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A Journal of Amity Business School, Amity University, Madhya Pradesh, Gwalior

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FROM THE DESK OF THE EDITOR

A warm welcome to the third issue of "**Amity Journal of Management (AJM)**"

The second issue of AJM had focused on the "Role of Service Sector in Growing Indian Economy". Our third issue would focus on the latest aspects of Human Resource Management and Organisational Behaviour. Simultaneously we have also selected some articles on the contemporary challenges faced by business organisations. Therefore the theme of this edition is- "Human Resource and other Contemporary Issues". Articles, Research Papers and Case Studies related to the above topic are published in this edition. This includes Trade Unions, Leadership, Attitude and Behaviour.

Most of the articles published in this edition are authored by eminent professors of various Business Institutes of our country. The first article presents the plethora of challenges faced by the trade unions operating in India. Methodical research with erudite conclusions of this article mesmerize us.

The second article of this edition attempts to analyze the impact of government policies to combat crisis in Indian economy in the current scenario.

The third article focuses on understanding the role of three different leadership components namely intellectual stimulation, idealized influence, and individual consideration as independent variables on developing high performance team which is treated as a dependent variable. The fourth research paper measures the impact of green awareness and trust on intention to purchase green products. In addition to this paper also identifies the underlying factors of green awareness and trust. The fifth article examines the relationship between attitudes toward research, and research-oriented behaviors among faculty of business management. Finally a book review based on Business Ethics and Corporate Governance is presented. The review is terse, yet effective and elicits major issues discussed in the book.

So, enjoy your reading and be a part of the change.

Dr. Anil Vashisht
Chief Editor (AJM)

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STATE OF TRADE UNIONISM IN INDIA TODAY

* Prof. (Dr.) R.C. Sharma

ABSTRACT

Though Indian trade unionism has strongly established its identity as a fundamental and powerful institution and has strived hard to secure a considerable amount of improvement in the working and living conditions of the working class but it leaves much to be desired. With the help of secondary data released in Government of India publications and by some other sources as also taking into consideration the views, opinions, research studies conducted by renowned authors and researchers, etc., the present paper points out that the present state of trade unionism in India is still suffering from: small membership of most workers' unions; lack of interest of submission of returns by a good number of registered workers' unions; variable trend in the income and expenditure of workers' unions over a period of last about ten years; dominance of "manufacturing industry" in the number and membership of workers' unions if classified industry-wise; expansion in the number of national-level federations of workers' unions; expansion of trade unions from Blue-collar-workers to White-collar-workers unions; existence of some disruptive elements in many workers' unions; inadequate effort to raise the status of the working class; continuance of politicalisations of workers' unions leading to multiplicity and inter-union rivalries; some unions following Gandhian way of agitation also; lack of democratic functioning in many workers' unions; happening of sporadic instances of violence by some unions; continuance of outside leadership in many unions; beginning of functioning trade union movement on business lines; existence of crafts unions' in certain industries; most strikes of short-duration and resulting in failure; inadequate focus on the institution of collective bargaining; lack of interest in voluntary arbitration; dominance of quite a good number of unions by single individuals; low effectiveness of unions in boosting productivity; inadequate ability to motivate their members; failure to create model brigades, and so on. Hence, in order to create its desired image and credibility in the society and uplifting the working and lives of the working class, Indian trade unions need to overcome the above-mentioned shortcomings.

Key words: Trade Union and Collective bargaining.

INTRODUCTION

It is obvious that the trade union movement in India has now a fairly long history of growth and struggle, and in this process, it has strongly established its identity as a fundamental and powerful institution affecting the course and content of labour legislation, structure and pattern of industrial relations framework, and power structure. The trade unions, within their constraints, have strived hard to secure better working and living conditions, safety measures, welfare benefits, social security measures, improved wages, participation in management, collective bargaining agreements, protection to trade union officials, recognition of the personality of workers by the management, various labour laws to protect the interest of the workers, etc. But keeping in view what is expected of the trade unions, their achievements leave much to be desired. Some of the salient features of the Indian trade unionism in the present era are as follows:

I. Consistently Increasing Number of Registered Trade Unions

A noteworthy feature of Indian trade unionism is the consistently increasing trend in the number of registered trade unions of workers. The number of such unions increased from 29,239 in 1976 to 30,403 in 1977, to 31, 721 in 1978, to 33,023 in1979, and further to 42,448 in 2006. But most of the unions are small and have a small number of members and do not, therefore, prove effective to the desired extent.

II. **Non-Submission of Returns by a Good Number of Worker's trade unions**

Under the Industrial Disputes Act, 1947 (as amended upto date), it is obligatory on the part of trade unions to submit returns but unfortunately a large number of workers' trade unions do not submit returns or submit the same after their due date. Table 1 presents a State-wise picture of the number of workers' unions, number of workers' unions submitting returns, and membership of workers' (Central and State) trade unions submitting returns during 2006 and 2007.

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Table 1
State-wise Number and Membership of Workers
(Central and State) Trade Unions during 2006 and 2007

States/Union Territories	2006			2007		
	Workers' Unions			Workers' Unions		
	On Register	Submitting returns	Membership of Unions submitting returns (000's)	On Register	Submitting returns	Membership of Unions submitting returns (000's)
1	2	3	4	5	6	7
Assam	1244	573	1379	1416	571	1351
Goa	294	62	44	257	71	52
Gujarat	2956	667	1566	..	..	..
Haryana	1534	330	254	1479	274	168
Himachal Pradesh	745	137	78	784	161	62
Karnataka	9879	196	147	11651	186	270
Kerala	1809	947	1276	3819	1249	1222
Maharashtra	7735	941	924	..	..	..
Manipur	..	..	..	83	66	13
Meghalaya	63	20	9	63	22	16
Mizoram	88	5	2	88	15	24
Nagaland	47	32	26	68	21	5
Orissa	..	..	..	2012	66	83
Punjab	2326	539	583	2639	465	525
Rajasthan	4942	126	148	4942	497	564
Tamil Nadu	6782	3603	2371	9954	3591	3423
Tripura	282	43	109	282	34	64
A & N Islands	69	22	3	130	21	2
Chandigarh	593	72	17	507	94	25
D & N Haveli	1	1	3	1	1	3
Puducherry	1059	95	12	..	..	..
Total	42448	8411	8951	40175	7405	7872

- =Nil .. = Not Available @ = Less than 500

N.B. :- Totals may not necessarily tally due to rounding off figures in thousands.

Source: *Indian Labour Year Book 2009 and 2010*, Govt. of India, Ministry of Labour and Employment, Labour Bureau, Shimla/Chandigarh, 2012

Table 1 reflects that during 2006, out of 42448 registered workers' unions, only 8411 submitted their returns, and during 2007, out of 40175 registered workers' unions, only 7405 submitted their returns. So far as various States are concerned, during 2006, out of 42448 Registered Workers' Unions, Karnataka has the largest number of Registered Unions (9879)followed by Maharashtra (7735) and Tamil Nadu (6782). In 2007, out of 40175 Workers' Unions, Karnataka has the largest number of Registered Unions (11651) followed by Tamil Nadu (9954) and Rajasthan (4942. However, among the responding States/Union Territories, maximum of (3603) and (3591) Workers Unions submitted returns from Tamil Nadu in the year 2006 and 2007 respectively.

III. Variable trend in the Income and Expenditure of Registered Trade Unions of Workers

As far as the Income and Expenditure of Workers' Unions submitting returns for the years 1998 to 2007 are concerned, the same are presented in Table 2.

Table 2 reflects that during the period 1998 to 2007, there has been a varying trend as far as income of registered workers' union is concerned fluctuating between Rs. 2629.26 lakh in 1998 and Rs. 11565.82 in 2006. While the income of the workers' trade unions which submitted returns, continued increasing for the first three years (1998, 1999 and 2000), it dipped in 2001 and thereafter continued going up and down and reaching the highest (Rs. 11565.82 lakh) in 2006 and again coming down to Rs. 10294.95 lakh in 2007. Almost a similar trend is noticeable in the case of expenditure of the registered trade unions which submitted returns, it being the highest (Rs. 8980.36 lakh) in 2006 and the lowest (Rs. 2335.44 lakh) in 1998.

IV. Dominance of Manufacturing Industry in the Number and Membership of workers' unions classified according to Industries during 2006 and 2007

In case the number and membership of workers' unions is classified according to industries during 2006 and 2007, it is the Manufacturing Industry that has dominated the scene as is evident from Table 3:

Table 2
Income and Expenditure of Registered Workers' Trade Unions submitting Returns for the Year 1998 to 2007

Year	Workers' Unions		
	No. of unions submitting returns	Income (Rs. In Lakh)	Expenditure (Rs. In Lakh)
1	2	3	4
1998	7291	2629.26	2335.44
1999	8061	5791.36	5043.13
2000	7231	7463.60	5940.66
2001	6513	5558.52	4895.56
2002	7734	6254.54	5340.46
2003	7229	9432.81	6733.15
2004	5217	6983.41	5627.83
2005	8255	8521.84	6182.51
2006	8411	11565.82	8980.36
2007	7405	10294.95	8437.25

Source: *Indian Labour Year Book 2009 and 2010*, Govt. of India, Ministry of Labour and Employment, Labour Bureau, Shimla/ Chandigarbh, 2012

Table 3
Unions Submitting Returns

Industry Code (NIC 2004)	Industry	2006			2007		
		Number of Unions submitting returns	Member-ship	Average membership per union submitting returns	Number of Unions submitting returns	Member-ship	Average member-ship per union submitting returns
1	2	3	4	5	6	7	8
A	Agriculture, Hunting and Forestry	274	1311424	4786	228	1639108	7189
B	Fishing	33	62187	1884	29	88618	3056
C	Mining And Quarrying	156	135063	866	131	131541	1004
D	Manufacturing	2817	1717829	610	3350	2948639	8801
E	Electricity, Gas and Water Supply	186	384843	2069	257	220247	857
F	Construction	558	755879	1355	288	679035	2358
G	Wholesale and Retail Trade, Repair of Motor Vehicles, Motorcycles and Personal and Household Goods	263	138733	528	291	232663	800
H	Hotels and Restaurants	96	18908	197	165	22979	139
I	Transport, Storage and Communications	1526	1702375	1116	957	927618	969
J	Financial Intermediation	513	304293	593	530	143530	271
K	Real Estate, Renting and Business Activities	309	1207577	3908	334	246568	738
L	Public Administration And Defence, Compulsory Social Security.	407	208770	513	225	82908	368
M	Education	85	57882	681	52	70062	1347
N	Health And Social Work	98	35687	364	157	40424	257
P	Private Households with Employed Persons	20	13032	652	15	4369	291
Q	Extra- Territorial Organisations and Bodies	1	170	170	1	174	174
	TOTAL	8411	8950861	1064	7405	7872374	1063

P = Provisional

Source: Compiled on the basis of figures contained in *Indian Labour Year Book 2009 and 2010*, Government of India, Ministry of Labour and Employment, Labour Bureau Shimla, 2012

It is observed from Table 3 which presents industry-wise number and membership of Workers' unions for the years 2006 and 2007 [according to Industry Code (NIC 2004)], that out of 8411 and 7405 Workers' unions that submitted returns for 2006 and 2007, 'Manufacturing group' (Ind. Code D) accounted for maximum number of 2817 unions (33.49%) and 3350 (45.24%) unions, followed by "Transport, storage and Communications" (Ind. Code I); 1526 Unions (18.14%) and 957 unions (12.92%) during 2006 and 2007 respectively. As regard to membership of Workers' Unions it is again the "Manufacturing Group" (Ind. Code D) that accounted for the largest membership of 1717829 (19.19%) and 2948639 (37.46%) during 2006 and 2007 respectively.

V. Expansion in the Number of National Level Federations of Workers' Trade Unions

Since all major political parties in our country have been trying to increase their share of workers' votes, every one of them has constituted a national level Federation to which a good number of trade unions at company level are affiliated. While in 1921, All India Trade Union Congress (AITUC),[6] (patronised by the Congress Party) was the only national level Federation of workers' trade unions, today besides the four major ones, viz., the All India Trade Union Congress (AITUC), (patronised by Communist Party, and established in 1921), the Indian National Trade Union Congress (INTUC), (patronized by Indian National Congress, and established in 1947), the Hind Mazdoor Sabha (HMS) which espouses the socialist philosophy, and established in 1948), and the Centre of Indian Trade Union Congress (CITU) which has got its allegiance to CPI (M), and established in 1971, there also exist national level Federations of workers' trade unions, like the United Trade Union Congress (UTUC), the National Labour Organisation (NLO), the Hind Mazdoor Panchayat (HMP), the Bhartiya Mazdoor Sangh (BMS), etc.

Thus from the good number of Federations operating these days, it is evident that the modern trade union movement is still suffering from politicalisation of trade unions resulting in fragmentation and multiplicity of unions. Besides, there are other federations like National Fish Workers Federation, National Alliance of Street Vendors, National Alliance of Construction Workers, etc., which have kept themselves out of the main Central Trade Union Federations. All the same there is also an increasing tendency noticeable in trade unions to get together to support each other's struggle at critical junctures and also struggles launched for a common cause like raising their voice against price rise etc.

VI. Expansion of Arena of Indian Trade Unionism from Blue-Collar workers to White-Collar workers

The arena of trade unionism in India continues expanding. It has spread from manual to non-manual industrial workers. White-collar people have also been pushed to 20th century facts towards the wage worker type of collective economic life.

It is not only the traditionally exploited categories of industrial workers but also the rather better placed white-collar workers, even stiff-white collar workers, such as government employees, officers in banks and insurance organisations, teachers, nurses and doctors in public hospitals, ground engineers, technical staff, pilots of Indian Airlines and Air India, and in a few States even policemen in uniform, have started forming trade unions for getting their demands accepted. For an example, about 5,00,000 workmen employees of the 14 public sector and major private sector banks struck work on 28th December, 1978 (and many times thereafter also the public sector bank employees have gone on strike paralysing the whole economy of the country). On the following day, about 1,00,000 bank officers in 30,000 branches of banks joined the striking workmen. 'Go-slow', 'work to rule', 'sit-in', etc., type of agitations have become a common feature with the employees of the Life Insurance Corporation of India, Nationalised Banks, General Insurance Companies, State Electricity Boards, etc. Then on September 14, 1979, the entire public sector was crippled by a one day token strike. The workers of the Indian Oil Corporation were already on strike. The squeeze on perks placed on managers and some other factors have made them feel the necessity of protection by a union. Hence, an increasing number of managers are joining unions. In India, the lack of security of job and the ceiling on salary, commission, and perks have forced the managers and officers and also other white-collar personnel to form their own unions to safeguard their interests and they have been successful to a great extent in securing many benefits for themselves.

