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EDITORIAL

Food Processing Industry

Life styles are changing, food habits are changing, and food lovers all over the world, are open to experiment with processed and convenience food. India is no exception. This gives scope for the development of food processing industry in the country. With this manufacturers are reorienting themselves to meet the consumer needs and to grab the new markets.

Any product that requires some degree of processing is referred to as a processed product. Food processing is the conversion or transformation of fresh animal or agricultural produce into attractive, tasty, healthy, nutritious and convenience food products with relatively long shelf life. The food processing industry includes companies that transform raw livestock and agricultural products into food products used for intermediate or final consumption.

Food processing dates back to the prehistoric ages. In those days crude processing techniques like fermenting, sun drying, preserving with salt, and various types of cooking (such as roasting, smoking, steaming, and oven baking) were used for preserving the food. Modern food processing techniques like, vacuum bottling invented by Nicolas Appert, tinning and canning developed by Peter Durand and pasteurization discovered by Louis Pasteur, facilitated the development of food processing and preservation on commercial lines.

Food processing, increases seasonal availability of many foods, enables transportation of delicate perishable foods across long distances, often improves the taste of the food significantly, makes many kinds of foods safe to eat by deactivating the spoilage and pathogenic micro-organisms and frees the people from the large amount of time involved in preparing food based on fresh ingredients. Varied modern diet is possible on a wide scale because of food processing. Mass production of food is much cheaper than individuals preparing food for them. Processed foods are good for the people suffering from allergies, diabetics etc. Food processing can also add extra nutrients such as vitamins. Modern supermarkets would not be feasible, long voyages would not be possible and military actions would have become difficult without food processing.

Food processing industries include, packaged/convenience foods; fruit, vegetables, grain, milk, meat, poultry and fish processing; canned/dried processed food; frozen food; ready-to-eat breakfast cereals; confectionery and soya-based products; baby foods; bakery products; mineral water; soft drinks; alcoholic beverages; high protein foods; food additives; ice creams; meal replacement products; snack bars; spreads; sweet and savory snacks; noodles; nutrition/staples; pasta; fruit jellies; sauces; dressings and condiments; soups; health food and health food supplements etc.

The food processing industry is consumer expenditure driven and has proven to be relatively stable during economic downturns. Even during the recent recession, growth in the value of food processing industry shipments and total employment continued. Another contributing factor to the industry's relative stability is increase in consumer demand for pre-packaged food products.

Development of food processing industry helps in smoothing the demand for agricultural products, ensures fair prices to the agriculturists, ensures adequate supply of seasonal produce throughout the year, broadens entrepreneurial base, and helps in ensuring balanced regional development. Interested local small and medium farmers can be trained to take up food processing. Farmer-owned cooperatives too can be tried in the respect. Food safety and security can be ensured to the consumers. By processing foods within the country, which are otherwise imported, foreign exchange can be saved and agri-terrorism can be avoided. Food processing **increases employment opportunities** and gives a fillip to the economy.

India is basically an agricultural country. More than 70 per cent of the population is dependent on agriculture. A variety of crops (grains, vegetable, fruits, cereals etc.) are grown in the country. Poultry farming, dairy farming, fish farming, and piggeries are also popular in the country. Many of them are seasonal in nature and supplies do fluctuate heavily from season to season. In harvesting season farmers do not get reasonable prices due to excess supply and in other seasons consumers either do not get the supplies at all or have to pay higher prices due to short supplies.

Growth and development of food processing industry directly and positively affects the viability and profitability of agriculture in the country. But whether the need for and importance of food processing industry has been recognized or not in India is a question. Though there are a few established corporate players in the market, food processing industry in the country has not reached its full potential. Reasons may be non-availability of technology, inadequate encouragement by the Government, lack of patronage by the people and high cost of production. Now due to rise in the literacy, income and employment levels; changed life styles, beliefs and food habits; increase in the number of nuclear families, working women and working couples; there is significant change in the scenario.

Development of processed food industry involves several issues like countries of origin and ethnocentrism. It depends upon customer behavior, customer preferences and several other market related matters. Hence there is a need to investigate into those production and marketing related aspects of food processing industry. I hope the researchers and research funding agencies recognize this need.

Editor

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Rural Retailing in India – A study on Retail Service Quality Scale (RSQS)

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Abstract: The purpose of this study is to test the applicability of Retail Service Quality Scale (RSQS) developed by Dabholkar et al. in the South Indian Retail Stores, especially in Rural India. In the study a sample of 250 shoppers from Department stores of Rural India was surveyed to measure the validity and reliability of RSQS dimensions (Physical Aspects, Personal Interaction, Problem Solving, Policy and Reliability). Confirmatory Factor Analysis (CFA) using AMOS 18.0 was used to test the retail service quality scale factor structure. The scores obtained from the analysis suggested a fit between the data and the model.

Keywords : Retail Service Quality Scale, Service Quality, Confirmatory Factor Analysis, Structural Equation Modeling

Introduction

Marketing research states that customers satisfied with the retail store's service are most likely to remain loyal to the store. Service quality is considered as a vital measure to increase the customer satisfaction towards the retail store and in turn helps the store to position its service in the minds of the customers. Various service quality measurement techniques are used by the retailers to find out the exact level of satisfaction of customers towards their service offering.

Research indicates that customers' satisfied with service quality are most likely to remain loyal (Wong and Sohal, 2003). Because of change in business environment, Indian customers are expecting more quality service (Angur, Nataraajan and Jahera, 1999) and retailers can no longer afford to dissatisfy the customers in service issues (Firoz and Maghrabi, 1994). Service quality is considered as a tool to increase the brand image of the store and act as a positioning tool (Mehta, Lalwani and Han, 2000).

Service quality ensures customer satisfaction (Boulding et al, 1993) high revenues, increased customer retention and leads to repeat customer purchase behaviour (Cronin and Taylor, 1992) which ultimately increases the market share of the retailer. According to Gagliano and Hathcote (1994), retail services are classified into "Store Services", the extent to which variety, quality and dependability of service can be obtained, and "Sales Service", the extent to which prompt and individual service attention can be achieved. So it is imperative that retailers should concentrate on both store and sales service to get an overall service quality objective.

In rural and semi urban India retail stores are not concentrating in offering pure service oriented products. The focus of any retailer in India is to offer a mixer of both merchandise and service. Today's business environment is becoming increasingly hostile and intense competition from both domestic and foreign companies leads to greater expectation from the customers. Service organizations strive to maintain a superior quality of service in an effort to gain customer loyalty (Zeithaml, 1988), therefore, long term success of a service organization is essentially determined by its ability to capture and retain a wide customer base.



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Service Quality Models

In the literature review of service quality the SERVQUAL model was mentioned as the fundamental method and instrument to measure service quality. The SERVQUAL model is used as a diagnostic tool for the measurement of customer service and identifies the customer satisfaction towards the service offers. Parasuraman et.al (1985) developed the conceptual framework for the SERVQUAL model and the model was refined in 1985, 1991, 1993 and 1994 (Parasuraman et.al., 1988, 1991, 1993, 1994).

SERVPERF Model

Cronin and Taylor (1992) developed a “performance-based” service quality measurement scale called SERVPERF. The major difference between SERVQUAL and SERVPERF is that SERVQUAL operationalizes service quality by comparing the perceptions of the service received with expectations, while SERVPERF maintains only the perceptions of service quality. The SERVPERF scale consists of 22 perception items excluding any consideration of expectations.

Retail Service Quality Model

Service quality in retailing is different from other service environments (Finn and Lamb, 1991; Gagliano and Hathcote, 1994). Since the retail service is unique in nature, measuring retail service

quality will have to be different from the conventional service quality measurement. To overcome the above mentioned constraint in service quality model, Dabholkar, Thorpe and Rentz (1996) developed the retail service quality scale (RSQS) for measuring service quality in the retail setup (Table 1). The RSQS has a five dimensional structure of which three dimensions comprise of two sub-dimensions each. Dabholkar, Thorpe and Rentz (1996) replicated their own study and found all the RSQS dimensions and sub-dimensions to be valid in the USA. The RSQS five dimensional model is depicted in Figure 1.

Boshoff and Terblanche (1997), in replication of Dabholkar study found highly encouraging results for the RSQS applicability in the context of department stores, specialty stores and hypermarkets in South Africa. Mehta, Lalwani and Han (2000) found the RSQS five dimensional structure appropriate for measuring the service quality perceptions of supermarket consumers in Singapore. Kim and Jin (2001) found that the RSQS model is useful for measuring service quality of discount stores across two different cultural contexts of USA and South Korea.

Brent Mckenzie (2006) found in his research that within a transition economy such as Estonia, retail service quality is best represented by the three factors of physical aspects, personal interaction and problem solving in contrast to the five factor model purported by Dabholkar et.al.

Table 1 : Retail Service Quality Scale (RSQS)

S.No	Dimensions	Definitions
1	Physical aspects	Retail store appearance and store layout
2	Reliability	Retailers keep their promises and do the right things
3	Personal interaction	Retail store personnel are courteous, helpful, and inspire confidence in customers
4	Problem solving	Retail store personnel are capable to handle returns and exchanges, customers' problems and complaints
5	Policy	Retail store's policy on merchandise quality, parking, operation hours, and credit cards

Source: Dabholkar, Thorpe and Rentz. A Measure of Service Quality for Retail Stores: Scale Development and Validation, Journal of the Academy of Marketing Science, Winter 1996.

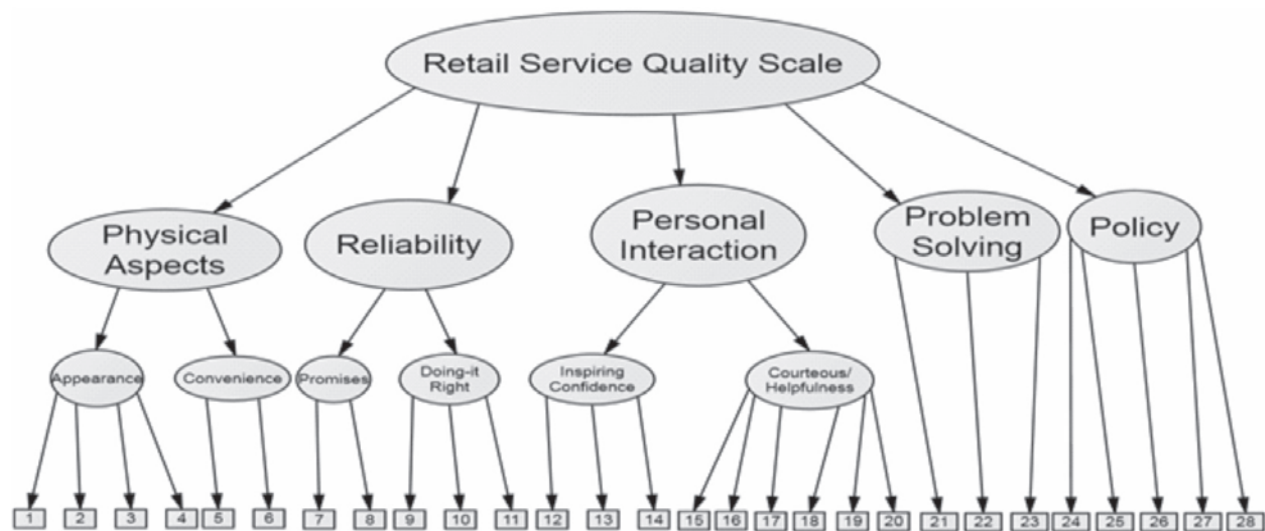


Figure 1

Item 1-28 as given in Appendix II. All dimension and sub-dimensions are correlated amongst each other - but not depicted for the sake of clarity.

Research Objectives

The primary objective of this research paper is to evaluate the applicability of the RSQS for measuring retail service quality in South India. To assess the applicability of the RSQS both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) have been used. The following component structure models were tested using CFA:

Model 1 - RSQS 5 Dimensional model (five basic dimensions of retail service quality as first – order factors)

Model 2 – Six Sub-Dimensions of Retail Service Quality as First-Order Factors

Methodology

Sampling Method, procedure and sample size

The population was defined as in the similar studies – comprising retail shoppers (Dabholkar, Thrope and Rentz, 1996; Boshoff and Terblanche, 1997; Mehta et al, 2000; Kim and Jin, 2002). The sample was collected from the Coimbatore city of TamilNadu state of India. Coimbatore was

selected because of the presence of organized retail stores and is considered as a right place for understanding the customers' opinion on RSQS.

A quota sampling procedure was used with a sample size of 250 respondents. The quota was fixed based on income, gender and age since these demographic characteristics are known to impact the perceptions of service quality (Gagliano and Hathcote, 1994). The sample was divided equally among income, gender and age groups.

Instrument

For using RSQS in the Indian retail context, two items out of 28 items in RSQS were found inapplicable. The research process used similar procedure used by Dabholkar, Thrope and Rentz (1996) for examining the face validity of the RSQS items. For the better use of RSQS, apart from the literature work, two other sources were used to examine the face validity of the items. The two items removed by the experts as being inapplicable for Indian retail are “telephonic interaction with customers” and “store own credit card”. All the other 26 items were found applicable to South Indian retail context by the experts.

Testing the Scale

In order to test the scale confirmatory factor analysis with partial disaggregation was used

(Dabholkar, et al, 1996). The traditional structural equation approach or total disaggregation which uses each item as a separate indicator of the relevant construct provides the most detailed level of analysis for construct testing, but in practice it can be unwieldy because of likely high level of random error in typical items and the many parameters that must be estimated (Dabholkar et al, 1996). But total aggregation of items within dimensions does not offer much advantage over traditional multivariate analysis, though it provides the fit indices. Partial disaggregation technique allows to proceed with effective research by combining items into composites to reduce higher levels of random error and get the advantages of structural equations, including accounting for measurement error, allowing for multiple, multi dimensional variables and testing for hierarchical factor structure (Dabholkar et al, 1996).

