a global team environment.

Knowledge Sharing

Knowledge sharing is the first factor in building trust. For a global team, work will be centered on processes that will work with various forms of data. The data itself exists without context for some of the team members. For example, if the global, virtual team received an email that presented a list of ingredients to bake a cake and the equipment available (e.g. blender, oven) perhaps two or three members of the team, who bake cakes regularly, would know how to be effective with that information, while seven or eight members would not have any understanding of what to do with that information at all. Knowledge sharing is important, because it will ensure the communication of the tacit and explicit knowledge requirements in order to be effective with the data in the project. Tacit knowledge addresses the “know-how” aspects of the data. If a list of ingredients was placed into a process of steps, like a recipe, this would be sharing tacit knowledge. However, even this information may result in ten people following the same instructions with the ingredients (assuming all other conditions are equal in comparison) while producing different results in cake quality. Explicit knowledge or “know-why” is the understanding of the necessity of performing work in a specific manner in order to achieve a desired outcome. For example, if sufficient time is not given to pre-heat the oven before baking the cake in the oven, it may not fully rise. A recipe may include tacit knowledge (pre-heat the oven), but not the explicit knowledge (pre-heat fully or the cake will not bake evenly).

The cake baking analogy is an example where the definition of terms and actions will require some effort from the team and management to deliver a project. The knowledge sharing exercise a manager faces with a global, virtual team is not necessarily simple, even with supposedly simple tasks. What can appear simple at first may actually be complex to

address in a global environment. In this case, the team will work together in order to bake and deliver a cake. There is a provided list of ingredients and equipment. The questions of “What steps in what order need to be followed?” need to be answered in order to bake the cake, so everyone in the global, virtual team can perform the cake baking tasks equally. It can be easy to assume that tacit and explicit knowledge maybe implied or understood by team members, and this is where opportunities for mistrust or gaps in building trust can happen within a global, virtual team. If team members encounter feedback or experiences where they feel that tacit or explicit knowledge was not shared as part of their work experience, this will cause challenges in building trust. This thesis is supported by research that demonstrated the direct relationship between knowledge sharing activities (or lack-of) and the presence of trust in business teams (Chowdhury, 2005; Politis, 2003). Discussion of the details of knowledge sharing methods are not covered in this paper because best practices on knowledge management have been well reviewed and documented elsewhere (Dani et al., 2006).

Power Sharing

The second element of building trust is enabling group dynamics that empower across the team. Because global teams will have differences in cultural norms, centralizing all the power into one place can have negative consequences. Panteli and Tucker’s (2009) study of global business teams showed that low-trust perceptions were present in situations where power sharing was perceived as a major issue. When power sharing was effective in a team and trust scoring was high, there were defined roles of leadership for different individuals for different tasks during the timeline of the project. High trust scoring teams also had employed effective use of knowledge and facilitators that minimized any perceptions of power differentials (these two relate to effective monitoring and relationship management that will be discussed in the following sections). Low trust teams had opposite effects in each category. Misunderstandings most likely resulting from ineffective knowledge management or stage zero element definition. Without defining roles and responsibilities within the team, battles over power, feelings of coercion, and conflicts of interest resulted in low trust teams.

Building on the lessons learned from Panteli & Tucker (2009), a trust-supporting plan for power sharing must include facilitation of leadership and control to various team members based on the task or strengths particular individuals of the team possess. While this decentralizes control frameworks, it enables work to be completed with better dynamics. Practical examples of power sharing include having different individuals lead team calls or setting agendas or actions based on the schedule and current demands of the project. Power sharing may also be as simple as holding face-to-face meetings in different locations in global environments to dissuade perceptions of centralization of leadership.

Effective Monitoring

Supportive feedback and sense of performance, or effective monitoring, is the third component of building trust in a global, virtual environment. Monitoring should not be confused with controlling activities within virtual teams, which have negative impacts on trust (Picolli & Ives, 2003). When team members feel that other members lack follow-through on agreed actions or expectations of the team differ, trust can decline. If multiple members are monitoring outcomes of the team based on their own perceptions, trust declines if actions, or lack of actions, are taken out of context. Effective monitoring in a global, virtual environment must focus on completion of tasks and processes defined and ways of working to deliver the tasks. This will prevent monitoring from becoming a blame game.

Effective team monitoring should be defined and understood as tracking performance and task completion as opposed to individual performance, in order for errors to be identified and corrected (DeJong & Elfering, 2010). For team members with high levels of individual autonomy, monitoring needs to be outcome based on performance where it supports the goals of the team, and effectively employs knowledge sharing and power sharing from the previous sections for building trust. When monitoring is focused on controlling approaches, research shows that trust declines (Piccolo & Ives, 2003). In contrast, when monitoring focuses on providing assistance and corrective actions for team goals (rather than focusing on individual performance) trust building is shown to be present in team environments (McAllister, 1995).

Relationship Management

The last component of building trust in a global, virtual environment is effective relationship management. Relationship management is related to monitoring, but needs to be addressed separately. In a global environment, the multi-cultural components of the team work need to be addressed by a manager or facilitator. Relationship need to be supported in an effort to support collective collaboration. This is not a trivial task in a global, virtual environment. When individual team members are isolated, it is easy for members to make comparisons that are not supportive to collective collaboration. Newell, David and Chan (2007) described this in a pronoun progression model as quoted below (pg. 160).

“Us/Them →	You/I	→	We
Intergroup Conflict	Interpersonal Communication		Collective Collaboration”

To explain this in detail, an individual in the United States has to think beyond the first tendency to react to the relationship as “he is British, I am American” and even beyond “he does this, I do that” to “we do this effort together”. Creating a sense of “we” will require

investment in team building exercises and engagement with members to move beyond the “us/them” and “you/I” tendencies of personal judgment. Research on team members that felt they were part of collective group showed shared reciprocity and that the fostered trust from a collective group allowed individual differences to be overlooked (Pettigrew 1979; Taylor & Jaggi 1974).

Exhibit 1 below portrays a diagram of the trust model presented in this paper. Aside each circular sphere representing the trust model, is a statement of the consequences when one of the trust elements is lacking. If there is a lack of effective knowledge sharing, performance gaps will result. If there is a lack of power sharing, it is likely individuals will express negative or acrimonious feedback when discussing the actions of colleagues misusing or abusing power within a virtual team. If there is a lack of effective monitoring, management or team members attempts to respond to the need for improvements will result, due to the lack of reference material a monitoring program, or some method of metric can provide. Finally, a lack of relationship management can result in the loss of team centered, collective thinking aimed toward team goals (or a focus on “Us/Them” or “You” rather than “We”).

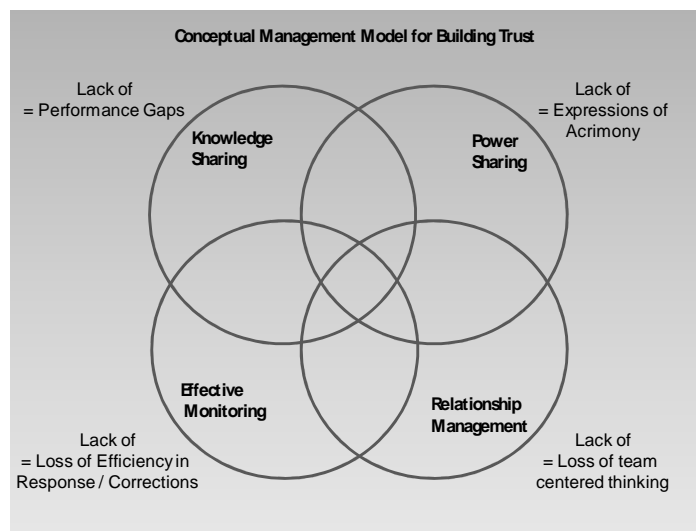


Exhibit 1: Visual Representation of 4 Component Trust Model, with explanation of consequences when a component is not managed effectively.

Discussion

This paper proposes a practical model for building trust in a global, virtual environment. Review of previous studies on trust included some, but not all components of the model proposed in this paper. For example, while both of the research efforts of Newell, David, and Chan (2007) and Henntonen and Blomqvist (2005) discussed relationship management and knowledge sharing in their research, neither discusses monitoring. While Wu and Tsang (2008) do include these topics in a recent research paper on factors affecting trust, the presentation is academic in nature and not organized in a practical manner for managers. Other studies discuss the role of effective communication without more conceptual detail, which would otherwise fit into the knowledge sharing, power-sharing, effective monitoring, and relationship management components described in this model (Jarvenpaa, Shaw & Staples, 2004; Kasper-Furher & Askanasy, 2001). Review of professional journal articles that target audiences that manage global teams are also supportive of the components of the stage zero elements and four part model proposed in this paper (Govindarajan & Gupta, 2001; Gratton & Erikson, 2007; Panteli & Tucker, 2009).

This paper has presents a novel, practical model for building trust in a global, virtual environment. The model has defined the stage zero elements, and four major components, knowledge sharing, power sharing, effective monitoring, and relationship management. The limitation of this model is that it is theoretically based on comparative analysis of a literature review of previous research and case studies. Further research will be needed to test and validate the hypothesis of this model. Another limitation of this paper is that communication tools across global, virtual teams are not discussed. While the use of communication tools does not supersede the conceptual components of this model, different communication tools may have impacts in the effectiveness of global teams within global companies (assuming all other things being equal). Future plans to test this model will include surveying present and past global team members with questions related to the components of this model and whether trust-building was or is present. Additional plans include a pro-active approach using a case-control approach, by comparing a project that will be managed with this trust-building model in the management approach versus a project that will have other or no methods of defining or managing trust.

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***Be a yardstick of quality. Some people
aren't used to an environment where
excellence is expected.***

- Steve Jobs

IMPACT OF STRESS ON ORGANIZATIONAL EFFECTIVENESS

Rakhi Chauhan¹

Dr. Praveen Srivastava²

ABSTRACT

Human resource practitioners, counselors, professionals and managers in various organizations are concerned about the impact of occupational stress in organizations. Occupational stress affects employee turnover, productivity and firm performance. Managers in various organizations are in dilemma over what interventions need to be employed to minimize the costs associated with occupational stress. It is therefore, essential to understand the causes, symptoms and effects of occupational stress on organizational performance. The data used for this study was generated by convenience random sampling of employees working in manufacturing organizations of Gwalior region and out of Gwalior. A total of 150 individual respondents' employees from different departments and with various educational levels in the main building of the university were randomly selected. Data was collected using a questionnaire with background questions, job stressors such as role conflict and ambiguity, lack of participation in decision making, lack of authority, workload, unsatisfactory working conditions and interpersonal relationships, and statements about the effect on organizational performance. Descriptive statistics was carried out using SPSS program. Results indicated that on average the employees experienced high degree of job stress. Job stressors affected the general physical health of employees, their job satisfaction and performance as well as their commitment negatively. Similar findings were reported in other studies. The findings from this study show that occupational stress affects employees in several ways and is a major source of employees' turnover in many organizations. Suggestions have been made to inspire managers to understand and develop appropriate interventions to manage and minimize stress in their organizations.

Keywords: Occupational stress, organizational stress, managing occupational stress

1.1 Conceptual Framework

Stress

Stress is an imprecise term. It is usually defined in terms of the internal and external conditions that create stressful situations, and the symptoms that people experience when they

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are stressed. McGrath (1976) proposed a definition based on the conditions necessary for stress.

So there is a potential for stress when an environmental situation is perceived as presenting a demand that threatens to exceed the person's capabilities and resources for meeting it, under conditions where he expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it.

McGrath's definition implies that the degree of stress is correlated with a person's perceived inability to deal with an environmental demand. This would lead to the conclusion that a person's level of stress depends on their self-perceived abilities and self-confidence. Stress is correlated with a person's fear of failure.

Arnold and Feldman (1986) define stress as "the reactions of individuals to new or threatening factors in their work environment." (p. 459). Since our work environments often contain new situations, this definition suggests that stress is inevitable. This definition also highlights the fact that reactions to stressful situations are individualized, and can result in emotional, perceptual, behavioral, and physiological changes.

In *Gestalt Therapy Verbatim* (Real People Press, 1969) Perls proposes a more general definition, where stress is a manifestation of thinking about the future. Anxiety is created by focusing attention away from the "here and now". It is created by expectations of the future--the tension between the now and the later. According to Perls, there is no difference between good stress and bad stress. They are both created by thinking about the future. When anxiety finds an outlet, we say that the stress was motivating; when it doesn't, we call it debilitating.

Causes of stress

Stressors can be divided into those that arise from within an individual (internal), and those that are attributable to the environment (external). Internal sources of stress can arise from an individual's perceptions of an environmental threat, even if no such danger actually exists. Internal conflicts, non-specific fears, fears of inadequacy, and guilt feelings are examples of stressors that do not depend on the environment. Environmental stressors are external conditions beyond an individual's control.

Many situations in organizational life can be stressful. These include: 1) problems with the physical environment, such as poor lighting or excessive noise, 2) problems with the quality of work such as lack of diversity, an excessive pace, or too little work, 3) role ambiguities or conflicts in responsibilities, 4) relationships with supervisors, peers, and

subordinates, and 5) career development stressors, such as lack of job security, perceived obsolescence, and inadequate advancement.

(McGrath, 1978). Reitz (1987) reports that workers on "swing shifts" experience more stress than other workers. Orth-Gomer (1986) concludes that when three shifts are used to provide around-the-clock production, major disturbances in people may be unavoidable.

One source of environmental stress ignored in the organizational literature is non-natural electromagnetic radiation. Becker (1990) reports that the two most prominent effects of electromagnetic radiation are stress and cancers. Modern offices are filled with electronic devices that produce high levels of radiation. These include computers, video monitors, typewriters, fluorescent lights, clocks, copying machines, faxes, electric pencil sharpeners, and a host of other electronic devices. Human sensitivity to electromagnetic fields is well-documented, and the design of future office equipment will most likely involve a consideration of emitted radiation.

Poor interpersonal relationships are also a common source of stress in organizations. Arnold and Feldman (1986) cite three types of interpersonal relationships that can evoke a stress reaction: 1) too much prolonged contact with other people, 2) too much contact with people from other departments, and 3) an unfriendly or hostile organizational climate.