VII. Existence of Some Disruptive Forces in the Trade Union Movement

It should be noted that the significance of a movement cannot, of course, be measured simply in terms of the total number of supporters or members. A strong minority, that can exert considerable influence upon the non-members and sympathisers, may be more powerful than a weak majority. So far as Indian trade unionism is concerned, there is a widely held view among business leaders, politicians and editorial writers that unions in India have been a disruptive force in our economic life due to their ceaseless badgering of management, intermittent work stoppages and prolonged strikes. Though a large number of unions favour peaceful policies and methods but in some cases growing militancy and revolutionary nature of trade unionism under militant labour leaders have also been experienced. Bombay textile men strike in 1982 under the leadership of Dr. Datta Samant is a clear testimony of the emerging militant trade unionism. (But this is also construed by some thinkers as a rise of a second line trade unionists). It is perhaps because of such incidents from time to time that the Indian trade unions have not been able to evoke the desired sympathy and concern from the non-members towards their cause. The trade unions have yet to build up their image so that the non-members may not continue to be indifferent or silent spectators and may come forward to champion their cause. It is a well known fact that the Datta Samant led prolonged strike by the textile workers failed to attract the desired support from the non-members and could not accomplish the desired ends.

VIII. Inadequate Efforts to Improve the Status of the working class

Trade unionism should be able to elevate the status of the working classes above that of mere slaves. In this direction, Indian trade unionism has been able to make a considerable headway, especially in the organised sector, though much remains to be desired. However, today the condition of the workers in the unorganised and not so well organised sectors needs much attention.

IX. Continuance of Political Unions, Multiplicity of Unions, Intra-Union and Inter-Union Rivalries

Marx believed that capitalism itself renders effective, although unintended, aid to its enemies. However, so far as India is concerned, the inter-union and intra-union rivalries have been coming in the way of taking the full advantage of this characteristic feature of capitalism. All over the world, overt and covert involvement of trade unions in politics is discernible. Same is the case with the Indian trade unions. In our country, unions are influenced by politics much too glaringly and palpably. Of late, political unionism, multi-unionism, and inter-union and intra-union rivalries have taken deep roots in the trade union movement. Political unionism has divided the trade union movement on political lines and led to rivalries and division on account of political and ideological differences. Narrow sectional feeling has been provoked more after Independence by political parties. Though there is unabated political interference and also widespread dissensions, there appears to be no move by different political leaders involved in trade union affairs to forge a common alliance and project a united trade union movement. Formation of unions on caste lines in recent years, though not in form but in essence, is an unwanted trend. The inter-union rivarly in certain cases has become quite noticeable and gone beyond limits. Another problem in the context of multiplicity of unions with inter-and intra-union rivalry is that the union leaders have always been under great pressure to conceive or concoct and raise demands to justify their election or re-election. According to Marx, complete emancipation of workers involves co-operation between political struggle and trade unionism. But in India due to political unionism, that is far to seek.

X. Some Examples of Gandhian Form of Agitation

We also come across the Gandhian form of agitation. For example, nearly 400 junior engineers of BHEL in August 1978 instead of slowing down or stopping work, worked more hours per day by missing lunch hour and working an extra hour at the end of the day besides gathering in the parade ground for prayer meeting and observing two minutes solemn silence for truth and justice.

XI. Lack of Democratic Functioning in a Good Number of Trade Unions

Sydney and Beatrice Webb have considered trade unionism to be the extension of the principle of democracy to the sphere of industry. However, in India though the unions harp upon workers' participation in management and the right to be consulted by the management in all vital matters, there is little internal democracy in a large number of trade unions. There is inadequate communication, delegation and decentralisation in most trade unions than most industrial enterprises. There is a great deal of mutual mistrust among the principal office bearers of the same union specially during the periods of negotiation.

XII. Inadequate Efforts to carry on the Class Struggle

Trade unionism is considered to exist to carry on the class struggle because it is through this struggle that we can escape from the class structure established in our social institutions. Though in this respect, Indian trade unions have been trying to make much efforts but have not been able to cut much ice. The trade unionism should be able to get the workers organised and disciplined which is indispensable for industrial development. So far as Indian trade unions are concerned, they have not yet been able to organise the entire working force. As many as 90% of the workers still belong to the unorganised sector. Only about 10% of the entire working force has been able to organise itself and even in the organised sector, in some cases, the workers are not so well organised.

XIII. Continuance of Spardani Industrial of Violence by Some Unions

The Indian trade unionism at present needs to make the workers more disciplined. The recent incidents like the one in which the owner of the Calcutta Steel Equipment and Construction Company was beaten to death inside the factory premises on 18th October, 1986, by a group of workers belonging to a particular union, or another one in which about 50 workers belonging to a particular union picketed the factory and resorted to heavy stone throwing when police began removing them. Earlier, on 8th January, 1979, Mr, N.P. Godrej, Vice Chairman of M/S Godrej & Boyce Pvt. Ltd., was stabbed by an unidentified knife-wielding assailant. These are not the solitary examples. To quote a few incidents, in July 2005, around 350 workers and over a dozen policemen were injured in an agitation started by workers of Honda Motor Cycle and Scooter India Plant. In October 2009, a RICO worker was killed in a clash with police when thousands of workers resorted to stone pelting outside the factory gates on Delhi-Jaipur Highway. Again in September 2011, two Maruti union workers were arrested for inciting a worker to physically attack supervisors of the company. In March 2012, the workers of Orient Craft Limited in Udyog Vihar, Gurgaon, turned violent after a contractor allegedly assaulted a worker. The irate mob pelted stones at the premises and on fire twenty bikes, two trucks, One SUV and one police van. In March, 2012, workers assaulted Vice President of Suzuki motor cycles after the management suspended three union workers. On July 18, 2012, workers at the Maruti Suzuki India Ltd, IMT, Manesar (Gurgaon) plant went on a rampage and killed Ashwani Kumar Dev, the General Manager, HR by burning him beyond recognition. Again, more than a dozen garment manufacturing units were vandalized on February 12, 2015 and over hundred cars were damaged after hundreds of factory workers in industrial belt of Udyog Vihar, Gurgaon, turned violent in the afternoon. The workers pelted stones at the management in which one of the executives was injured. The violence was triggered after workers of Gaurav International and Richa Global - garment manufacturing companies – were fed with rumours of a fellow worker dying in a hospital after being beaten up by the company administration. The worker was allegedly assaulted by the administration for reporting late to work on February 10, 2015. The police later said the injured worker was alive. But, all the same, this is not to say that trade unions in India have not been able to control or discipline their workers altogether. However, in a majority of cases, the workers have shown good examples of restrain and peace even in the face of provocation and instigation by certain employers.

Suppression of Employers' Competitive Menaces

It has been rightly said by Selig Perlman that impulse of the employees is not to suppress the employers but to suppress their competitive menaces. At least in the organised sector, Indian trade unionism has been able to make its presence felt in this direction as is evident from the collective bargaining agreements, appointment of various wage boards, the enactment of various labour laws, and the action of the government with regard to workers' participation in management etc.

Continuance of Outside Leadership

It is noteworthy that most of the prominent leaders in the Indian trade unions are still 'outsiders' i.e. educated, middle class individuals who came into union work from outside rather than through the wage-earning ranks. Unionised employees have generally been showing preferences to people with political clout in choosing their leadership. Most leaders combine political interest with union work, and, therefore, they cannot focus their entire attention on the internal functioning of their unions or on daily problems of the members in the work place. Besides, they hold multiplicity of offices. Despite all this, outside leadership cannot be altogether avoided. However, of late, there is change in this pattern and more internal leadership is forthcoming.

Trade Union Movement being Operated Mostly in Business Lines

It has also been observed that the Indian trade unionism has grown up as an organisation operated mainly on business lines. It is no more an emotional struggle for a just labour cause as it used to be initially.

Crafts Unions in Certain Industries

It has also been found that in the case of air transport, ports and docks, etc., there is a trend of formation of crafts unions as industry-wise unions cannot take care of the grievances of different crafts in an industry due to divergent problems of different crafts in the same industry. Anyway, formation of crafts unions is not in the interest of workers, in general, because it lacks a clear perspective of the needs of the working class as a whole and also leads to multiplicity of unions thus weakening the labour movement.

Most Strikes are Short-lived and End in Failures

Most strikes resorted to by Indian trade unions are short lived and end in larger number of failures as compared to the industrialised countries. But contrary to this, we also come across the example of the Bombay textilemen's strike wherein the workers sustained strike for an abnormally long period. It has also been felt that there have been more un-official strikes than official strikes.

Much Left to be Desired in the Area of Collective Bargaining & Workers' Participation in Management

Indian trade unions, by and large, have not been able to make the desired progress in the field of collective bargaining though quite a good number of collective bargaining agreements have been reached from time to time and implemented also. Similarly, in the field of workers' participation in management also, the trade unions have not shown the interest expected of them. Most of the trade unions consider the collective bargaining and the workers' participation in management as a challenge to their authority.

Voluntary Arbitration Still a Less Preferred Option

Enough interest has not been shown by Indian Trade Unions in promoting the institution of voluntary arbitration. Indian trade unions are becoming more and more litigation-oriented leading to ever increasing State intervention.

Dominance of Quite a Good Number of Unions by Single Individuals

Some of the features of trade unionism at present in our country that have been reflected by some of the important strikes including the 1982 Bombay textilemen's strike which is popularly known as 'Datta Samant Phenomena', include the dominance of quite a good number of unions by single individuals, the effectiveness of even un-recognised groups of workers over the one recognised by the management, the indifferent and sometimes even pro-management attitude of the government, long sustaining power of the workers, inter-union rivarly and lack of support by rival unions even in the matters of common cause, non-compromising attitude of certain union leaders, political interference, etc. Some of the workers' leaders are using trade unions as the platform for entering into politics. They form workers' parties to contest elections. Thus, certain political parties and ambitious individuals have been using trade unions to serve their ulterior motives, thereby thwarting attempts of trade union unity.

Less Effectiveness in Boosting Productivity

In our country, the trade unionism has not been very effective in boosting productivity which is a very important function of any good trade union movement. Indian trade unions lack that type of leadership. Here it will be pertinent to quote a labour's spokesman who said: "You can't just load yourself into prosperity. You must work yourself into prosperity. If you want higher wages, better vacations, more security, a health and welfare fund, you must of necessity, recognise that your company cannot give it to you unless you first give it to the company. You have got to put money in the barrel if you want to take it out."

Inability in Motivating the workers to seek inspiration from certain well known Movements and Slogans

The Indian trade unionism has also not been successful in motivating the workers to seek inspiration from movements like the 'Subbotniks Movement' of the Soviet Russia under which voluntary Saturday work without pay became almost routine for a large majority of workers. The outcome of the 'Subbotnik' movement was summed up most appropriately by the first British Labour Delegation visiting Soviet Russia in the Spring of 1920, in the following words: "voluntary and unpaid labour on Saturday afternoons for purposes of reconstruction……….. has become one of the regular features of town life. The idea of the duty of all citizens to take part in reconstruction work for the State is being inculcated to a degree unknown elsewhere.
Similarly, the trade unionism in India has not been very successful in getting the slogans like 'eyes on the target', 'shoulders to the wheel', 'noses to grindstone', implemented by some of the workers in their respective organisations. The trade unions have not been able to encourage their workers to develop friendly co-operation, patriotic feelings, creative spirit and a sense of belongingness among them towards their organisations which all are very important to make an organisation successful and effective. The Indian trade unionism has achieved a very little success in the field of improvement of domestic and social life of their workers. They have also not been very effective in educating the workers and creating a confidence in them that they gain by the drive for higher productivity or any such constructive programme.

Failure to Create Model Brigades

Trade unions have also not mooted any such idea as that of creating a model brigade of young workers in every organisation which may set example of good and dedicated work before other workers. The trade unions have also not made any significant progress in the field of training the workers in practical economic work by drawing them into regular discussion of the production plans and the current task of the individual enterprises.

To conclude, it can be safely remarked that while some trade unions have been doing a marvellous job and their efforts for the emancipation of underdog from wretched levels of living and working has been unique and outstanding, majority of the trade unions have yet to come up to our expectations. The Indian trade unionism is, by and large, still suffering to a considerable extent from such shortcomings as political unionism, multi-unionism, inter-union and intra-union rivalries, inadequate and, in some cases, inefficient internal leadership, indifference towards voluntary arbitration, lack of collective bargaining skills, lack of adequate enthusiasm towards workers' participation in management, inadequate and, in some cases, even zero emphasis on extra-mural activities, ever increasing reliance on legislation, predominance of short lived strikes and at times even prolonged strikes, many a time marked with violence, spread of trade unionism even among white-collar employees including officers and intellectuals, misuse of the platform of trade unions by certain individuals for their personal ends, in some cases effectiveness even of unrecognised unions, lack of bringing a large chunk of workers in its fold, indiscipline among certain workers, domination of certain unions by certain individuals, lack of motivating its members, lack of constructive spirit, etc. Besides, there are several trade union leaders who succumb to the temptations offered by employers and thus let the cause of workers suffer. There is also some move towards encouraging 'closed shops' or 'union shops' it has neither gained currency in India yet, nor does the future appears to be optimistic in this regard. According to National Commission on Labour, "closed shop" is neither practicable nor desirable as it is against the fundamental right of association guaranteed under Article 19(I) (c) of the Constitution.

CONCLUSION

Indian trade unionism has, no doubt, established its identity as a fundamental and powerful institution but yet has not been able to create its desired image and credibility in the society. It needs a change of orientation of trade unionism in India – change from the traditional protection-conscious to production conscious. Perhaps it has already started moving in this direction though has yet to achieve momentum.

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GLOBAL ECONOMIC CRISIS: IMPACT ON SELECTED ECONOMIC INDICATORS OF INDIA

*Dr. Shefali Dani ** Ms. Riddhi Ambavale

ABSTRACT

The Indian economy appeared to be quite protected from the global financial crisis that began in August 2007 when the sub-prime crisis first emerged in the United States (US). India's financial sector is not deeply allied with the global financial system and hence Indian banks remained unaffected from the global meltdown. However, as the financial crisis transformed in to a full-blown global economic downturn, India could not escape the second round effects. The global crisis affected India through three different ways: Financial markets, Trade flows, and Exchange rates. The immediate effects were: dropping stock prices, a net outflow of foreign capital, a large reduction in foreign reserves and a sharp tightening of domestic liquidity. In sync with efforts taken by governments and central banks of other countries, the Indian Government and RBI also took aggressive contradictory measures: sharply soothing monetary policy and introducing a fiscal stimulus to boost up domestic demand. Hence, this paper attempts to analyze the impact of government policies to combat crisis in Indian economy and its current scenario.