Reliability and Validity Analysis

Assessing the reliability and validity of scale is important for the analysis and without a reliable valid scale the analysis will lead to incorrect and misleading inferences. Reliability is concerned with the extent to which any measuring procedure yields the same results on repeated trials. Internal consistency method for reliability estimation was used. Cronbach alpha coefficient computes internal consistency reliability among a group of items combined to form a single scale. Nunnally (1978) suggested that constructs can be accepted with Cronbach's alpha coefficient of more than 0.60, otherwise 0.70 should be the threshold. Cronbach's alpha of 0.80 or more is considered significant and highly reliable.

Cronbach's alpha coefficient for overall and individual RSQS constructs are as presented in Table 3.

Table 2 : The RSQS Reliability Results

S.No	Dimensions	Cronbach Alpha Coefficient	RSQS Sub-Dimensions	Cronbach Alpha Coefficient
1	Physical Aspects(6 items)	0.652	Appearance (4 items) Convenience (2 items)	0.5640.518
2	Reliability (5 items)	0.660	Promises (2 items) Doing-it-Right (3 items)	0.4450.539
3	Personal Interaction (8 items) (1 deleted)	0.837	Inspiring Confidence (3 items) Courteous/Helpfulness (5 items)	0.6460.770
4	Problem Solving (3 items)	0.858	-	-
5	Policy(4 items) (1 deleted)	0.306	-	-
6	RSQS (26 items)	0.892	-	-

The results of the test indicated that the retail service quality scale proposed by Dabholkar et al. (1996) is a very much reliable instrument, returning an overall Cronbach's alpha of 0.892. All underlying dimensions/sub-dimensions are reliable except the Physical Aspects dimension (Cronbach alpha = 0.652), its two sub-dimensions, Reliability dimension (alpha = 0.660), its two sub-dimensions and Policy dimension (alpha = 0.306). This compares to the findings of Mehta et al. (2000) who found Cronbach's alpha 0.52, 0.68 and 0.54 respectively for Reliability, Problem Solving and Policy dimensions.

The validity of the instrument is assessed using three methods; content validity, criterion related validity and discriminant validity. In the present research content validity and discriminant validity was assessed. Content validity refers to the degree in which an instrument covers the meaning of the concepts included in a particular research. The content reliability of the RSQS instrument used in the research is adequate because the instrument has been carefully constructed, validated and refined by Dabholkar et al. (1996) supported by an extensive review of literature.

Discriminant validity measures the extent to which two different constructs are comparatively distinctive from each other, and that their correlation values are neither 0 nor 1 (Campbell and Fiske, 1959). A correlation analysis was

conducted on all the dimensions of RSQS and the results are presented in Table 4. From the correlation analysis, it is found that all the dimensions are perfectly correlated as their correlation coefficient fall between 0 and 1.

Table 3 : Correlation Results

	Physical Aspects	Reliability	Personal Interaction	Problem Solving	Policy
Physical Aspects	1.000				
Reliability	0.472**	1.000			
Personal Interaction	0.664**	0.622**	1.000		
Problem Solving	0.415**	0.713**	0.549**	1.000	
Policy	0.25**	0.234**	0.220**	0.174**	1.000

** . Correlation is significant at the 0.01 level (2-tailed). (p<0.01)

Before carrying out the confirmatory factor analysis, the data should have to be checked for its appropriateness of use (Kline, 1998). To check the appropriateness of use the Kaiser-Meyer-Olkin (KMO) and Bartlett's scores were measured (Table 4).

Table 4 : Kaiser-Meyer-Olkin (KMO) and Bartlett's scores

Particulars	Bartlett Test of Sphericity		
	KMO	χ^2/Df	Significance
Overall Scale	0.857	2.596E3	0.000
Physical Aspects	0.699	198	0.000
Reliability	0.757	160.241	0.000
Personal Interaction	0.845	709.792	0.000
Problem Solving	0.733	338.426	0.000
Policy	0.583	39.256	0.000

Confirmatory Factor Analysis

Confirmatory factor analysis using AMOS 18.0 was conducted to assess the factor structure of the RSQS scale. Component model was subjected to confirmatory factor analysis (CFA) and the items were combined (see key at the end of each figure) using the key / procedure as detailed by Dabholkar et al. (1996) so that results would be comparable (Boshoff and Terblanche, 1997)

Model 1 - RSQS 5 dimensional model (five basic dimensions of retail service quality as first – order factors)

In this model the five dimensional structures of RSQS is tested using AMOS 18.0. Indicator variables I1 - I10 are created based on the same item combinations as employed by Dabholkar, Thorpe and Rentz (1996). The AMOS output model is shown in figure 2. The AMOS output returned an admissible solution for Model 1 ($\chi^2/\text{df} = 3.049$, GFI = 0.943, AGFI = 0.875, NFI = 0.930, TLI = 0.912, CFI = 0.951, RMSEA = 0.091) as shown in Table 6.

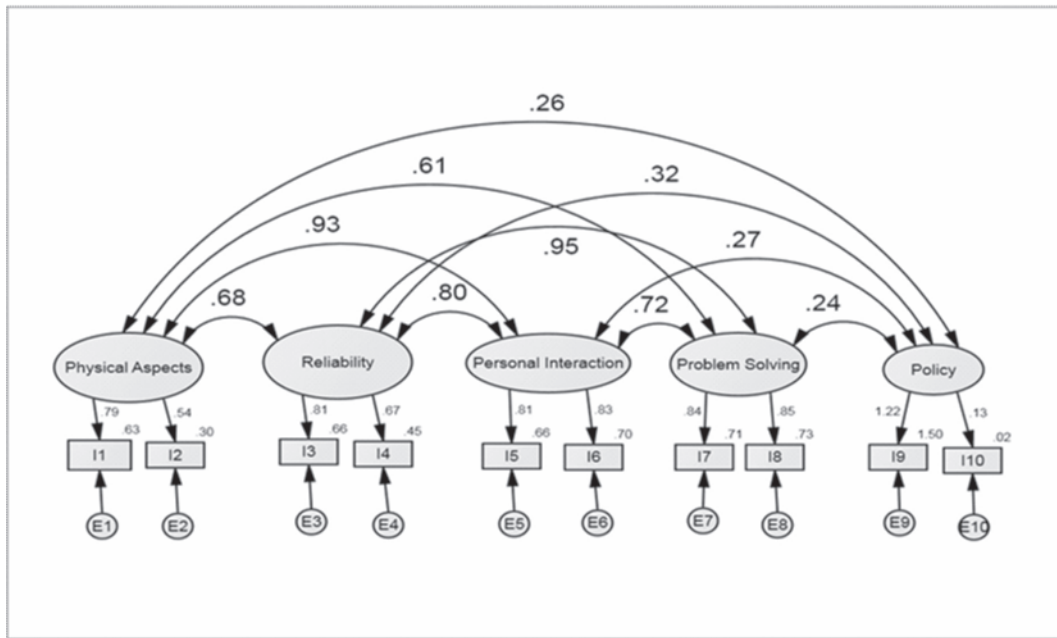


Figure 2 : Model 1 - RSQS 5 Dimensions as First Order Factor

Key: 11 = P1+P3+P5 12 = P2+P4+P6 13 = P7+P9I4 14= P8+P10+P11 15 = P12+P14+P15+P17+19
 16 = P13+P16+P18 17 = P21+P23 18 = P22 19 = P24+P26 110 = P25+P27

Model 2 - Six Sub-Dimensions of Retail Service Quality as First-Order Factors

In the third model, six sub-dimensions of three basic dimensions of RSQS are tested as a first order factor by using AMOS 18.0. All the indicators of six dimensions were randomly combined into two composite indicators. Indicator variables were created based on the same item combinations as employed by Dabholkar, Thorpe and Rentz (1996).

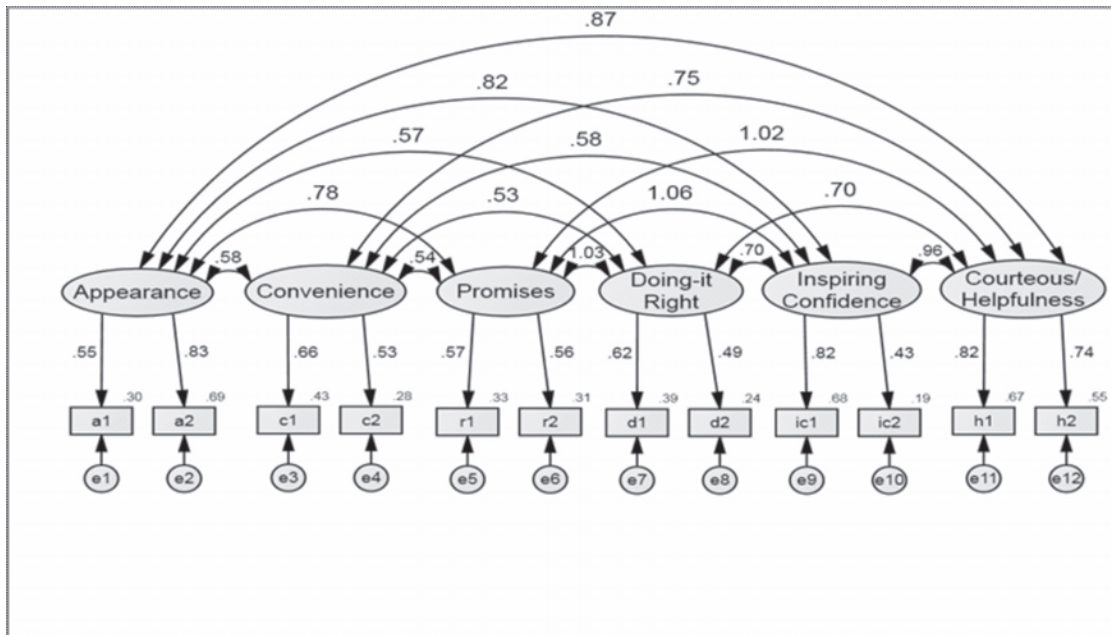


Figure 3 : RSQS Sub-Dimensions as First-Order Factors

Key: a1 = P1+P2 a2 = P3+P4 c1 = P5 c2 = P6 r1 = P7 r2 = P8
 d1 = P9+P10 d2 = P11 ic1 = P12+P13 ic2 = P14 h1 = P15+P16+P17 h2 = P18+P19

The AMOS output returned an inadmissible solution for Model 3 ($\chi^2/df = 4.538$, GFI = 0.894, AGFI = 0.789, NFI = 0.837, TLI = 0.771, CFI = 0.865, RMSEA = 0.119) as shown in Table 6.

The implied covariance matrix was not positive definite as the correlation estimates (Table 5) for three associations between latent construct was greater than 1.

Table 5 : Correlations Estimates for Model 2

RSQS Sub-Dimension's Associations	Estimate
Appearance <—> Convenience	.576
Convenience <—> Promises	.537
Promises <—> Doing-it Right	1.030
Doing-it Right <—> Inspiring Confidence	.698
Inspiring Confidence <—> Courteous/Helpfulness	.958
Appearance <—> Promises	.780
Convenience <—> Doing-it Right	.526
Promises <—> Inspiring Confidence	1.063
Doing-it Right <—> Courteous/Helpfulness	.703
Appearance <—> Doing-it Right	.569
Convenience <—> Inspiring Confidence	.580
Promises <—> Courteous/Helpfulness	1.015
Appearance <—> Inspiring Confidence	.824
Convenience <—> Courteous/Helpfulness	.753
Appearance <—> Courteous/Helpfulness	.865

To reduce collinearity, the sub-dimensions of “Promise” and ‘Courteous/Helpfulness” were eliminated and all related indicator variables included. The revised model is provide an admissible solution with acceptable fit indices ($\chi^2/df = 2.915$, GFI = 0.963, AGFI = 0.906, NFI = 0.898, TLI = 0.856, CFI = 0.928, RMSEA = 0.088) as shown in Table 6.

Table 6

Goodness-of-fit Model Index	Recommended Value*	Model1	Model2	Model3	Model 4	Model3 (Revised)	Model4 (Revised)
Chi Square / Degree of Freedom**	d” 2.00	3.049	4.428	4.538	3.002	2.915	2.503
Goodness-of-Fit Index	e” 0.90	0.943	0.899	0.894	0.919	0.963	0.966
Adjusted Goodness-of-Fit Index (AGFI)	e” 0.90	0.875	0.815	0.789	0.860	0.906	0.919
Normalized Fit Index (NFI)	e” 0.90	0.930	0.878	0.837	0.877	0.898	0.902
Tucker-Lewis Index (TLI)	e” 0.90	0.912	0.852	0.771	0.872	0.856	0.882
Comparative Fit Index (CFI)	e” 0.90	0.951	0.902	0.865	0.913	0.928	0.937
Root Mean Square Error of Approximation (RMSEA)	d” 0.08	0.091	0.117	0.119	0.090	0.08	0.078

*Criteria according to Hair et al. (1998), Arbuckle and Wothke (1995)

** Segars and Grover (1993) recommend chi-square/degrees of freedom value of d” 3.00

RSQS Evaluation

The Retail Service Quality Scale exhibits acceptable level of reliability in the South Indian retail settings and shows good content and discriminant validity. Though the 5 factor RSQS model (Model 1) fit for measuring retail service quality in the context of South India, other dimensions and Sub-dimensions have not provided acceptable fit indices. At the sub-dimensions level, retail service quality scale is a four factor structure unlike the six factor structure proposed by Dabholkar et al. This result is in line with the finds of Kim and Jin (2001) who in their study reported that RSQS is a four factor structure.

Conclusion

The RSQS as in the 4 factor structure provide acceptable reliability and validity in the South Indian retail settings which indicate that the RSQS can be used to assess the retail service quality of a retail store. The instrument is useful in collecting information that can be used for setting standards in retail service quality as well as to measure service performance. RSQS as an instrument helps the retailers to detect most needed areas within the store and focus its resources on improving the service quality.

Limitations and Implications of the Study

The present study was actually set out to validate the Retail Service Quality Scale (RSQS) developed by Dabholkar et al in the South Indian retail context particularly in the Super Market Stores. The outcome of this research and the model testing may not be applicable to other retail formats. Further research in validating RSQS in many retail formats in India will be of great benefit to the fast growing retail sector.