Lawless (1991) identified the five most common causes of worker stress: 1) too much rigidity in how to do a job, 2) substantial cuts in employee benefits, 3) a merger, acquisition, or change of ownership, 4) requiring frequent overtime, and 5) reducing the size of the work force. Over forty percent of the work force experienced one or more stress-related illnesses as a result of these five stressors. Single or divorced employees, union employees, women, and hourly workers reported greater stress levels, and a higher likelihood of "burning out". (p.6-8) In a follow-up study, Lawless (1992) found similar results except that there was no significant difference between married and unmarried workers. However single women with children were more likely to burn out than married women with children. "Single parenthood compounds the stress women face in juggling work and child care responsibilities, especially when overtime hours are required." (p. 11)

The current recession is, to some degree, responsible for increased stress in America's work force. "Private sector workers feel more pressure to prove their value because of the recession." (Lawless, 1992, p. 6) Nearly half of all workers and supervisors blame the recession for higher stress levels and lower productivity.

Organizational effectiveness

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. It seems organizational effectiveness is about doing everything you know to do and doing it well.

Stress and Organizational Effectiveness

Stress and organizational effectiveness are inversely proportional to each other as increase in stress among employee results in reduced outcome (quantity and quality both effected). The Consequences and costs of workplace stress are often underestimated. But according to a report of year 2006, Job stress costs US companies about \$300 Billion a year in absenteeism, productivity loss, and health care costs.

1.2. Review of Literature

Occupational Stress is one of the most significant workplace health hazards facing **American workers today (Spector, 2002)**. Research repeatedly reveals that prolonged exposure to certain job demands can lead to a variety of pathological outcomes (Gangster & Schaubroeck, 1991; Fox, Dwyer & Gangster, 1993). These outcomes have both significant short and long term effects on emotional health (including emotional distress, depression and anxiety); inter-personal relationships (marital difficulties and parent child relationships issues); and physical health (stomach disorders, headache, sleeplessness, heart disease etc.)

In addition to the effect that it has on individual well being, excessive work strain can impact participation and performance at work through decreased energy for work role, burnout and job dissatisfaction and even destructive social behaviors such as alcohol consumption. Indeed the organizations as a whole are negatively impacted by occupational stress. This is because when employee well being is low, organizations suffer financially due to increased absenteeism, lost productivity, sickness and health costs (**Vahetra, Kivimaki & Pentti, 1997**). Infact it is estimated that occupational stress costs American businesses more than \$ 150 Billion/year (**Cartwright & Cooper, 1997**). Despite the tremendous costs to both the individual and organizations, there remains limited research that comprehensively measure the prevalence of occupational stress within the workforce, its root causes and the overall impact of stress on organizational productivity and profitability.

A study done by **Sirota Survey Intelligence:Stressed managers** provided less recognition and support(logistics company),stressed employees were half as likely to be intellectually involved at work(financial services), stressed service reps delivered significantly lower levels (20 points) of service to their customers(customer service).

An academic research shows: employees working for bad bosses are 60% more likely to suffer a heart attack (Work, lipids, and Fibrinogen Stockholm Study), 40% of job turnover is due to stress, 60 to 80 % of accidents on the job are stress related (Greenberg, 2008), Stressed hospital staffs are more likely to make medication errors and receive malpractice claims (Jones et al, 1988).

According to Anne W. Riley, Stephen J. Zaccaro; stress has negative, and sometimes positive, personal and organizational consequences. On the positive side, stress-perceived as challenge--may arouse performance-enhancing responses; but stress may also induce withdrawal, absenteeism, and poor performance. The causes of stress lie at the individual level (people react differently), and in the demands of tasks, work group relations, and organizational features. However, employee assistance programs, the typical form of aid in dealing with employee stress, focus almost exclusively on the individual. Organizational causes are largely neither acknowledged by employers nor reflected in assistance programs. This is unfortunate in light of the increasing evidence that workplace characteristics (e.g., boring work, role ambiguity, hierarchical stifling of workers' views and initiative) are major causes of stress. An excellent preface and introductory chapter by the editors lay the groundwork for the essays that follow in this clearly written and perceptively argued anthology. The volume is valuable to practitioners and to students and teachers of industrial sociology or psychology as well as business administration.

A study done by **R Douglas Allen, Michael A Hitt, Charles R Greer** determined whether an inverted U-shaped relationship exists between stress and the perceived effectiveness of formal organization groups. Analysis of data from four firms provided no support for the existence of such a relationship. Instead, a negative relationship between stress and perceived organizational effectiveness was found. The results suggest that the type of stress moderates the stress and effectiveness relationship. Dysfunctional stress was the dominant type of stress in all four firms. Further, the level of dysfunctional stress provided a better explanation of variations in effectiveness levels than total stress levels.

An article entitled *Manage Your Human Sigma* published in the July/August 2005 issue of the Harvard Business Review states "work groups whose members are positively engaged have higher levels of productivity and profitability, better safety and attendance records and higher levels of retention."

Job stress in organizations is widespread. About half of all American workers feel the pressures of job-related stress. Extensive research shows that excessive job stress can adversely affect the emotional and physical health of workers. The result is decreased productivity, less satisfied, and less healthy workers.-study completed by **David S. Walonick**

Today's pervasive information and communications technologies (ICTs) enable us to get connected almost anywhere at anytime. ICTs such as the Internet, the advanced wireless technologies and mobile communications networks are becoming increasingly indispensable in many aspects of business and everyday life. But to keep up with the fast advancing pace of the new ICTs, employees have to constantly renew their technical skills as well as enduring pressure from a more complex system and higher expectations for productivity. This often leads to ICT related technostress experienced by employees in many organizations. Studies have found technostress to have significant negative impact on employee productivity. Based on large-scale survey responses Chinese employees, this paper presented by **Kanliang Wang, Qin Shu, Qiang Tu** investigates the effects of different organizational environment settings on employee technostress levels. The results show that employees from more centralized companies often perceive more technostress. In addition, in organizations that are both highly centralized and highly innovative, the overall technostress level is the highest. On the other hand, in organizations with low centralization and low innovation, technostress is the lowest.

A study by **Mawdudur Rahman , Alberto Zanzi** focuses on the influence of stress and task characteristics on an organizationally desirable outcome such as job satisfaction in audit and MAS (Management Advisory Services) functions in large accounting firms.

This paper presented by **Randy Hodson & Lindsey Joyce Chamberlain** allows the simultaneous exploration of both organizational and job-level determinants of job stress. The analysis confirms the long-established importance of job autonomy as a positive factor in reducing stress. New findings include positive roles for organizational coherence and local ownership. Finally, the effects of some job stressors are mediated by social involvement in the workplace, both through informal coworker relations and through more formal participation programs. Overall, organizational effects on stress are as significant or more significant than job effects suggesting the importance of giving further attention to organizational characteristics as a less examined set of determinants of job stress.

As a test of the 2-dimensional model of work stressors, the present study done by **Wallace, J. Craig; Edwards, Bryan D.; Arnold, Todd; Frazier, M. Lance; Finch, David M,** proposed differential relationships between challenge stressors and hindrance stressors and role-based performance, which were expected to be moderated by organizational support. In a sample of 215 employees across 61 offices of a state agency, the authors obtained a positive relationship between challenge stressors and role-based performance and a negative relationship between hindrance stressors and role-based performance. In addition, organizational support moderated the relationship between challenge stressors and role-based

performance but did not moderate the relationship between hindrance stressors and role-based performance. This suggests that organizations would benefit from increasing challenges in the workplace as long as they are supportive of employees and removing hindrances.

A recent study published in the American Journal of Health Promotion found that workers experiencing high stress were over two times more likely to be absent more than five times per year (**Jacobson,B,Aldana S, Goetzel R, Vaerdel K, Adams,T, Pietras R,1996**)

Workplace stress impacts customer's defection. According to the **Harvard Business Review**, a 55 reduction in customer defection translates into between 305 and 855 increase in corporate profitability.(Reichheld,R ,Sasser ,W,1991). Thus even a relatively small percentage of customers who aren't completely satisfied with a company's service can result in a huge loss in profitability.

High stress leads to a reduction in productivity of 4.15 (Burton, w,et al,2005). Worker stress is estimated to cost American business between \$50 and \$300 billion annually in healthcare and lost job productivity (**Sauter,S et al 1990: Rosch,P. J.2001**)43% of workers report losing 1 hour or more a day in productivity due to stress, 235 of workers say they miss more than 6 workdays a year due to stress, and 295 of employees say they come to work 5 or more days a year too stressed to be effective (**CompPsych Organization Survey,2003**).

Janice T.S. Ho had done a study "Managing organizational health and performance in junior colleges", whose purpose was to determine whether a linear relationship exists between stress and each of the following variables: job satisfaction, wellbeing, and performance. And stress was found to have a direct relationship with college performance.

A case study "occupational stress and its effect on job performance – a case study of medical house officers of district Abbottabad " done by **Rubina Kazmi, Shehla Amjad, Delawar Khan**; showed strong support for the hypothesis that there is an inverse relationship between job stress and job performance indicating that there is high job stress in the house officers, resulting in low job performance.

The study done by **Madhu Rathore and Vandana Kaushik** analyzed the stress impact on managers of a selected industry in India. Standardized scales for stress assessment were used for estimating the stress of the subjects from private and public sector. Results revealed that on an average the managers had low stresses. Therefore, it was concluded that the increase or decrease of stress will have impact on quality, quantity of work and productivity of work.

A “Survey of Organizational Excellence” conducted by School of Social Work, The University of Texas at Austin in 1996 found that “Stress and burnout directly lead to the loss of organizational resources much of which are hidden by expenses such as sick-leave, insurance premiums and personnel functions. Stress and burnout also hinder the organization from reaching desired outcomes. Employees experiencing high level of stress and burnout show little enthusiasm for their work, lower dedication and decreased creativity. Stress and burnout in these incidences are costly because they result in missed opportunities for organization to efficiently achieve desired outcomes.”

1.3 Rationale of study

The rational behind doing this study is that the organization will be able to explore and perhaps improve working conditions that contributing to the stress (such an excessive workload demands and conflicting expectations) and to encourage these organizations to adopt prevention strategies that focuses on the references and individual personality and coping styles.

Most likely the organizations culture has an impact on the presence or absence of job stresses and therefore a certain level of cultural awareness will be needed in order to effectively reduce work places stress.

1.4. Objective of the Study

The objective of this proposed study will be:

- To measure and standardize the impact of stress on organizational effectiveness.
- To study and determine the factors affecting stress and organizational effectiveness.
- To open new vistas for further research.

Research Methodology

The Study

The study will be exploratory in nature.

Sample Design

*Population:-*Manufacturer organizations of Gwalior region and out of Gwalior

*Sample element:-*Individual Respondents of above said organizations.

*Sample Size:-*150 Individual respondents

*Sample Techniques:-*Non probability random sampling

Tools for the Data Collection

Self-designed questionnaire was used to solicit the responses from the respondents. The response was taken on the Likert scale type of 1 to 7 where 1 represents minimum importance and 7 represents maximum importance.

Tools for Data Analysis

- Internal consistency was established through item to total correlation.
- Regression test was applied in the research to find out the impact of stress on organizational effectiveness.

Results and Discussion

Organizational effectiveness

Consistency Measure

As the value of the correlation coefficient was same because the number of questions were same (0.1942). All the items of questionnaire of organizational effectiveness are more than the standard value. Therefore no factor/statement is dropped and will be termed as consistent.

After applying item to total correlation the following values were found.

<i>S.No</i>	<i>Items</i>	Computed correlation value	<i>Consistency</i>	<i>Accepted/dropped</i>
1	Absenteeism in employee	0.70206	Consistent	Accepted
2	Commitment to work	0.69705	Consistent	Accepted
3	Increase in staff turnover	0.7709	Consistent	Accepted
4	Employees Performance	0.49289	Consistent	Accepted
5	Employees productivity	0.47756	Consistent	Accepted
6	Unsafe working practices	0.61201	Consistent	Accepted
7	Accident rate	0.3697	Consistent	Accepted

8	Complaints from client and customers	0.3304	Consistent	Accepted
9	Staff recruitment	0.50736	Consistent	Accepted
10	Organizational image	0.6837	Consistent	Accepted
11	Strategic Plan	0.54949	Consistent	Accepted
12	Current Technology	0.4769	Consistent	Accepted
13	Importance of incremental achievements	0.6229	Consistent	Accepted
14	Knowledge and integrity	0.69295	Consistent	Accepted
15	Safe and maintained facilities	0.46478	Consistent	Accepted

Stress

Consistency Measure

As the value of the correlation coefficient was same because the number of questions were same (0.1942). All the items of questionnaire of Stress are more than the standard value. Therefore no factor/statement is dropped and will be termed as consistent.

After applying item to total correlation the following values were found.

<i>S.No</i>	<i>Items</i>	Computed correlation value	<i>Consistency</i>	<i>Accepted/dropped</i>
1	Supportive Management	0.57578	Consistent	Accepted
2	Relationship with staff	0.37906	Consistent	Accepted
3	Responsibilities delegation	0.2567	Consistent	Accepted
4	Noise free campus	0.565242	Consistent	Accepted
5	Proper privacy	0.473712	Consistent	Accepted
6	Work load	0.315796	Consistent	Accepted

7	Reasonable deadlines	0.56638	Consistent	Accepted
8	Lack of communications	0.53632	Consistent	Accepted
9	Current position	0.606827	Consistent	Accepted
10	Burnout	0.6615	Consistent	Accepted
11	Characteristics of job	0.5158	Consistent	Accepted
12	Absenteeism	0.3704	Consistent	Accepted
13	Control on things	0.55173	Consistent	Accepted
14	Working hours	0.62367	Consistent	Accepted
15	Job security	0.483878	Consistent	Accepted

Regression Analysis

The regression is calculated by taking the total of organizational effectiveness and stress by using SPSS software. For regression two hypotheses were formed:

- **Null Hypothesis (Ho):** It states that there is no significant impact of stress on organizational effectiveness.
- **Alternative Hypothesis (Ha):** It states that there is a significant impact of stress on organizational effectiveness.

In this the welfare measure is independent variable and job performance is the dependent variable. Therefore, regression is calculated by taking dependent and independent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.503	12.007		4.789	.000
	VAR00002	-.272	.137	-.197	-1.990	.049

a) Dependent Variable: Organizational Effectiveness

$$Y = a + bx$$

$$Y = -0.272 + (-0.197) x$$

X = stress (independent variable)

Y = organizational effectiveness (dependent variable)

As the value of T is -1.990, which is acceptable at 0.049 level of significance, so we accept the null hypothesis that there is no significant impact of stress on organizational effectiveness.

Implications

The principle purpose of the study was to investigate the stress performance relationship. The data demonstrates strong support for the hypothesis that there is an inverse relationship between job stress and organizational effectiveness.

Lack of resources, workload and lack of communication and comfort with the supervisor and colleagues have contributed to increase stress in the organization. So the support from the superiors and colleagues is the major factor to reduce the stress level and make an individual to perform at his/her best. A possible explanation is that employees usually look up to their superiors and if they do receive their support, they might feel that their work is appreciated and become more secure in regard to their job which might decrease their stress level.