Keywords: Financial Crisis, GDP, Inflation, Employment, FDI, Stock Market, Currency rates

1. INTRODUCTION

Globalization in India has generated new opportunities but it has also triggered new challenges and obligations. It means that the global economy can no longer be viewed from a spectator's standpoint. What happens there has large implications for India. Every time there is a major financial crisis anywhere in the world, there is a rise and fall of India's growth rate.

Even before the financial crisis, there were problems regarding economic growth including the growth of industry and services, partly because of a tight monetary policy, which was due to higher inflation. The global financial crisis has had an indirect impact on India in terms of liquidity problems and lower economic growth (Mahendra Dev, 2010). This paper examines the state of the global economy and India's position therein. (India and the Global Economy , 2011-12)

2. SELECTED ECONOMIC INDICATORS OF INDIA.

2.1 Gross Domestic Product (GDP)

The US meltdown which shook the world had little impact on India, because of India's strong fundamentals of economy, well regulated banking system and low exposure of Indian financial sector to the global financial market. Perhaps, this has saved Indian economy from being swayed over instantly. The following table-2.1.1 presents the impact of global economic crisis on the growth rate of Gross Domestic Product (GDP) in various sectors of Indian economy.

Table 2.1.1 Gross Domestic Product (GDP) in Various Sectors

	Pre Meltdown years		Post Meltdown years	
Sectors	**2006-07**	**2007-08**	**2008-09**	**2009-10**
Agriculture, Forestry & Fishing	3.7	4.7	1.6	-0.2
Mining & Quarrying	8.7	3.9	1.6	8.7
Manufacturing	14.9	10.3	3.2	8.9
Electricity, Gas & Water Supply	8.5	10.0	3.9	8.2
Trade, Hotels & Restaurants	11.2	9.5	5.3	8.3
Construction	10.6	10.0	5.9	6.5
Transport, Storage & Communication	12.6	13.0	11.6	N.A.
Finance, Insurance, Real Estate & Business Services	14.5	13.2	10.1	9.9
Community, Personal & Social Services	2.6	6.7	13.9	8.2
Total GDP from all sectors	**9.7**	**9.2**	**6.7**	**7.2**

Source: S. Walia, Impact Of Global Economic Crisis on Indian Economy: An Analysis, *International Journal of Latest Trends in Engineering and Technology*, July 2012

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The above table 2.1.1 depicts that among all the sectors of the Indian economy, mining and manufacturing and to some extent trade was affected by the economic meltdown in 2007-08. In 2008-09 there was an all round decline in the growth rates of GDP from almost all sectors except from community, personal and social services. Consequently, the GDP of the country could grow only at 6.7 per cent in 2008-09, a decline of 2.5 per cent over the previous year.

Despite the recent headwinds India has faced, its fundamentals remain solid. The economy is slowly regaining momentum, with both domestic and external conditions starting to improve. Favorable demographics and recent government reforms are expected to accelerate expansion over the medium term, making India the world's fifth-fastest growing economy by 2015. (India 2014 - Enabling the prospects, 2013)

2.2 INTERNATIONAL TRADE

International trade declined as a result of the financial and economic crisis. Between July, 2008 and May, 2009 the value of world trade declined by 37 per cent, of which 16 per cent was due to the fall in prices. The WTO estimates projected that global trade is likely to decline by 9 per cent in volume terms and the IMF estimates projected a decline of over 11 per cent for 2009. Though India has not been affected to the same extent as other economies of the world during this phase, yet the declining trend in the growth rate of our exports and imports, have started in second and third quarter of the year 2008-09 respectively. The quarterly growth performance of exports and imports of India are shown in the following table 2.2.1

Table 2.2.1 Quarterly Growth Performance of Exports and Imports of India in 2008-09

	2008-09		2009-10	
Quarters	**Exports**	**Imports**	**Exports**	**Imports**
I	57.0	38.7	-38.6	-35.0
II	39.5	73.8	-21.0	-33.6
III	-4.0	7.4	6.0	1.2
IV	-20.3	-24.0	N.A	N.A

Source: S. Walia, Impact Of Global Economic Crisis On Indian Economy: An Analysis, *International Journal of Latest Trends in Engineering and Technology,* July 2012

The table 2.2.1 shows that growth rate of exports and imports declined in 2008-09 and turned to be negative significantly in the IV quarter of the year 2008-09, during the first quarter of 2009-10 growth rates of both exports and imports become highly negative. Indian economy started stimulating the exports and as a result the growth rate of exports turned positive at 6 per cent in the third quarter.

However, the World trade volume growth recovered in 2011 to 6.1 per cent, which again decelerated in 2012 to 2.8 per cent, albeit slowly, with a growth of 3.0 per cent. There seems to be a reversal of roles with the advanced economies that performed badly in the aftermath of the crisis on the trade front showing better signs of recovery than the emerging market and developing economies (EMDEs), many of which are also entangled in one domestic crisis or the other (Table 2.2.2).

Table 2.2.2 Trends in Growth in Trade Volumes of India

	Actual		**Projection**	
	2012	**2013**	**2014**	**2015**
World trade volume (goods and services)	2.8	3.0	4.3	5.3
Imports				
Advanced economies	1.1	1.4	3.5	4.5
EMDEs	5.8	5.6	5.2	6.3
Exports				
Advanced economies	2.1	2.3	4.2	4.8
EMDEs	4.2	4.4	5.0	6.2

***Source*: International Monetary Fund (IMF), World Economic Outlook, April 2014.**

2.3 FOREIGN DIRECT INVESTMENTS (FDI)

During the period subsequent to dotcom burst, there has been an unprecedented rise in the cross-border flows and this exuberance was sustained until the occurrence of global financial crisis in the year 2008-09. Between 2003 and 2007, global FDI flows grew nearly four -fold and flows to Emerging Markets Economies during this period, grew by about three-fold. After reaching a peak of US$ 2.1 trillion in 2007, global FDI flows witnessed significant moderation over the next two years to touch US$ 1.1 trillion in 2009, following the global financial crisis. On the other hand, FDI flows to developing countries increased from US$ 565 billion in 2007 to US$ 630 billion in 2008 before moderating to US$ 478 billion in 2009 (RBI Annual report, 2013).

The decline in global FDI during 2009 was mainly attributed to subdued cross border merger and acquisition (M&A) activities and weaker return prospects for foreign affiliates, which adversely impacted equity investments as well as reinvested earnings.

In 2010 India was at the second position in terms of FDI, but again slipped to the third position in 2011. In the 2012 report, India's position fell to the seventh but improved to the third position in the 2013 report. At the global level, the UNCTAD report projected FDI flows to rise to $1.6 trillion in 2014 from 1.45 trillion in the previous year. The report pegged FDI flows to further increase to $1.75 trillion in 2015 and $1.85 trillion in 2016. Nazareth said even the projected FDI inflow in 2016 is way down than $2 trillion in 2007. (India slips in FDI rankings Position as most-favoured destination moves down a notch to fourth, says Unctad report, 2014).

2.4 INFLATION

In the last two years, inflation has become a major barrier to the nation's ability to enjoy the fruits of brisk economic growth. In the post-global crisis period since 2008–09 inflation has emerged as a major public policy concern. A disturbing feature of the current episode of inflation is that it has been accompanied by high food inflation, which hurts the poor and the low-income strata of our society the most.

At the retail level food inflation has been even higher. Though food inflations at the wholesale and consumer levels tend to move together, consumer food inflation rises faster during an uptrend, accentuating the divergence between WPI and CPI (Chart 4). The recent changes in the drivers of food inflation could partly explain the divergence: the retail margins tend to be higher in the case of perishables such as fruits and vegetables.

Figure- 1 Food inflation wholesale and consumer price baskets

Table 2.3.1
FDI Flows into Selected Countries

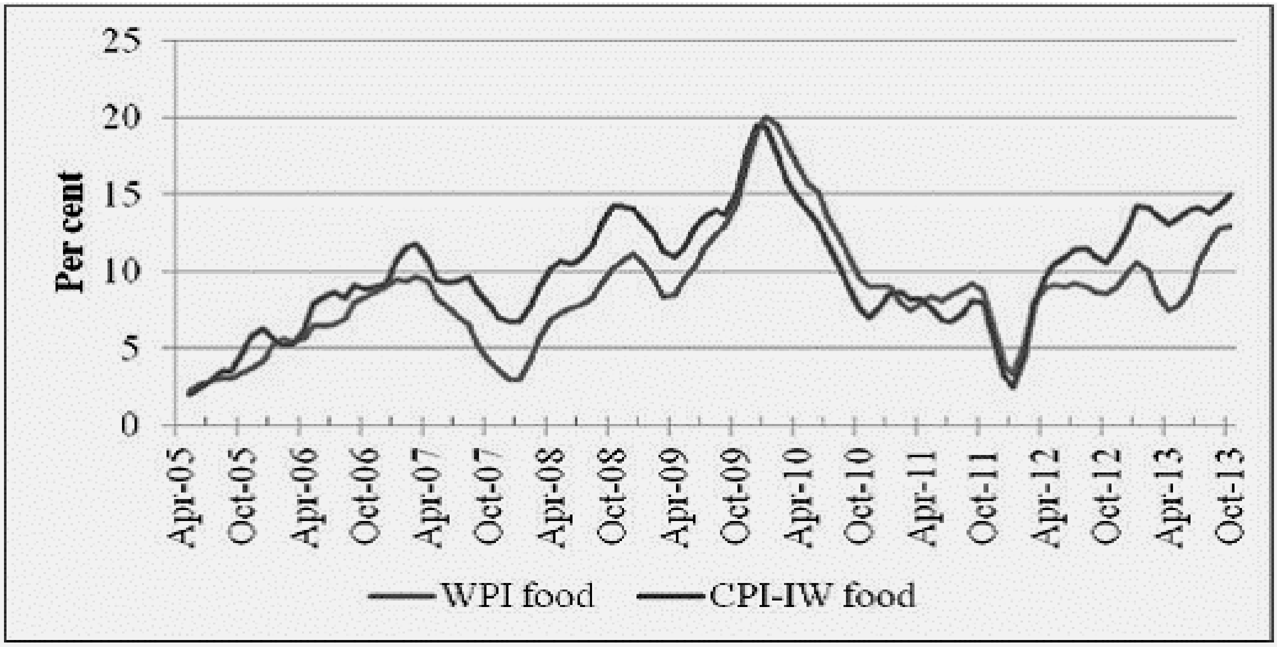
Table 1 : Countries with Higher Estimated Level of FDI Inflows than India in 2010

	Amount (US$ billion)				Variation (Percent)		
	2007	2008	2009	2010 (Estimates)	2008	2009	2010 (Estimates)
World	**2100.0**	**1770.9**	**1114.2**	**1122.0**	**-15.7**	**-37.1**	**0.7**
Developed Economies	**1444.1**	**1018.3**	**565.9**	**526.6**	**-29.5**	**-44.4**	**-6.9**
United States	266.0	324.6	129.9	186.1	22.0	-60.0	43.3
France	96.2	62.3	59.6	57.4	-35.2	-4.3	-3.7
Belgium	118.4	110.0	33.8	50.5	-7.1	-69.3	49.4
United Kingdom	186.4	91.5	45.7	46.2	-50.9	-50.1	1.1
Germany	76.5	24.4	35.6	34.4	-68.1	45.9	-3.4
Developing Economies	**564.9**	**630.0**	**478.3**	**524.8**	**11.5**	**-24.1**	**9.7**
China	83.5	108.3	95.0	101.0	29.7	-12.3	6.3
Hong Kong	54.3	59.6	48.4	62.6	9.8	-18.8	29.3
Russian Federation	55.1	75.5	38.7	39.7	37.0	-48.7	2.6
Singapore	35.8	10.9	16.8	37.4	-69.6	54.1	122.6
Saudi Arabia	22.8	38.2	35.5	-	67.5	-7.1	-
Brazil	34.6	45.1	25.9	30.2	30.3	-42.6	16.6
India	**25.0**	**40.4**	**34.6**	**23.7**	**61.6**	**-14.4**	**-31.5**

Source: World Investment Report, 2010 and Global Investment Trends Monitor, UNCTAD.

Source: http://www.rbi.org.in/scripts/bs_viewcontent.aspx?Id=2513

(YoY on 3 months moving average – per cent)



Source: BIS central bankers' speeches

Table 2.4.1 Average annual growth in real @ household monthly per capita expenditure

Group/Sub-groups	1993-2000		2000-05		2005-10		2010-12	
	R	U	R	U	R	U	R	U
Cereals	-0.6	0..0	-2.6	-2.4	-1.7	-0.8	-4.2	-3.6
Protein#	0.1	0.4	0.2	-1.1	2.4	1.8	9.2	5.6
Fruits & vegetables	13	0.8	1.7	-0.8	0.6	0.3	2.2	1.5
Other foods*	-0.5	-0.9	2.6	0.9	1.3	-0.1	8.5	9.6
Food	-0.1	0.0	0.0	-0.8	0.6	0.4	4.2	4.2

R= Rural, U= Urban
@ rural is deflated using CPI-AL(food) 1993-94 and urban is deflated using CPI-IW(food) 1993-94=100;
# pulses, milk, meat and fish
*edible oils, beverages, sugar and spices

Source: BIS central bankers' speeches

The household consumption expenditure surveys made available by the National Sample Survey Office (NSSO) show that the composition of food expenditure has changed in more recent years.

During 2010–12, the real average per capita expenditure has remained significantly positive (Deepak Mohanty, 2014). Moreover, there is greater allocation of expenditure away from cereals towards other forms of food items such as protein and vegetables (Table). Hence, demand seems to be one of the factors driving the prices of protein and vegetables.