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Appendix – 1

SERVQUAL Dimension	Retail Service Quality Dimension	Retail Service Quality Subdimension	Perception Item	Mean	Std. Deviation
Tangibles	Physical Aspects	Appearance	P1 The store has modern-looking equipment and fixtures	2.34	0.801
Tangibles	Physical Aspects	Appearance	P2 The store and its physical facilities are visually attractive	2.04	0.71
Tangibles	Physical Aspects	Appearance	P3 Materials associated with this store's service are visually appealing	2.28	0.896
NI	Physical Aspects	Appearance	P4 The store has clean, attractive and convenient physical facilities	1.96	0.61
NI	Physical Aspects	Convenience	P5 The store layout at this store makes it easier for customers to find what they need	2.01	0.739
NI	Physical Aspects	Convenience	P6 The store layout at this store makes it easier for customers to move around in the store	2.04	0.73
Reliability	Reliability	Promises	P7 When this store promises to do something by a certain time, it will do so	2.93	1.124
Reliability	Reliability	Promises	P8 This store provides its services at the time it promises to do so	2.33	0.71
Reliability	Reliability	Doing-it-Right	P9 This store performs the service right the first time	2.22	0.577
NI	Reliability	Doing-it-Right	P10 This store has merchandise available when the customers want it	2.31	0.738
Reliability	Reliability	Doing-it-Right	P11 This store insists on error-free sales transactions and records	2.3	0.884
Assurance	Personal Interaction	Inspiring Confidence	P12 Employees in the store have the knowledge to answer customers' questions	2.57	0.934
Assurance	Personal Interaction	Inspiring Confidence	P13 The behavior of employees in this store instills confidence in customers	2.38	0.847
Assurance	Personal Interaction	Inspiring Confidence	P14 Customers feel safe in their transactions with this store	2.16	0.77
Responsiveness	Personal Interaction	Courteousness/ Helpfulness	P15 The employees in this store give prompt service to customers	2.3	0.819
Responsiveness	Personal Interaction	Courteousness/ Helpfulness	P16 Employees in this store tell customers exactly when services will be performed	2.12	0.789
Responsiveness	Personal Interaction	Courteousness/ Helpfulness	P17 Employees in this store are never too busy to respond to customer's requests	2.2	0.781
Empathy	Personal Interaction	Courteousness/ Helpfulness	P18 This store gives customers individual attention	2.41	0.827
Assurance	Personal Interaction	Courteousness/ Helpfulness	P19 Employees in this store are consistently courteous with customers	2.31	0.854
NI	Problem Solving	None	P21 This store willingly handles returns and exchanges	3.08	1.253
Reliability	Problem Solving	None	P22 When a customer has a problem, this store shows a sincere interest in solving it	2.9	1.125
NI	Problem Solving	None	P23 Employees of this store are able to handle customer complaints directly and immediately	3.05	1.145
NI	Policy	None	P24 This store offers high quality merchandise	1.99	0.708
NI	Policy	None	P25 This store provides plenty of convenient parking for customers	1.93	0.783
Empathy	Policy	None	P26 This store has operating hours convenient to all their customers	1.9	0.67
NI	Policy	None	P27 This store accepts all major credit cards	1.89	0.717

NOTE: The items are labeled P~ to denote perceptions. (NI) = Item is not included in SERVQUAL.

Gender

S.No.	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
1	Male	140	56.0	56.0	56.0
2	Female	110	44.0	44.0	100.0
3	Total	250	100.0	100.0	

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25	52	20.8	20.8	20.8
	26-40	140	56.0	56.0	76.8
	41-55	50	20.0	20.0	96.8
	>55	8	3.2	3.2	100.0
	Total	250	100.0	100.0	

Educational Qualification

S.No.	Education	Frequency	Percent	Valid Percent	Cumulative Percent
1	School Level	45	18.0	18.0	18.0
2	UG	95	38.0	38.0	56.0
3	PG	76	30.4	30.4	86.4
4	Any Other	34	13.6	13.6	100.0
—	Total	250	100.0	100.0	

Monthly Income

S.No.		Frequency	Percent	Valid Percent	Cumulative Percent
1	<5000	5	2.0	2.0	2.0
2	5000-10,000	54	21.6	21.6	23.6
3	10,000-15,000	53	21.2	21.2	44.8
4	15,000-20,000	42	16.8	16.8	61.6
5	>20,000	96	38.4	38.4	100.0
—	Total	250	100.0	100.0	

Psychological Contract and its Influence on Talent Retention

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Abstract: Today's growing "war for talent" is making it more and more difficult for organizations to keep current employees and to find qualified replacements. This study examines the challenges that organizations face with employee retention in an increasingly competitive labor market. This article examines employees' views on the factors affecting employee retention. This is done by integrating findings from the literature on retention management with the theoretical framework of the psychological contract in this study, respondents from a diverse group of private organizations described the factors they believed to affect employee retention and the retention practices set up in their organizations. Employees were asked to report on the importance attached to four types of employer inducements commonly regarded as retention factors. They also evaluated their employers' delivery of those inducements and provided information on their loyalty; intentions to stay and job search behaviors. The results of the study are discussed and implications for HR managers are highlighted.

Keywords: Retention, Loyalty, HR Factor, Contract

1. Introduction

Both researchers and human resource (HR) practitioners agree that the employment relationship is undergoing fundamental changes that have implications for the attraction, motivation and retention of talented employees (Horwitz, Heng, & Quazi, 2003; Roehling, Cavanaugh, Moyhihan & Boswell, 2000; Turnely & Feldman, 2000). Over the past decades, the economic environment has changed dramatically. Due to on-going evolutions towards international competition and globalization of markets, organizations are required to be more flexible and to increase their productivity. This has reduced the job security of employees at all levels in the organization (King, 2000) but at the same time HR managers are pressed to attract and retain talented employees who have competencies that are critical for organizational survival (Horwitz

et. Al., 2003; Mitchell, Holtom & Lee, 2001; Roehling et al., 2000; Steel, Griffeth & Hom, 2002). Often however, exactly these employees are difficult to retain due to their tendency to attach more importance to marking out their own career path than to organizational loyalty; a tendency which results in increased rates of voluntary turnover (Cappelli, 2001). Within the HRM literature, retention management has become a popular concept to examine the portfolio of HR practices put into place by organizations in order to reduce voluntary turnover rates (e.g. Cappelli, 2001; Mitchell et al., 2001; Steel et al., 2002). Another concept that has gained interest as a construct relevant for understanding and managing contemporary employment relationships is the psychological contract, which refers to employees' subjective interpretations and evaluations of their deal with the organization (Rousseau, 1996; 2001; Turnely & Feldman, 1998). Research in this field argues that for retention management to be effective, the creation of an optimal portfolio of HR practices is not sufficient and that it is important to manage employees' expectations relating to these



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practices. Only in this way HR managers can be the organization and its employees (Rousseau, 1996).

1.1 HR Factors Affecting Employee Retention

In view of the large costs associated with employee turnover, even in a Global Economic Downturn, characterized by downsizing and layoffs, HR managers still need to work out HR practices that enable them to retain their talented employees (Horwitz et al., 2003; Steel et al., 2002). These practices are often bundled under the term “retention management”. Retention management is defined as “the ability to hold on to those employees you want to keep, for longer than your competitors (Johnson, 2000). In the literature numerous factors are put forward as important in affecting employee retention, varying from purely financial inducements to so-called “new age” benefits. These inducements can be grouped into four major categories of retention factors, namely (1) financial incentives, (2) career atmosphere, and work-life balance (e.g. Horwich et al., 2003; Roehling et al., 2000; Ulrich, 1998).

First, financial rewards, or the provision of an attractive remuneration package, are none of the most widely discussed retention factors, since they not only fulfill financial and material needs. They also have a social meaning, with the salary level providing an indication of the employee’s relative position of power and status within the organization. However, research shows that there is much inter-individual variability in the importance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999). For instance, a study conducted by the “Institute for Empowerment Studies (Bevan, 1997) reveals that only ten percent of people who had left their employer gave dissatisfaction with pay as the main reason for leaving. However, despite the fact that many studies show financial rewards to be a poor motivating factor, it remains a tactic used by many organizations to commit their employees to the organization by means of remuneration packages (Cappelli, 2001; Mitchell et al., 2001; Woodruffe, 1999). For instance, in a recent study Horwitz et al. (2003) found that the most popular retention strategies reported by HR managers of knowledge firms still related to compensation.

Second, opportunities for career development are considered as one of the most important factors affecting employee retention. It is suggested that a company that wants to strengthen its bond with its employees must invest in the development of these employees (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al., 2002; Woodruffe, 1999). Other factors relating to career development are the provision of mentoring or coaching to employees, the organization of career management workshops and the set up of competency management programs (Roehling et al., 2000). For instance, in a recent study Allen, Shore & Griffeth (2003) found that employees’ perceptions of growth opportunities offered by their employer reduced turnover intentions. Steel et al. (2002) also report empirical data showing that lack of training and promotional opportunities were the most frequently cited reason for high – performers to leave the company.

The third category of retention factor relates to employees job content, more specifically the provision of challenging and meaningful work. It builds on the assumption that people do not just work for the money but also to create purpose and satisfaction in their life (Mitchell et al., 2001; Pfeffer, 1998). According to Woodruffe (1999) employees, in addition to a strong need to deliver excellent results, also want to take on difficult challenges that are relevant for the organization. However, when their work mainly consists of the routine-based performance of tasks, the likelihood of de-motivation and turnover is relatively high. By thinking carefully about which tasks to include in which jobs companies can affect their retention rates (Steel et al., 2002). The social atmosphere, i.e. the work environment and the social ties within this environment, is the fourth retention factor considered by many researchers. Cappelli (2001) states that loyalty to the organization is a thing of the past, but that loyalty to one’s colleagues acts as an effective means of retention. When an employee decides to leave the organization, this also means the loss of a social network. Some research suggests that social contacts between colleagues and department are an important factor for retaining talent. Organization can contribute to the creation of a positive social atmosphere by

stimulating interaction and mutual cooperation among colleagues and through open and honest communication between management and employees (Roehling et al., 2000).

The conflict between work and career on the one hand and private life on the other is currently assuming large proportions in our society. There is an increasing demand for more flexible forms of work, which would positively affect the reduction of the work-family conflict and employee satisfaction in general (Anderson et al., 2002; Kossek & Ozeki, 1998). HR policies addressing work-life balance are assumed to be important because the current generation of employees attaches much importance to quality of life, as a result of the ever increasing work pressure (Cappelli, 2001; Mitchell et al., 2001). Research suggests that policies aimed at improving the work-life balance are successful if they are implemented in a supportive context that truly allows employees to make meaningful and useful choices (Anderson et al., 2002; Kossek & Ozeki, 1998).

1.2 Impact of the Psychological Contract on Employee Retention

Many researchers argue that the psychological contract plays an important role in helping to define and understand the contemporary employment relationship (Rousseau, 2001; Shore & Coyle-Shapiro, 2003; Turnley & Feldman, 1998). Psychological contracts consist of individuals' beliefs regarding the terms and conditions of the exchange agreement between themselves and their organizations (Rousseau, 1996). They emerge when individuals believe that their organization has promised to provide them with certain inducements in return for the contributions they make to the organization (Turnley & Feldman, 2000). The growing body of literature on the psychological contract reflects accumulating evidence for its influence on diverse work related outcomes. These studies show that employees evaluate the inducements they receive from their organization in view of previously made promises and that this evaluation leads to a feeling of psychological contract fulfillment or breach

(Turnley & Feldman, 1998). In turn, a feeling of contract breach has a negative impact on employees' willingness to contribute to the organization and on their intentions to stay with the organization (e.g. Coyle Shapiro, 2002; Robinson, 1996; Robinson, Kraatz & Rousseau; Turnley & Feldman, 1998; 2000). Other studies have found a positive correlation with actual turnover (e.g. Guzzo, Noonan & Elron, 1994; Robinson, 1996). Together these results suggest that the psychological contract is a construct of both scientific and practical importance and that it is especially relevant for HR managers concerned with the retention of their employees. Existing research indicates that employees are rather pessimistic about the extent to which their organization lives up to its promises. For example, Turnley & Feldman (1998) found that approximately twenty-five percent of their sample of employees felt that they had received less (or much less) than they had been promised.

This was most strongly the case for promises relating to job security, amount of input into important decisions, opportunities for advancement, health care benefits, and responsibility and power. Robinson et al. (1994) found that fifty-five percent of their sample reported contract violations by their employer two years after organizational entry. Together, this empirical work demonstrates that psychological contract violation is relatively common and that this could explain the difficulties organizations are currently experiencing in retaining their employees. Since the psychological contract encompasses employees' subjective interpretations and evaluations of their employment deal, the retention factors discussed in the practitioner and scientific literature will only turn out to be effective for employee retention if they are in line with employees' subjective views and expectations.

2. Objectives of the Study

The sole objective to study the factors which are important for retaining talents in organization such as opportunities for promotion, the development of the people and to create a positive social atmosphere by stimulating interaction and mutual cooperation among the employees.

3. Research Methodology

3.1 Design and Sample of the Present Study

The sample of the present study consisted of 80 employees (N=80) from private organizations. Simple random technique was used for sample selection. The research was carried out thorough survey method with the help of self-developed structured, non-disguised questionnaire. It consisted of statements based on 5 point Likert scale. Employees were asked to give their opinion for the questions given in the questionnaire. This evaluation was related to employees' loyalty, their intentions to leave the company and their job search behaviors.

Twenty five variables of the questionnaire, refer to five retention factors discussed in the theoretical part of this paper: financial rewards (e.g. "an attractive pay and benefits package"), career development (e.g. "opportunities for promotion"), job content (e.g. "a job with responsibilities"), social atmosphere (e.g. "good mutual cooperation") and work-life balance (e.g. "respect for your personal situation"). Each dimension was assessed by five items.