Suggestions

Left untouched, the problem of employee mental ill-health will profoundly impact productivity and ultimately have a ripple effect on the success of the economy. Businesses must step up to the plate and proactively intervene. Senior executives must incorporate employee mental health initiatives as part of any strategic plan or business initiative.

The employee of today has to be able to work in an environment of uncertainty and rapid change. To be well positioned in a competitive market with a diminishing labor pool, companies must establish best practices that foster health and well being in the workplace.

HR leaders can help build resilient organizations by focusing on three things:

1. Promote a partnership culture

Employer and employees share a win- win relationship based on mutual trust and respect

2. Provide stress- reducing EVP elements

Employee involvement

Work life balance

Employee development

Recognition

Health and safety

3. Lead in a resiliency building way

Share – rather than hide information

Share - rather than hoard resources

Loosen - rather than tighten controls

Conclusion

- Workplace is a pervasive problem with serious health costs and implications
- It also undermines individual performance and organizational effectiveness
- Interventions, even small interventions can reduce stress
- Organizations that develop a business-case based strategic approach to stress will be best equipped to cope with stressful times.

Summary

Stress is an essential element of many activities at work and at home, stress becomes harmful when it reaches an intensity that begins to impair daily activities. Stress is not always negative or harmful and, indeed the absence of stress is death. Stress is the non-specific response of the body to any demand, positive or negative, made upon it.

The focus of this study is *harmful* stress that arises from work situations, as opposed to stress that is generated by an employee's personal life and effects the organization. This study indicates the necessity of considering and investigating occupational stress, since performance declines under stressful situations. Nowadays, quality productivity is very essential for organizational survival. Therefore, stress at workplace becomes a concern to organization administrations.

It can be deduced from the data presented that the stress range of all companies surveyed were in the range of high stress. The causes of stress were many viz monotonous

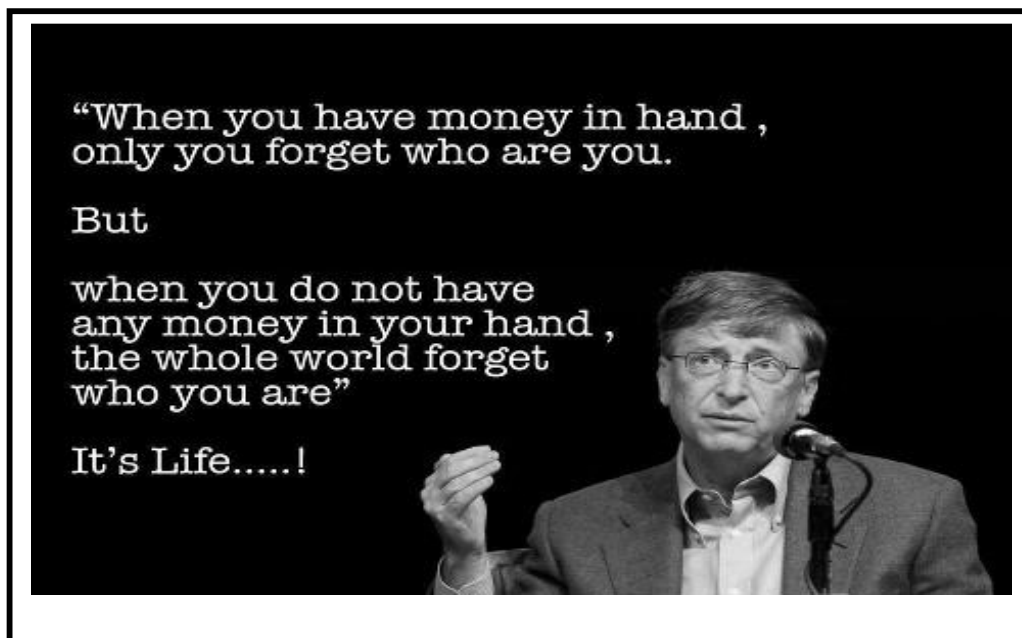
and uninteresting jobs being performed, working conditions, lack of communication, and so on and have resulted in deteriorated organizational effectiveness.

Stress is an inescapable part of human lifestyle. It is manageable to a large extent. With the proper understanding of the processes, the situation can well be managed.

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STRATEGIC INITIATIVES: DO THEY REALLY WORK?

Marija Barishin¹

A personal note

I caught the strategy bug back as a senior at business school since I been thinking and working on corporate strategic issues for about a decade now. I owe this interest to my dear professor and then dean of Williams Business School, Bishops University, in Quebec Bill Robson. I took Business Policy and Strategy with him and it was an enlightening experience to say the least. Then I understood that strategy is not only crucial in the business survival of the firm but also in the personal life of every individual.

Now it gives me a great joy to write this paper for my students and peers alike. The way I decided to do this is the following: started with research for the literature review. However, I decided not to read it right away but to write the first page by explaining my thoughts on the topic and then use the second and third for literature review and my reflections on it.

Introduction

In my career I have had the opportunity to be in the position to strategize frequently and even more often to do it without the permission of my superiors. I am referring to my position as a quality officer at MPO¹, Skopje, Macedonia. This is a company with a tradition of social way of leading. Specifically, they always promote from within, they always employee young people who are sons and daughters of retired employers. I was one of them.

For two decades this firm was led by an extraordinary man called Gale (his first name because everyone knew him and called by it) who passed away before his time. Gale had an open door policy and not only knew every of the 4000 employees by name but he also knew their families and personal problems.

Problems Identified

In 1995 a new management was appointed and a person who had been heading their London division was awarded the CEO position. New management who is still in place today

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¹ The name of this firm has been altered.

slowly but surely changed the way things were done in the company. When I joined their ranks back in 2004 as a newbie with a lot of ambition, ideological way of looking at things and considered to have all it takes to succeed I saw something very different from what I was used to hearing at my parents get together with colleagues at our house. Suddenly the sentence most heard in the headquarters hallways and offices was: "In Gale²'s time.... things were different, this or that would never happen". Mind you, Macedonia has an unemployment rate of over 30% and this is a company that gave the feeling of security, once you are in, you stay there until the day of your retirement when they give you a watch, a painting or a television and send you to your merry way. MPO was a socialist system leftover in every sense of the word. Majority of the employees were in their fifties and settled in their ways.

The second most heard thing for a decade as I later found out was that changes are about to come, layoffs, company reengineering. This management did things differently. To get a meeting with the CEO you had to send a letter to his personal assistant who will decide whether to give it to the CEO and then if by a slim chance you get a date it will be three to six months later.

The second issue that went through the grapevine happened about a year since I started working there. One Friday lists were sent from above that detailed geographically who will go to which office, desk, and department. All of us had to come the next day, Saturday and move our belonging to the new office we had been assigned to. I walk in Saturday morning and it is a mess, chairs and desks in the hallway, flowers and other personal belongings. No one knew what is to happen. For three months no one knew what their new tasks would be. The new structure changed from a customer to product one. One department was taken into pieces and from fifteen top managers the firm now had twenty two. Needless to say this whole badly planned and executed change left people feeling even more stressed, frozen and unable to perform the ambiguous tasks they were assigned.

My job was made that much harder. Not only did I have to do semiannual quality audits throughout all of the departments but now I had to ask people about their job when they themselves weren't sure what that job was. Bearing in mind that ISO9001:2000 had only been implemented and awarded a year before.

Another very important issue was that at that time the managers were afraid of a hostile take-over from Russian Lukoil and they made every shareholder (most employees and retired employees) sign agreements that they will not sell, otherwise their jobs are not guaranteed nor the jobs of their children who worked there. Obviously this didn't hold up in court but it did however do its purpose, people were afraid to sell and not surprisingly if you

² The name of the former CEO has also been altered.

think what their options were. At a time when one share was trading at 3,000 euros on the Macedonian Stock Exchange people didn't sell and the courageous ones that did lost their jobs or were sent to dead end positions. There were cases when employees had to sell a few to pay for medical expenses and they were reprimanded with six months of 30% pay deduction.

Imagine my delight when two years later I was offered a lecturer position and the University American College where I had been finishing my MBA in the last year and a half. I accepted and was out of MPO in less than two weeks after the offer. UACS was a completely new territory, one I only read about in books, open door policy, free to make your own schedule, complete support from the rector and the university management. Corporate initiatives were heard and if sound implemented and the person who put it forward was made an owner of the process and compensated. More than that intrinsically it was an environment where I felt I was achieving self-actualization.

Now I would like to turn your attention to the short literature review.

Literature Review

Strategy and strategic initiatives have been widely researched. It has been a topic of the academic and business world alike for more than decades now. I would like to point out the period when American automobile and electronic business were attacked and lost market share on their own turf which prompted the very famous research of Professor Michael Porter and the Supply Chain, The Diamond and Five Competitive Forces Model that I use more than often.

Any new strategic direction hence new strategy means change. Change in technology, in the way things are done and most importantly people. Shading a light on the end of the tunnel and showing people where we need to be without lighting up the whole tunnel and making them realize why destination B is much more preferred than current position A is crucial. Participative management and getting people on board and managing any possible sabotage should be the focus of every strategic initiative but we know too well now that that is not the case always.

"A strategic initiative is one that: responds to an issue that, when resolved, will have a significant impact on the organization's results, and requires cross-functional support to succeed." (Snyder, 2008)

Four steps to successfully sponsoring a Strategic Initiative: i) Initiating the effort, ii) Launching, iii) Executing, and iv) Gaining momentum (Snyder, 2008).

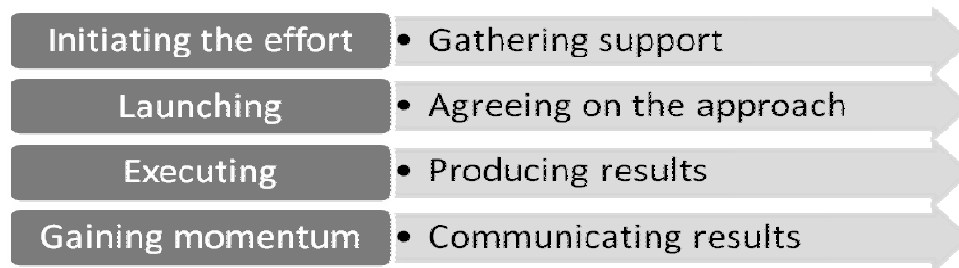


Figure 1: Steps towards a successful sponsoring (Adopted: Snyder (2008) and modified proposed model)

Norton and Kaplan introduced The Balanced Scorecard to the academic and business world which supplemented traditional financial measure with criteria that measured performance from three additional perspectives – those of customers, internal business processes, and learning and growth. It therefore enabled companies to track financial results while simultaneously monitoring progress in building capabilities and acquainting the intangible assets they would need for the future. Companies are using the scorecard to: clarify and update strategy, communicate strategy throughout the company, align unit and individual goals with the strategy, link strategic objectives to long-term targets and annuals budgets, identify and align strategic initiatives, and conduct periodic performance reviews to learn about and improve strategy. (Kaplan, Norton, 1996) Refer to Annex for a strategy analysis on different industries. (McGee. Thomas, 1986)

Based on Kaplan's and Norton's paper "Creating the Office of Strategy Management" I will go through the strategic process both the unsuccessful one. (Kaplan, Norton; 2005)

The process starts sometime in the middle of the fiscal year, when the strategic planning department organizes a multi-day offsite meeting for the executive leadership team to update strategy based on a review of the company's strengths, weaknesses, opportunities, and threats, and in light of changing circumstances and the new knowledge gained since the last strategy meeting, a year ago. Ninety-five percent of employees claim they are not aware of or do not understand the strategy.

The barriers to successful implementation of strategic initiatives are the most common ones including structure, management processes, systems and HR policies: top-down senior management style, unclear strategy and conflicting priorities, an ineffective senior management, poor vertical communication, poor coordination across functions, inadequate down-the-line leadership skills and development. (Kaplan, Norton, 1996)

The successful companies transform key management processes to focus on strategy execution. Nine cross-functional processes have been identified that should be managed or integrated by an Office of Strategy Management: scorecard management, organization alignment, strategy reviews, strategy planning, and strategy communication, initiative management, planning and budgeting, workforce alignment, best practice sharing. (Kaplan, Norton, 1996)

Discussion

A key starting point is the acceptance of the counterintuitive notion that the strategic-planning process should not be designed to make strategy. Henry Mintzberg, argues that real strategies are rarely made in paneled conference rooms but are more likely to be cooked up informally and often in real time. No strategy process can guarantee brilliant flashes of creative insight, but much can be done to increase the odds that they will occur: prepare the minds, encourage creative mind, top-down: Drive crosscutting themes and add strategy to the job title. (Mintzberg, 1987)

Hamei and Prahalad argue that Western companies focus on trimming their ambitions to match resources and, as a result, search only for advantages they can sustain. By contrast, Japanese corporations leverage resources by accelerating the pace of organizational learning and try to attain seemingly impossible goals. These firms foster the desire to succeed among their employees and maintain it by spreading the vision of global leadership. (Hamei, Parahalad, 1989 and Kaplan, Norton, 1996)

- Provide employees with the skills they need to work effectively-training
- Give the organization time to digest one challenge before launching another.
- Establish clear milestones and review mechanisms
- Translate the strategy into operational terms.
- Align the organization to the strategy.
- Make strategy everyone's everyday job.
- Make strategy a continual process.
- Mobilize change through executive leadership.

Strategy will have us puzzled for many years to come and with the ever changing environment where the automobile industry has less than two years to market and the software industry less than three months, strategy is an ever evolving topic. Do I believe

strategic initiatives work – of course they do but under the right circumstances, with the right leadership in place, done using the tools and practices that fit the organization at hand and especially the organizational culture.

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***Design is not just what it looks like and feels
like. Design is how it works.***

-Steve Jobs

ETHICS AND VALUES IN MANAGEMENT EDUCATION

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ABSTRACT

“Ethics & Values” occupy the prime position in our personal & professional lives. Management Institutions have a responsibility towards shaping young management students towards inculcating & developing high level ethics & values to enable them to discharge their managerial & executive function not only efficiently & effectively but also ethically. Based on a research based study, this paper attempts to bring out a few salient suggestions as to how management education could be developed further to include inputs on Ethics. More importantly, the study also brings out the importance of inter-relations between the corporate world and the management education in the context of shaping ethics of young management students.

Any meaningful and lasting change in the conduct of corporations toward societal responsibility and sustainability must involve the institutions that most directly act as drivers of business behaviour, especially academia.

1. Introduction :

“What is required is not only the functional smartness by business schools and management departments around the world, but a deeply embedded consciousness of ethical practices.”