2.5 EMPLOYMENT RATES

Apart from GDP, the bigger concern is the employment implications of economic crisis. The Ministry of Labour and Employment conducted a survey which stated that five lakh workers lost jobs in the last quarter of 2008. The employment went down from 16.2 million during September 2008 to 15.7 million during December 2008. However, in the manual contract category of workers, the employment has declined in all the sectors/ industries covered in the survey. Employment had declined in the Automobiles and Transport sectors by 12.45 per cent and 10.18 per cent respectively. The overall decline in employment in the manual contract category was 5.83 per cent. In the direct category of manual workers, the major employment loss reached to 9.97 per cent in case of Gems & Jewellery, followed by 1.33 per cent in Metals. The continuous process of job losses in exports and manufacturing, particularly the engineering sector and even the services sector was a big challenge for the government.

On the employment front, India has been able to withstand the adverse impact of the global crisis and generate employment since July, 2009 As per National Sample Survey Office data, the number of persons in the workforce (usual status) increased from 398 million in 1999 2000 to 458 million in 2004-05, an increase of nearly 60 million (nearly equally divided between the agriculture and non agriculture sectors) or 15 per cent in five years. The Labour Bureau conducted twelve quarterly quick employment surveys to assess the impact of the economic slowdown on employment in India. These surveys indicate that the upward trend in employment since July 2009 has been maintained (Highlights of the Economic Survey, 2011-12). This increased further to 473 million in 2011-12, an increase of 15 million or 3.3 per cent over a span of seven years. There was a decline in the workforce in the agriculture and allied sector by over 36 million between 2004-05 and 2011-12. On the other hand, the number of persons in the workforce in the non-agriculture sector increased by 51 million with industry and services contributing nearly 31 million and 20 million respectively. The table below gives the share of different sectors or the sectoral composition of the workforce (employed) by usual principal and subsidiary status (India in 2014: Creating Value with Speed and Quality, 2014).

2.5.1 Share of Major Sectors in Total Employment (per cent)

	1999-2000	2004-05	2011-12
Agriculture & allied	59.9	58.5	48.9
Industry	16.4	18.2	24.3
Services	23.7	23.3	26.9

***Source*: Rangarajan, Seema, and Vibeesh (2014).**

2.6 CURRENCY FLUCTUATION

The withdrawal of FII investments from India has created other problems in its wake. India's stock markets have witnessed a major collapse. Indian Rupee has been losing steadily against the US dollar since April 2008. Notably, the Indian Rupee was appreciating against the US dollar and other major currencies in 2007.

India has been accumulating reserves in 2007. With the outflow of FIIs and depreciation of the Rupee, RBI tried to defend the Rupee by selling dollars. This has resulted in a depletion of foreign exchange reserves.

Indian rupee is growing faster towards full convertibility. India's share in world income is increasing rapidly in-spite of having less market share at present. India is obviously becoming the global centre for technology developments, as world is looking at us in terms of Information and Technology.

Figure 2 states that the price of Indian Rupee against other currencies is stronger than against the year 2012 except Pound Sterling. Though rupee is weakening, it helps the exporters, NRIs, FIIs and FDIs and is also a good sign for balance of payment which results in positive capital account.

The Indian Rupee exchange rate for December, 2013 averaged 61.81 INR to USD. That's 70.7 basis points lower than the November, 2013 rate of 62.52, and 718 basis points higher than the December, 2012 rate of 54.64. The fall in the INR/USD exchange rate from November to December provides evidence that the short term trend in INR/USD is down.

Table 2.6.1
Currency Exchange Rates (1996-2012)

Currency	1996	2000	2004	2008	2009	2010	2012
U.S. dollar	35.444	44.952	45.34	43.814	48.84995	45.1587	55.77
Canadian dollar	26.002	30.283	34.914	41.098	42.92026	44.8479	56.45
Euro*	44.401	41.525	56.385	64.127	68.03312	59.912	68.91
Pound sterling	55.389	68.119	83.084	80.633	76.38023	71.0069	87.77
Swiss franc	28.714	26.654	36.537	40.451	45.05846	46.1323	57.38
Australian dollar	27.761	26.157	33.409	36.972	38.58082	44.7439	58.58
Japanese yen	0.3261	0.41711	0.41945	0.42627	0.52239	0.5371	0.70
Singapore dollar	25.16	26.079	26.83	30.932	33.60388	34.5255	44.62

Source: Calculated values compiled from the secondary source

2.7 STOCK AND FOREX MARKET

Figure 3 shows the movements in the sensex from 2003. It shows that the sensex recorded an unprecedented surge. Index has increased from 3100 in March 2003 to a closing peak of 20700 at the beginning of April 2008. However, it has registered a slump to around 8200 by March 2009 due to global financial crisis. After the crisis – induced slump, there was a quick recovery after March 2009 with sensex crossing 15000 in June 2009. In the subsequent years, the sensex has never fallen below 150000. The government facilitated it by adopting various measures like relaxation of ceilings on foreign ownership and allowing FII's. It should be noted that FII is a volatile and risky investment.

The adverse impact on India is mainly in the equity markets because of reversal of portfolio equity flows and the effects on domestic forex markets and liquidity conditions. With the volatility in portfolio, flows having been large during 2007 and 2008, the impact of global financial turmoil has been felt particularly in the equity market. Indian stock prices have been severely affected by foreign institutional investors' (FIIs') withdrawals. FIIs had invested over Rs 10, 00,000 crore between January 2006 and January 2008, driving the Sensex 20,000 over the period. But from January, 2008 to January, 2009 this year, FIIs pulled out from the equity market partly as a flight to safety and partly to meet their redemption obligations at home. These withdrawals drove the Sensex down from over 20,000 to less than 9,000 in a year. It has seriously crippled the liquidity in the stock market. The stock prices have tanked to more than 70 per cent from their peaks in January 2008 and some have even lost to around 90 per cent of their value. This has left no safe haven for the investors, either retail institutional. The primary market got derailed and secondary market was in the deep abyss. Subsequently, market rates went down below issue prices and shareholders are considering purchases from the cheaper open market or deferring fresh investments. This situation naturally has upset the plans of corporates to raise resources in various forms for their ambitious projects involving heavy outlays (Global Economic Crisis and Its Impact on India, 2009).

3. CONCLUSION

The crisis is forcing countries around the world to test the limits of their fiscal and monetary tools. India is no exception. The major challenges of our economy are decreasing economic growth which decreased to 5 percent in 2012-13 from 8.5 per cent in 2010-11, rising consumer price inflation and a widening trade deficit which was 4.8 per cent of GDP for 2012- 13. These problems have the combined effect of lowering investor's confidence as well as value of our rupee. Growth is expected to pick slowly year by year. While headline inflation has moderated, high consumer price inflation remains a concern. While recent measures to address exchange rate volatility have provided a temporary relief, structural reforms are needed to support growth revival and reduce Current Account Deficit. Moderation in inflation would help ease the monetary policy stance and revive the confidence of investors, and with the global economy expected to recover moderately, particularly on account of performance in some advanced economies, the economy can look forward to better growth prospects in 2014-15 and beyond.

Figure 3 Movements in the Indian Stock Market since 2002

Source: http://www.tradingeconomics.com/india/currency

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AN ANALYTICAL STUDY OF DEVELOPING LEADERS FOR BUILDING HIGH PERFORMANCE TEAMS WITH SPECIAL REFERENCE TO PUBLIC SECTOR POWER COMPANIES OF INDIA

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ABSTRACT

A team's success or failure depends upon how competent are the team leaders in communicating and reflecting the philosophy of top executives in the organization. Teams do well when team leaders are ready to - invest in supporting social relationships, demonstrate collaborative behavior themselves and create a strong team culture, one in which individuals experience interactions with leaders and colleagues. High performing teams are essential for achieving outstanding organisational performance. This is especially apparent in situations of rapid or major change and during globalization.

This research paper aims to explore the public sector power companies specially National Thermal Power Corporation (NTPC), National Hydroelectric Power Corporation (NHPC), Rural Electrification Corporation (REC), North Eastern Electric Power Corporation (NEEPCO), Power Grid Corporation of India (POWER GRID), strategies in building their future leaders and impact of team leaders in building high performance team. In this study both primary and secondary data have been used.

The present paper focuses on understanding the role of three different leadership components namely intellectual stimulation, idealized influence, and individual consideration as independent variables on developing high performance team which is treated as a dependent variable. Friedman test, multiple regression, ANOVA was applied to determine the set objectives. After analysis, it was found that different dimensions of the three selected leadership components affected building of high performance team .From regression and ANOVA it was found that intellectual stimulation and idealized influence affected and contributed maximum to building of a high performance team.

Keywords-*Leadership, high performance work team, organization sustainability, intellectual stimulation, idealized influence, individual consideration*

INTRODUCTION

While there are many things that impact the performance of a team, both research and experience confirm that the use of a trained facilitator, utilizing the proven approaches and tools of Creative Problem Solving (CPS), can make a huge difference to the productivity of a group.

Since teams are the basic building blocks of many organizations, transforming groups into high-performing teams is critical. A rare but a high-performance teamwork is one of the most important and influential attributes for organizational success in turbulent times.

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Teamwork of this sort is critical when:
• The task is complex
• Creativity is needed
• The way forward is unclear
• More efficient use of resources is required
• High commitment is desired
• High-quality results are needed quickly

The general obstacles in creating a High performance team for building leadership includes-
- Lack of a clear purpose or direction
- Poor commitment and engagement to team performance
- Critical skill gaps or lack of key competencies
- Clashes due to style differences
- Lack of role clarity
- Current work structures focused on individual performance
- Lack of an agreed approach for working together

- Lack of clear accountability for outcomes

There is no shortage of blocks to productive teamwork. In one more example, Lencioni (2002) described five key dysfunctions of a team. These included lack of trust, fear of conflict, lack of communication, avoidance of accountability, and inattention to results.

It is important to understand the following to understand Leadership

1. Team Leadership

Many of the researchers who are investigating leadership in teams do so from a functional approach where "[the leader's] main job is to do, or get done, whatever is not being adequately handled for group needs". Within this approach, the leader is effective to the degree that he/she ensures that all functions critical to task and team maintenance are completed. While it is not necessary that the leadership functions be accomplished by a single person (i.e., it may be distributed throughout the team), the leader is responsible for ensuring that these functions are accomplished. Under this approach, team leadership can be described as a dynamic process of social problem solving accomplished through generic responses to social problems. These generic responses are captured in four broad categories: (1) information search and structuring (2) information use in problem solving (3) managing personnel resources (4) managing material resources.

2. Leadership Behaviour in Teams

Leadership research from the behavioural perspective has flourished. In fact, one review identified classification systems of leader behaviour proposed between 1940 and 1986 (Fleishman et al., 1991). Fleishman and colleagues noted that a common theme within nearly every identified classification system was a trend for behaviours to be broken into one of two categories: those dealing with task accomplishment [i.e., task-focused] and behaviours which facilitate team interaction and/or development [i.e., person-focused]. This dichotomy has not only appeared in the literature on individual leadership (i.e. initiating structure-consideration, directive–participative, task-orientated–socio-emotional), but has appeared in the literature on teams and leadership in teams. Building from the work of Salas, Dickinson, Converse, & Tannenbaum (1992), task-focused behaviours are those that facilitate understanding task requirements, operating procedures, and acquiring task information. Conversely, person-focused behaviours are those that facilitate the behavioural interactions, cognitive structures, and attitudes that must be developed before members can work effectively as a team. This dichotomy serves as a high level organizing framework for the leadership behaviours examined here.

When the accumulated studies permit such analyses, the relationships between specific leader behaviours and specific team performance outcomes will be estimated. The focus is limited to small sample of behaviours which have been empirically examined within team settings. The set of leader behaviours which are the focus of the current study include: transformational, transactional, initiating structure, consideration, and boundary spanning as well as behaviours that serve to motivate and empower.

3. Facilitative Leadership involves Skills

The facilitation of Creative Problem Solving is a process-oriented leadership role that guides the interaction and manages the effective deployment of tools, guidelines, language and behavior in order to help people produce new and useful outcomes.

A facilitative leader adds value by managing the distinction between process and content. By taking on the total responsibility for the process issues, the facilitative leader provides the group the freedom to be 100% immersed in the content. This enables the group to work without the worry of what has to happen next. By taking this role the facilitator significantly reduces the chance that groups go off track or experience the barriers to productive teamwork.

What a facilitator knows, does, and believes is clearly connected to their ability to create and lead high performance work teams. Based on our experience in training and developing facilitators we have defined the following seven categories of skills. It is important to observe and manage group behavior assuring that the interactions and other team dynamics like energy, teamwork, and synergy are present and attended to in order to maximize the productivity of the group and create a group climate that is truly conducive to creative effort.

Cook (2009) studied teams in IT companies and defined the characteristics of a high-performing team. High-performing teams have a clearly

defined and commonly shared purpose, mutual trust and respect, clarity around individual roles and responsibilities, high levels of communication, willingness to work towards the greater good of the team, and a leader who both supports and challenges the team members. There is also a climate of cooperation and an ability to voice differences and appreciate conflict. A high-performing team does not sweep inevitable differences under the carpet and it values openness. Their research revealed the importance of sharing personal information, such as background, work experience, and current organizational contexts. Trust, benevolence, ability, and integrity were perceived to increase because of team-building exercises. The exercises focused on enriching communication, creating a team identity and building team spirit. In high-trust teams people expressed their feelings, for example excitement, more freely. Team members also gave each other recognition and feedback.
Disagreements were discussed more openly. Overall, high-trust teams had more open interaction and discussion (Järvenpää et al., 1998). Reagans and Zuckerman's (2001) research about R&D teams reveals the positive relationship between communication frequency and productivity. Their research also shows that homogeneous teams yield a lower level of productivity.

PURPOSE OF STUDY

The focus of the present paper is to identify the role of different leadership behavior traits and functions and their impact on developing team performance or developing high performance team behavior. Leadership functions focused in this are independent variables whereas a high performance team is a dependent variable.
Three important variables defined as important components of transformational leadership viz- Idealized influence, intellectual stimulation, individualized consideration can affect team performance, commitment, shared vision, conflict management and behavior.

Based on the above the following objectives were framed-

1) To identify the role of idealized influence on building high performance team or team behavior

2) To identify the role of intellectual stimulation on building high performance team or team behavior

3) To identify and determine how individualized consideration affects developing high performance work team

4) To determine the relationship between leadership and building high performance work team

RESEARCH DESIGN

The purpose of the present study is to determine how leadership behavior (with respect to developing transformation leadership) helps in building team behavior and making teams highly performance centric.