4. Data Analysis

Data analysis has been done using mean score and SD

5. Results and Discussion

Table 1 : Variable-Wise Mean Scores and Standard Deviations

Variables	Mean Score	S.D
Social atmosphere & work life balance	3.9	5.2
Career development	2.9	7.2
Job content	2.7	3.8
Financial rewards	2.2	4.2

Results show that the employees attach most importance to employer inducements relating to the social atmosphere and work life balance (mean score 3.9, SD 5.2), followed by career development (mean score 2.9, SD 7.2), and job content (mean score 2.7 SD 3.8). They attach relatively less importance to financial rewards (mean score 2.2, SD 4.2). With respect to the fulfillment of employers promises relating to each of these inducements, employees are most positive about the fulfillment of promises to their job content and the social atmosphere. And about financial rewards are perceived to be least fulfilled. Earlier studies have depicted that both practitioners and researchers in the field of retention management agree that creating a retention policy that works is not an easy task. One of the first and necessary steps in working out a retention policy for HR is to assess the retention factors which are important to their workforce (Steel et al., 2002). The collection of targeted data on reasons for quitting and staying, segmented by employee groups (e.g. male versus female, blue collar versus white collar) is an

important means for obtaining this information. For example, while social atmosphere is mentioned as a motor reason for staying, it is not considered to be an important reason for voluntary turnover. Inversely, inducements relating to work life balance are cited as a reason for voluntary turnover but not as a reason for staying.

In general, it appears that retention practices are more focused on the factors which are believed to cause employee turnover rather than on those believed to affect employee retention. This focuses on career opportunities and financial inducements. Although compensation matters, employees are more concerned with the level of fulfillment they get from their jobs. They also feel that working with an understanding supervisor or manager in a cooperative and trusting work environment is important. Organizations should be of match for the job and the work culture. The evaluation of promises about career opportunities appears to be most predictive of employees' intentions to leave and of their job search behaviors and they are also strongly predictive of employee loyalty. This finding is in line with HR managers'

views that career development is an important factor affecting both voluntary employee turnover and retention and it supports their efforts to work out retention policies focusing on career development. An employee's relationship with his or her supervisor or manager and work-life balance are the most important determinants for staying with an organization. Senior leaders should be encouraged to do succession planning which is another tool to motivate employees to keep developing. Management teams need to be educated in succession planning concepts and can be motivated by having succession planning included as a performance criterion. Failure to develop successors may prevent them achieving higher career objectives themselves. Employers need to anticipate what their expectations will be of employees in the future to ensure that they create a realistic job description. Organizations must also focus on employee engagement to ensure that their workforce is committed to the long-term success of their organization and want to stay with the organization to honor this commitment. Engaged employees will also act as ambassadors and produce better results.

6. Managerial Implications

Why an employee stays in the organization is a strategic issue for HR managers as well as a major concern for the individual. Having insight into those factors is most important in determining employee retention is important for HR managers in order to work out retention policies and practices that are effective both at the individual and the organizational level. Taken together, the results of our employee survey indicate that career development is the most important retention factor since offering good opportunities for career development not only prevents employees from leaving the company, but it also contributes in a positive way to their loyalty to the firm. If we assume that the aim of retention policies is not only to retain employees but also to retain employees who are loyal and committed, then HR managers must also put more efforts in retention policies relating to the social atmosphere and to job content. Both factors are important predictors of employee loyalty and they also significantly prevent employees from leaving their

organization. On the other hand, the results relating to work life balance and financial rewards, the two factors that can be considered more as extrinsic rather than intrinsic rewards, suggest that retention policies focusing only on these factors might be little effective. Employees' evaluations of organizational inducements about work-life balance consistently have no significant impact on their loyalty, intentions to stay or job search behaviors and thus should not be considered as important retention factors. The main message we derive from this study is that HR managers should better take into account what their employees value and how they evaluate their organization's efforts towards retention management if they are to contribute in a cost efficient way to the strategic objectives of the organization.

6.0 Conclusion

The psychological contract hereby provides a practically useful framework to manage employees' expectations and to engage in an open process of communication and negotiation about the employment deal (Herriot & Pemberton, 1996). If HR managers are to be effective in their retention management this means that they should take into account this subjectivity instead of departing from generally agreed-upon views on what's important to employees in general. This, in turn, should contribute to their role in the company as a strategic partner given that the attraction and retention of talented employees will stay an important factor of competitive advantage for organizations, both in times of economic downturn and upheaval.

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Performance Management in ITES Sector - A case study of IBM Daksh Business Process Services (P) Ltd., Bangalore

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Abstract : Performance Management consists of organizing, automating and analyzing the key performance indicators in the context of the business processes, methodologies and systems that produce them. There are certain impediments for putting in place effective performance management system, say for instance, the Performance Management data is often wrong and cannot be trusted. IBM Daksh is well focused on employee development and offers a world-class work culture that nurtures bright young talents and hones their skills to deliver quality results. The present study is conducted with specific reference to IBM Daksh, Nagavara, Bangalore.

Various issues pertaining to performance management have been embraced upon to explore what they mean to the employees of select organization, how they perceive various performance management initiatives, and how the organization could improvise the same for better results from the employees' and organizational perspective. The study reveals that the employees are aware of various Performance Management initiatives of the company and the way they are being implemented, and they are proud to be part of the organization for its contribution to the development of globally competitive manpower. It is suggested that the organization should have a strong mechanism for recognizing the potentialities and shortcomings of individuals as well as teams in the organization, and address the same in time. The organization could stretch itself to an extra mile in embracing more employee engagement practices such as facilitating greater employee participation in goal setting, process improvements, job evaluations and the like. The organization could consider allowing employees choosing right platform (right job and or right place) to nurture and showcase their talent.

1. Introduction

The health and efficiency of every organization can be evaluated based on a certain set of specific performance metrics. In order to be truly valuable, these metrics (or key performance indicators) must be readily available to decision makers and be presented in a way that enables employees to collaborate and plan based on an understanding of the factors that are impacting their business.

Performance Management consists of organizing, automating and analyzing the key performance indicators in the context of the

business processes, methodologies and systems that produce them. It helps businesses make more efficient use of their financial, human, material and other resources. A Performance Management System enables a business to sustain profitability and performance by linking the employees' pay to competency and contribution. It provides opportunities for concerted personal development and career growth. Most importantly, it gives supervisors and subordinates an equal opportunity to express themselves under structured conditions. The process is a natural, self-inspired performance process and is appropriately named the Self-Propelled Performance Process (SPPP).

There are certain impediments for putting in place effective performance management system, say for instance, the Performance Management data is often wrong and cannot be trusted. Unpredictable or incorrect results can be the



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downfall of any Performance Management solution. Moreover if performance results take several days to calculate and create or have operational dependencies that adversely impact their timeliness, then they are often stale to the point of no longer being actionable.

The deployment of a successful Performance Management solution requires a willingness to evaluate existing business processes and a comprehensive analysis of business and operational requirements. When implementing a Performance Management solution, an organization must form a project team whose members have experience in not only designing and developing Performance Management solutions but also understand how managers typically evaluate performance, make decisions, and analyze data. They must ultimately understand how business decisions are made. Selecting the right Performance Management toolset is also of critical importance. Another critical piece of creating a successful Performance Management solution is to define in advance the business processes employed to produce, extract, gather, update, and disseminate data and to calculate, share, and discuss Performance Management analysis and conclusions.

The keys are to carefully plan, communicate and document these crucial activities so that they are well understood throughout the organization and that the solution is flexible enough to support decision-making at the personal, departmental and organizational level. It calls for a high level of co-ordination, channeled information flow, and timely review.

2. Review of Literature

The expression PM appeared in late 1980s as an extension of performance appraisal, a practice used to evaluate an individual employee's past performance. Today the appraisal is seen as a one of several elements of PM (**Tahvanainen, 1998**). Others are the communication of company strategy through individual objective setting, job design, feedback and monitoring, linking it to training and development planning and possibly compensation. (**Vance & Paik, 2006**)

As Tahvanainen, 1998 points out strong goal setting and more traditional appraisal are key elements of performance management system that might also include training and development and performance related-pay. PM can be defined as performance on a job, which companies aim at managing and dealing with employee behavior or outcome in job function during a specific period of time (Tahvanainen, 1998). Performance can be defined by three key elements; goals, measures and assessment. Included is also feedback to employees at all levels and development of skills. (Cascio, 2006).

Soumendu Biswas et al (2006) contend that research on managerial issues in India in the post-liberalization period has identified several factors that have a significant impact on individual and organizational efficacy. They found in their study that HR practices are positively related to employees' in-role and extra- role performance, and to organizational effectiveness. A comparative study of cases of MNC and PSU show that talent management focuses on the development, training and learning initiatives, while in PSUs, the Performance Management System initiatives are also included in Talent Management. PMS has both- a control element as well as developmental aspect to it.

Arup varma et al (2006), found that high performance work systems would help the organizations achieve significantly improved levels of operational and financial performance through optimal utilization of human resource, and HR practices can have significant impact on the bottom-line of the organizations. Academic research on the international perspective of PM is still in its infancy and empirical research is needed on PM in an MNC. For multinational firms, operating as global businesses with global workforces, the challenge of managing diverse operations in diverse environments has never been greater. The need to maintain appropriate consistency and coordinate vastly separated operations presents unique challenges. A little research has been carried out on PM in international settings (Dowling et al., 1994; Vance et al., 1992) and even less so in MNC subsidiaries operating in diverse cultures (Milliman et al., 1995).

Chandan Kumar Sahoo et al (2008) feel that improving performance and satisfying the demands of all stakeholders assume greater significance than ever before in the wake of changing and volatile circumstances. They further emphasize that organizations will have to adapt 360 degree technique of appraisal in order to develop the human capital working within, and the basic philosophy of the technique to be understood in the right perspective so as to apply it successfully.

3. Need for the Study

Employee performance is a function of numerous critical factors. The outcome of Performance Management depends largely on how well an organization integrates various elements that effect employee performance on the one side, and identifying and channelising employees' strengths, and enable them eschew their hitches on the other. The challenges of PM further lie in setting observable, specific indicators of success that are meaningful, reasonable and attainable, expressed in terms of quantity, quality, timeliness, cost, safety, or outcomes.

Changing job profiles, workforce dynamics, intense global competition and pressures hardly leave the HR managers with sufficient time to coach, train, develop and groom the talent of people. Organizations are rather forced to hire and fire people for performance. Perform or perish is being the order of the day. A rapidly growing Bangalore-based IT organization hired 300 engineers, of which 30 were needed for new project in Insurance Sector. 10 of them were really shaping up. The project manager leaves no room for tolerance. The key expectation from the employees include punctuality and regularity in attendance, stretching beyond normal work hours, highest quality, in-time not on-time delivery, single-minded attention on project with no deviations or diversions, no procrastination and no absence till the project is delivered. Whoever is apprehensive of any crises must either drop out immediately or be moved out. The HR person is just expected to explain the importance of revenues, growth and work behavior. As a result of this hectic delivery schedules, the five of top ten engineers who were perceived to be the star

performers have just become stale performers for the organization and they are ready to be moved out.

In this backdrop, a genuine need is being felt to examine performance management practices of a leading MNC and check out lacunae, if any, so as to make constructive suggestions for more effective PMS in the said organization. Hence, the present study.

1. Objectives of the Study

- To canvass the intricacies of performance management in the dynamic global environment
- To study performance management practices in the select organization
- To know to what extent employees are happy about performance management in the select organization
- To validate the data and offer constructive suggestions on the topic

2. Scope of the Study

The present study is carried out at IBM Daksh Business Process Services (P) Ltd, Bangalore. Various issues pertaining to performance management have been embraced upon to explore what they mean to the employees of select organization, how they perceive various performance management initiatives, and how the organization could improvise the same for better results from the employees' and organizational perspective.

3. Research Methodology

The present research paper is based on descriptive cum survey method. Analytical and empirical testing has been applied. Well structured questionnaire is prepared for the purpose of gathering primary data. The questions, aim at facilitating respondent to understand about the performance management initiatives within their own firm.

The data for the study include primary data and secondary data. Primary data sources are

tapped to have first hand information and to thoroughly understand the ground level issues in the problem, while secondary sources of data are being explored to have broader understanding of the issue and the application of performance management systems across various organizations that reaped benefits as well as caused frustrations.

Primary data are collected applying various methods including survey of MNCs at site located in and Bangalore, interviews, and observation wherever warranted/ feasible, while the tools such as structured and semi-structured questionnaires and schedules are applied for comprehensive data collection. While the secondary data are collected from the select organizations such as documents and data base pertaining to management, operations and various functional domains, and external sources such as published articles, peer reviewed journals, research reports, periodicals, news papers, books, internet and the like. A case study of IBM Daksh was undertaken. It falls under non probability judgemental sampling. The sample group of respondents being hundred picked at random.

4. Limitations of the Study

- a. The data from select organization in specific location that is Bangalore forms vital source of study, and the findings of the same could be generalized with great degree of caution
- b. Sampling error and respondent bias are not ruled out; however the best efforts are being put to elicit accurate and adequate information on the subject.

5. Profile of the company

IBM Daksh offers business performance improvement services and is a step closer to Business Transformation Outsourcing (BTO). By unlocking revenue generation through up-selling and cross-selling, improving customer satisfaction scores, optimizing capital use and reducing operational expenditure, IBM Daksh creates positive impact on shareholder value. IBM Daksh has worked with a pioneering group of global companies that have successfully used BPO and BTO to execute a broad range of strategies with strong results.

IBM has retained its position as one of the world's top Employers of Choice over the years through its focus on:

- **Capability: Rigorous and ongoing career/ skills development programs:** IBM offers a breadth of career opportunities that allows employees to move to different jobs and career paths within the company including international careers, professional development and career growth across technological and functional areas - offering the career advantage of working for an IT leader and visionary.
- **Climate: A challenging, empowering work environment, with world-class infrastructure :** IBM believes in empowering employees as partners in success, offering a global work culture and best workplace amenities. Workforce flexibility is a competitive advantage for IBM. It helps make us the Employer of Choice for new hires, and enables us to retain our top talent. IBM has a wide array of HR policies and programs to creating a more flexible work environment so that individuals produce results with as much autonomy as possible.
- **Culture: Sensitive to a diverse, global workforce:** Diversity in IBM means welcoming all people to the workplace regardless of factors unrelated to job performance. The mission of IBM's Global Workforce Diversity is to lead in creating a business environment which recognizes and leverages individual differences as a competitive strength and a critical requirement for success in the global market. This environment fosters the success of company's employees, enhances its ability to satisfy the clients and advance IBM's continued growth. Working at IBM Daksh, employee can develop a network of colleagues from around the world and build a career for a lifetime. As part of the IBM Daksh family of business process professionals, employees get numerous opportunities to learn while on the job, as well as from a wide range of training and development courses.