Lt. Gen. H.Lal

Most of the culprits are well-educated men and women. In the pre-independence era, when few people had access to formal education, most crimes were committed by illiterate people. It was given that educated persons would display civilised behaviour, decency, good manners and ethical conduct. With a huge expansion of the education system, the standard as measured by the percentage of marks obtained in examinations has been rising to

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unprecedented levels. But, unfortunately there is a marked decline in the character, moral values and general behaviour of students coming out of schools and colleges.

Objectives of the study :

The study is planned with the following objectives:

1. To explore the incorporation of different academic activities and curriculum, whether they provide the values of global social responsibility, in different institutions in Delhi/NCR Region.
2. To study the capabilities of the students to be future generators of sustainable value for business and society.
3. To interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities.
4. To document existing policies, programs, institutional frameworks and the involvement of external agencies in promoting ethics and values in Management Institutions.

Management Education: Management education is specifically designed to develop the business decision-making skills of managers. Conflicting situations induce the students to take decisions under predetermined criteria. These situations closely resemble business events and are indistinguishable from real life events. For the candidates, the objective of learning is to understand complex business situations and solve problems. They learn to take operative and strategic decisions. Competition enhances their abilities not merely to survive, but also to emerge as leader, for their organisations. A major learning gain is that they learn to cooperate with each other and work in teams. Besides integrating subjects, the use of simulation demonstrates the complexity of business in terms of the dynamic interactions between functions, products and markets. The pedagogy of Management education provides an opportunity to test understanding and organise knowledge in a competing environment.

Need for Management Education: In a churning global marketplace, understanding the fundamental connections between business, the environment, and society has become essential. The roles and responsibilities of business as a global force are becoming more urgent and complex, and concepts related to societal responsibility and sustainability are gaining recognition as essential elements in business management.

Increasing complexity and interdependence require new approaches. Companies need integrative management tools that help embed environmental, social, and governance

concerns into their strategic thinking and daily operations. They need support as they internalize and integrate these issues into the core of businesses, engage in dialogue with stakeholders, and report their conduct. They require talented and ethical leaders who can not only advance organizational goals and fulfil legal and fiduciary obligations to shareholders, but who are also prepared to deal with the broader impact and potential of business as a positive global force in society.

Any meaningful and lasting change in the conduct of corporations toward societal responsibility and sustainability must involve the institutions that most directly act as drivers of business behaviour, especially academia. Academic institutions help shape the attitudes and behaviour of business leaders through business education, research, management development programs, training, and other pervasive, but less tangible, activities, such as the spread and advocacy of new values and ideas. Through these means, academic institutions have the potential to generate a wave of positive change, thereby helping to ensure a world where both enterprises and societies can flourish.

2. Research Methodology :

When research problem has been identified, the research objectives and questions stated, it is necessary to indicate how the research objective would be achieved.

Primary Resources: This quick survey is based upon the responses collected through Primary resources i.e. Questionnaire. **We have designed questionnaire targeting students, Faculty and Administrators of educational institutions.**

1. A sample of 128 of the above mentioned was taken.
2. Sample size includes College students, Faculty members and few Deans/Directors/HODs referred through faculty members and through personal contacts.
3. Key questions included in the questionnaires are basically focusing on the existing frameworks and curricula followed by different colleges/universities.
4. Questionnaire comprises 11 questions including, 2 elaborative type questions and 1 question asking respondents their views on the topic.

Secondary Resources: To support some facts, secondary resources have also been used including online reports on the status of educational institutions, their role in economic growth, Journals available online, series of interviews of various Deans/Directors/Heads, available online, etc.

3. Data Analysis :

In this section, the empirical data collected from the various respondents, who were involved in this study are being presented. This presentation will begin with the introduction to data analysis and continue with presenting the data collected from participants. Here we will present the conclusions as drawn from these responses.

Questionnaire 1	Critical variable of a Management Syllabi	Respondent's percentage(in %age)		
Independent Variable	Dependent Variables	Yes, To a large extent	Yes, to some extent	No
Students/ Faculty Members/ Deans/ Directors	Ethics and Values in Management Syllabi.	22.565	1.562	76.56
	Ethics and Values Syllabi in tune with corporate world.	58.064	32.258	9.677
	Utility of studying Ethics and Values during college life, in Future.	51.612	48.387	0
	Involvement of Corporate world in designing and teaching the subject.	54.838	22.580	22.580

Table 3.1a: Description of Critical Variables (direct) from Questionnaire 1

As the First table describes that total 4 semi variables were present in the questionnaire and when the response analysis was done by comparing everybody's responses on dependent variables, it was found that:

1. For the first dependent variable (Ethics and Values in Management Syllabi) 23% respondents fully agree and only 2% partially agreed that Ethics and Values in Management Syllabi are indeed not covered in the syllabus up to required level. On the other hand 77% respondents agree that Ethics and Values in their Management Syllabi, not at all covered.

2. For the second dependent variable (Ethics and Values Syllabi in tune with corporate world) 58% respondents say “yes to a large extent” it is in tune with the corporate world. On the other hand only 32% respondents have stated that it is ‘to some extent’ incorporated as per the corporate world and case studies and guest lectures are discussed and arranged in that regard. While 10% responded that the ethics inputs never seem to be in tune with the corporate world as most of the times it is limited to the classroom activities, which is more bookish in nature.
 3. For the third dependent variable (Utility of studying Ethics and Values during college, in life) 52% respondents fully agree that they it helps to a large extent. For the same variable 48% respondents partially agree with the vulnerability of studying ethics and moral values.
 4. For the fourth dependent variable (Involvement of Corporate world) 55% of respondents fully agree that this subject is mostly covered by guest lecturers from corporate people or experience sharing by them, 23% of respondents partially agree that yes at times there are some people from corporate world who come to meet and discuss the issues with them and another 23% don’t agree with either kind of involvement from the corporate world.
- A special question attaining the goal of knowing several existing frameworks in the colleges/universities was also added in the questionnaire. This is therefore presented in a different table 3.1b. This table represents various frameworks/methods used by different colleges and universities. It is also based on respondent’s choices of answers. These are:
 - (i) 49% respondents have stated that in their institution it is covered through regular course coverage, which is limited to classroom interactions only.
 - (ii) 29% respondents have stated that it is covered by the medium of different activities (specially designed for the subject - such as role plays, simulation techniques and through case studies, etc.)

Questionnaire 1	Critical variable of a Management Syllabi	Respondent's percentage			
Independent Variable	Dependent Variables	Through regular course coverage	Through Activities / Case Studies	Through Special Guest Lectures / Interactions	Through other methods (Role Plays, Simulation s)
Students/ Faculty Members/ Deans/ Directors	Methods of Teaching Ethics and Moral Values	48.387	29.032	16.129	16.129

Table 3.1b: Description of Critical Variables (elaborative) from Questionnaire

(iii) Only 16% respondents mentioned that it is covered through special guest lectures and one to one interaction with corporate personalities.

(iv) And remaining 16% also mentioned of some other methods such as extracurricular activities, social activities, and specific topics coverage, etc.

In association to the above question some views were asked from the respondents, as to what they think should be done at various levels, to be ethical in our approaches. And the views represented by them are concluded in the table below.

Activities to be done at the various levels to cultivate better ethics & values among management students	
At Student Level	(i) Take / cultivate interest in this subject and related readings / practices.

	<ul style="list-style-type: none"> (ii) More activity based learning. (iii) Students need to imbibe good values from Environment, family, educational institutions & society. (iv) Role plays with real life corporate situations & case based group discussion. (v) Remain steadfast on Ethics & Honesty. (vi) Awareness, interest, faith & application of ethics. (vii) Follow good / ethical practices & remain determined to do so.
At Institutional Level	<ul style="list-style-type: none"> (i) Firm emphasis on good inputs on 'Ethics'. (ii) Lectures on such topics. (iii) Special emphasis on ethical practices & teaching inputs. (iv) A regular subject should be introduced in all the streams of management. (v) Make this subject a core subject for all management students. (vi) Consciously give inputs on ethics & also ensure that at institutions level best ethical practices in work & administration are followed. (vii) Continued emphasis on ethics education and practices.
At Corporate Level	<ul style="list-style-type: none"> (i) Practice good ethics - that alone will help and demonstrate. (ii) More awareness & simplicity in life & chores. (iii) Lay firm foundation of sound ethics & demonstrate clearly. (iv) Heavy punishment at society level for lack of ethics & integrity and leading by example. (v) Practice ethics at any cost & make sure to demonstrate good ethics to the younger generation. (vi) Family is the best place to learn and practice ethics.

At Government Level	<ul style="list-style-type: none"> (i) Practice good ethics - that alone will help and demonstrate. (ii) Introduce compulsory subject on ethics in all schools. (iii) Government should first adopt ethical practices. (iv) Recognize honesty, reward people and institutions following good ethics & values and punish those who don't. (v) Bring honesty in governance. (vi) Just work ethically - that is enough.
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Table 5.2a, representing activities to be done at various levels, conclusive expressions by respondents

4. Findings and Conclusion :

In this section the findings of this study will be presented. The conclusions will assist in responding to the research purpose and finally, it will state general conclusions that can be drawn from the study along with implications for management, theory and further research. However the conclusions drawn from this study are derived from questionnaires and the inputs from the respondents are based on their perceptions, hence the conclusions cannot be treated as irrefutable. Few important Research Questions are mentioned below, while the findings related to them have already been mentioned and explained in Data Analysis portion.

- Q.1. Are "Ethics and Values" covered as part of management studies syllabus in your institution?
- Q.2. Does such syllabus on Ethics & Values correlate well with the corporate / work world?
- Q.3. How is Values & Ethics taught at your institution?
- Q.4. Do you think, teaching ethics & values in management institutions helps students to practice better values & ethics in their work life ahead.
- Q.5. In your institution, are the inputs on ethics & values given on the basis of structured syllabus only or on the basis of proper consultations with corporate & full understanding of the corporate ethics as such.

There are some principles that have to be followed for responsible management education, as institutions of higher learning involved in the education of current and future managers, we are voluntarily committed to engaging in a continuous process of improvement of the following principles and their application :

1. We have to develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
2. We will have to incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
3. There is a need to create educational framework, materials, processes and environments that enable effective learning experiences for responsible leadership.
4. It is a must to engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
5. There is a strong need to encourage timely interaction with managers of business corporations to extend knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
6. To facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability as we are in need to understand that our own organizational practices should serve as example of the values and attitudes we convey to the students ahead.

On the whole, we find that in many educational institutions, there is still lack of stress on the concept of ethical development in the education process. The emphasis appears to be more on commercial aspects than the real quality delivery and ethical inputs. This has resulted in the gradual erosion of values among the younger generation. This trend needs to be reversed, if India has to survive as a nation and acquire its due place in the world. The only way to arrest this decline is in providing value orientation in our educational system.

Views by respondents on Ethics and Values in General

- (i) Environmental pressures can make a dent in one's Ethics.
- (ii) Seniors in society - be it at family level, government level, academic institutions level - have a dominant role in shaping young minds with sense of good values & ethics. Spiritual and religious gurus (who have no commercial interest) can also play a predominant role in this area.
- (iii) Families & schools have a great responsibility in this area and so also the academic institutions. Contents and seriousness on ethics can't be diluted.
- (iv) It is a collective responsibility and nothing better than learning and imbibing from best ethical practices from individuals and institutions.
- (v) Top matters - Head of the family, Head of the Government, Head of Business Organizations, Head of Academic Institutions, Head of Religious Organizations - if they all practice good ethics with conviction, there will be inculcation of good / ethical values in younger generation.
- (vi) Religious / spiritual inputs and special lectures by leading ethical / spiritual gurus can have a positive impact.
- (vii) Ethics is Simply to Do What's Right.
- (viii) Learning ethics and values are something which is learned through experiences and is a never ending process.
- (ix) The course content should be positioned to help shape corporate cultures by providing training, education, and organizational development activities that foster sound ethical and moral awareness and judgement.
- (x) Ethics & values can be learned mainly from any person's first school, i.e. his/her family & friends. Every child learns from his/her elders within the family and decides which thing is commonly accepted by their society and how. When a person gets maturity at the level of MBA degree that time if he/she gets appropriate guidance on ethics & values then that can really help an individual to think at least about ethics & values once, before doing any activity in their professional life. And in our professional experience also we observe that it's really difficult to maintain any ethics & values in corporate culture as always one tends to get influenced by senior colleagues & the available environment. Not everyone can be Lal Bahadur Shastri or his likes.

- (xi) Not exactly but yes ethics and values are from within and least we can teach students from the books. If we talk in corporate or institutes or in normal routine life, ethics and values come from within as it is not exactly a subject to be taught. We get the learning as our age grows and especially it comes from family. Yes, we can surely tell and guide on wrong or right but will have the values which our heart says that is correct. Rest we can still try to give it a try by coaching or making a regular subject in our management courses.
- (xii) In ethics, value denotes something's degree of importance, with the aim of determining what action or life is best to do or lives or at least attempt to describe the value of different actions. It may be described as treating actions themselves as abstract objects, putting value to them. It deals with right conduct and good life, in the sense that a highly, or at least relatively highly, valuable action may be regarded as ethically "good", and an action of low, or at least relatively low, value may be regarded as "bad".
- (xiii) In today's world ethics and values have great importance in personal as well as professional life, which drives a person to live great life?

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If boys and girls do not learn discipline in their school days, money and time spent on their education is so much a national loss.

- Mahatma Gandhi

A DEVELOPMENT OF HEALTHY PROMOTION MODEL BY E-SAN FOLK HEALER'S WISDOM

Patthira Phon-ngam¹

ABSTRACT

The purposes of research were 1) to study the knowledge used by local folk healers, the condition of healing and services, the acceptance of the methods used by the folk healers in Loei Province, and 2) to develop the model for the promotion of the community health with the herbal wisdom of I-san folk healer participated by the related stakeholders.

Mixed methods of quantitative and qualitative research were applied, the quantitative research was used in the survey, and the qualitative research was used in an in-depth interview, the participatory observation, and focus group discussion. The target groups in this study consisted of the registered folk healers from 14 districts of Loei who still perform the healing, the local people who get the services or used to get the services from the folk healers, the senior people in the areas, and Thai traditional medicine scholars. The findings were as follows.

The evaluation of the 3 models was done by the observation of the activity participation, interview on the satisfaction, and the usefulness of the participation in the activities.