Thus, keeping in mind the above purpose a structured questionnaire was designed including the above three important variables of transformation leadership as independent variables and high performance teams as dependent variable. Further a sample of 30 different executives from the following (National Thermal Power Corporation (NTPC), National Hydroelectric Power Corporation (NHPC), Rural Electrification Corporation (REC), North Eastern Electric Power Corporation (NEEPCO), Power Grid Corporation of India (POWER GRID) (PSU) were collected to see if the set questionnaire will give the desired result.

It was crosschecked using Cronbach Alpha which showed value of 0.83 for overall items which indicates a good reliability of the questionnaire. Content validity was established of the questionnaire as the variables chosen reflected core areas for developing transformational leadership.

Further the following includes the Research design for the present study-

Sampling type –Convenience sampling, exploratory research

Type of data-Primary

Sample size- 150 (Employees at Managerial and executive level)

Tool for data collection-Structured questionnaire (focused interview from the respondent)

Period of data collection –October-November 2013

DATA ANALYSIS AND INTERPRETATION

Tools used

Friedman Test and Multiple Regression Analysis

The Friedman test is mainly used for ranking the variable .The Friedman test ranks the scores in each row of the data file independently of other row. Focusing on the three different categories that will affect building of high performance team behavior of employees at managerial and executive level, first objective is finalized - which is to find out whether idealized influence as a leadership function affects the building of high performance team.

From the above Friedman test of chi –square the null hypothesis is tested and it is seen that there is not much variation in rank of variables and their expected values.

It is quite obvious that the value of chi-square so obtained cannot have occurred by chance therefore it can be concluded that all the employees or respondents do not have equal preference towards all the factors of leadership building.

From the above table it is also clear that among different factors, performance relationship, innovativeness in task, and individual opinion has been ranked higher and thus considered important in developing high performance work team. Thus, managers or organization while working on developing congruence in performance, or developing skill capabilities, should emphasize on these factors ranked higher thus developing a strong idealized influence amongst them.

Further, to analyze the second objective that if intellectual stimulation affects and contributed in building high performance work teams, Friedman test was again applied on various dimensions that explain intellectual stimulation.

From the analysis (table-2) it can be interpreted that managing differences in task and team, training and development, focus on learning and developing creativity ranked higher in the opinion of different respondents with respect to the role of intellectual stimulation for developing high performance work team.

Thus, these factors affect the building of high performance team among employees working in these selected organizations. The chi-square value is seen to be 626.73 at 6 degree of freedom and could not have occurred due to chance and seeing the p value, it can be concluded, that all the employees have different preference towards different factors of intellectual stimulation with primary influence of the top factors which have affected their preference utmost.

Table 1
Role of Idealized Influence as Leadership Function on Developing High Performance Work Team

Idealized influence	Mean	SD	Mean Rank	Chi-Square	DF	P
Performance relationship	2.68	.763	6.46			
Cohesion	2.49	.802	5.85			
Individual opinions	243	.789	6.04			
Transparency	2.39	.903	5.72			
Feedback	2.47	.824	5.83			
Job compatibility	2.52	.789	5.73			
Innovativeness in task	2.56	.820	6.29	202.67	6	0.000*

Table 2
Role of Intellectual Stimulation as Leadership Function on Building High Performance Work Team

Intellectual Stimulation	Mean	SD	Mean Rank	Chi-Square	DF	p
Developing creativity	2.62	.752	6.40			
Involvement and participation	2.32	.920	5.43			
Consistency in improvement	2.60	.749	6.43			
Training and development	2.79	.725	6.89			
Focus on learning	2.76	.728	6.85			
Managing differences in team and task	2.82	.718	7.20			
Reduced task conflict	2.63	.745	6.44	112.73	6	0.00**

Thus, from the above analysis and interpretation it can be concluded that while the organization is planning to develop high performance team in their workplaces, focus should be on helping employees resolve their differences so that an effective team based work culture emerges. Focus and emphasis should be laid on training consistently for enhancing learning and transferring the best skills and attitude and empowering employees by enabling creativity based work culture thus inculcating leadership skills.

The third objective was framed to identify if there is a role of individualized considerations and leadership function in building high performance work team

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For this, after Friedman analysis it was found that (table – 3) – team empowerment, attentive listening, individual focus and involvement were ranked highest and were found to be the most important in building high performance work team through leadership.

The last objective was to determine whether leadership with respect to all three functions contributes in developing a high performance team. For this multiple regression analysis was applied.

With the help of linear regression the value of a dependent scale variable is modeled with one or more than one predictors. The linear regression models assume a linear relationship between dependent variable and its different predictors. In this study multiple regression analysis is used to explain the variation in dependent variable (i.e high performance work team) based on variation of different independent variables like idealized influence, intellectual stimulation and individualized consideration.

The equation in this condition becomes-

Y = b0+ b1X1+ b2X2+b3X3

Where

Dependent variable

Y= High performance team

Independent Variables

X1= idealized influence

X2= intellectual stimulation

X3 = individualized consideration

From the descriptive statistics of the variables the satisfaction from high performance work team is seen to be 8.52132. From table - 4 it is also clear that average level of idealized influence base factors was 17.78254, influence of intellectual stimulation was 19.654, and influence of individualized consideration factors was 16.12546.

The strength of relationship between various independent variables and dependent variables can be seen in the table.

The multiple correlation coefficients R, which explains the correlation between the observed and predicted value of dependent variable, was found to be 0.82 which clearly shows a strong correlation between different factors and the dependent variable. The R squared value 0.70 of multiple correlation shows that 70% of variance in dependent variable is caused by these independent factors as explained by this model.

The regression row shows the variation accounted for the model and the residual row shows the variation that is not accounted for the model. Since the regression sum of square is lesser than residual sum of square, it is clear that nearly seventy percent of variance in the model is explained by the model.

Table 3
Role of Individualized consideration in building high performance team

Individualized consideration	Mean	SD	Mean Rank	Chi-Square	DF	p
Attentive listening	2.75	.765	4.82	98.87	4	0.00*
Prompt feedback	2.68	.786	4.61			
Openness to suggestions	2.61	.826	4.43			
Individual focus and involvement	2.76	.796	4.53			
Team empowerment	2.78	.803	4.27			
Highly Significant at 1% level						

Table 4
Regression Descriptive Statistics

Factor	Mean	SD	R	R Square
Overall satisfaction from High performance team	18.52132	4.60121		
Idealized influence	17.78254	6.21754		
Intellectual stimulation	19.654,	7.426834	0.82	0.70
Individualized consideration	16.12546	5.327987		
*Significant				

Predictor – (Constant) idealized influence, intellectual stimulation and individualized consideration.

Dependent factor – High performance work team.

The significance value of F is lesser than 0.01 which indicates that variation explained by the model is not by chance. There is predictor in the model which is non significant coefficient, indicating that individualized consideration do not contribute much to the model. The other two factors intellectual stimulation and idealized influence affect building of a high performance team.

Dependent variable –Satisfaction on performance of product or brand

From the above table – 6, it is clear that expected level of leadership on building high performance team is equal to –

Y = 35, 6574+0.021674 X1-0.3203+0.175606

FINDINGS AND IMPLICATIONS

Thus based on the above analysis the following findings were seen-

1) There are three different leadership functions/components that affect building a high performance team like individualized consideration, idealized influence and intellectual stimulation.

2) Among the idealized influence function the following sub factors viz performance relationship, innovation in task, and individual opinion has been ranked higher and thus considered important in developing high performance work team. Thus it is important that while developing leadership skills, managers and top management should focus on initiating and developing performance relation, welcoming innovation and high involvement to develop and nurture leadership.

3) Among intellectual stimulation as a component for developing leadership, managing differences in task and team, training and development, focus on learning and developing creativity ranked higher in the opinion of different respondents with respect to the role of intellectual stimulation for developing high performance work team. Thus, consistently working on developing and transferring skills and welcoming creativity and ensuring an innovative work culture should be emphasized.

Table 5
ANOVA-Statistics

	Sum of Squares	DF	Mean Square	F	P
Regression	664.8865	5	162.8672	4.6745	.000**
Residual	14861.32	145	19.3028		
Total	15526.2065	650			

**** Highly significant at 1% level**

Table 6
Regression Coefficient

Factors	B	Std. Error	T	P
(Constant)	35, 6574	0.694232	48.57254	0.000**
Individualized consideration	0.021674	0.05802	0.345676	0.713104
Intellectual stimulation	.175606	0.03405	4.224322	0.000**
Idealized Influence	-0.3203	0.071342	-4.34212	0.000**

4) Among individual consideration team empowerment, attentive listening, individual focus and involvement were ranked highest and were thought to be the most important in building high performance work team through leadership.

5) A strong relationship between different independent and dependent variables was found and maximum variance was explained by the independent variable. Among different independent variables intellectual stimulation and idealized influence, explained majority of the variance caused in dependent variable. Thus, while developing a high performance work team, focus on the above two factors is felt important by the respondents.

CONCLUSION

Thus, the basic purpose of this study was to determine the leadership factors/dimensions that help in developing a high performance work team. It was found that in a generic way creativity, consistent learning, openness in communication, prompt feedback and support from top management, focus on reducing conflicts and differences among team, individual focus and focus on developing performance should be nurtured and cultivated that will help in developing strong leadership capability. It will reduce conflicts and grievances, reduce monotony and traditional ways of working and performance and thus help an organization to grow in a multiplied manner.

With increasing challenges and pressure all around in business, rising customer expectations and changes in market it is important that organizations should focus on developing leadership as an intrinsic function and necessity of organization and thus enhance its chances of successful survival and sustenance in the long run.

When focus will be on the above stated factors, as found after analysis, it is quite evident that a dramatic change in organization culture, employee empowerment, and reduced differences will easily be made, thus making employees intrinsically driven and thereby helping the organization to grow and prosper.

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EXPLAINING INTENTION TO PURCHASE GREEN PRODUCTS BY UNIVERSITY STUDENTS

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ABSTRACT

Due to the challenges of global warming, nations and people these days have an all time high concern for environmental protection. This kind of shifting trend has emerged into a new way of doing business known as Green Business. The industries which claim that they are environment friendly and have concern for society are known as green industries; their marketing philosophy is termed as green marketing and their environment friendly products are called green products. The adoption of a green marketing orientation by a firm is principally a response to the increased pressures by society for business to meet its comprehensive ethical and moral responsibilities. This shifting trend was measured by various researchers by measuring consumers' and industries' intention towards green marketing. Most of these studies are done in developed countries. But such studies however, remain conspicuously missing in the context of developing countries like India. The adoption of green marketing orientation by firms doing business in India is dependent upon intention to purchase green products by Indian consumers. Hence, this research is an attempt to measure purchase intention of green products by university students because the larger segment of youth in India is actually the most attractive segment for all the companies in the world.

This paper measures the impact of green awareness and trust on intention to purchase green products by post graduate students of business administration of five different universities of north India. In addition to this, the present paper also identifies the underlying factors of green awareness and trust. Linear and multiple regression and factor analysis was used to measure the impact of green awareness and trust on purchase intention and factor analysis was used to identify the underlying factors of green awareness and trust. The key findings of the study show that there is a significant impact of green awareness and trust on intention to purchase green products.

Key words: Green products, Green Marketing, Purchase Intention.

INTRODUCTION

The rise of environmental issues such as increasing pollution, dependency on non-renewable resources, climate changes, depletion of ozone layer, and the increasing side effect of all these on social, economic, political and physical condition of human life has generated a drastic change in consumer behaviour towards environmental friendly products or green products This shifting of consumer behaviour has now emerged as a new format of business known as green business. The industries which engage in environment friendly business or claim that they are environment friendly and have concern for society are known as Green Industries. Their marketing philosophy is termed as Green Marketing and their environment friendly products are called Green Products (Saxena & Khandelwal, 2010). The last decade had witnessed a paradigm shift of various companies towards green business and thus it emerged as a new strategy in marketing. These companies believe that by adopting green business practices, they will get a competitive advantage over others as people have a positive attitude for green products these days (Khandelwal & Yadav, 2013; Das et al., 2012; Saxena & Khandelwal, 2010; Chen, 2010). They also believe that green marketing practices can be a profitable strategy for sustainable growth. Most of the green marketing studies have been carried out in developed countries. However, there is huge requirement of such studies in developing countries like India (Khandelwal & Yadav, 2013; Saxena & Khandelwal, 2010). This research is an attempt to fill this gap by measuring the intention to purchase green products by university students. India is a Young Country with a population of more than 100 crore. 50 percent of the Indian population is below the age group of 25 and 40 percent of the population comes under the age group of 15-30 years (Kaushik, 2007). Because of this large segment of youth, various MNCs as well as Indian companies are formulating their business strategy in consideration of this fact. Hence, for the future of

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green marketing in India, this segment will definitely give better results.

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Previous research into purchase intention towards green marketing has concluded different results overtime. Khandelwal & Bajpai (2011) studied Green Advertisement and their impact on purchase intention. The results of this study established a significant positive linear relationship between green advertising and purchase intention variables taken for the study in metro and non-metro regions of India. Ahmad et al. (2010) found that customers are pragmatic and advertisers should include maximum information about the product while devising green advertising strategies. In this study, authors consider media, credibility of claim, relevance, information and perceived effectiveness of environmental behavior as factors in environmental advertising influencing consumer's purchase intention. Goldsmith et al. (2000) recommended that the reliability of the brand owner and perceived skill will affect consumer's attitudes. The higher levels of perceived trickery were associated with lower levels of perceived credibility, and also with negative attitudes toward the advertisement. Research focused on enumerating public perceptions of green advertising has been plagued with more difficulties than other approaches to the subject. Kassarjian (1971) investigated reaction of consumers towards a gasoline that reduced air pollution and found that consumers have willingness to pay higher prices in order to reduce air pollution. Similar results were also found in the various previous researches about the increasing level of consumer awareness towards green marketing and are willing to pay more to "go green" (Lee, 2009, Rahbar and Wahid, 2011, Hemantha, 2012).

Research indicated that various companies understand this shifting and have changed their marketing strategies, 92% of MNCs from Europe changed their products to address growing concerns of environmental pollution (Vandermerwe and Michael, 1990). Companies can employ the idea of green marketing in order to generate and to facilitate any exchange aimed to satisfy customers' environmental needs, wants or concern (Polonsky, 1994). Consumers of developed countries like USA, France and Western Europe were found to be more aware of the environment (Curlo, 1999).