IBM offers competitive benefits, as well as an industry-leading practice of performance-based bonuses for all employees. IBM Daksh works hard to create and maintain a work culture that is open, positive, and rewarding; an environment with exciting growth opportunities for every deserving IBMer. It invests significantly in progressive HR practices, which includes continually develop HR strategy by reviewing the feedback from employee satisfaction surveys and by benchmarking programs through its HR partners.

In April 2004, IBM Corporation acquired Daksh e-Services to serve as a global hub to manage business processes for clients across the world. With 25 service delivery centers in India and the Philippines, IBM Daksh is an integral part of IBM's BPO/BTO delivery network around the world. Today, IBM Daksh employs more than 30,000 people and has won several major awards for employee satisfaction, delivery excellence, innovation, and diversity and inclusivity. And today, IBM Daksh:

- Is a Leading Continuous 'BPO' player.
- Has a strong platform of corporate governance.
- Is a winner of multiple globally recognized awards in the domain of employee and customer satisfaction
- Has built a strong platform of quality around Six Sigma and COPC across the enterprise.

IBM Daksh is well focused on employee development and offers a world-class work culture that nurtures bright young talents and hones their skills to deliver quality results. A leading employer of choice, it is reputed for its ability to attract, retain and develop talent so that businesses can focus on their core competencies, achieve enhanced customer satisfaction, reduce operational costs and attain measurable process improvements.

6. Profile of the Respondents

The chosen respondents for the present study are in the executive cadre, most of them are in the age group of 35-45 years, about 60 percent of them with five years of experience, and the rest with 2 to 5 years of experience. Male respondents

include 65percent, while 60percent of total respondents are married. 80 percent of respondents are post graduates while 10 percent include graduates and professionals each.

7. Discussion of Survey Results

- All the respondents strongly agree that their organization has proper performance management system in place.
- About 90 percent of employees believe that the major performance management initiatives in their organization include employee training, coaching, performance appraisal and feedback.
- About 80 percent assess the range of performance management initiatives in their organization to be good while the rest consider it to be excellent.
- With respect to Training and Development Programs, 80 percent of the respondents strongly agree that the company identifies training needs of the employees promptly and accurately, and provide opportunity for the same.
- An overwhelming majority of respondents that is 85% strongly agree that the company's initiatives help in improving their performance, and also believe that higher performance leads to greater employee satisfaction and contentment.
- Most of the respondents (75%) believe that the company rates/ assesses their performance in an objective and transparent manner.
- Around 85% of respondents agree, and the rest strongly agree, that the management (managers) discuss the shortcomings/ limitations openly with the concerned employees in a constructive manner.
- Almost all the respondents feel that the company provides adequate opportunities and right environment to build and nurture their talents.
- The survey also reveals that IBM Daksh employees' talent and performance is promptly recognized and duly rewarded by

the management through salary hike, career growth, appreciation and the like.

- About 75% of respondents strongly agree that the company's compensation and benefits are well designed to provide optimum employee satisfaction.
- All the respondents unanimously say that IBM Daksh is an equal opportunity employer.
- About 60% of respondents maintain that strict schedules often cause stress, and they are driven to perform under pressure.

8. Conclusion

The study reveals that the employees are aware of various Performance Management initiatives of the company and the way they are being implemented, and they are proud to be part of the organization for its contribution to the development globally competitive manpower. They strongly feel that there should be proper stress management programs to enable the employees to cope with tight work schedules, and to make employee feel to be the most cherished asset of the company.

9. Suggestions

- The organization should have a strong mechanism for recognizing the potentialities and shortcomings of individuals as well as teams in the organization
- The organization could stretch itself to an extra mile in embracing more employee engagement practices such as facilitating greater employee participation in goal setting, process improvements, job evaluations and the like.
- The organization could consider allowing employees choosing right platform (right job and or right place) to nurture and showcase their talent.
- While determining the career path of the employees, consultations with the concerned employees could help in tackling resistances to change, if any.

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Analyze the Manufacturing Flexibility of Manufacturing Organizations using AHP

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Abstract : An increasing incertitude in the market environment is created by swift and incessant changes in merely three things, expectations, competition and demand of customer. In manufacturing industry the manufacturing flexibility influences response to the threats posed by environmental incertitude. Manufacturing Industries are trying to be more flexible to compete in this fierce rivalry. Research and Development capabilities, supplier capabilities and technological capabilities affect the manufacturing flexibility in the firms. In this paper stress is laid to analyze the manufacturing by application of analytical hierarchy process (AHP) to flexibility and to see the impact on the different parameters indeed on flexibility.

Keywords: Manufacturing flexibility; Analytical hierarchy process (AHP); Research and Development (R & D) capabilities; Supplier capabilities; Technological capabilities; Decision making.

1. Introduction

Manufacturing flexibility is an important element or term in manufacturing means. Because of the globalization of markets, technological advances and the changing needs and demands of consumers have forced the nature of competitive paradigms to change continuously [1]. Flexibility is one of the key elements to see the position of a firm in competitive environment and is one of the four competitive priorities (cost, quality, flexibility and delivery performance) which comprise a firm's manufacturing strategy [2,3]. It provides the capability to respond quickly to shifts in market or customer requirements. Manufacturing flexibility can be used to relieve problems caused by an uncertain and dynamic environment [4].

Today, most firms share access to the same manufacturing processes, systems, etc. So now the competition depends upon the manufacturing

technology, but also depends on how well the organization manages the technology relative to its customers. Recent research on manufacturing flexibilities gives the idea that focus to adopt newer technologies for achieving manufacturing flexibility goals. Various researchers have concluded that there is a positive correlation between newer technologies and flexibility [5,6]. So the technology has an important role in flexibility of organization. Manufacturing flexibility is a multidimensional phenomenon which may be used in many different ways and for many different purposes. The modification flexibility, volume flexibility and delivery flexibility are some dimensions of manufacturing flexibility which we used in this analysis.

The analytical hierarchy process (AHP) is widely used for dealing with multi-criteria decision making (MCDM) problems[7]. The AHP is among the most widely used decision making approach in the world today. Saaty [8,9,10] described and elaborated the process. AHP is based on the well defined mathematical structure of consistent matrices and their associated right eigen vector's ability to generate true or approximate weights,



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[7]. The AHP, as a compensatory method, assumes complete aggregation among criteria and develops a linear additive model. The weights and scores are achieved basically by pair wise comparisons between all options with each other [11]. This structure must include a goal, attribute and alternative levels prearranged into a hierarchy. In this the criterion would then be further divided into an appropriate level of detail, recognizing that the more criteria included, the less important each individual criterion may become. When the hierarchy is formed and formulated, decision-makers will judge the importance of each criterion in pair-wise comparisons. The final scoring is on a relative basis; one decision is compared to another alternatively and sees the importance according to the comparing.

2. Literature review

Manufacturing flexibility is the ability of the firm to manage production resources, to cope with the changing circumstances and uncertainty to meet customer requests [12]. Zelenovich [13] defines manufacturing flexibility as the ability of a manufacturing system to adapt to the changes in environmental conditions and in the process requirements. Sethi and Sethi [14] contend that manufacturing flexibility is a hard-to-capture concept, and Upton [15] believes that confusion and ambiguity about this concept inhibit its effective management.

Manufacturing flexibility is a complex, multidimensional concept. Many classifications of flexibility types have emerged, which can be distinguished by whether they classify flexibility according to the ability to change operations management activities, or by its nature [16]. The literature appears to be divided between researchers from the engineering study which is focus on the flexibility of alternative process technologies or the arrangements of technology, and other from the business study which is focus on flexibility to meet customer demands or customer expectations. The most widely classification of different dimensions of manufacturing flexibility [14,17] all define manufacturing flexibility as the ability of an organization to change operations management

activities both economically and effectively given a certain capacity (such as machine flexibility, materials handling flexibility, routing flexibility, product variety flexibility, and production volume flexibility). Slack [18], for instance, identified range flexibility and response flexibility, Upton [19] distinguished levels of flexibility by the number of products produced (range flexibility) and the amount of time required (mobility flexibility), and Zhang et al. [20] emphasized the external customer-facing capabilities of product mix flexibility and production volume flexibility.

Modification flexibility [12] refers to the ease of producing minor alterations in product design to meet customization or differentiation requests. Such design modifications are often undertaken in response to product tests and to resurrect declining sales. Volume flexibility [14] describes the ability of a manufacturing system to operate economically over a range of aggregate output volumes. The integrated definition of volume flexibility proposed here therefore takes into consideration the competitive criteria of a plant [21]. Delivery flexibility is supported by new product flexibility and enables the rapid delivery of innovative, customised products and services for new market creation [22]. It enables manufacturing to be recognised as a key contributor and shaper of corporate strategy [21].

The AHP has been used widely in a variety of complex decision making problems related to strategic planning of organizational resources [10]. Application of AHP has been applied in numerous fields, among which a previous work for maintenance strategy formulation [23], intelligent decision analysis [23], the selection of simulation software [24] and numerous other applications compiled by the work of Zahedi [25] and Vargas [26]. Labib et al. [27] and Wang et al. [28] described a model with fuzzy criteria. Bertolini and Bevilacqua [29] have provided a combination of goal programming and AHP. Other works modelled the organisational decisions associated with maintenance using AHP [29, 30]. This study attempts to develop a model of maintenance decision-making using the analytical hierarchy process (AHP).

3. Analytical hierarchy process (AHP) for justification of manufacturing flexibility in organizations.

The AHP is initiated and used by Saaty [7] to provide a methodology for solving different types of multi criteria decision-making problems based on relative priorities assigned to each criterion role in achieving the stated objective [31]. This technique is especially used for comparison of alternative suitable for complex decisions. AHP is a decision making method used where the one time decision needed of large problems in literature. To determine the relative priorities for the criteria to rank the decision alternatives is the main objective of AHP. The general structure of AHP with multiple hierarchy levels of criteria is shown in Figure 1 [32]. Constituent parts, progressing from the general to the specific perspective. If we say in simplest form, this structure must include a goal, attribute and alternative levels ordered into a hierarchy. In this

structure each criterion is further divided into an appropriate level of detail, recognizing that the more criteria included, the less important each individual criterion may become. When the hierarchy once has been structured, the importance of each criterion in pair-wise comparisons is judged by decision-makers. The judgment is done from the perspective of the direct upper-level criterion. The final scoring is based on relative, comparing the importance of one decision alternative to another. AHP can cover both subjective and objective evaluations, and AHP providing the mechanism which can also check the consistency of the decision-makers evaluations. AHP is a subjective methodology where information and priority weights of elements can be obtained from decision-makers of the company using a direct questioning or a questionnaire method [33], with the benefit that the use of verbal responses is intuitively appealing[34].

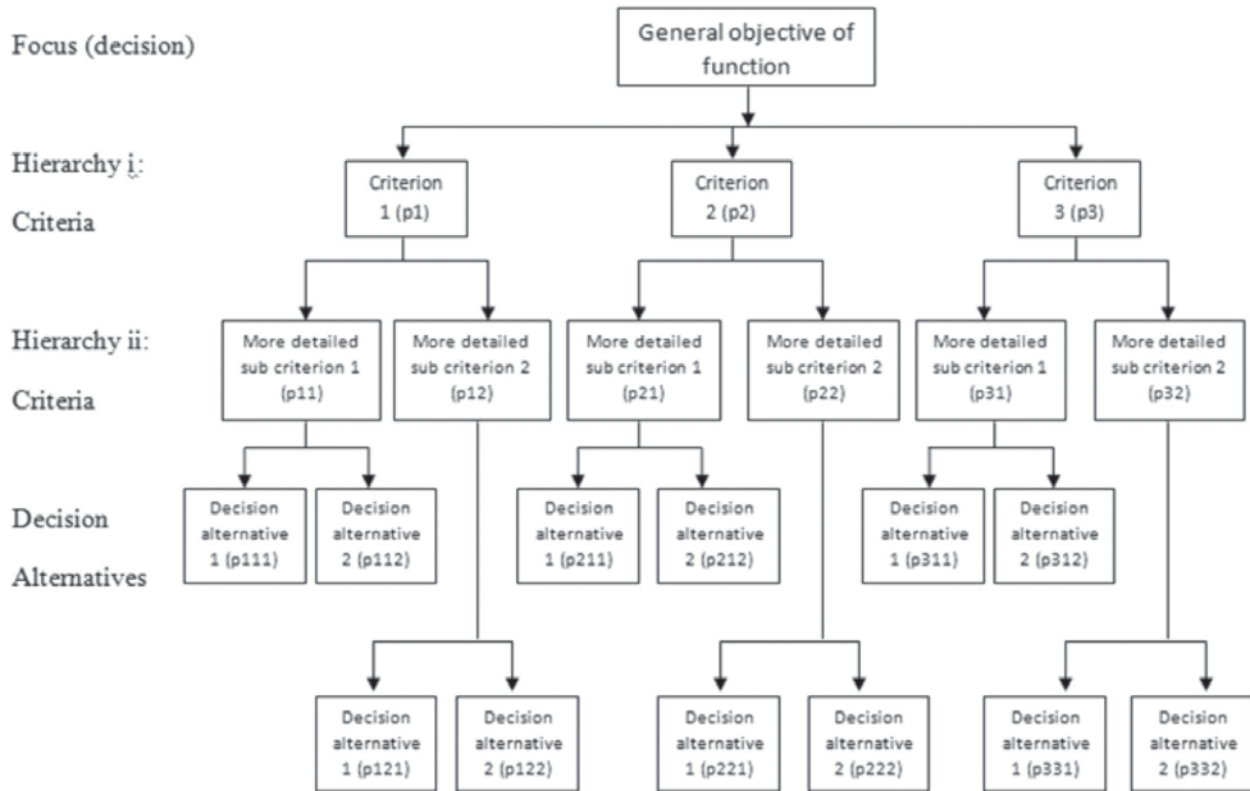


Figure 1: General structure of AHP with multiple hierarchy levels by Buyurgan and Saygin[32]

3.1 Describing model structure and formulation of hierarchy

There are many factors which can affect decision-making in manufacturing flexibility and the identification of the important attributes requires a thorough analysis of the problem. For current study, the selection of attributes has been determined through literature survey and discussions which were held with experts during industrial visits. We selected seven factors and their description is given in Table 1.