Keywords: folk healer, wisdom, community health, community health promotion

Rational

Nowadays it is accepted that only the modern medicine cannot solve all the health problems because the medical system is expensive, and it depends on the medical supplies and appliances from other countries, and these resulted the medical services to be limited especially to those who reside in the remote area. So what should be considered are to pay attention to the study of local wisdom in taking care of health by the folk healing in all dimensions and to bring out what is still currently suitable for the community to use in the real situation. The attitude of the villagers to the medical system shows that the modern medicine and the folk healing are not separated, they are dependent on each others. That is why the development of public health should focus on both the modern medicine and the folk healing and then let the people choose the appropriate way in curing illnesses for themselves. (Daranee Onnchomchan, 1994)

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It was found that however the bodies of knowledge on the local wisdom mostly were the skills and experiences gained by the folk healer himself, and were not written in the form of any book. For the folk healers who collected the wisdom in the form of books, it was found that those books were old and risky to be damaged and some were already damaged. Most of the folk healers did not have the students or someone who inherit their knowledge. This current situation indicated that the inheriting of folk healers' knowledge was to be concerned. (Daranee Onnchomchan, 1994)

The local wisdom of the folk healer in curing and taking care of the people in the community was the traditional style using the understanding of health holistically the body, the mind, and society. The use of local wisdom in healing was necessary especially for the people in the lower class, more than a half of the people residing in the country. These people believed in the traditional healing. For the conscious mind in the conservation and keeping on the cultural knowledge, and for the community to have well balancing health in the body, the mind, the society, and the culture, the cultural eating habit such as having vegetables as the folk medicine was blending well in the ways of lives as seen in the ancient I-saan statement: "Rice as a main food, should the vegetables as healing drug". This cultural dimension showed the behaviors in protecting and promoting self health sustainably following the sufficient economic principle, and also it was the activation for the warning of the community not to be so capitalism and consumerism, and not to forget the local wisdom inherited from the ancestors. It was not too late if the communities return to study and accept the local wisdom with the adaptation of technology for the development of body of knowledge and holistic-health wisdom, the wisely healing method which was agreeable with the society and local culture.

The folk healing was the cultural system in curing and taking care of health which was studied on the basis of the experiences, traditional belief, and the religious teachings with the uniqueness of each local area and the evolution in each area. The folk healing in Loei featured the characteristics which were the blending of traditional beliefs on various kinds of spirits, the beliefs on religion about hell, heaven, and karma, and the culture that were parts in taking care of health when being sick or being normal including the controlling of society.

The folk healers in the community had an important role in taking care of the people. The healing process started with the providing of the paying-respect tray consisted of flowers, incenses, candles, and money as a wishing fee by the patient, and then the folk healer started the process of healing by identifying and diagnosing the sickness and in the diagnosis the folk healer did not look only the symptom but also look at the relationship of the body, the mind, and the society of the patient, and after that, the folk healer would start the method of health protection and the prevention of sickness; the healing ritual focusing on the curing the mind

together with curing the illness in the body. The method may include physical therapy, herbal therapy, and/or food therapy depending on the case. Sometimes, though the illness was disappeared, the restoration of mind needed to be done for the full functioning of the body. The massages were given to relieve the pain, and sometimes herbal intakes were needed to help relieve the pain. However, the taking care of health was related as whole methods, they cannot be separated.

In Loei province, the people have been believed in folk healing method, and being faithful with this kind of curing for a very long time, it was related to the ways of life of the countryside people, the culture, the society and the economy that was corresponded to the community. For the inheriting of the folk healing wisdom, it was the state policy through the ministry by the academic people and policy planner. The traditional medicine depended on the good principle such as having the Act on the controlling of medical arts resulting the traditional medicine to be limited. The folk healer had to study from the central traditional medical school. For the local folk healers in the countryside, mostly, they are old people who have experiences and know how to use herbs for curing by observing, studying, and testing with long experiences before getting the results of the herbal use, but these folk healers do not have medical art certificates, and this make them illegal to cure other people. Additionally, the curing method was not recorded as texts for the younger generations to study and then use the knowledge to heal people. For the traditional medical healers who studied at the central school for traditional medicine, they had traditional medical art certificates, but they did not have experiences and the knowledge that they gained was not related to the local community. They studied theories from texts, but they could not use the knowledge in the real context of local communities. These were the main problems of local traditional healers according to the lacking of herbal wisdom to apply in the real situation, and the limitation of technology for the development of body of knowledge and the proper inheriting. Such problems could be mended by collecting the body of knowledge on herbal usages and record them as a ready for use manual, this helps promoting the use of herbs instead of using the greatest amount of imported chemicals and drugs from foreign countries. It also helps lowering the budget for the national health services. From the study, it was found that the folk healers can be classified into 4 groups: the ritual groups (healing the mind), the physical method groups (physical therapy), the herbal groups (healing with herbs, and the food therapy group (healing by food). From the survey, it was found that most of the folk healers in north eastern were the groups that use herbs.

It was considered that the body of knowledge on the folk healing in taking care of community health was important to be studied, carried out the research to get the true and the right body of knowledge under the academic process with the integration on the conditions

that found and maintained currently in the community. As mentioned above, the researcher was interested in the studying and developing of the pattern in promoting community health with the folk healing wisdom in north eastern Thailand, and the result revealed the condition of the folk healers in north eastern Thailand, the body of knowledge used by the folk healers, the condition on the healing methods and services of the folk healers, and the acceptance of the healing methods of the folk healers. The results of the study can be used as guidelines for the promotion of the use of folk healing as the source to rely on and as the health promotion for the people in the community. It was also the guideline for the community to rely on itself in taking care of health and also the promotion for the community to concern about the local wisdom of north eastern Thailand which was the advantage in conserving, promoting, and supporting the local wisdom usage in the wider society and so on.

Research Objectives

1. To study the body of knowledge used by the folk healers, the condition of healing and giving services of the folk healers, and the acceptance of the folk healing methods in Loei
2. To develop the model of promoting community health with the local wisdom of the folk healers on the herbs by the participation of the related groups

Expected outcome

1. Expected outcome
 - a) Know the body of knowledge used in taking care of health by the folk healers including methods, process, and steps in curing illness by the folk healers, and know the acceptance of folk healing by the folk healers.
 - b) Know the result of the healing methods used by the folk healers in Loei from the patients' perspective that can be used as the foundation for the development of book of alternative medicine.
 - c) Get the model of promoting community health with the local wisdom on herbs of the folk healers.
 - d) Bring the body of knowledge on curing illness by the folk healers gained from the research into the local curriculum to use in the study of students and higher students on traditional Thai medicine as well as distribute the knowledge to the young adults and interested people.
2. Target groups to receive the advantages

- a) Direct advantages receivers include people and patients who have illness can use the body of knowledge of the folk healers to take care of themselves and cure an illness.
- b) Related groups, include physician and nurse, they can use traditional Thai medicine together with the modern medicine to cure the patients.
- c) Groups of related study field can use the results from the research in the study courses of traditional Thai medicine and can be distributed to young adults and interested people on the folk healing.

Research Framework

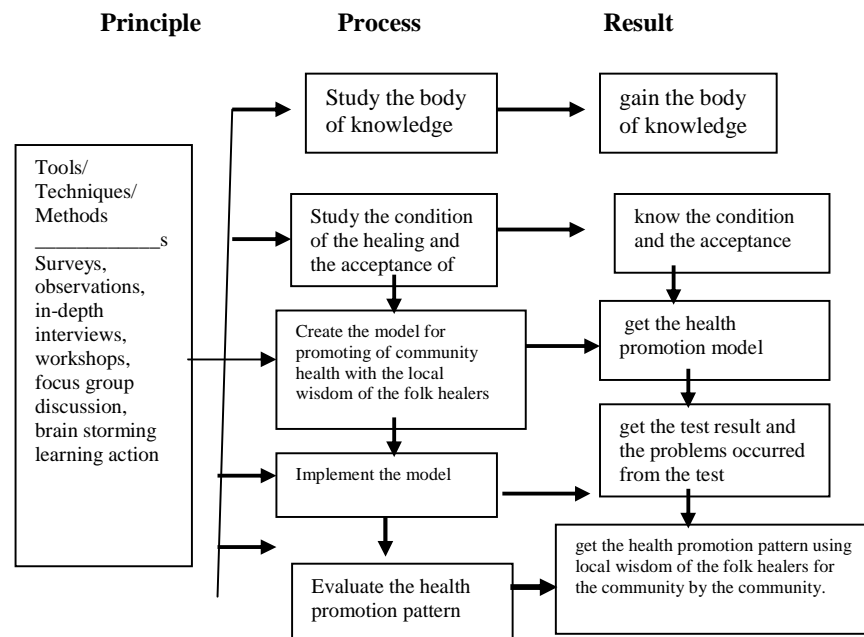


Figure 1 Research Framework

Research Model

The research model used in this study was Action Research with the Action Learning process used the mixed methodologies of both quantitative and qualitative research. The quantitative one was performed by surveying, and the qualitative one used in-depth interviews, participatory observations, and in-group discussion.

Target group

The target groups of this study consisted of

1. The folk healers from 14 Districts of Loei Province, and the criterion for selection were Folk healers who registered with provincial public health office and Still operates the healing practice by the time of studying
2. The service receivers in the community or the people who got the services from the folk healers consisted of 20 selected people on the following criterion
 - a) The adults aged 32 years and above
 - b) People who got the jobs
 - c) People who got the services from the folk healers during the past three months
3. Members of the folk healers' family
4. Leaders or community leaders
5. Folk healers network
6. Related groups include Sub-district Administration Organization, schools, and the main organization which controls and take care of folk healers: Loei Public Health Office

Process and Method in analyzing data

In this study, the researcher used Research and Development as followings

Stage 1 : Research

In this stage of studying, the researcher studied the body of knowledge used by the folk healers, the condition of healing, the services of the folk healers, the acceptance of folk healers, and the methods used by the folk healers in Loei. The processes were as followings:

1. Study the related research literatures
2. Study the target groups who can provide the important data in Loei. The groups consisted of groups of the folk healers, groups of the people who got the services from the healers, groups of community leaders and senior citizens in the area, groups of academic people in the Thai traditional medicine, and related organizations. The tools used in the study were in-depth interview forms, in-group discussion as the following details.

- a) The process used in-depth interview on the topic of the body of knowledge the folk healers used, the condition of healing and the services of the folk healers, the acceptance, the healing methods of the folk healers in Loei province. The data was collected by interviewing the folk healers, the patients, the community leaders, and senior citizens in the village.
- b) The informal observation was used by mean of social context, culture, belief, festival, aspect, and steps in healing illness with herbs.
- c) In-group discussions were held 2 times using purposive sampling in Loei; the first time consisted of 10 folk healers from Loei to find out the approaches in taking care of health with the local wisdom on herbs of the folk healers, the second time consisted 10 patients who got the healing services from the folk healers, the topic was on the result of the healing.

Stage 2: The development of model in promoting community health with the local wisdom of the folk healers used herbs.

This stage specified the topics gained from stage 1 and held the meeting for the anticipatory brainstorming. The target group consisted of the specialized folk healers who have been in the careers of folk healing for more than 10 years, the community leaders, and the related organizations include the Loei Public Health Office, the Division of Public Health and Environment of Loei Municipality, Community Development Office of Loei, Academic People on the culture, 30 people all together. The meeting was held in order to create the appropriate pattern in inheriting the body of knowledge in taking care of health of the folk healers, and the activities were as followings;

1. Create the community health promotion model with the local wisdom on herbs of the folk healers by holding the stage for the brainstorming, and the target group consisted of the specialized folk healers who have been in folk healing careers more than 10 years of services, academic people, and people from related organizations, 30 people all together, to create the appropriate model of community health promotion with the local wisdom on herbs of the folk healers.
2. Hold the meeting for the working team to specify the plans and activities related to the results gained from the brainstorming.
3. Bring the model created into practice by action learning process according to the plans of activities specified and the needs of the target group.

4. Evaluate the model for the community health promotion by interviewing and using the questionnaire.

Research Tool

The research tools used in the study were

1. In-depth interview guideline The in-depth interview question used to interview the participant individually as specified below.
 - a) In-depth interview with the community leaders, the patients who got the services from the folk healers and relatives, the question was on the acceptance of the methods used by the folk healers in Loei.
 - b) In-depth interview with the folk healers on the body of knowledge they used, the condition of healing and the services provided by the folk healers, the acceptance of the methods of healing used by the folk healers in Loei.
2. Focus Group Discussion The group consisted of 8-10 people, each group given 2 hours for the discussion, and the researcher provided the guideline for the discussion for each group focusing on the model in taking care of health for the people in the community with the use of local wisdom on herbs of the folk healers.
3. Brainstorming to find the appropriate model for the promotion of community health with the use of local wisdom on herbs of the folk healers.
4. The questionnaire on the community activities of promoting community health.

Tool Verification

The researcher had a checkup on the data gained each day to see the completion of the data, and to see whether the data was enough or not, and the data was classified in topics according to the objectives of the study in order to provide the answer the research questions completely following the research framework and limitation of the study that the researcher intended to study. The data triangulation was used for the completion of the data and the objectives of the research as following.

1. Data Triangulation was used to verified the source of data including time, places, and people, and to verify whether the data was from the same source or not.
2. Methodological Triangulation was used to collect the data by participatory observing, interviewing, in-group discussion, and surveying.

Data Analysis

The data was analyzed with the quantitative and qualitative methods as followings.

1. Data gained from the survey and coded questionnaire was analyzed and recorded with the computer program using percentage, average, means, X and standard deviation.
2. Qualitative analysis was analyzed with content analysis. The researcher analyzed and collected the data at the same time. After gaining the data, it was recorded thoroughly and grouped into sections and types, and was analyzed according to concepts and theories for the conclusion and then presented the in the form of descriptive report.

Results of the study

1. The result from the study of general condition, the body of knowledge used by the folk healers in curing illnesses, the condition of the healing and the services provided by the folk healers, the acceptance, and the methods used by the folk healers in Loei.
 - General Condition of the Folk Healers: From the study of general condition of the folk healers registered with the Thai traditional medicine office, and still giving the services in healing, all the folk healers have different experiences and specialized in different health problems. It was found that there were 35 illnesses and can be classified into 11 groups of healings including 1) digestive system, 2) respiratory system, 3) Muscle and sinew system, 4) blood circulation system, 5) nerve system, 6) skin (integumentary) system, 7) Poisonous animal and residue, 8) maintain and nurture body balance and elixir, 9) Urinary and Reproduction system, 10) Endocrine diseases and diabetes, 11) Others such as cancers.
 - The body of knowledge used for healing: It was found that the folk healers have knowledge in using herbs and can classify the herbs according to the action effected to each body system such as classifying the parts of herbs: leaves, flowers, branches, tree, roots, and etc, and classifying the tastes of each herb: bitter, acidulous, sour, and etc.
 - The condition on the healing of the folk healers: The condition on the healing of the folk healers was related to the belief of the local culture in each area, and such beliefs include 1) superstition, 2) the causes of illness, 3) five human aspects, 4) astrology and hypothesis of illness reason, 5) four combination elements of life, 6) ritual of Thai traditional medicine, 7) belief and ritual of using herbs, and 8) the belief on village magic medicine and the expel of the illness ritual.