Purchase intention is an important variable of consumer attitude. For surviving in a fiercely competitive environment companies are not only improving the quality but are also focusing towards relationship marketing in order to improve the intention of the consumers. Purchase intention has been observed as an important element affecting the diffusion of new products and services. There are various studies which measure the impact of various issues on purchase intention (Khandelwal et al., 2013; Ranaweera et al., 2008; Grewal et al., 1998). In simple words, purchase intention may be defined as a plan to purchase a particular product or service in the near future. For measuring the intention to purchase green products, it is important to develop a theoretical framework. For this study, we have taken three basic variables: green awareness, green trust and green satisfaction. Trust, commitment and customer satisfaction were also the major topics of some researchers for measuring purchase intention (Chen 2010; Garbarino and Johnson, 1999). A brief discussion of these variables is as follows:

Green awareness

Increasing green awareness leads to more attention towards green products and green consumption by consumers. Since there are very few researches over green purchase intention in India, it is difficult to say anything about the awareness level of green products in India. However, studies have clearly shown that awareness level may have a strong antecedent of intention to purchase green products (Ginsberg and Bloom, 2004; Saxena & khandelwal, 2010). People in India are now shifting from grey products to green products and their concern over environmental issues are also high. Saxena and Khandelwal (2009) discovered that Indian industries reflect a very positive attitude towards green marketing for sustainable development. All the types of industries (durable, non-durable and services) in India feel that "in future more and more consumers will prefer green products. There is another perspective, Shamdasani et al. (1993) elucidated that the promotion and distribution of green products contribute to consumers' awareness of the selection and availability of green alternatives. This awareness, however, does not always lead to ecologically-friendly consumption decisions.

In recent times, the increase of consumer awareness has made the customer want to pay for their recognizable and constructive brand (Yaseen et al., 2011). Thus, marketers have to create valuable inputs in their brands such as green products in order to achieve competitive advantage. It is evident that the consumers are always willing to acquire a product, so here the brand awareness is always a vital factor to manipulate the buying decisions and purchase intensions (Macdonald and Sharp, 2000). On the basis of the findings of the studies so far reviewed, we propose that:

H_1: Green awareness has no significant linear impact on purchase intention.

Green Trust

Trust is an important catalyst in green marketing because consumers have less belief over environmental claims by the marketers (Mathur and Mathur, 2000). Trust makes for a sense of being safe or of being free of fear, enough so that one's focus can be on other matters because that matter is taken care of. Trust is the true differentiating feature for any company in a world of increasingly commodity-like products and services. Trust is the belief that a party's word or promise is reliable and that the party will fulfill his/her obligation in an exchange relationship (Schurr and Ozanne, 1985). Trust is a level of confidence that another party would behave as expected (Hart and Saunders, 1997). Purchasing decision of consumers is highly affected by trust (Gefen and Straub, 2004) and therefore companies project their image as environment conscious and responsible firms. Some companies promote their new products which embody misleading and confusing green claims, and exaggerate the environmental value of their products. The customers are not willing to trust their products any more (Kalafatis and Pollard, 1999). With reference to various researches, this study proposed another construct, green trust (Schurr and Ozanne, 1985; Ganesan, 1994; Chen, 2010) and defined it as ''a willingness to depend on a product, service, or brand based on the belief or expectation resulting from its credibility, benevolence, and ability about its environmental performance" (Chen, 2010).

This construct is further bifurcated into two sub-variables - green believability and green satisfaction. Purchase intention and repurchase intentions are highly affected by trust towards particular product and services. There are many researchers' who measure trust as an important variable in purchase intention of consumers. Fusaro et al., (2002) found that consumers evaluate when contemplating online exchange is trustworthiness. This provides the base for our next hypothesis:

H_2: Green trust has no significant linear impact on purchase intention.

Green Satisfaction

Green satisfaction is defined as a pleasurable level of consumption-related fulfillment to satisfy a customer's environmental desires, sustainable expectations, and green needs (Chen, 2010). Customers always reflect a unique behavior after purchasing the product or at the time of consumption of the product. When these unique feeling results into positive behavior towards the brand it is known as satisfaction and if these feelings result into negative behavior against the brand it is known as dissatisfaction. Satisfaction is a delightful degree of post-consumption evaluation or a pleasurable degree of consumption- related fulfillment (Oliver, 1996; Paulssen and Birk, 2007; Ruyter and Bloemer, 1999). This unique behavior may lead the intention towards the purchase of products, services and organization. Post purchase behavior includes all the consumers' activities and experiences that follow the purchase. For factors that influence post-purchase behavior intention of consumers, the petitioner action is considered by many researchers a sequential behavior arising from the dissatisfaction of customers with the product or service they bought (Singh and Wilkes, 1996). Past research on post-purchase behavior intention focused on the root and impact of loyalty, complaint, and brand switching behavior (Keaveney, 1995). According to these arguments, green satisfaction emerges as a prominent antecedent of intention to purchase green products. Thus we formulate another hypothesis:

H_3: Green satisfaction has no significant linear impact on purchase intention.

This study postulated that green awareness, green trust, and green satisfaction are positively related to purchase intention. The research framework is shown in Figure 1.

RESEARCH METHODOLOGY

The present study is conducted to measure intention to purchase green products by university students. The methodology can be broadly explained by development of constructs, sample and sample profile in tool and design of the study as described in the following research. A detailed description of all these are as follows:

We have identified three constructs in order to measure the purchase intention of university students. The relation of these constructs to measure the intention to purchase green product is already discussed in conceptual framework with proper literature justification. For the present study, researchers have taken three constructs which are green awareness, green trust and green satisfaction. A scale which comprised 13 items for green awareness, 11 items of green trust, 12 items of green satisfaction and 7 items of purchase intention is formulated. Each item is measured using a seven point rating scale ranging from 'strongly disagree' to 'strongly agree' with 'neither agree nor disagree' as the middle point. Internal consistency of the scale is checked and Cronbach's alpha is found more than 0.7 in all cases. This was discussed in data analysis and interpretation section. For checking validity of the scale we applied content validity technique. We systematically evaluated how well the content of a scale represents the measurement test at hand. Due to the subjective nature of this technique we also used a more sophisticated technique referred to as criterion validity. Hence, purchase intention is conceptualized and quantified on the basis of extensive literature survey.

The subject of the present study is the post graduate students of Business Administration of five different universities of north India. This comprised private as well as government universities. For sampling, Convenient (Non Probability) sampling technique is used. Individual respondent is the sampling element. Total 150 subjects were conveniently selected through these universities and were given the same questionnaire, in which, respondents indicated their opinion about intention to purchase green products

To check the scales reliability Chronbach's α was used. For identification of underlying dimensions Factor analysis technique (Principal Component Analysis with Varimax rotation) were used. The decision for determining the number of factors to be extracted for the analysis was guided by eigen value criteria. Eigen value≥ 1, was used for determining the number of factors (Sharma, 1996).Model's acceptability was based on two criteria's (Schene, Wijngaarden, & Koeter, 1998),One criteria is that each variable in a factor should be a loading ≥0.5, and another one is that variable should have less than ≤ 0.4 loading with other factors. In order to test the hypothesis, regression analysis was applied between "green trust, green satisfaction, green awareness" (independent variable), "purchase intention" (dependent variable). All the results and their interpretation are explained in the later section.

DATA ANALYSIS AND INTERPRETATION

This section of the article comprise the analysis of the collected data. Analysis is done using two steps: first factor analysis for identifying underlying dimension of green awareness, green trust, green satisfaction and purchase intention; secondly, regression analysis for measuring linear and multiple relationship between green awareness and purchase intention, green trust and purchase intention and green satisfaction and purchase intention of green products by the university students.

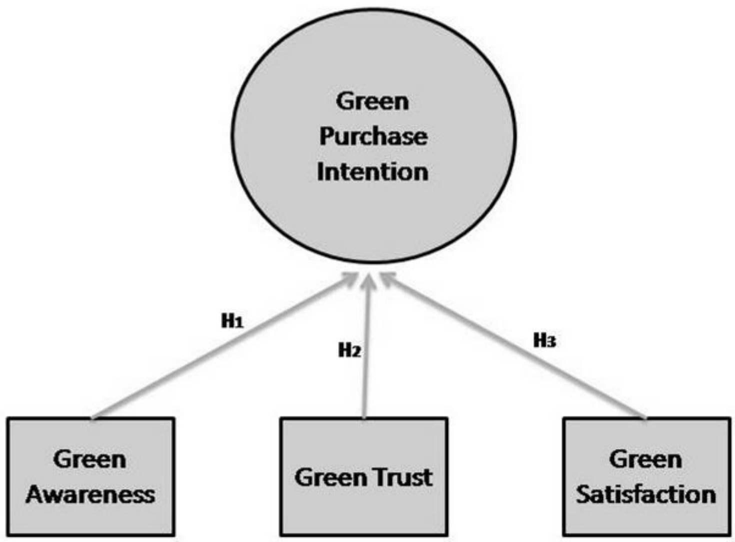

Figure 1: Research framework

Measuring Green Awareness
First, the consistency of all the 13 items for green awareness from questionnaire was verified from first to last item to total correlation. Total of each item with total of all items was calculated and the computed value was compared with standard value (i.e.0.1590). If the calculated value was found less than standard value, then entire factor / item was dropped and was expressed as inconsistent. All the items considered for measuring green awareness come under accepted zone.

To check the reliability, a test was carried out through SPSS software and the reliability test measured the value of alpha 0.859 which is greater than 0.7. Hence, reliability value was quite higher than the standard value, so scale was highly reliable.

To extract the factors, principal component analysis with varimax rotation was used. The result of extraction generated four factors.

The raw scores of 13 items were subjected to factor analysis to find out the factors that contribute towards green awareness. After factor analysis, 4 factors were identified.

Liability towards environment- It has emerged as the most important determinant of green awareness with total variance of 37.850%. It includes search for green alternative (0.720), contribution towards environment (0.701), emotional attachment towards green communication (0.701), recycling the product (0.662), inclination towards green product (0.577), green education (0.521), and increasing the repeated use of a product (0.470).

Persuasion - This is the second important determinant of green awareness with total variance of 1.168%. It includes, reference group influence (0.901), and reducing the environmental deterioration and energy consumption (0.620).
Accountability- This is another important determinant of green awareness with total variance of 8.305%. It includes awareness towards negative impacts of environmental problems (0.819), and personal responsibility towards environmental protection (0.812).

Sensitivity- It is the last determinant of the green awareness with the total variance of 7.701%. The items for this factor with their loadings are environmental sensitivity (0.837), and seriousness towards environmental problems (0.628).

Table 1
Factor Analysis of Green Awareness

Factor name	Eigen value		Variable convergence	Loading Value
	Total	% of Variance		
1. Liability towards environment	4.920	37.850	3. search for green alternative	0.720
			4. contribution towards environment	0.701
			10. emotionally attached towards green communication	0.701
			13. recycling the product	0.662
			9. inclined more towards green product	0.577
			7. green education	0.521
			12. increasing the repeated use of a product	0.470
2. Persuasion	10322	1.168	8. reference group influence	0.901
			11. reducing the environmental deterioration and energy consumption	0.620
3. Accountability	1.080	8.305	5. awareness towards negative impacts of environmental problems	0.819
			6. personal responsibility towards environmental protection	0.812
4.Sensitivity	1.001	7.701	1. environmental sensitivity	0.837
			2. seriousness towards environmental problems	0.628

Measuring Green trust

Consistency of all the 11 items was checked through item to total correlation. Under this, correlation of every item with total was measured and the computed value was compared with standard value (i.e.0.1590). If computed value was found less than standard value than whole factor / statement was dropped and was termed as inconsistent. All the items were under accepted zone.

Reliability test was carried out using SPSS software and the reliability test measured the value of alpha 0.796. To extract the factors, principal component analysis with Varimax rotation were used. The result of extraction generated three factors.

The raw scores of 11 items were subjected to factor analysis to find out the factors that contribute towards green trust. After factor analysis, 3 factors were identified

Willingness- This factor of trust includes environmental claims, keep commitments (0.819), environmental concern meets your expectations (0.747), environmental argument is generally trustworthy (0.589), ability to perform green (0.583), keeps promises (0.504). As the Eigen value of this factor is 33.033%, which is the highest among all. Thus we can say that this factor plays a very dominant role in green trust.

Emotional Belief -This is the second important determinant of green trust with total variance of 13.209%. It includes higher credibility (0.790), good for me (0.762), good feeling (0.740), emotional attachment (0.575).

Consistency- One more important determinant of green trust is consistency with total variance of 11.923%. It includes environmental commitments which are generally reliable (0.824) and environmental performance is generally dependable (0.758).

Measuring Green Satisfaction

The consistency of all the 12 items for satisfaction was checked through item to total correlation. Correlation of Total of every item with total of all items was measured and the computed value was compared with standard value (i.e.0.1590). All the items were under accepted zone

By using SPSS software Reliability test was carried out and the value of alpha is 0.909. It is considered that the reliability value more than 0.7 is good and it can be seen that the reliability value is quite higher than the standard value, so scale is highly reliable.

To extract the factors, principal component analysis with varimax rotation were used. The result of extraction generated two factors.

Table 2
Factor Analysis of Green Trust

Factor name	Eigen value		Variable convergence	Loading value
	Total	% of Variance		
1.Willingness	3.634	33.033	5.environment claims keep commitments	0.819
			4. environmental concern meets your expectations	0.747
			3 environmental argument is generally trustworthy	0.589
			11 ability to perform green	0.583
			6.keeps promises	0.504
2. Emotional Belief	1.453	13.209	7. higher credibility	0.790
			8. good for me	0.762
			9. .good feeling	0.740
			10 emotional attachment	0.575
3. Consistency	1.311	11.923	1.environmental commitments are generally reliable	0.824
			2. environmental performance is generally dependable	0.758

Table 3
Factor Analysis of Green Satisfaction

Factor name	Eigen value		Variable convergence	Loading Value
	Total	% of Variance		
1. Believability	6.022	50.180	7. believe that it is a right thing to purchase	0.783
			9. Repeat purchase	0.770
			10.Fullfill green promises	0.750
			8. happy about the decision to choose	0.714
			12. overall satisfaction	0.651
			1. impact positively	0.543
			11 glad to buy this brand because it is environmental friendly	0.471
2. Satisfaction with green features	1.112	9.267	2. satisfied with quality of green product	0.791
			3. satisfied with price of green product	0.768
			5. satisfied with guarantee	0.762
			6.satisfied with expertise	0.670
			4. right suggestion	0.666

The raw scores of 12 items were subjected to factor analysis to find out the factors that contribute towards Satisfaction. After factor analysis, two factors were identified. Believability- Believability has emerged as the most important determinant of *green* satisfaction. It has the total variance of 50.185%. It includes: believe that it is a right thing to purchase (0.783), repeat purchase (0.770), fulfilling green promises (0.750), happy about the decision to choose (0.714), overall Satisfaction (0.651), impact positively (0.543) and glad to buy this brand because it is environmental friendly (0.471).