3.2 Formation of hierarchy

The decision hierarchy is formulated by breaking down the problem into a hierarchy of

decision elements and is given in Figure 2. In this, we have taken a goal, seven attributes (TE, TC, RD, SC, MF, DF, and VF) and two alternatives (success and failure).

Table 1: Description of attributes

Attributes	Abbreviation
Technologies	TE
Technological capabilities	TC
Research & Development	RD
Supplier	SC
Modification Flexibility	MF
Delivery Flexibility	DF
Volume Flexibility	VF

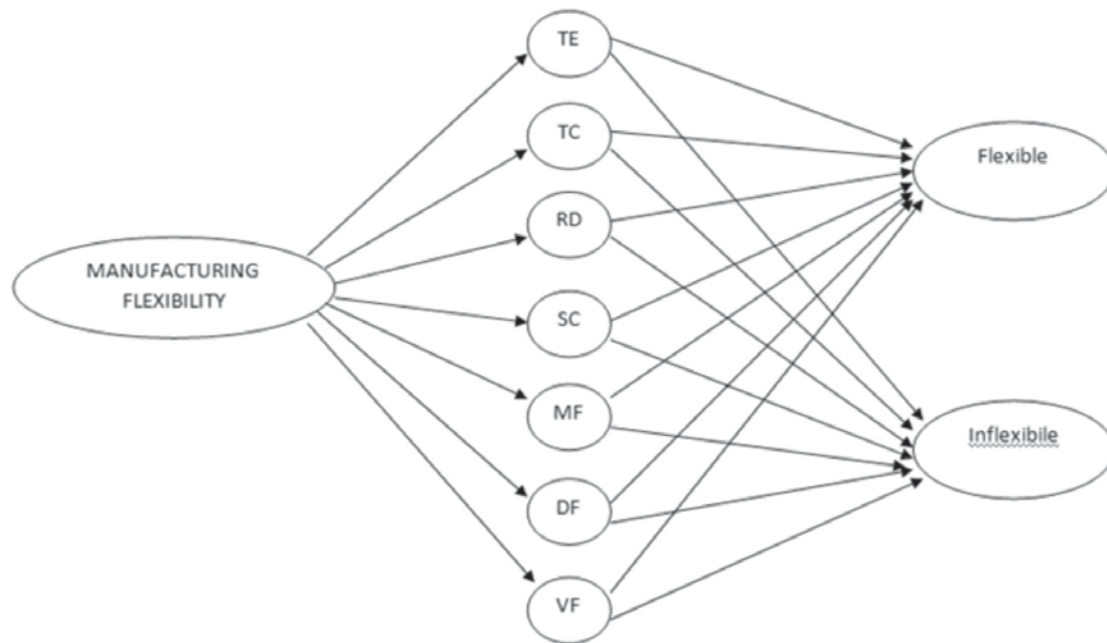


Figure 2 Schematic of AHP model

3.3 Degree of preference

The intensity of the decision-maker in the choice of each pair wise comparison can be used in this model to determine on a scale of 1–9. For comparison of alternatives the scaling process can be then translated in priority weight (scores). Even number (2, 4, 6, and 8) can be used to represent compromises among the preference above. The suggest numbers used in this model to express degree of preference shown in table 2 [34].

Table 2 : Nine-point intensity of importance scale and its description:-

Definition	Intensity of importance
Equally important	1
Moderately more important	3
Strongly more important	5
Very strongly more important	7
Extremely more important	9
Intermediate values	2, 4, 6 ,8

3.4 Pair-wise comparison of different sub-objectives

The importance of i_{th} sub-objective is compared with i_{th} sub-objective is calculated. The pair-wise comparison matrix for the sub-objectives is shown in Table 3.

Table 3 : Pair-Wise Comparison of Different Sub-Objectives

	TE	TC	RD	SC	MF	DF	VF
TE	1	2	3	3	5	4	5
TC	0.5	1	2	3	2	5	4
RD	0.333333	0.5	1	0.333333	0.2	2	3
SC	0.333333	0.333333	3	1	2	5	3
MF	0.2	0.5	5	0.5	1	2	3
DF	0.25	0.2	0.5	0.2	0.5	1	2
VF	0.2	0.25	0.333333	0.333333	0.333333	0.5	1
TOTAL	2.816666	4.783333	14.83333	8.366666	11.03333	19.5	21

3.5 Normalized matrix of different sub-objectives

After a pair-wise comparison matrix is obtained, the next step is to divide each entry in column by the sum of entries in column to get value of normalized matrix. The normalized value r is calculated as

$$r_{ij} = \frac{a_{ij}}{\sum_{i=0}^n a_{ij}}$$

Thus, the approximate priority weight (W_1, W_2, \dots, W_j) for each attribute is obtained as shown in Table 4.

$$W_j = \frac{1}{n} \sum_{i=0}^n a_{ij}$$

3.6 Do consistency checks

The relative weights, which would also present the Eigen values of criteria, should verify:

$$A \times W_i = \lambda_{max} \times W_i \quad i = 1, 2, \dots, n$$

Where A represents the pair-wise comparison decision matrix and λ_{max} gives the highest eigen value. Then consistency index (CI), which measures the inconsistencies of pair-wise comparisons, is calculated as:

$$CI = \frac{(\lambda_{max} - n)}{n - 1}$$

The last ratio that has to be calculated is consistency ratio (CR). Generally, if CR is less than 0.1, the judgments are consistent and acceptable. The formulation of CR is:

$$CR = \frac{CI}{RI}$$

Where random index (RI) denotes the average RI with the value obtained by different orders of the pair wise comparison matrices. The values of consistency test are given in Table 5.

Table 4 : Normalised Matrix of Different Sub-Objectives

	TE	TC	RD	SC	MF	DF	VF	Weight
TE	0.35503	0.418118	0.202247	0.358566	0.453172	0.205128	0.238095	0.33
TC	0.177515	0.209059	0.134831	0.358566	0.181269	0.25641	0.190476	0.22
RD	0.118343	0.10453	0.067416	0.039841	0.018127	0.102564	0.142857	0.08
SC	0.118343	0.069686	0.202247	0.119522	0.181269	0.25641	0.142857	0.16
MF	0.071006	0.10453	0.337079	0.059761	0.090634	0.102564	0.142857	0.13
DF	0.088757	0.041812	0.033708	0.023904	0.045317	0.051282	0.095238	0.05
VF	0.071006	0.052265	0.022472	0.039841	0.030211	0.025641	0.047619	0.04

3.7 Priority weights for alternatives with respect to attribute

The chance of a successful flexibility of organization is if the attribute present is strong. Priority weights for alternatives (success or failure) are measured to the preference of the alternative with respect to an attribute. Thus, if the presence of an attribute is strong in the organization, it is more likely to be a success, compared to the presence of an attribute which is weak. Table 7 summarizes the result of evaluating the possible outcome of the flexibility with respect to each of

seven attributes. The values is thus been determine with the help of The weight evaluation for each alternative is multiplying the matrix of evaluation rating by vector of attribute weight and summing over the entire attribute. The prediction weight for Manufacturing flexibility or successful of manufacturing flexibility,

$$\lambda_{max} = 1/0.35503*0.33 + 1/0.209059*0.22 + 1/0.067416*0.08 + 1/0.119522*0.16 + 1/0.090634*0.13 + 1/0.051282*0.05 + 1/0.047619*0.04 = 7.68201.$$

Table 5 : Random Consistency Index (RI)

Size of matrix	1	2	3	4	5	6	7	8	9	10
Random Consistency	0	0	0.58	0.9	1.12	1.24	1.32	1.42	1.45	1.49

Table 6 : Results of Consistency Test

Maximum eigen value (λ_{max})	CI	RI	CR
7.68201	0.113669	1.32	0.086112

Decision index of Success = $0.833*0.33 + 0.666*0.20 + 0.857*0.08 + 0.8*0.16 + 0.75*0.13 + 0.8*0.05 + 0.833*0.04 = 0.77547$

Decision Index of Failure = $1 - 0.77547 = 0.22453$

It means that the success rate is 77.5% and the failure rate is 22.5%. The above calculations show that all the attributes of strategic flexibility contribute 77.5% towards flexibility of the organization.

Table 7 : Summary of Possible Outcome with Respect to Each Attribute

		Flexible	Inflexible	Priority Weight
TE	Flexible	1	5	0.833
	Inflexible	1/5	1	0.167
TC	Flexible	1	2	0.666
	Inflexible	1/2	1	0.333
RD	Flexible	1	6	0.857
	Inflexible	1/6	1	0.143
SC	Flexible	1	4	0.8
	Inflexible	1/4	1	0.2
MF	Flexible	1	3	0.75
	Inflexible	1/3	1	0.25
DF	Flexible	1	4	0.8
	Inflexible	1/4	1	0.2
VF	Flexible	1	5	0.833
	Inflexible	1/5	1	0.167

4. Conclusions

Using the AHP approach, the study is able to identify and emphasize the important criteria and attributes, for achieving the manufacturing flexibility in manufacturing firms. Thus, it is evident that the parameters we taken into account affect the manufacturing flexibility and better these parameters more will be the flexibility of manufacturing organizations. The obtained results are quite significant and promising, and reveal that all the attributes chosen to contribute significantly towards the flexibility of an organization.

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An Empirical Study of Job Satisfaction and Organization Commitment

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Abstract : Employee job satisfaction and commitment is crucial to accelerate pace of organization growth. Through rigorous review of literature it is evident that, factors of job satisfaction are an important determinant of organization commitment. From this perspective, present study aims at assessment of job satisfaction and organization commitment, factors lowering job satisfaction and organization commitment among the engineers from a few engineering units in Satara MIDC. Requisite information was collected with the help of job satisfaction and organization commitment scale which is developed by taking the reference of previous studies. Sample consists of engineers from these units and their views are solicited by administering structured schedule. Result of T test revealed that, there is no significant relationship between job satisfaction and organisation commitment. The mean values of job satisfaction indicate all the dimensions are important for fostering job satisfaction. However, mean values of organization commitment indicate, employee commitment towards organization is not desirable.

Key Word: Job Satisfaction, Organization Commitment, Engineering Unit.

1. Introduction

Organisations are managed by people. Without people, organisations cannot exist. Indeed, the challenge, the opportunity, and also the frustration of creating and managing organisations frequently stem from the people related problems that arise within them. People related problems, in turn, frequently stem from the mistaken belief that people are all alike, that they can be treated identically. Human behavior in organization is rather unpredictable. This is because it arises from people's deep-seated needs and value system. People satisfaction towards the job is crucial in fulfilling their needs. Job satisfaction is determined through wage, work, promotion, supervision, work group, and working conditions. On the other hand organization commitment is derived from Job satisfaction.

Job satisfaction has been defined as the amount of overall positive effect that individuals have towards their jobs. Organisation commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it.

Ongoing skill development of employees is considered important in today's context. Employees recognise their value in the labour market depending upon their capacity to cope with challenging situations. The age and the experience of the employees are strongly related to the commitment and satisfaction as explained by career stage and life stage models. The greatest need for development is for those individuals who have just entered the organisation, as they seek to identify themselves with the organisation and build competencies (B Pavan Kumar & Vijai N Giri).

Job satisfaction has been one of the most widely researched topics in management accounting for more than 5000 published works. Studies on the topic of job satisfaction have been conducted in the past 68 years. One major reason for the continuing interest on this topic is to see



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the relationship between job satisfaction and organisational commitment. Studies have demonstrated the importance of job satisfaction to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover. Few empirical studies have specifically compared levels of commitment and job satisfaction.

The purpose of this research was to compare job satisfaction and commitment between employees of various organizations from Satara MIDC. Determining the job satisfaction and commitment levels of these employees could lead to improvements in the workplace that could help both the employer and employees improve their relationships and remain satisfied and committed to their jobs. Specifically, there were several important issues researcher wanted to examine more closely. Some of them are compensation and benefits, about management, their superior etc. If these problems are ignored, they could result in stress, dissatisfaction, and lack of commitment on the part of the employee and may lead to turnover, absenteeism, which in turn may lead to poor performance and low productivity. Another, from a theoretical perspective, it is important to increase our understanding and to fill the void in the literature on work attitudes of managers. Finally, from a practical standpoint, it is vital to provide practitioners with valuable information that would enable them to make informed decisions in recruitment, training, promotion, and retention of managers in a corporate environment. Thus, this study dealt with issues that were potentially useful for both scholars and practitioners alike.

Definitions

Job Satisfaction:

“Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” (Spector, 1997). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different “facets” or “dimensions” of satisfaction. Examination of these facets or conditions is often useful for a more

careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits.” (Williams)

Organization Commitment

According to Buchanan (1974), Organisational commitment is considered as a partisan, affective attachment to the goals and values of the organization to one’s role in relation to goals and values and to the organization for its own sake, apart from its purely instrumental worth.

Allen and Meyer (1990) suggest that commitment categorized into three different dimensions, namely affective, continuance and normative.

Affective Commitment

Affective Commitment (AC) is the degree of an employee’s emotional attachment to, identification with, and involvement in the organization (Allen and Meyer, 1990). Affective is defined as the employee’s emotional attachment to the organization. As a result, he or she strongly identifies with the goals of the organization and desires to remain a part of the organization. The employee makes a commitment to the organization because he/she “wants to”.

Normative Commitment

Normative Commitment (NC) is the degree to which an employee feels some sense of obligation to remain with an organization. The individual commits to and remains with an organization because of the feeling of obligation. For instance, the organization may have invested resources to train an employee, who then feels an obligation to put forth the effort on the job and stay with the organization to “repay the debt”. It may also reflect an internalized norm, developed before the person joins the organization, through family or other socialization processes that one should be loyal to one’s organization. The employee stays with the organization because he/she “ought to”.

Continuous Commitment:

Continuous Commitment (CC) is an awareness of the costs associated with leaving the organization. Employee whose primary link to the organization is based on continuous commitment remains because they need to do so.