- The acceptance of the methods used by the folk healers: The results gained from 15 purposive sampling who choose to use alternative healing methods indicated that mostly the patients had cured by the modern medicine but the symptom still did not get better, so they later came to get the healing from the folk healers and then the illness was disappeared. The patients were very satisfied with the healing methods of the folk healers. Some people returned to normal health condition, and all people can return to work and spend their daily life as normally as it was before.
2. Results from the development of community health promotion with the local wisdom on herbs of the folk healers with the related organizations
- The results from the creation of the pattern for community health promotion can be grouped into 3 models; Model 1: Community Health Promotion, Model 2: The creation of media and textbooks on the local wisdom of the folk healers, and Model 3: The distribution of body of knowledge to public.
 - The results of bringing models into practice, for each pattern, the activities were operated as followings. Model 1: Community health promotion activity includes 1) holding the personal health activity for the students' study enhancement in school, 2) growing herb garden in school with the cooperation of village-temple-school, and 3) using herbs for healing illness in school instead of using modern medicine. Model 2: The creation of media and textbooks on the local wisdom activity includes 1) creating textbooks on herbs in Loei and the herbal usage manual of I-saan, 2) creating CD and computer assisted learning program on the local herbs and herbal usage manual of I-saan, and Model 3: The distribution of body of knowledge to public, the activity was the holding the folk healer caravan of the inheriting of local wisdom and the development of health protection pattern (model).
 - The results of bringing the models into practice, it was found that the participants were satisfied with the activities and the participants found that the activities were useful and can be applied in the health promotion.

Discussion of the research result

The result from the study on the body of knowledge on herbs that the folk healers use to heal the illness indicated that the folk healers were able to classify the herbs according to the action of the herbs towards the system of the human body, to classify the herbs according

to the parts such as leaves, flowers, brunches, tree, roots, and etc., and to classify the herbs according to the tastes such as bitter, acidulous, our, and etc.

The healing methods of the folk healers were related to the cultural beliefs of the local. The beliefs of the folk healers include the superstition, the causes of illness, the five aspects of life, the astrology and the hypothesis on the causes of the illness, the four elements of human body, the beliefs on the ritual of Thai traditional medicine, the beliefs about the herbal rituals. Such beliefs were related to the body of knowledge of the folk healers. Lanna people believed that human body was made from 5 elements; earth, water, wind, fire, and air. This was correspond to what Daranee Onchomchan (2007:145) who said that the folk healers mostly have the beliefs on something related to the cultural system of the community that they dwell in and the beliefs on health and illness. The folk healers chose the methods of healing that were appropriate for the cases of illness for each patient. Additionally, they used several methods together with the application of ideas and the ways of healing which were related to the Indigenous Self-care focusing on the balance of health relating to the social and natural rules. Such methods of healing were the view or dimensions of body, mind, soul, and emotion and took care of them to be concordant with the surrounding world. If human violated the natural rules, the life would be unbalanced, weak, and sick. This method of healing worked best with the Psychosomatic Disorders. For example, in the village society, there were groups of illnesses that the folk healers and patients believed that the causes of illnesses were supernatural things. Mostly, the illnesses were the illnesses that could not be differentiated between the body and the mind, and related to the ways of life of people and the folk healers in the village. The folk healers and the people had the same social and cultural foundation, the similar ways of life, and the beliefs on the causes of illness, and the methods and steps of healing were simple and could be understood easily. Importantly, family and relatives could come to join and see every step of healing, and the cost was not expensive. (Rungrangsi Wiboonchai, 1995:59) The result from this study was corresponded with the research of Chuleekorn Khuanchainon (1997:98) which concluded the remarkable feature of a Holistic system in diagnosis and healing the illness depending on the social and cultural context. This corresponded with the concept of Preecha Uitrkul, and et al (1998:Abstract), he studied Tai Korat in Nakornrachasima and Tai Lao in Chaiphum and found indifferently that the folk healers believed in the elements of life like the folk healers in other communities. They believed that the life consisted of the body; earth, water, wind, and fire, and the mind; the feeling and the soul. This showed that the cultural differences and the beliefs in each local area were related to the beliefs in taking care of health

The result of the study on the acceptance of the methods of folk healing in Loei province showed that the patients and the relatives were satisfied with the results of the

healing, the illness was better or completely cured in some case. However every could return to use a daily life, work, doing business as before. And this corresponded with Phra Suriya Martkham (2009:122-130), he studied the development of the process in inheriting the local wisdom of the folk healers in Thailand and Laos People Democratic Republic, the work focused on the patients who got illness healing. From the study, it was found that the patients got better and were satisfied with the result, and the result of this study was corresponded with Patthira Phon-ngam (2011:451) which was on the development of the manual for using herbs in healing or curing the deceases and illnesses in the community, and there was a test on the use of the herb showing that the patients and the relatives were satisfied with the results of the healing.

The result of the development of the models in promoting the community health with the wisdom of the folk healers had yielded the three following models. Model 1: Community Health Promotion, the activities were 1) the providing of the Health Education concerning on the learning enhancement of the youth in school, 2) providing the herbal garden in school with the cooperation of the village, the temple, and the school, and 3) using the herbs as the first aid in school instead of chemical medicine. Model 2: The creation of learning materials on the local wisdom of the folk healers, the activities were 1) the creation of the book on herbs in Loei and the manual for the use of local herbs in I-saan, 2) the creation of CDs, computer assisted learning program on the herbs in Loei and the manual for the use of local herbs in I-saan, and Model 3: the distribution of the body of knowledge of the folk healers to the people, the activity was the holding of the folk healers caravan for the inheriting of the local wisdom and the development of the pattern in taking care of health in the community. All of the patterns provided were from the brainstorming of all participated sections, the participants completely agreed with the ideas, and the conceptual ideas from the brainstorming was the efficient tool for the community development, and all the activities were brought into practice with the participatory action.

Suggestion

1. Suggestion for the research results application

The study results provided the body of knowledge used by the folk healers, the condition of the healing and the services of the folk healers, the acceptance, the methods of healing of the folk healers in Loei province, and the results could be used as followings:

- a) The promotion of the use of local wisdom of the folk healers for the general illness healing to take care of members of the family, relatives, and neighbors.

- b) The state organizations should highly promote and support the use of the local wisdom of the folk healer for the state have been interested in the use of herbs more than 10 years, but the state did not completely have an intention to support the activities on the use of the herbs, or sometimes the supports were not corresponded to the local needs, especially, the culture because the such support brought the system of modern medicine without the adaptation for the Thai cultural appropriateness.
- c) Folk healing related organizations should intentionally study the folk healing and bring it to apply or mix with the modern medicine, the state should truly support the folk healing or the folk healers and have faith in the local wisdom. Additionally, the state should support to give the learning network for the health care of the people with the folk healing methods.
- d) There should be the promotion or distribution of the knowledge of using the local wisdom of the folk healers for health care through the community hospital and the village public health care volunteers.
- e) It was found in the research that the body of knowledge of the folk healers depending on the local beliefs and festivals, so the application of the research had to be concerned with the appropriateness and the cultures of each local area.
- f) It should be presented as the policy for the appropriate merging of folk healing system to the Thai health system, and should be considered the possibility of the merging and the development into the health insurance in the future as alternative ways for people to take care of their health.
- g) The results of the research should be presented at the National Public Health conference or to the organizations that need to support and develop the folk healers, and should be presented to the units that are responsible for the Thai traditional medicine in order to understand the real problem in taking care of health by the folk healers, and to use as alternatives health care.

2. Suggestion for the next research

- a) There should be a study for the creation of innovation for the support of the teaching of the local wisdom in curing deceases by the folk healers.
- b) There should be a continuation on the study of developmental process of teaching of the local wisdom of folk healers in curing illnesses.
- c) There should be a study to develop the processes in teaching the local wisdom of the folk healers in curing illnesses.
- d) Provincial public health should cooperate with the educational institute to do research on the knowledge of each remaining kind to find the ways to help and develop the inheriting of the knowledge of the folk healing.

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I think computer viruses should count as life. I think it says something about human nature that the only form of life we have created so far is purely destructive. We've created life in our own image.

- Stephen Hawking

A COMPARATIVE STUDY OF SALESPERSONS PERFORMANCE IN PHARMACEUTICAL COMPANIES

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Abhinandan Chakraborty²

Introduction :

In recent years, Pharmaceutical costs have raised double digit rate and have out placed other medical care services such as physician services and hospital care. In 2005, expenditures for prescription drug were Rs. 107.6219 crore, almost five times larger than the Rs. 21.62 crore spent in 1990 (Kaiser family foundation 2007). The Pharmaceutical Industry raises economic questions because of three related features. The high rate of R&D, Technical changes and importance of patent protection raise important positive and normative questions related to industry structure, prices, profits and public policy (Patricia 1999). The Pharmaceutical Industry is under significant pressure to consider its costs very carefully...currently, much budget is spent despite marketers being unable to identify which combinations of activities has the greatest growth potential, and without knowing what specific effect individual activities are having physicians over time (Bates 2006)

The Indian Pharmaceutical industry is highly fragmented with about 24,000 players (around 330 in the organized sector). The top ten companies make up for more than a third of the market. The Indian pharmaceutical industry (IPM) grew by 16% Year over Year in 2012 to ` 629 bn. It accounts for about 1.4% of the world's pharma industry in value terms and 10% in volume terms. Besides the domestic market, Indian pharma companies also have a large chunk of their revenues coming from exports. While some are focusing on the generics market in the US, Europe and semi-regulated markets, others are focusing on custom manufacturing for innovator companies (Pharmaceutical sector analysis report, 2012). The Indian healthcare industry is showing a strong upward trajectory and the sector is expected to

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touch Rs. 128.09 crore by 2020. The healthcare industry in India has witnessed a remarkable growth of 12% per year, since 2008. This growth has been fuelled by increase in the average life expectancy and average income levels, as well as rising awareness about health insurance among consumers. The Indian pharmaceutical market is expected to touch Rs.39.70 crore in sales by 2020 from Rs. 5.90 crore in 2012. The pharmaceutical market has grown at 15.7% during 2011, with major growth drivers being in the area of anti-diabetics, derma and vitamins.(Purohit) In one study Spanish Pharmaceutical are full or partial controlled, and the price index of the medicines has been largely unchanged in the last decade. However older drugs are replaced by newer, more expensive, drugs (Dubios et al. 2000; Gerdthan and Lundin 2004; Morgan 2005) and a larger quantity is consumed because of increased in the intensity of medication in terms of defined daily doses per patient (Darba 2003; Ravira et al. 2001). Considering the above facts and figure the role of active sales-force become very crucial. Additionally where and marketing strategies built around mainly on direct marketing; also, customers and consumers are not the same persons the importance of salespersons become higher. In this backdrop an attempt of a comparative study amongst the salespersons of major companies is made to have a deeper look into the matter.

Literature Review:

As per the Marketing Strategies in the competition between branded and generic antibiotics (A) (Clamoxyl 1996), the CNAM distinguishes between generic and copies. Generic are identical copies of the Amoxycillin molecules. Generic are usually not promoted by Medical Representative and therefore save money on promotion. In spite of these in 1996 the sale of clamoxyl was decline by 19% because of the low prices of generic Amoxycilline. As per the Battle for the Market: Branded drug company's secret Weapons Generic drug makers must know(Hess and Litalien 2005). Generic drugs now accounts for more than \$40 bn in prescription sales worldwide. More than Rs. 42.82 Crore worth by global blockbuster drugs faced US patent expiration by 2008. The most important and commonly implements strategy are discussed in this paper and the author suggest that branded and generic drug companies can successfully apply or maneuver against there strategies to distinguishes themselves with in an industry. Many theorist in the MID 1990s forecasted the end of sales forces and direct marketing techniques in favor of small divisions focusing on specific primary care trust (pharmaceutical branding: 'To Brand or Not to Brand: Stephen Griffiths: march 2008). For this purpose two qualitative and two quantitative arms to the research were used. This survey was done on GP, and a statistical preference towards the use of medical representative and advertising was found. Most of the GP was brand loyal instead of generic alternatives. The topic Brand Momentum: The measure of great pharmaceutical brands (Tebby et. al 2009), Were discussed in many pharmaceutical companies and by measuring the

distinct aspect of size, speed and sustainability, the brand momentum model has the capacity to compare between brand with different in-market time periods. The results of analysis have confirmed the uniqueness of the pharmaceutical marketplace by highlighting selected characteristics of pharmaceutical products that are not shared across the broader non-pharma market place. Innovation in cutting-edge technologies within a creative business models in the best hope for firms to compete under changing market pressure (Chandler and Samaroo 2010). This research accesses the impact of generic drug on the pharmaceutical Industry and presents a frame work to access Pfizer's response to generic drug competitors. The ills of pharmaceutical marketing are not as great as critics presume (Rotfield 2005), but the practices are not as positive as the companies might wish to assert. With specific practices, the companies are engaging in a certain degree of warfare via ever increasing budgets and sometimes questionable values. According to Erin E. Baca (2007) that demographics influence attitude and interest in DTCA, as well as younger consumers' interest and propensity to seek additional information for themselves and family members. Findings indicated that while consumers generally have favorable perceptions of prescription drug advertising (Singh 2009), their behavioral intentions are nevertheless influenced by heightened awareness of specific branded medicines. Consumer feels empowered; by information provided in direct-to-consumer advertising and they are concerned about government attempts to regulate prescription drug advertising.

Methodology:

The study is done on pharmaceutical companies. A pharmaceutical company is that who manufacture and sale medicines, surgical, and ayurvedic medicines. The sales persons of Cipla, Mankind, Macleod and FDC are considered in samples. These companies are considered on the basis of their market share, number of active sales force, and Dataset of 100 samples are considered who are Medical Store Keepers.

The introduction and review of literature is prepared using secondary data. Primary data was collected through questionnaire made up of standard scales. The study is conducted in Gwalior region. The scale used in this study is already validated and reliable to measure the constructs selected for the study. The primary data are analyzed with the help of SPSS 19.0. The result and interpretation part carries the analysis of the values came through statistical tools. In managerial implication part certain suggestions are proposed based on the statistical values. At the end in conclusion the future scopes of the study is discussed.