Satisfaction with green features -This factor also plays an important role for green satisfaction. It has total variance of 9.267%. It encompasses satisfied with quality of green product (0.791), price satisfaction (0.768), guarantee satisfaction (0.762), expertise satisfaction and suggestion (0.666).

Measuring Purchase Intention

The consistency of 7 Items of the questionnaires was checked through item to total correlation. Under this, total of every item was correlated with total of all items and the computed value is compared with standard value (i.e.0.1590). All the items were under accepted zone

Reliability test was carried out using SPSS software and the reliability test measures alpha 0.783. It is considered that the reliability value more than 0.7 is good and it can be seen that reliability value is quite higher than the standard value, so scale is highly reliable.

To extract the factors, principal component analysis with varimax rotation were used. The result of extraction generated two factors.

Table 4
Factor Analysis of Green Purchase Intention

Factor name	Eigen value		Variable convergence	Loading value
	Total	% of Variance		
1.Loyal in purchasing	3.076	43.940	4.Feeling to purchase	0.821
			3.More purchase	0.791
			7. competitive effects	0.680
			5 regular purchasing	0.642
2. Public emotion	1.173	16.752	2 social value	0.848
			1 out of way to purchase	0.809
			6 benefits	0.471

The raw scores of 7 items were subjected to factor analysis to find out the factors that contribute towards purchase intention. After factor analysis, 2 factors were identified

Loyal by Purchasing –It has emerged as the most important determinant of green purchase intention with total variance of 43.940%. It is encompassed by following items with feeling to purchase (0.821), more purchasing by customer (0.791), competitive effects (0.680), regular purchasing (0.642).

Public emotions –This is the second important determinant of green purchase intention with total variance of 16.752%. The items for this factor are social value (0.848), out of way to purchase (0.809), benefits (0.471).

Regression analysis

This section of analysis explains the results of regression analysis. First, authors explain the result of regression of green awareness on purchase intention i.e. the analysis of H_0. The regression is calculated by taking the total of green awareness and green purchase intention by using SPSS software. In this, the green awareness is independent variable and purchase intention is the dependent variable. Therefore, regression is calculated by taking dependent and independent variable.

The linear regression was applied between "green awareness" (independent variable), "purchase intention" (dependent variable). The result of regression indicates the independent variable green awareness has significant impact on the dependent variable purchase intention signified by the coefficient beta factor of 0.936. Also the T value is significant.

As the value of T is 32.35, which is accepted at 0.000 level of significance, so we accept the alternate hypothesis that there is a significant impact of green awareness on purchase intention.

Secondly, we analyze the result of regression of green trust on purchase intention i.e. H_2. The regression is calculated by taking the total of trust and purchase intention by using SPSS software. In this, green trust is the independent variable and purchase intention is dependent variable. Therefore, regression is calculated by taking dependent and independent variable.

Table 5
Regression Analysis of Green Awareness on Purchase Intention

Coefficients[a]

<table>
<tr><th rowspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="2">t</th><th rowspan="2">Sig.</th></tr>
<tr><th>B</th><th>Std. Error</th><th>Beta</th></tr>
<tr><td>1 (Constant)</td><td>-2.673</td><td>1.181</td><td rowspan="2">0.936</td><td rowspan="2">-2.263</td><td>.025</td></tr>
<tr><td>Green Awareness</td><td>.569</td><td>.018</td><td>.000</td></tr>
</table>

a. Dependent Variable: Purchase intention

$$y = a + bx$$
$$y = -2.673 + 0.936x$$

x = green awareness (independent variable)
y = purchase intention (dependent variable)

Table 6
Regression Analysis of Green Trust on Purchase Intention

Coefficients[a]

<table>
<tr><th rowspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="2">t</th><th rowspan="2">Sig.</th></tr>
<tr><th>B</th><th>Std. Error</th><th>Beta</th></tr>
<tr><td>1 (Constant)</td><td>16.353</td><td>3.038</td><td rowspan="2">0.455</td><td>5.384</td><td>.000</td></tr>
<tr><td>Green Trust</td><td>.334</td><td>.055</td><td>6.212</td><td>.000</td></tr>
</table>

a. Dependent Variable: Purchase intention

$$y = a + bx$$
$$y = 16.353 + 0.455x$$

x = green trust (independent variable)
y = purchase intention (dependent variable)

The linear regression was applied between "green trust" (independent variable), "purchase intention" (dependent variable). The result of regression indicates the independent variable trust has an impact on the dependent variable purchase intention signified by the coefficient beta factor of 0.455. Also the T value is significant.

As the value of T is 6.212, which is acceptable at 0.000 level of significance, so we accept the hypothesis that there is a significant impact of green trust on purchase intention

Thirdly, regression is calculated by taking the total of green satisfaction and purchase intention by using SPSS software (H_3). In this the green satisfaction is independent variable and purchase intention is the dependent variable. Therefore, regression is calculated by taking dependent and independent variable.

The linear regression was applied between "green satisfaction" (independent variable), "purchase intention" (dependent variable). The result of regression indicates the independent variable green satisfaction has an impact on the dependent variable purchase intention signified by the coefficient beta factor of 0.176. Also the T value is significant.

As the value of T is 2.179, which is acceptable at 0.03 level of significance, so we accept the hypothesis that there is a significant impact of green satisfaction on purchase intention.

At last, multiple regressions were calculated by taking the total of green trust, green satisfaction, green awareness and purchase intention by using SPSS software. Here green trust, green satisfaction, and green awareness are independent variables and purchase intention is the dependent variable. Therefore, regression is calculated by taking dependent and independent variable.

Table 7
Regression Analysis of Green Satisfaction on Purchase Intention

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29.629	2.506	0.176	11.825	.000
Green Satisfaction	.091	.042		2.179	.031

a. Dependent Variable: Purchase intention

$$y = a + bx$$
$$y = 29.629 + 0.17x$$

x = green satisfaction (independent variable)
y = purchase intention (dependent variable)

Table 8
Regression Analysis of Green Awareness, Green Trust and Green Satisfaction on Purchase Intention

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5.123	1.541	.085	-3.324	.001
Green Trust	.064	.024	.016	2.738	.007
Green Satisfaction	.008	.015	.898	.556	.579
Green Awareness	.546	.019		28.481	.000

a. Dependent Variable: Purchase intention

$y = a + b_1x_1 + b_2x_2 + b_3x_3$

$y = -5.123 + 0.085\,x_1 + 0.016x_2 + 0.898x_3$

x_1 = green trust (independent variable)

x_2 = green satisfaction (independent variable)

x_3 = green awareness (independent variable)

y = purchase intention (dependent variable)

The multiple regressions were applied between "green trust, green satisfaction, green awareness" (independent variable), "purchase intention" (dependent variable). The result of multiple regressions indicates that the independent variable green awareness (VAR00003) is the most dominating variable over other independent variable green trust and green satisfaction signified by the coefficient beta factor of 0.016 and 0.898 respectively. Also the T value is significant. As the value of T for green awareness is 28.481, which is accepted at 0.000 level of significance, so we accept the hypothesis that there is a significant impact of green awareness on purchase intention by university students when calculated together with other variables while the independent variable green satisfaction whose T value is .556 which is accepted at .579 level of significance is getting dominated by other two independent variables. The independent variable green trust also has the impact over the purchase intention when calculated together with other variables. It has the T value 2.738 which is accepted at the significance level of 0.007.

DISCUSSION AND CONCLUSION

Environment friendly lifestyle has now become a prominent way of living because it affects all aspects of life. Environment issues now-a-days have become very important issues. This increasing issue of environment has shifted the consumer to purchase environment friendly products. Therefore, green marketing has now become a new trend and its concept has been widely accepted and applied in recent years. For companies, green brand equity is that strategy which can increase profits (Jung and Sung, 2008). Thus, it is necessary to measure the intention to purchase green products in India. This study is an attempt to investigate intention to purchase green product by university students in India. This study helps Indian business to understand their market attitude towards green marketing and shifting their intention to purchase green products. The result revealed that there is a positive intention of university students towards green products. The result indicates that green awareness is the most dominating factor as compared to green trust and green satisfaction. This paper proposed the conceptual model for measuring green purchase intention. Knowledge of these factors may help the policy makers to transform their offerings towards green.

Through the extensive literature survey, researchers extracted three major construct to measure green purchase intention i.e. green awareness, green trust, and green satisfaction. For more insight and understanding, a factorial study was conducted over these three construct and dependent variable green purchase intention. The result of factor analysis revealed Liability towards environment, Persuasion, Accountability and environmental sensitivity are the important determinants of green awareness; Willingness, Emotional Belief and Consistency are extracted as important factors of green trust; Believability and Satisfaction with green features has emerged as the most important determinants of green satisfaction and Loyal by Purchasing and Public emotions emerged as the factors of green purchase intention. The result of regression indicates that the independent variable green awareness, green trust and green satisfaction has significant impact on the dependent variable purchase intention. The result of multiple regressions indicates that the independent variable green awareness is the most dominating variable over other independent variable green trust and green satisfaction.

It is quite evident from the above finding and discussions that Indians have a quite positive intention to purchase green products. These findings are also supported by some previous researches. In future more and more consumers will prefer green products and they also feel that in future, the companies having green image will be preferred over the others (Saxena and Khandelwal, 2009). The present research is based on the data collected through university students to assess their intention to purchase green products and findings of above studies suggest that Indians are relatively aware about the challenges of global warming and environmental protection. Because of the positive intention towards green products by consumers, companies should practice green philosophy in India. Through this green philosophy, companies can gain competitive advantage. In highly competitive market, companies have to adopt green product modification or green market modification from non-green; through which, they can achieve sustainable distinctive advantage. There should be long term vision for the companies to survive in future which should be green inward and outward. It has to be integral part of the strategic context of business for attaining sustainable growth and development.

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STUDY OF THE ATTITUDE AND BEHAVIOR OF BUSINESS SCHOOL FACULTY TOWARDS RESEARCH IN INDORE

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ABSTRACT

Research and publishing have become increasingly important in Business schools and colleges. The importance of research and publishing is even more apparent in schools which are accredited, or seeking initial accreditation. The reason for this increase is that faculty's research efforts and outcomes enhance their performance in the classroom. But it is a matter of debate whether the business faculty agrees with this idea, and do their attitude towards the usefulness of research in their mission of teaching relate to their behaviors in this area. This study examines the relationship between attitudes toward research, attitudes toward the impact of research on teaching, and research-oriented behaviors among faculty of business management at a few Management Institutes of Indore. A questionnaire was developed to assess faculty attitudes and behaviors relating to research, and was sent to a random sample of business faculties of some Management Institute of Indore. The results show that faculty generally supports the idea that researching and publishing improves teaching, and that attitudes toward the usefulness of research relate positively to both research efforts and to research success.

Keywords: Attitude and Behaviour

INTRODUCTION

While academic research has historically been an important component of faculty job descriptions at research-focused institutions, accreditation standards for business schools have expanded this focus to include a wider variety of institutions. These standards focus on increasing the number of peer-reviewed journal publications achieved by faculty members during a 5-year window (generally agreed to be two articles at a minimum in that time frame, per Miles, Hazeldine & Munilla, 2004). In its white paper on deploying academically qualified faculty (AACSB 2006, p. 1), AACSB states that faculty should be "active scholars through their research and other development activities that support the maintenance of their intellectual capital in the teaching field."

One of the primary justifications given for this increased emphasis on publications in colleges of business is that research results in more effective teaching, the idea being that faculty members who are actively engaged in research are more likely to remain current in their discipline and that, in turn, results in enhanced teaching effectiveness and student learning (AACSB, 2008). The study examines the relationship between attitudes toward research, attitudes toward the impact of research on teaching, and research-oriented behaviors among business faculty at Management Institutes of Indore.

THE IMPACT OF RESEARCH ON TEACHING

The impact of research on teaching has been the focus of a large number of research studies over the past 30 years. One stream of research in this area purports the notion that research and teaching are complementary and mutually supporting (e.g. Bowen & Schuster, 1986; Shils, 1983; Tang & Chamberlain, 1997; Webster, 1986). Braxton (1996), for example, purported that teaching and research involve common and reciprocal values, while Neumann (1992) found that academic administrators believed in the idea of a teaching-research nexus, or, in other words, the idea that teaching and research are interrelated functions through which the process of teaching is enriched by research and that research can be initiated through ideas generated in the classroom. Many academics support the idea that those who are the most active in research also are the most effective teachers (Hattie & Marsh, 1996). It is often argued that those faculties who are research active are more likely to be up-to-date in discipline-specific knowledge and can use their research findings in preparing teaching materials (Marsh & Hattie, 2002). Rowland (2002) claimed that good researchers can make good teachers through their love of the subject area and a passion for contributing to that knowledge. Faculty who are

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active researchers are perceived to be more passionate about what they teach which translates into a heightened sense of excitement and engagement among students (Coates, Barnett & Williams, 2001). Students also appear to value faculty research. Lindsay, Breen and Jenkins (2002) found that college students' perceptions of a faculty member's knowledge currency, credibility and enthusiasm were enhanced through that faculty member's research activities. Although the idea that research enhances teaching is popular, there is little empirical evidence to support this claim (Gibbs, 1995).

The long-held assumption that good researchers are also good teachers has been described as a myth of higher education (Terenzini & Pascarella, 1994). In fact, some research has found the opposite relationship: faculty placing more emphasis on research tends to put less emphasis on teaching (Allman 1988; Marsh & Hattie, 2002). This view reflects the notion that research and teaching are not complementary functions but, rather, at odds with each other as they compete for a faculty member's time, attention and efforts (Ladd, 1979) and create a source of "constant tension" (Light, 1974, p. 8). According to Fox (1992, p. 293), "research and teaching are conflicting roles with a different set of expectations and obligations." Past research has also determined that the amount of time spent on research is negatively related to the amount of time spent on teaching (Fox, 1992; Olsen & Simmons, 1996).