Review of Literature

Job Satisfaction and Organization Commitment

Jegadeesan (2007) in his paper outlines a conceptual framework of attitude of employees and how attitudinal changes lead to satisfaction and dissatisfaction among employees. Physical and mental attributes of HR is pivotal in organisation performance and productivity. For proper utilization attitudes are significant for manager because of their impact on employee behaviour, attitudinal influence on perception, job satisfaction, and job involvement and organisation commitment. Job satisfaction represents a person's feeling towards job. There are many causes that influence employee's good feeling or ill feeling. Most important among them are working conditions, wage structure, work group, nature of work and quality of supervision. Wage plays a significant role in influencing job satisfaction as money plays an important role in fulfilling ones needs.

Niharika Gaan (2008) discovered that role ambiguity is positively and significantly related to turnover intention. The female group experiences higher role ambiguity and supervisory support, whereas there is no difference between female and male groups in role conflict and work overload, team support, organisation commitment, job satisfaction and turnover intention. The organisation attitude is hospitable to women professionals in terms of rewards and recognition, resources allocation and quality of work life as reflected by higher social support experienced by women.

Bani Kochar (2008) focuses on job satisfaction among academics, Ten dimensions of job satisfaction i.e. working environment, pay, cooperation of peers, delegation of work,

opportunity for advancement and job security. Job satisfaction was measured for each dimension on seven point Likert scale by administration of questionnaire to 24 faculty members. Rank ordering the means of dimensional score revealed that opportunity for growth is most prominent dimension of job satisfaction among academics, followed by opportunity for advancement and working environment. Exploratory factor analysis of these ten dimensions reveals dynamics of job satisfaction among academics. Job satisfaction manifests as the meta dimension i.e. balance, combining three dimensions for prevention of job dissatisfaction (working environment, pay, and cooperation among the peers) and four dimensions for enforcement of motivation (delegation of work, opportunity for growth, delegation of authority, and opportunity for advancement) commensuration representing higher rewards for higher level of trace and security meaning job security .

Pavan Kumar & Vijai N Giri, (2009) found job satisfaction differed significantly across different career stages of employees, aged employees had higher job satisfaction, job satisfaction also differed significantly based on work experience. Higher the work experience of employees, higher was their job satisfaction and vice versa.

Anita Singh and Mitali Agarwal (2009) focused on the factors that affect job satisfaction of employees in the insurance sector. Researchers have tried to establish a link between the factors and Frederick Herzberg's Motivation & Hygiene theory. Hygiene factors aim at fulfilling the lower level needs of employees but they are the highest contributors to an individual's job satisfaction in insurance sector as it is seen in the study that work culture and pay for performance are first two factors that affect an employee's motivation. They are motivated to perform according to their need fulfillment. Their motivation depends largely on their position on Maslow need hierarchy model. Hence job satisfaction or dissatisfaction in true sense is a complex, dynamic state which can be brought about by many factors.

Pooja Garg and Renu Rastogi (2009) examined the effect of psychological wellbeing

on the commitment of employees and found that, psychological well being has significant effect on organisation commitment.

Singh and Sadhana Singh, (2009) job positive stress and total positive stress are positively correlated with satisfaction with the management and overall satisfaction. Whereas personal positive stress is significantly positively correlated with overall satisfaction there is significant mean difference in satisfaction with job, satisfaction with management, and overall satisfaction between high and low job positive stress, personal positive stress and total positive stress.

QWL i.e. adequate and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, opportunity to use and develop human capacities, social integration in the work organization, constitutionalism in the work organization, work and total life space, social relevance of the work in the life are positively correlated with job satisfaction of faculty members in the private universities of Bangladesh (Ayesha Tabassum, 2012).

Kian-Sam Hong, Kok-Wah Tan & Suraini Bujang (2010) revealed, respondents only had moderate work life quality. There were also moderate relationships between work life quality and work commitment, stress, and satisfaction but there were no differences in the quality of work life based on demographic variables. There were differences in work commitment based on gender. Research also revealed that there were also no differences in work stress and satisfaction based on the same demographic variables. Similarly, the findings suggested that work commitment, work stress and satisfaction were not significantly correlated. Improvement in QWL of the teachers will ensure that students gain benefits from teaching.

Objective

The objectives of the study are as follow,

- To assess job satisfaction and organisation commitment.

- To identify factors lowering job satisfaction and organisation commitment.
- To suggest remedial measures for improvement of job satisfaction and organisation commitment.

Hypotheses

The hypothesis set for the present study is,

- There is significant relationship between job satisfaction and organisation commitment.

Methodology

Present Study is 'Diagnostic Inferential' in nature. Requisite primary data were collected by using structured schedule which is prepared with the help of rigorous review. Schedule consists of two parts – one is job satisfaction and another is organisation commitment. Data collected from executives of different engineering organisations of Satara MIDC. We sought their views on Five-Point Likert Scale (Strongly Agree to Strongly Disagree).

The primary data was collected using stratified sampling technique, from the organizations namely Pratik Machinery Pvt. Ltd., Paranjape Auto Cast, Cooper Pvt. Ltd., Bharat Forge Ltd... T-test was carried out to find out the significant relationship between job satisfaction and organisation commitment.

Measures

Job Satisfaction Scale

It is a five-point scale indicating how satisfied a particular statement is for the role occupant. The respondent is asked to assign 1 for Strongly Disagree and 5 for Strongly Agree. For taking the views of the respondents, parameters considered are Description of current job, My superior, About the Management, Compensation and Benefits, Discrimination or Harassment, Satisfaction with Employees Benefits and Polices, Work Autonomy, Employee Empowerment,

Organization Commitment Scale

It consists of normative commitment, Continuance commitment, and Affective commitment. Study used 28 item questionnaires to measure commitment.

Result

Mean values of variables of job satisfaction such as :Job is challenging, Skills are effectively used, Job orientation is effective, Work load is reasonable, Has knowledge of the job, Has knowledge of supervision, Is open to suggestion, Give fair and equal treatment, is available to discuss job related issues, welcomed suggestions and encouraged feedback, maintained consistent policies and practices, retirement programmes, the company tries to create an exciting work environment, I received enough opportunity to interact with other employees on informal level, accuracy of job description, salary reviews, adequate information on promotion is provided. Leaves of absence, health care benefits, I feel encouraged to come up with new things and better ways of doing things, my work gives me a feeling of personal accomplishment, I have the tool and resources to do my job well” are between 3 and 4 which shows that this factors causing the job satisfaction to employees are at normal level.(Refer Table No.1)

Factors that are causing more job satisfaction are, Recognized employees contribution, Medical insurance package, Dental coverage, I received enough opportunity to interact with other employees on formal level, I have enough freedom in my position to take independent action when needed. Retirement benefits, The company does an excellent job of keeping employees informed about the affecting them, since their mean score are between 4 and 5. (Refer Table No.1)

If the mean values of the parameters of organization commitment are between 2 to 4 we conclude employees are not highly committed towards organization.(Refer Table No. 2)

Since the calculated value is less than the tabulated value so here we are rejecting the hypotheses that there is significant relationship between job satisfaction and organization commitment’.(Refer Table NO.3)

Suggestions

The present study states that employees working in different engineering organizations are satisfied with their job but still there is scope to maintain consistency of employee job satisfaction, to fetch more job satisfaction to them, we need to create a congenial work environment. This can be done by taking following initiative:

- Build employees’ competence and self-confidence through training, feedback and recognition.
- Communicate the value of the organization’s products and services, and the role the organization plays in the market places where it operates.
- Employee intellectual ability should match with the job that will provide them an opportunity to make optimum utilization of their intelligence.
- Encourage positive workplace relations.
- Encourage meaningful rest breaks and light diversion. “High job satisfaction correlates strongly with the feeling of having fun at work,”

The present study reveals that employees are not highly committed towards organization and there is scope for improvement. Employer should foster team work, remuneration should be commensurate with the work, create a sense of belongingness, provide incentives and create amicable work environment. Transparent company policies would uplift organization commitment. There are certain factors that can adversely impact on organizational commitment such as Failure to Support Ideas and Suggestions, Immoral or Unethical Actions by the Company, Poor Work/Life Balance, Company Performing Poorly and Lack of Professional Growth. This would be controlled by creating Flex Time’ work environment, arranging fitness Programs, providing training for Professional Advancement, to be loyal in giving the ‘Rewards’, give ‘Fair Promotions, Equitable Compensation, create Positive Work Environment.

Conclusion

The study provides valuable implication to engineering industry for fostering job satisfaction and organisation commitment. Though it is statistically proved that, there is no significant association between job satisfaction and organisation commitment, still utmost care need to be taken for upliftment of job satisfaction and organisation commitment. Factors of job satisfaction such as job description, job autonomy, advancement opportunity, support from superior and management are pivotal for enrichment of job satisfaction. Employee commitment towards their respective organisation observed to be poor which is a grievous concern as it lead to the employee turnover, absenteeism, low productivity. Employer should be ethical and concern more about employee welfare to develop more commitment among employees.

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ANNEXURES

Table 1 : Job Satisfaction

S.No.	Factors of Job Satisfaction	Mean Score
1	Job is challenging	3.50
2	Skills are effectively used	3.67
3	Job orientation is effective	3.72
4	Work load is reasonable	3.72
5	Has knowledge of the job	3.11
6	Has knowledge of supervision	3.33
7	Superior is open to suggestion	3.78
8	Recognized employees contribution	4.17
9	Give fair and equal treatment	3.33
10	Superior is available to discuss job related issues	3.83
11	Welcomed suggestion and encouraged feedback	3.78
12	Maintained consistent policies and practices	3.94
13	Medical insurance package	4.33
14	Dental coverage	4.33
15	Retirement program	3.94
16	Sexual harassment	4.44
17	Age discrimination	4.20
18	Gender discrimination	4.00
19	The company tries to create an exciting work environment	3.72
20	I received enough opportunity to interact with other employees on formal level	4.06
21	I received enough opportunity to interact with other employees on informal level	3.94
22	I feel sense of completion with my job	3.83
23	I have enough freedom in my position to take independent action when needed	4.22
24	Accuracy of job description	3.22
25	Salary reviews	3.33
26	Adequate information on promotion is provided	3.56
27	Leaves of absence	3.78
28	Health care benefits	3.78
29	Retirement benefits	4.17
30	I feel encouraged to come up with new things and better ways of doing things	3.50
31	My work gives me a feeling of personal accomplishment	3.94
32	I have the tool and resources to do my job well	3.89
33	The company does an excellent job of keeping employees	4.11
34	My job makes good use of my skills and abilities	4.28

(Source: Primary Data)

Table 2 : Organization Commitment

Sr.	Factors of Organization Commitment	Mean Score
1	I think that people these days move from company to company too often	3.47
2	I do not believe that person must always be loyal to his or her organization	3.00
3	Jumping from organization to organization does not seem at all unethical to me	3.12
4	I think people stayed in one organization for most of their careers	2.76
5	I consider my job unpleasant	2.94
6	Right now staying with my organization is matter of necessity as much as desire	2.88
7	I think I could easily become as attached to another organization as I am this one	2.76
8	I only do what is necessary to get job done	2.59
9	It is important not to get involved in your job	2.76
10	I expect to gain promotion in this company with length of service & efforts to achieve goals	2.82
11	I am not afraid of what happen if I quit my job without having another job	3.35
12	It wouldn't be too costly for me to leave my organization	2.94
13	I feel that there have very few options to consider leaving this organization	3.29
14	I do not believe that a person must always be loyal to his or her organization	2.76
15	I expect to be paid for any overtime I do	3.29
16	Right now staying with my organization is matter of necessity as much as desire	2.82
17	My loyalty to the organization by terms of my contract	2.59
18	I prefer to work a strictly defined set of working hours	2.35
19	I would be very happy to spend rest of my career with this organization	3.76
20	I enjoy discussing about my organization with people outside	3.88
21	I really feel as if this organization problem are my own	3.65
22	This organization has real deal of personal meaning for me	3.24
23	I am heavily involved in my place of work	3.47
24	I will work for this company indefinitely	3.12
25	I am motivated to contribute 100% to this company	3.47
26	Each day of work seems like it will never end	3.47
27	If I got another job elsewhere I would feel it was wrong to leave my organization	3.29
28	It would very hard to me to leave my organization right now even if I wanted to	2.94

Source: Primary Data

Table 3 : t-TEST of correlation between Job Satisfaction and Organization Commitment:

	Variable 1	Variable 2
Mean	3.39	3.10
Variance	1.43	0.14
Observations	35	28
Pooled Variance	0.86	
Hypothesized Mean Difference	0	
Df	61	
t Stat	1.25	
P (T<=t) one-tail	0.10	
t Critical one-tail	1.67	
P (T<=t) two-tail	0.21	
t Critical two-tail	1.99	

Reverse Mentoring - A Bottom up Approach in Mentoring System

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Abstract: Senior executive coaching his fresh or younger employees in an organization as a part of their mentoring system is becoming a thing of past. In fact that is no longer the case in many modern day companies. In an attempt to educate senior officials in latest technology, social media like Facebook, Twitter, LinkedIn etc and the recent workplace developments, many corporate are joining top executives with Gen-Y human resources in a practice known as Reverse Mentoring. This style of mentoring is taking off at a series of companies, from IT to creative business like advertising. This article throws light on the types of mentoring, learning outcomes, process of reverse mentoring and benefits of reverse mentoring.

Key Words: Mentoring, Reverse Mentoring, Informal Mentoring, Formal Mentoring, Peer Mentoring

1. Introduction

In the process of reverse mentoring, senior employees, “the mentee” in an organization being coached by a junior employee, the “mentor” in the areas that the senior is not very well-known with. For companies, the most popular area of reverse mentoring is technology. The mentee will gain a better understanding of the benefits of social media, and many other business applications of the Internet through this reverse mentoring system.