Instrument:

The instrument is made of standard scales by Amyx and Bhuian (2009). The scale and its factors are already validated during there used in the original articles. The instrument contains 14 items. One self made questions was incorporated at the beginning of the questionnaire, to know the name of the company of the respondents.

Hypothesis:

H1: There is no significant difference in reliability of the sales persons amongst different pharmaceuticals companies.

There is no significant difference in responsiveness of the sales persons amongst different pharmaceuticals companies.

There is no significant difference in assurance of the sales persons amongst different pharmaceuticals companies.

There is no significant difference in empathy of the sales persons amongst different pharmaceuticals companies.

There is no significant difference in tangibility of the sales persons amongst different pharmaceuticals companies.

There is no significant difference in overall sales persons' performance amongst different pharmaceuticals companies.

Results and Interpretation:**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Reliability	Between Groups	5.040	3	1.680	2.975	.035
	Within Groups	54.210	96	.565		
	Total	59.250	99			
Assurance	Between Groups	5.146	3	1.715	6.488	.000
	Within Groups	25.382	96	.264		
	Total	30.528	99			
Empathy	Between Groups	2.994	3	.998	7.050	.000
	Within Groups	13.591	96	.142		

Total		16.585	99			
Responsiveness	Between Groups	6.863	3	2.288	6.763	.000
	Within Groups	32.472	96	.338		
	Total	39.335	99			
Tangibility	Between Groups	1.204	3	.401	.977	.407
	Within Groups	39.436	96	.411		
	Total	40.640	99			

Multiple Comparisons

Dependent Variable	(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Reliability	CIPLA	MANKIND	-.18002	.20629	.819	-.7194	.3593
		MACLEODS	-.33684	.24074	.503	-.9663	.2926
		FDC	.35139	.25087	.502	-.3045	1.0073
	Mankind	MACLEODS	-.15682	.20265	.866	-.6867	.3730
		FDC	.53142	.21459	.070	-.0297	1.0925
	MACLEODS	FDC	.68824	.24789	.033	.0401	1.3364
Assurance	CIPLA	MANKIND	-.50478	.14115	.003	-.8738	-.1357
		MACLEODS	-.55175	.16473	.006	-.9825	-.1211
		FDC	-.11352	.17166	.911	-.5623	.3353
	MANKIND	MACLEODS	-.04697	.13867	.987	-.4095	.3156
		FDC	.39127	.14684	.044	.0073	.7752
	MACLEODS	FDC	.43824	.16962	.054	-.0053	.8817
Empathy	CIPLA	MANKIND	-.26615	.10329	.055	-.5362	.0039
		MACLEODS	-.08092	.12054	.908	-.3961	.2342
		FDC	.20511	.12561	.365	-.1233	.5335
	MANKIND	MACLEODS	.18523	.10147	.268	-.0801	.4505
		FDC	.47126	.10745	.000	.1903	.7522
	MACLEODS	FDC	.28603	.12412	.104	-.0385	.6106
Responsiveness	CIPLA	MANKIND	-.65012	.15966	.001	-1.0676	-.2327

		MACLEOD S	-.49671	.18632	.044	-.9839	-.0096
		FDC	-.16950	.19417	.819	-.6772	.3382
	MANKIND	MACLEOD S	.15341	.15684	.762	-.2567	.5635
		FDC	.48061	.16609	.024	.0464	.9149
	MACLEOD S	FDC	.32721	.19186	.327	-.1744	.8288

*. The mean difference is significant at the 0.05 level.

All the hypothesis are tested through ANOVA (Analysis of variance). The results suggests that ($df = 3, 96; f = 2.975; p = 0.035 < 0.05$) there is a significant difference in Salespersons' reliability amongst the different pharmaceutical companies. Then the results for next hypotheses suggests that ($df = 3, 96; f = 6.488; p = 0.000 < 0.05$) there is a significant difference in Salespersons' assurance amongst the different pharmaceutical companies. Then the results for next hypotheses suggests that ($df = 3, 96; f = 7.050; p = 0.000 < 0.05$) there is a significant difference in Salespersons' empathy amongst the different pharmaceutical companies. Then the results for next hypotheses suggests that ($df = 3, 96; f = 6.763; p = 0.000 < 0.05$) there is a significant difference in Salespersons' assurance amongst the different pharmaceutical companies. Finally the results for next hypotheses suggests that ($df = 3, 96; f = 0.977; p = 0.407 > 0.05$) there is a no significant difference in Salespersons' tangibility amongst the different pharmaceutical companies.

Managerial Implications:

During research it is found that sales persons of Cipla and Mankind are regular in field work and takes interest in making personal relations with there customers. According to the shopkeeper they rate the salespersons of a company in a higher category those are sincere, gives correct information about schemes and other benefits. During field work it was also found that Cipla and Mankind people follows company's instructions and guidelines given by products management department. As far as Mankind salespersons are concerned, they generally don't leave their organization and since they are working since long time. They are also familiar with retailers and doctors. There is a reason that mankind people getting good incentives, whether it is product wise or volume wise. Field survey also suggests that training & development, remunerations, and working atmosphere plays vital role in making relations with customers.

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Excellent Tips by Warren Buffet

On Earning: "Never depend on single income. Make investment to create a second source".

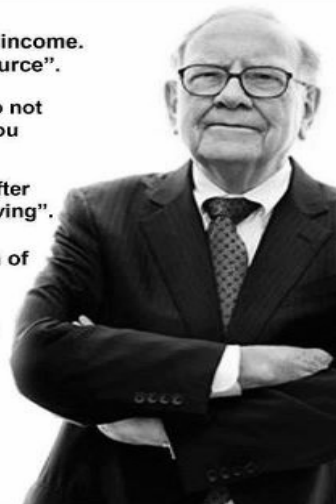
On Spending: "If you buy things you do not need, soon you will have to sell things you need".

On Savings: "Do not save what is left after spending, but spend what is left after saving".

On Taking risk: "Never test the depth of river with both feet".

On Investment: "Do not put all eggs in one basket

On Expectations: "Honesty is very expensive gift. Do not expect it from cheap people".



NATIONAL POLICY ON BIOFUEL IN INDIA

Ravindra Verma¹

Dr.N.K. Sah²

ABSTRACT

India's energy security would remain vulnerable until alternative fuels to substitute/supplement petro-based fuels are developed based on indigenously produced renewable feedstocks. In biofuels, the country has a ray of hope in providing energy security. Biofuels are environment friendly fuels and their utilization would address global concerns about containment of carbon emissions. Government of India, stated working on the biofuels from 2003. This paper is centered on an evaluation study of government policy on biofuel which shows lack of scientific knowledge and awareness in the implementing agencies, the biofuel project in India is not properly grow. Still India desired to explore the growth and awareness in the field of Biofuel Mission to overcome the technological barriers.

Keywords- *Biofuel, Jatropha, Bioetahnol, Biodiesel*

Introduction

India is one of the fastest growing economies in the world. The Development Objectives focus on economic growth, equity and human well being. Energy is a critical input for socio-economic development. The energy strategy of a country aims at efficiency and security and to provide access which being environment friendly and achievement of an optimum mix of primary resources for energy generation. Fossil fuels will continue to play a dominant role in the energy scenario in our country in the next few decades. However, conventional or fossil fuel resources are limited, non-renewable, polluting and, therefore, need to be used prudently. On the other hand, renewable energy resources are indigenous, non-polluting and virtually inexhaustible. India is endowed with abundant renewable energy resources. Therefore, their use should be encouraged in every possible way. In biofuels, the

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country has a ray of hope in providing energy security. Biofuels are environment friendly fuels and their utilization would address global concerns about containment of carbon emissions. The transportation sector has been identified as a major polluting sector. Use of biofuels has, therefore, become compelling in view of the tightening automotive vehicle emission standards to curb air pollution. Biofuels are derived from renewable bio-mass resources and, therefore, provide a strategic advantage to promote sustainable development and to supplement conventional energy sources in meeting the rapidly increasing requirements for transportation fuels associated with high economic growth, as well as in meeting the energy needs of India's vast rural population. Biofuels can increasingly satisfy these energy needs in an environmentally benign and cost effective manner while reducing dependence on import of fossil fuels and thereby providing a higher degree of National Energy Security. The growth of biofuels around the globe is spurred largely by energy security and environmental concerns and a wide range of market mechanisms, incentives and subsidies have been put in place to facilitate their growth. Developing countries, apart from these considerations, also view biofuels as a potential means to stimulate rural development and create employment opportunities. The Indian approach to biofuels, in particular, is somewhat different to the current international approaches which could lead to conflict with food security. It is based solely on non-food feedstock to be raised on degraded land. The crude oil price has been fluctuating in the world market and has increased significantly in the recent past, reaching a level of more than \$ 140 per barrel. Such unforeseen escalation of crude oil prices is severely straining various economies the world over, particularly those of the developing countries. Petro-based oil meets about 95% of the requirement for transportation fuels, and the demand has been steadily rising. Provisional estimates have indicated crude oil consumption in 2007-08 at about 156 million tonnes. The domestic crude oil is able to meet only about 23% of the demand, while the rest is met from imported crude.

The Vision and Goals :

1. The Policy aims at mainstreaming of biofuels and, therefore, envisions a central role for it in the energy and transportation sectors of the country in coming decades. The Policy will bring about accelerated development and promotion of the cultivation, production and use of biofuels to increasingly substitute petrol and diesel for transport and be used in stationary and other applications, while contributing to energy security, climate change mitigation, apart from creating new employment opportunities and leading to environmentally sustainable development.

2. The Goal of the Policy is to ensure that a minimum level of biofuels become readily available in the market to meet the demand at any given time. An indicative target of 20% blending of biofuels, both for bio-diesel and bio-ethanol, by 2017 is proposed. Blending levels prescribed in regard to bio-diesel are intended to be recommendatory in the near term. The blending level of bio ethanol has already been made mandatory, effective from October, 2008, and will continue to be mandatory leading upto the indicative target

Definitions and Scope :

The following definitions of biofuels shall apply for the purpose of this Policy:

- i. 'biofuels' are liquid or gaseous fuels produced from biomass resources and used in place of, or in addition to, diesel, petrol or other fossil fuels for transport, stationary, portable and other applications;
- ii. 'biomass' resources are the biodegradable fraction of products, wastes and residues from agriculture, forestry and related industries as well as the biodegradable fraction of industrial and municipal wastes.

The scope of the Policy encompasses bio-ethanol, bio-diesel and other biofuels, as listed below:-

- (1) 'bio-ethanol': ethanol produced from biomass such as sugar containing materials, like sugar cane, sugar beet, sweet sorghum, etc.; starch containing materials such as corn, cassava, algae etc.; and, cellulosic materials such as bagasse, wood waste, agricultural and forestry residues etc. ;
- (2) 'biodiesel': a methyl or ethyl ester of fatty acids produced from vegetable oils, both edible and non-edible, or animal fat of diesel quality; and , other biofuels: biomethanol, biosynthetic fuels etc.

The National Biofuel Policy proposes to set up a National Biofuel Coordination Committee (NBCC) headed by the Prime Minister. Given the roles of different agencies and ministries in the biofuel program, NBCC"s role of providing high-level coordination, policy guidance and review of biofuel development, promotion and utilization becomes more imperative.

The committee would meet periodically to review progress of and to monitor the biofuel program . The policy also mandates a Biofuel Steering Committee headed by a

Cabinet Secretary to oversee implementation of its policies on a regular basis. Various state governments will work closely with their respective research institutions, forestry department, and universities for development and promotion of biofuel programs. Few states have drafted policies and set up institutions for promoting biofuel in their states. In order to deal with different aspects of biofuel development and promotion in the country, several ministries have been allocated specific roles and responsibilities:

Ministry of...	Role
New and Renewable Energy Sources	Polycymaking and overall coordination concerning biofuels. Undertake Research and Development (R&D) of various applications of biofuels
Petroleum and Natural Gas	Marketing biofuels as well as development and implementation of pricing and procurement policy
Agriculture	R&D of biofuel feedstock through ICAR and IARI (sweet sorghum, jatropha, pongamia oil tree (<i>Millettia pinnata</i>), and inedible oilseeds). Undertake jatropha plantation on non-forest land.
Rural Development	Plantation of jatropha on wastelands. Integrate biodiesel program with rural development schemes (such as Mahatma Gandhi National Rural Employment Guarantee Scheme). Coordinate R&D with other agencies.
Science and Technology	Support research on biofuel crops through biotechnology
Road Transport and Highway	Plantation along highways and use of biofuel blended fuel. Work with automobile manufacturers' association in India for engine modification, emission norms, etc.
Railways	Undertake plantation of jatropha on wastelands, along rail rights of way, and conduct trials of biodiesel blended fuel in locomotives.

Environment and Forests

Ensure implementation of jatropha and tree borne oilseed plantations in forest wastelands; Central Pollution Control Board to monitor health and environmental effects.

Developments in NBM Period	Action	Comments
April, 2003	Demonstration phase 2003 to 2007: Ministry of Rural Development appointed as nodal ministry to plant 400,000 hectares to jatropha. This phase also proposed nursery development, establishment of seed procurement and establishment centers, installation of trans-esterification plant, blending and marketing of biodiesel	Public and private sectors, state governments, research institutions (Indian and foreign) involved in the program achieved varying degrees of success.

Present status of Biodiesel in India

Jatropha plantation is a subject for state governments. Public-sector petroleum companies and private-sector firms have entered into memoranda of understanding with state governments to establish and promote jatropha plantation on government wastelands or to contract with small and medium farmers. However, only a few states have been able to promote actively jatropha plantation despite the government's incentives and encouraging policies. Slow progress in jatropha planting has resulted in lower availability of jatropha seeds to be used as feedstock for biodiesel production and hence most of the biodiesel units are not operational most of the year. There are about 20 large-capacity biodiesel plants (10,000 to 200,000 metric tons per year) in India that produce biodiesel from alternative feed

stocks such as edible oil waste (unusable oil fractions), animal fat and inedible oils. Presently, commercial production and marketing of jatropha-based biodiesel in India is small, with estimates varying from 140 to 300 million liters per year. The biodiesel produced is sold to the unorganized sector (irrigation pumps, mobile towers, kilns, agricultural usage, owners of diesel generators, etc.) and to experimental projects carried out by automobile manufacturers and transport companies. However, as per industry sources, there has been no commercial sale of biodiesel to state-owned transport companies except for trials. Additionally, there has been no commercial sale of biodiesel across the biodiesel purchase centers (set up by the GOI) as the government biodiesel purchase price of Rs 26.5 per liter is still below the estimated biodiesel finished production cost (Rs 35 to Rs 40 per liter). Unavailability of feedstock supply (jatropha seeds), rising wage rates and inefficient marketing channels are a few of the major factors that have contributed to higher production costs.