RELATING ATTITUDES AND BEHAVIOR

In any study relating attitude and behavior, it is important to have an understanding of the theoretical relationship between the variables. Behavior can be viewed as affected by, or a result of attitude, but it is important to note that behavior can also influence attitude. In conducting a study of faculty attitudes about research and its impact on student learning, this relationship becomes particularly relevant; given that the behavior of publishing is often a required behavior.

Literature defines "attitude" as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor (Eagly & Chaiken, 1993), and a long tradition of research has examined ways in which attitudes influence subsequent behavior (Glasman & Albarracin, 2006). Classic attitude models examine how personal and environmental factors influence the effects of attitudes on behavior, but generally support the idea that attitudes do indeed affect behavior. The Theory of Reasoned Action (Fishbein & Ajzen, 1975) states that behavioral intentions are a function of both attitudes toward the behavior as well as subjective norms regarding the performance of the behavior. Subjective norms refer to the views of significant others in terms of performing the behavior (such as colleagues and their opinions on academic research productivity), and are believed to exert influence on behavioral intentions independent of attitude. Thus, it would be possible for a faculty member to feel unfavorably towards conducting research in general, but to be motivated to do so nonetheless because it is the socially desirable and normatively appropriate behavior within his/her department or college.

The revised version of the Theory of Reasoned Action was proposed by Ajzen (1985) as the Theory of Planned Behavior, which added the additional element of 'perceived behavioral control' in terms of influence on behavioral intentions. If a faculty member is not confident that his/her efforts will be successful (i.e., the time spent on research might not result in a publication, there are not adequate resources to support research efforts etc.), then that would negatively impact behavioral intentions toward research. Wallace, Paulson, Lord, and Bond (2005) likewise found that situational constraints such as perceived social pressure and perceived difficulty weakened the relationship between attitude and behavior. While various models of the attitude-behavior relationship may suggest different processes to explain how these two constructs influence each other, there is a general consensus that attitudes serve to influence future behavior (Glasman & Albarracin, 2006). Ross (1989) found that people have a tendency to reconstruct their past behavior to be consistent with their current attitudes. In terms of faculty, this might imply that people who feel strongly about the benefits of research might raise the amount of time they report having spent on research.

RESEARCH QUESTIONS

In the current research, we draw from the attitude/behavior models and examine how a faculty member's attitude towards the value of research in their teaching might affect their research-related behavior. We deviate slightly from the approach of classic attitude models, because those models typically use attitude towards a specifically defined behavior as a predictor of that behavior. In the current study, we have chosen to examine faculty members' attitudes toward research as it relates to the mission of teaching, rather than only measuring attitude toward research in isolation. This essentially taps into the usefulness of research as related to teaching in the eyes of faculty. Thus, we are extending the application of attitude models to predict how a faculty member's attitude about the role of research is related to the faculty member's efforts in that area. The focus of this research centers on the following question:

1. Is there a positive relationship between research and teaching?

METHODOLOGY

A survey was developed to gather data about: (1) attitudes toward teaching, research, and the impact of research on teaching; (2) time spent on teaching and research. The questionnaire was distributed to 150 faculty members at different Business School in Indore. The Respective Schools were randomly selected from the internet and e-mail addresses for the randomly selected faculty were pulled from their university's web site. An e-mail, with a link to the online questionnaire, was sent to each faculty member selected requesting their participation. Of the 100 faculty members originally emailed,
14 were undeliverable and 10 e-mails were blocked. This resulted in a final sample size of 226 Business School faculty. A total of 180 faculty responded to the survey. This resulted in a 79.6% response rate which was as high as desired.
The survey respondents represented all of the major business disciplines. The largest percentage of the respondents was Marketing (21.5%) and Management (15.7%) faculty. An additional one-eighth of the respondents were from the Finance discipline (14.5%), while 10.8% were Information Systems/MIS faculty and 11.3% were in Accounting. Economics was mentioned by 5.9% of the respondents with an additional 6.6% in Operations and 5.6% in Business Law. Of the remaining respondents, 4.4% identified other business areas (to include Business Communication, Ethics, and Entrepreneurship) while 3.7% did not provide their business discipline area.

Of the majority of faculty surveyed, 89.9%, stated they were at an institution with a master's program in business. An additional 5.1 % were in a business college that offered a doctoral degree. Only 5% of those responding indicated they worked in a business school that only offered a bachelor degree.

Respondents were asked about how they divided their time as well as their research productivity. During a typical week, the faculty surveyed spent an average of 9.51 hours preparing for class, 8.48 hours in the classroom, 9.70 hours on the follow-up from teaching (such as grading, talking with students, etc.), 8.30 hours in administrative activities and 9.69 working on research. A more detailed breakdown of the time faculty spends on these activities is depicted in Table 1.

Table 1
Faculty Time Expenditure

Hours per week spent on	5 Hours or less	6 -10 Hours	More than 10 Hours
Preparing for Class	26.40%	49.30%	24.30%
Classroom Instruction	9.70%	32.40%	66.90%
Administrative Activities	33.00%	46.80%	24.20%
Research	51.50%	28.20%	20.30%

RESULTS

1. Attitudes toward Research and its Impact on Teaching

Faculties were asked their level of agreement or disagreement with a variety of statements related to their attitudes toward research and its impact on teaching. As past research has shown, many faculties firmly believe that their research positively impacts their teaching. A correlation analysis was conducted to determine the relationship between this belief and the effectiveness of this research on their teaching (see Table 2), which focused on faculty responses to the statement "By researching and publishing I am a better teacher." The mean response to this statement was a 3.57, and 62% of the sample agreed or strongly agreed with the statement (with 18% remaining neutral). Thus, the majority of faculty subjects do indeed feel that conducting research makes them better in the classroom.

Table 2
Relationship between Research Attitude and Teaching

Relationship between Attitudes toward Research and Teaching			
Statements	**Correlation with statement: "By researching and publishing, I am a better teacher"**		
	Mean(Std Dev)	**Correlation Coefficient**	**Significance**
Teaching and research are mutually supportive activities	3.57 (1.14)	0.621	**
Teaching interferes with my research productivity	3.41 (1.22)	-0.05	NS
I regularly use published research from academic journals when preparing my lectures	2.81 (1.27)	0.55	**
My students are generally aware of my current research projects	2.71 (1.14)	0.273	**
Business students educational experience is enhanced by the research activities of their professors	3.54 (1.06)	0.643	**
Securing publications in prestigious academic journals contributes more to teaching excellence	2.20 (1.08)	0.449	**
The most highly rated professors, by students, are those who are the most prolific publishers	2.15 (1.09)	0.356	**
Students would not be as well prepared, to enter the business world if their professors did not publish in academic journals	2.66 (1.24)	0.556	**
Students appreciate my contributions towards academic discipline resulting from my publications	2.21 (1.07)	0.179	0
Research offers the greatest professional satisfaction	2.77 (1.21)	0.288	**
Business School Faculty view themselves primarily as researchers	2.84 (.94)	0.117	NS
For most Business School faculty, the primary reason for conducting research is to secure a publication rather than advance the body of knowledge	3.93 (1.03)	-0.086	NS
The reward structure influences faculty members to devote their time and effort to research	3.50 (1.26)	0.055	NS
I am expected to publish on a regular basis in order to advance in my career	4.36 (.85)	0.223	**
I truly enjoy the research and publishing activity	3.40 (1.26)	0.323	**
By researching and publishing I am a better teacher.	3.57 (1.18)	0.185	0

** = statistically significant at the .01 level
* = statistically significant at the .05 level
NS = not statistically significant

While all but one of the attitudes measured were significantly correlated with the notion that faculty perceive themselves to be a better teacher due to their research and publishing, four of the items were highly correlated. There was a strong and positive correlation with the statements "business students educational experience is enhanced by the research activities of their professors" (r = .683), "teaching and research are mutually supportive activities" (r = .621), "students would not be as well prepared, academically, to enter the business world if their professors did not publish in academic journals" (r = .556), and "I regularly use published research from academic journals or conference proceedings when preparing for my classes" (r = .550). These results seem to indicate that teaching and student learning are perceived to be positively enhanced by a faculty member's research.

There was a moderate and significant positive correlation between the perception that faculty are better teachers because of research and publishing. Also significantly and positively related was the thought that faculty who are most highly evaluated by students are also the most prolific publishers (r = .356). This seems to indicate not only that faculty perceive research and publishing to have a beneficial effect on teaching but that teaching is significantly augmented by the quality and quantity of publications.

Positive correlations occurred between the beneficial impact of research on teaching and students appreciation for (r = .323) and awareness of (r = .273) a faculty member's research activities and contributions.

DISCUSSION AND CONCLUSION

In general, faculty members do believe that researching and publishing make them better teachers. That belief, in turn, is related to a variety of attitudes that essentially embrace research as being mutually supportive with teaching and also as enhancing the educational experience of students. There are also significant relationships between these positive research/teaching attitudes and faculty members' successful research outcomes. Those outcomes, as indicated by journal publications, were significantly related to faculty effort dedicated to research.

Do the positive relationships we find between attitudes, effort, and outcomes indicate that positive evaluations of the benefits of research in the classroom are driving faculty contributions in that area?

Alternatively, could they indicate that department or college cultures which demand faculty success in research are in fact contributing to related faculty attitudes? This brings to mind the time-honored question of which came first, the chicken or the egg? Do research-related attitudes influence behavior, or do research related behaviors influence attitudes? Unlike in the chicken and the egg scenario, the answer in this case could be both. While we did not measure culture by department, it is reasonable to expect that all faculty at accredited Business Schools feel some degree of pressure to remain research active. Drawing from popular attitude models such as the Theory of Planned Behavior, we might conclude that the attitudes we measured serve as antecedents to subsequent research efforts and publishing.

However, the self-perception stream of research would also suggest that behaviors that occur because of job requirements (i.e., pressures to publish) will in fact influence attitude formation after the fact, and may even bias the attitude that a faculty member retrieves from memory.

While Ross (1989) might predict faculty members to "reconstruct" past behavior to fit current attitudes, we saw no evidence of that in our sample. If faculty members were exaggerating their research behaviors to fit current attitudes (and normative expectations) toward research, then we would not expect to find a significant relationship between reported research efforts and actual research success. It is also possible that while college/department demands create the initial motivation for research productivity, faculty members ultimately appreciate the benefits to their teaching of such intellectual pursuits. Such a circular effect is consistent with previous research relating attitudes and behaviors. It is not surprising that faculty who are successful with a desired behavior will have more positive attitudes in terms of the merits of the behavior. Thus, it seems reasonable that a department or college wanting to shift toward a more research-active culture (as dictated by the increasing requirements for accreditation), might be able to successfully influence faculty attitudes toward the usefulness of research by essentially providing the best possible environment for faculty success in this area. Giving faculty adequate time to devote to research activities, and also providing adequate resources to improve the chances of success for those efforts should, in turn, lead to increased faculty support for the change of culture.

A limitation of the current study is that it relies solely on self-report measures as provided by faculty. As mentioned, there is a possibility that faculty could inflate their reports of research efforts, but we did not see evidence of this. It appears that the somewhat subjective faculty self-report measures of the time they devote to research (as measured by hours spent per week on research) are supported by more objective outcome measures of publications. Future research endeavors could more closely examine the interplay between attitudes, efforts, and behaviors by developing and testing a structural model. Specifically, it would be interesting to determine if attitudes leave an impact on behavior or if the behavior ultimately shapes the attitude. It would also prove useful to incorporate a more quantitative determination of how research is incorporated into a faculty member's teaching.

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BOOK REVIEW

BUSINESS ETHICS AND CORPORATE GOVERNANCE

S.D. Chamola and Pradeep

S. Dinesh & Co., Jalandhar – Delhi – Bengaluru – Cochin – Hyderabad – Ranchi, 2014, pp. 188

The book under review is primarily meant for various postgraduate programmes, corporate executives and researchers. Written in a lucid style, the book has done a wonderful job in covering various aspects of business ethics and corporate governance, in a condensed form.

The book comprises 19 Chapters which have been grouped under two Parts, viz., Part A and Part B. Part A which takes care of Business Ethics contains 10 Chapters. While Chapter 1 throws light on the concept and meaning of `Ethics', Chapters 2 and 3 describe the meaning of `Business Ethics' and explains, other related concepts. The major principles of business ethics, which is include utilitarianism, concept of rights, libertarianism, justice and fairness, ethics of caring and virtue ethics. In Chapter 4 and 5 which deal with Marketing Ethics and Ethical Marketing in Globalization, the authors point out that major marketing activities which involve ethical issues are related to product development, packaging and labeling, pricing, advertising, and distribution. All the ethical issues related to the aforesaid marketing activities have been explained besides other related things. Chapter 6 deals with Ethics in Finance and Accounting wherein the authors point out that during the recent years the two most important areas of unethical activities for the companies are: (i) Tax shelters and (ii) Insider trading. While Chapter 7, 8 and 9 take care of ethics of Job Discrimination, Organisation Ethics, and Environmental Ethics, wherein all important issues related to above have been given a good treatments, Chapter 10 titled, 'Business Ethics in 21st Century', points out that in the 21st Century, the most important changes which will affect business ethics are expected in four areas : technological revolutions, globalization, changing workforce, and changes in environment and digital wireless technologies.

Part B comprises nine Chapters. Chapter 11 examines very critically the Corporate Governance and Related Issues and Chapter 12 deals with the vital issues related to corporate social responsibility, which has become the focal point of discussion in today's corporate world. While Chapter 13 discusses the evolution of framework of corporate governance in India, Chapter 14 explains in detail the four styles of boards of directors, viz., Rubber-Stamp boards, (ii) Country-Club boards (iii) Representative boards, and (iv) Professional boards. It also explains the two types of Directors besides other related issues. Whereas Chapters 15 deals with governance committees, Chapter 16 examines governance of public sector undertakings. Chapter 17 explains corporate governance rating systems. Chapter 18 deals with today's most talked about topics of e-business and green business. Chapter 19 has taken up governance in 21st Century wherein the authors suggest a paradigm shift in the corporate governance philosophy. The three main areas which should be emphasized upon include conformance vs performance, government vs controlled corporations, and political approach for better governance.

Keeping in view, the small size of the book, the authors deserve appreciation for doing full justice to the subject of business ethics and corporate governance. The book has a number of useful and interesting insights and, therefore, can be considered very useful for all the stakeholders. However, if some case studies had also been included, the worth of the book would have further gone up.

Because of its compact size, the book can be gone through and taken advantage of, even by those who have limited time. Indeed, the authors have shown their expertise in handling a vast area like that of business ethics and corporate governance in such a compact manner. On the whole the book makes an interesting reading.

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