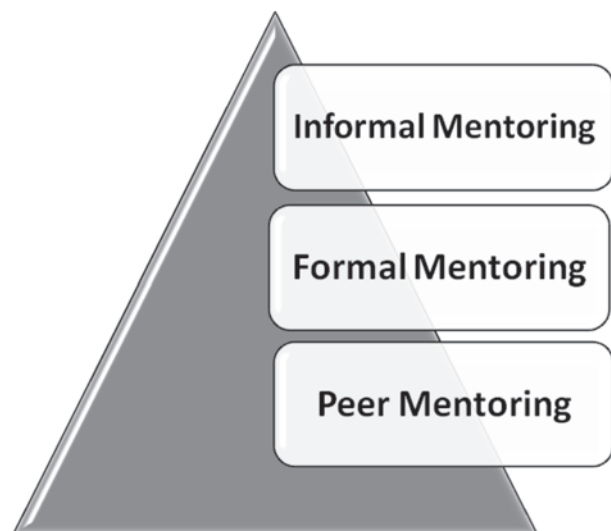
Jack Welch pioneered Reverse Mentoring when he was Chief Executive Officer (CEO) of General Electric Co. He instructed his 500 top executives to be in touch with subordinates who are reporting to them to learn how to use the Internet and latest technology. Even Jack Welch himself was aligned with a junior employee who taught him how to use and surf the World Wide Web. Now, companies like Hewlett-Packard and Cisco have started reverse mentoring programs to get inputs on issues such as social media, teleworking, office design and work-life balance. Reverse mentoring has also been embraced by a

growing number of companies, including Ernst & Young, General Motors and Procter & Gamble.

Types of Mentoring

“Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be.”

-Eric Parsloe, The Oxford School of Coaching & Mentoring.



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Informal Mentoring

There is no definite process or system followed in informal mentoring. This informal mentoring may happen between friends or between colleagues or between family members in the form of discussion or counseling. For example an elder sister of a family may counsel his younger brother to leave the fear and face his plus two exams with full confidence. On the other hand, a person taking to his friend to give up his smoking habit is also known as informal mentoring. There is no time frame to be followed in this process.

Formal Mentoring

Formal mentoring has a structure and format to be followed. It includes two persons assuming roles such as mentor who is generally a senior employee and mentee who is generally a junior employee and a clear framework for mentoring is also prepared. It goes without saying coach will be differentiated from mentor (table.1) in a formal mentoring relationship; there is discussion of expectations, goals and the processes to be used. The frequency and time of contact is agreed and basic guidelines are framed.

Peer Mentoring

Mostly, two people at the same position, caliber, experience etc will take part in peer mentoring. This mentoring is a two way process whereby they complement each other with their ideas and insights. The mentoring process involves asking questions, listening and reflecting. As in most types of mentoring, there is a room for offering another perspective, expressing an opinion or providing information.

Table 1: Coach Vs Mentor

Coach	Mentor
Domain proficiency	Holistic development
Parallel to teaching	Discovering potential
One-to-many (e.g. cricket team)	One-on-one
Open approach	Confidential approach

Expert's Voice

According to Rahul Kulkarni Head-HR, Kale Consultants

“Based on the old paradigm mentoring where a senior person (in terms of age, position or experience) mentors a junior, reverse mentoring places the junior person as the mentor to a senior colleague, the key to success in reverse mentoring is the ability to create and maintain an attitude of openness to the experience and dissolve the barriers of status, power and position,”

Nitin Kawale, President of Cisco Systems says:

At least once a month Nitin Kawale, president of Cisco Systems Canada Co., sits down for a one-on-one mentoring session with Ioana Birleanu, a twenty something business manager in Cisco's offices in the Netherlands. Mr. Kawale has years of work experience and several levels of seniority over Ms. Birleanu, but he isn't the mentor in these sessions. Instead he's the student and protégé, learning over the past year how to use social media for internal and external communication. “I was a neophyte at that,” said Mr. Kawale, 51. “Now I'm blogging, doing video blogging and internal ‘dialogue cafés,’ and I'm preparing to start Tweeting.”

According to Alison Konrad, Professor,

Alison Konrad, professor of organizational behaviour at the University of Western Ontario's Richard Ivey School of Business in London, Ont., says reverse mentoring can re-energize older employees, keep younger workers engaged and improve relationships between the different generations in the workplace. “Senior workers can plateau and feel bored and stale, so this input of energy and ideas from a motivated younger person can be like a shot in the arm for their motivation and morale,” said Prof. Konrad. “For the junior worker, being a mentor to someone higher up gives them a lot of visibility among senior leaders in the company.”

Tony Ianni, Ernst & Young said...

Tony Ianni, a Toronto-based partner at global accounting firm Ernst & Young, said being in a reverse mentoring program has deepened his

knowledge of other cultures. Three years ago, he became the protégé of Simone Carvalho, a vice-president at Ernst & Young who was born and raised in India. Mr. Ianni said his candid conversations with Ms. Carvalho have helped him better understand how culture and religion can sometimes influence people's actions in the workplace. Ms. Carvalho, in turn, said Mr. Ianni has taught her a lot. "It's been very good to understand Tony's perspective ... I use it to decide on certain things, like how aggressive I should be when making a presentation to my group."

S.R. Manjunath, Senior Director, HR, NetApp says:

"Organisations need to create a culture of collaboration where ideas and innovation are given due respect – the designation, age, experience of the employee, regardless. Hierarchical culture is a thing of the past and the current industry scenario does not accommodate such hierarchy as all employees work towards the best interest of the organisation in a highly competitive world. If this new-age system of

thinking can be adopted by the leaders in the organisation, then numerous ego clashes can be avoided," states S.R. Manjunath, senior director, HR, NetApp.

Vipul Singh, Vice President and Head-HR, ADP India says:

"It's commonplace that younger people can benefit from older mentors who can transfer their accumulated knowledge and expertise. What can an experienced employee learn from a younger co-worker? The experienced employees have to be on par with the emerging trends and advancements if they have to be relevant in this age. What better way than to learn from the generation that lives in these changes every day? They can also learn the behavioural patterns of the younger co-worker and importance of these trends in their day-to-day life. This knowledge is valuable and will help them in better decision-making and managing work. At ADP, we realise that the younger workforce can be a goldmine for innovations," says Vipul Singh, Vice President and Head-HR, ADP India.

Cisco's Reverse Mentoring Program

Cisco's **Reverse Mentoring Program** had great success, and found five major themes became recurring topics. Laura Earle wrote several blogs for the Cisco Diversity and Inclusion blog about the employee experience. The key themes that emerged were Communication, Leadership, Cultural Knowledge, Team Relationships and Change Management. This **Cisco Mentor Program was a success due to the matches between the mentor and the mentee and the structure of the mentor program.**

In *Cisco's Reverse Mentoring programme to encourage Inclusion and Diversity*, Laura described the program as one where individual contributors were paired with Senior Executives. Most reverse mentoring programs focus on cross generational differences, with a Millennial/Gen Y employee mentoring a Baby Boomer. Cisco's Reverse Mentoring program was sponsored by Inclusion and Diversity Ambassador Network and the Early in Career Network, so the net effect was probably the same, but the language may have helped the mentor program's business appeal.

In Laura's first blog, she also discussed the clear goals and objectives of the Reverse Mentor Program. Its goal was to spark discussion about diversity of experience and thought and a joint learning opportunity. While all mentor programs have learning as a goal, having goals, including shared learning, explicitly spelt out, along with a structured program to achieve those goals (like the one built into [WisomShare®](#)) makes a mentor program more impactful.

In her second blog, written at the conclusion of the six month program, Laura focused on the benefits of the reverse mentoring program. These included:

Shared Learning – Most mentors and mentees felt the programme was valuable and they walked away having a greater understanding of another team inside of Cisco, how it operates, what drives the team for success and the challenges that organization faces.

Honesty/Respect – Many people said they enjoyed having an open and honest exchange of ideas and best practices. Mentors felt that their feedback was valued and well received which encouraged them to be as honest as possible.

Relationship - Quite a few people said they enjoyed getting to know someone who they wouldn't have normally engaged with at work who gave them a completely different perspective. This wasn't just about "talking business" but actually spending valuable time getting to know someone and understanding the challenges they face.

Where there was a good match, mentors and mentees said they would stay in touch beyond the six months. In other organizations, this has been shown to strengthen the corporate culture and to meaningfully improve engagement and the career path of the individuals.

Because Cisco has been through a huge amount of change in the last year, change management was a popular discussion topic for mentors and mentees. Some mentees were managing a new team and wanted help with connecting with that team; all wanted a fresh perspective on their team and group.

Source:<http://www.mentorresources.com/blog/bid/130898/Reverse-Mentoring-Cisco-s-Successful-Mentor-Program>

Reverse Mentoring- Learning outcomes for seniors and juniors

In a knowledge-based economy, learning on the job along with staying relevant with changing times has become more important than ever. The learning outcomes of reverse mentoring is tabled below

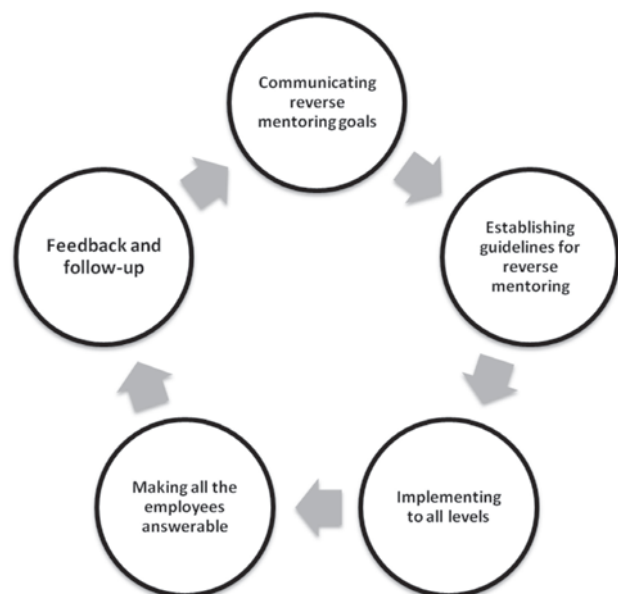
Learning for Senior Employees	Learning for Junior Employees
update the latest technology	Get experienced ideas
Get fresh insights in to business	Get matured knowledge
Know How to act fast with the help of technology	Know How to act wise while making decision
know the latest source of information	Know rich literature available
Learn social media like facebook, twitter, LinkdIn	Learn how important is human networking
Understand Gen Y aspirations	Understand seniors expectations
Learn street smart tactics	Learn diplomacy

In business, the right blend of fresh ideas and experienced approach are essential to stay active and gain momentum.

Process of Reverse Mentoring

A well-planned is half done. On the contrary, a poorly planned and unstructured mentoring relationship can be a waste of time. Using a systematic process, mentors and mentees can be more effective & productive in their relationships. Here is a process involving five basic steps to conceptually understand reverse mentoring better. The steps in reverse mentoring are

- Communicating reverse mentoring goals
- Establishing guidelines for reverse mentoring
- Implementing to all levels
- Making all employees answerable
- Feedback and follow-up
- Process of reverse mentoring



Communicating reverse mentoring goals:

Unlike Mentoring, rolling of Reverse Mentoring may not be a usual affair; it calls for a high amount of HR systems maturity, clear thinking from employees especially from senior employees and most importantly open communication pattern. Once, the management decides to bring in reverse mentoring as a function, the communication should flow be across all levels indicating its purpose and benefits. Also, the senior employees should build in confidence among junior employees make them approachable anytime.

Establishing guidelines for reverse mentoring: A set of guidelines shall be framed as a *modus operandi*, because, without the clear guidelines it is difficult to execute this bottom up approach called reverse mentoring. These guidelines shall include role of mentor, role of mentee, role of management, timeframe of reverse mentoring activities, areas of reverse mentoring, outcomes of reverse mentoring etc.,

Implementing to all levels: Reverse mentoring as a function should not be limited to a particular level and it must be implemented for all the levels, really speaking, juniors will be given a bigger role to play as a mentor in the areas where they well-versed with, seniors will be acting as a mentee and listen to the juniors. In an organization, learning should be an on-going activity and there has to be open culture to learn new things from wherever they originate from.

Making all employees answerable: Technically speaking, reverse mentoring cannot be a function of an individual, in-fact all the employees working in the organization must put in their heart and soul to make this happen, at the end of the day, reverse mentoring must not have an orphanage look and should not appear like a nobody's baby. Hence, all the employees in the organization must be made accountable to this reverse mentoring.

Feedback and follow-up: Here in reverse mentoring, senior employees have to give up their so called ego and esteem and be open to the feedback offered by junior employees and junior employees should also learn from seniors in this process.

Benefits of Reverse Mentoring

A well-planned mentoring program with strong mentor mentee matching potential is an important tool to develop talent within the organization. A strong mentor program can cultivate strong business relations between varied individuals and help triggering knowledge transfer and the achievement of organizational goals. Increased confidence, competence, career planning and cultural awareness are gained by both mentor and mentee. There are many benefits implementing a reverse mentoring program in the organization:

- A win-win situation for both parties
- Enhancing communication among the employees
- Integration of fresh and experienced ideas leads to innovation
- Bridging gap between Gen-X and Gen-Y
- Employee engagement is activated
- Develops faith and confidence
- Young and fresh energy is converted into productivity
- Training cost and time are saved
- Mentee gains better ways and means to use technology
- Mentor gains precious career advice and information
- Creates harmonious relationship between senior employees and junior employees

Conclusion

Reverse mentoring interactions are created to achieve technical expertise and a different perspective on mentoring. The belief is that senior managers can gain knowledge about latest trends from tech-savvy youngsters. However, another outcome for the companies is that reduced attrition rate among Gen-Y employees, who not only realize a sense of principle but also an exceptional sight into the world of business and access to top-level personnel.

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Select Bibliography on Leadership and Leadership Development

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More than anything else leadership is necessary for an organization. Leadership can give birth to entrepreneurship, provide effective management and can lead an organization successfully towards the goal. Irrespective of the size, leadership plays a vital role in the birth, growth and survival of an organization. Lot of research has been carried on, on leadership and leadership development. Still there is lot of scope for research on leadership. Many students, scholars, teachers and practitioners of management are trying to further unravel the intricacies of leadership and leadership development in business organizations. For the purpose of providing a direction to their research, bibliography on “leadership” and “leadership development” has been collected, edited and presented hereunder.

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