Impediments

Smaller land holdings, ownership issues with government- or community-owned wastelands, very little progress made by state governments to stimulate large scale jatropha plantations, and negligible commercial production of biodiesel have impeded efforts and investments by both private- and public-sector companies. In the face of reports that most biodiesel companies in India are working at very low capacity and some are idle, the GOI has reportedly contemplated fixing a higher price of Rs 34 per liter (compared to Rs 26.5 /liter) for purchase of biodiesel through oil marketing companies (OMC), though industry and stakeholders had recommended an even higher price (Rs 36 per liter) to bring idle companies back to operation. The proposed price is believed to have been mutually agreed by the GOI and industry representatives. However, this proposal has yet to materialize.

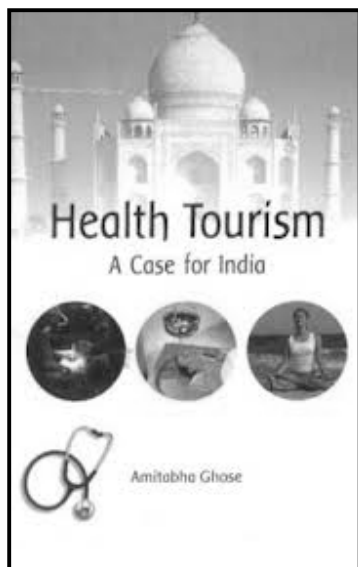
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HEALTH TOURISM: A CASE FOR INDIA

Amitabha Ghose (IUP: University campus, Agartala-Tripura, 2012;
pp. 215, Rs. 1195, Hard bound, ISBN: 978-81-314-2722-4)

Reviewed by : **Karun Kant**¹



About Author: Amitabha Ghosh received his Bachelor of Engineering and Master of Engineering degrees from Bengal Engineering College, Shibpur, (Calcutta University) and Doctorate degree from Calcutta University in 1969. From 1997 to 2002 he served IIT Kharagpur as the Director. Currently he is a Platinum Jubilee Senior Scientist of the National Academy of Sciences, India, Allahabad and also an Honorary Distinguished Professor at Bengal Engineering & Science University, Shibpur.

The book covers the conceptual framework of a trend of medical tourism in recent past years, Development of a framework towards growth, opportunities, policies, challenges and scope of medical tourism in India. Book describes the strategy for medical tourism based upon concepts and theories which are supported by practical examples, citation of relevant research and clinch would be between strategy and practices are clearly noticed. As well as research papers, case studies, book has attractive graphics and art work which is accessible and more relevant.

The book starts with a brief summary on the India's competitive advantage as medical tourism. The book is divided into two sections, the first section indicates the growth and opportunities and second section is policies and experiences. It encourages readers to acknowledge the importance of strategy in the field of Medical tourism.

First section begins with growth and opportunities: the first article in this section is "Health tourism: An Emerging Industry" by S Rajagopalan. Author focuses on health tourism. It indicates that health tourism related to travel associated with medical treatment and

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wellness therapies. Though mainly focusing on cross-border travel as also focuses on interstate travel for the purpose of health care. Book threw the light on tourism market which is divided into different segments: cardiac and orthopedic and surgeries, health spa & yoga therapy. Private hospitals e.g. Apollo, Wockhardt etc. also play important role for medical tourism.

The next article is 'growth and opportunities of medical tourism in India' by Samrat Goswami. In the article author gave the justified definition of medical tourism with the people who travel from advanced countries to third world countries, like India, Thailand & Philippines for medical treatment. The article also focuses at the emergence of the medical tourism as a booming industry especially in India.

The third article is 'globalization and industry competitiveness in healthcare services and marketing' by R Venkatesh and S Jayachandran. They seek to portray the scenario with respect to healthcare marketing and the impact of technology on hospitals and competition among the Medicare centers. The article also portrays the advertising and promotional strategies adopted by the corporate hospitals.

The fourth article is 'medical tourism: Indian's competitive advantage' by Dakshi Mohanty. States that India's medical tourism is related to competitive advantage through application of improved medical services at lowest cost. Author also discusses the initiatives taken by the Indian government along with state government, travel agencies and tour operators to promote India as a *global healthcare destination*. At the end of the article titled 'cost of medical treatment in developed countries vs. India' By Amitabha Gose.

The last article in this section 'Indian hospital industry and medical tourism' by Rishi Anand. The article describes the concept of hospital brand image and hospital marketing. The article also highlights medical tourism as an important reason of branding of hospitals.

The second section of the book is based upon policies and experiences. The first article of this section is titled 'medical tourism in India: winners and losers' by Amit Sengupta that highlights the promotional activities by the government of India. It also shows the role of corporate hospital in promoting India as a destination of medical tourism.

The second article discusses the strategy for development of medical tourism in India by Gowri Shankar Nagarajan. States that India has a strong reputation in the advanced healthcare segment and the diversity of the tourist destination available in the country. The subsequent article 'redistributive policies of the government of India: medical tourism industry and its benefits to local citizens'.

The next article discusses the case of Apollo Hospitals as a leading the way in healthcare tourism by Josl Sarosh Thasamalla. The next article is based on challenges and scope in a case of medical tourism in Kerala by Joseph M Cherukara and James Manalel. The authors also discussed the traditional system of medicine especially in Kerala like Ayurveda and Siddha that is most popular among the tourists.

The sixth article indicate the opportunities and challenges in Tamil Nadu about the medical tourism by Annamalai Murugan. The article express the cases of some popular hospitals in Tamil Nadu cater to the treatment of various diseases like MIOT for orthopedics; Shankar Netralaya for ophthalmology; Christian medical college for open heart surgery; Apollo for hip and total-knee replacement, liver and cord blood transplants etc.

The last and concluding article of this book is 'development of a framework toward successful implementation of e-government initiatives in health sector in India' by Subhasis Ray and Amitava Mukherjee. The article finally discusses the possible challenges e-government could face in its phase of implementation. In short, the book is beneficial to reader as in order to understand and assimilated the concepts of medical tourism.

[Overall Rating: 3.75 out of 5]

***Men, it has been well said, think in herds; it
will be seen that they go mad in herds,
while they only recover their senses slowly,
and one by one.***

- Charles Mackay

RECENTLY CONCEPT OF KNOWLEDGE MANAGEMENT: e- BOOKS

Dr. Pramod Dixit¹

ABSTRACT

The eBook concept is revolutionizing the formation, organization and presentation of information. The best knowledge is filtered from the ever expanding ocean of information on the internet. Direct hyperlinks (hotspots) to material within an eBook and to referred website facilitate immediate access to information, saving reader's valuable time spent in surfing the Net. eBooks can be updated simply by editing the original files and then recompiling the document back into the eBook.

Keywords : Electronic books , on-line books , Digital information , paperless book

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File Formats and Reading Devices:

eBooks can be read on a dedicated reading device, a personal digital assistant (PDA) or other multipurpose device such as Pocket PC, using software from Microsoft, Adobe etc.

At present, most of the eBook devices and programmes rely on competing, mutually incompatible formats or standards, such as .pdf by Adobe, lit by Microsoft and .rb by Gemstar. This creates a problem for both e-publisher and their customers. E-publishers have to convert their content into multiple formats. Also the content bought by the customers for a particular device or a programme can't be read on any other device.

¹ Librarian, Shri Ram College of Engineering & Management, Banmore, Gwalior (M.P.) Indias

Portable document format (PDF), developed by Adobe Systems International, and closely replicates the printed pages. It is widely used for electronic editions of publications that are intended for outputting to print-on demand systems or for reading on computer screens.

Peanut mark-up language (PML) by Peanut Press is an HTML-based eBook format exclusively for hand held devices running the palm operating system and palm reader software.

Dedicated Reading Gadgets:

A dedicated reading gadget is the best option for purists who prefer an eBook reading experience similar to reading a paper book. In other words, uncluttered by unrelated options such as calendars and phone books. These gadgets basically consist of a large, touch sensitive LCD screen inside a book or table sized plastic casing, with simple operating buttons (like a rocker switch for moving forward and backward the text and on-screen menus for advance functions lookup book marks, highlighting, annotation, key word search and dictionary lookup).

The screens of dedicated reading devices usually display less text than a paperback page, but it is enough to avoid having to flip pages every few seconds, as with smaller devices. Gadget users have to purchase especially formatted content either from online book stores through their PCs or directly from the device maker via a built-in modem.

In general, only dedicated e-Book gadgets incorporate full security features. These include a chip containing a unique ID that facilitates content retailers to encrypt each purchased title or content uniquely for download in that device. (Palm OS devices are an exceptions). As a result, many of the latest best-selling e-Books are available only for platforms with an ID, as publishers are wary of formats and devices that could render their copy right content vulnerable to piracy.

Multipurpose Devices (including PDSs): The installed base of multipurpose devices is so large that these could be the most common way people are introduced to electronic books. For instance, Palm alone has sold 13 million of its Palm OS PDAs.

Reading a e-Book on a PDA can be a pastime, especially in tight quarters or on the go. The screen of Palm device has about the same width as a column of text in a newspaper- a format which everyone is accustomed to. However, the screen size of about 5.7cm (with 240x320 to 320x320 pixels) implies that only 14-30 lines of text fit on each page. This, of course, results in frequent page flipping.

e-Book Software for PCs.

A true e-book software is optimized for reading rather than developing content. It includes security measures to protect the content from illegal duplication and copying. Most of the ebook software, in some way or another, attempt to simulate the experience of reading a paper book. Microsoft Reader and Adobe Acrobat ebook reader are the two major competitors in the ebook software market. Microsoft reader includes 'Clear Type' tool which is effective on LCD screens only. The programme meticulously recreates many of the features that account for the readability of paper books. These include generous white space and line leading, running headers and page numbers, an easily accessible table of content etc.

Adobe Acrobat ebook reader, on the other hand, has greater graphics and multimedia capabilities. Interacting with the text in the form of highlighting and annotations are comparatively easier.

Advantages

An average e-Book has a 15.2x10.2 cm (4x6 inches) screen and it can store up to 5,20,000 pages on the EBK memory chip. Along with accessories, it weighs 200 gm. The battery lasts up to 10,000 page turns. Surprisingly, no power is utilized when a page is displayed and the battery is consumed only when the pages are browsed.

Using a single cable, the eBook reader can be connected to a computer for data transfer. The data transfer rate is 9600 bytes per second. As the ebook supports .txt, .doc and .html formats, it has a wide range of applications. An audio version of the ebook can be used to teach regional languages. The text-to-speech facility helps to learn the pronunciations.

eBook in India

Ashtel India, a Pune based subsidiary of the Ashtel Group of London, has launched an ebook reader for the first time in India. Named e-Book, the reader is a palm-held device with a storage capacity of 8 to 512 MB (15000 to 520000 pages). It has already been test marketed globally. The company has bagged order for 5.5 million units in China.

Ash Daswani, CEO of Ashtel India, claims that the reader's screen measures 16.5 cm diagonally, making it one of the largest in the PDA market. The reader uses very little battery power. In fact, the users can take the batteries out and the page that was being read remains on the screen for the life time of the device. The battery is consumed only when the user turns the page.

The reader runs on Microsoft technology and is compatible with PC. Users can transfer their work files and books to the device. The book that has to be transferred is scanned and loaded onto a chip, which is replaced at any point of time. Information can also be downloaded from the internet. The reader supports .doc, .txt and .html file formats, thereby allowing users to view pictures, word documents, graphics and charts.

Ashtel is planning to set up an assembly plant for the E-Book readers in Pune by the end of this year. This plant will act as a global head for the product.

This year, The National Gallery of Modern Art in Delhi collaborated with Centre for Development of Advances Computing (C-DAC) and Hewlett Packard (HP) to digitize its art holdings. The C-DAC super computer complex will house the gallery's collection of digital pictures.

"India is strategic to our epublising activities", revealed Stephen Bourne, Chief Executive of the Cambridge University Press. Mr. Bourne was impressed with the skills available at DX Technologies as well as at emerging companies like SR Nova in Bangalore and TechBooks of Delhi.

Ashtel India has entered into a strategic alliance with the Taiwanese manufacturer Argosy to establish another assembly line for eBook readers in the hardware park near Hyderabad. The EBook reader supports English, Hindi, Telegu and Chinese languages.

Publishing suite by DX Technologies comprises tools for content management, distribution and commerce. The DX enterprise suite is aimed at producing quality content in volumes.

The DX online book reader can also be distributed on CD-ROM. Presenting the ultimate online reading experience, it provides new ways to locate access and engage digital content. It can be connected to a book-store for limited page viewing or to a subscription or other reference site.

The DX bookstore is a fully customizable front-end eBookstore interface that enables publishers to present their catalogues online. It can present books in multiple eBook formats and is fully e-commerce enabled. It is connected to the DX warehouse, which is the repository in which the publisher's content is stored.

Gadgets Available

For reading eBooks, a number of hardware devices are available in the market. Palm Pilot are the most popular PDAs. These include database, calendar, to-do list manager and

notepad. Even though the screen of the gadget is tiny, people like to read electronic text on it. The data is saved in the native text format of the PalmPilot and viewed with a specialized application. The text needs little formatting.

The softbook Reader developed by SoftBook Press is about 21.6 cmx27.9 cm (8.5x11 inches) in size and its weight is comparable to that of a small hardback book. Opening the hardware cover automatically turns the hardware ON. The battery lasts three to four hours. A number of buttons are available to turn the pages and activate menu options.

Nuvomedia's Rocket eBook reader is a bit larger than a commercial paperback novel. Its screen is of the same size as a traditional paperback and is relatively easy to read. The battery lasts four to five hours. Compared to other pieces of hardware, the gadget allows one to turn the pages of ebook rather quickly; it comes with Rocket Librarian Software for windows and Macintosh computers. One can also feed the software with a URL (website address) and the software will retrieve the remote document from the website, follow necessary links, capture images and complete the whole information into a single file. Once compiled, users can upload this file to the Rocket eBook.

Will Paper Die?

"Twenty years from now, paper will be a relic of past," Dick Brass, predicted in 1998, Microsoft's Vice President of technology development. Mr. Brass sketches a vision of the near future in which almost all printed material-books, periodicals, and newspapers will be published electronically.

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a. Vol-4, no.1, jan-june 2012 ISSN NO. 09737383
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JOURNAL OF MANAGEMENT VALUE & ETHICS
RNI-MPENG/2011/46472

ISSN-2249-9512

Publisher: Gwalior Management Academy
(Run by: Lt. Muhar Singh Sengar Memorial Shiksha vikas Samitee)

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