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आ नौ भद्रा : क्रतवौ यन्तु विश्वत : ।
“Let Noble Thoughts Come To Us From Every Side”
- Rig Veda 1-89-1

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EDITORIAL

This edition of the issue covers, as always, application oriented studies conducted by scholars. The first paper is a study on sequestering of carbon emissions in the Bangalore University campus. The study by the students of BASE University is of seminal importance for learning and for the administrators who allocate budget on environment in their area. It is a must read as carbon emissions are measured and conclusions are arrived at.

The concept of Women Empowerment (WE) and its practice is discussed in a paper. The role of Business & Management institutes in bringing in to realm of their curriculum to position ideas of WE is a novel one.

The synopsis on Wellness in select IT Organizations is comprehensive and thought igniting. The reader would benefit by reading it on how an organization would retain people by caring for their wellbeing! Thought igniting results enlighten us as to what one can attempt in Indian conditions where family is a strong unit of enforcing success in the work life of a member of the organization.

The book review, on the RESET- the book by Subramanian Swamy, is a delight to read.

Editor-in-Chief

Management of Ecological Balance

A study of Bangalore University Campus



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*Acknowledgements : Mr. Sheshadri Ramaswamy & Dr. Sheetal Bharat

Abstract

This research study was conducted to find out if Bangalore University is carbon positive, neutral or negative when it comes to sequestering emissions generated by consumption of electricity. The study was done due to the increasing concerns of people about the changes in climate and the increased levels of carbon emissions which is polluting our surroundings. This field work study was conducted inside the boundaries of Bangalore University. Data was collected regarding electricity from the engineering department of Bangalore University and all the parameters required to calculate the carbon sequestered was collected during the field work. The small difference between the amount of carbon emitted and sequestered is a major concern and steps should be taken to ensure that the amount of carbon sequestered increases. More green spaces should be created and felling of trees should be reduced. Further research is required to take into account the various other emissions which are caused by vehicles, use of building materials and so on.

INTRODUCTION

In our vast universe, the splendid spaceship - the only living planet, Earth is covered by a thin layer made of life-supporting essentials: - oxygen, nitrogen, carbon dioxide, argon, and water vapour. This finely balanced mixture of components is established and balanced by the life cycles of plants, animals, and microbes. Carbon, hydrogen, and oxygen are primarily essential to sustain life on Earth. Over millions of years, dynamic processes occurred in nature, both physically and chemically and came to a stage where the environment was favourable for life to begin on Earth. But only we human beings tried to modify the environment to fulfil our needs. Advancements in technology and industrialization lead to serious disturbance in the ecological balance.

OBJECTIVE

In this research, we are aiming to find out the amount of carbon being emitted in kgs of Carbon dioxide (CO₂) by the consumption of electricity in Bangalore University Campus. We will also calculate the carbon sequestered by the trees of Bangalore University. We will then compare the carbon sequestered and carbon emitted to find whether Bangalore University is carbon negative, neutral or positive i.e. the carbon emissions are less than the carbon sequestered, the carbon emissions are equal to the carbon sequestered or the carbon emissions are more than the carbon sequestered respectively. We being students of economics and studying in Bangalore University Campus understand the need to protect

our Earth and this study is necessary to find if the environment we are studying in is carbon neutral. If not, the necessary steps can be taken to make this place environmentally healthy. With the increasing pollution that is affecting the wellbeing of our Earth, this research becomes important to ensure that the environment is a better place for our future generations. We need to take account of these emissions and make efforts to reduce them.

DATA COLLECTION

To find the carbon emissions we require the electricity consumption of Bangalore University and to find the carbon sequestered we need measurements of the tree height and diameter. We obtained the electricity bill from the engineering department which had the units of electricity used by the whole of Bangalore University Campus in a month. The heights and diameters of trees were taken in areas demarcated inside Bangalore University.

MODEL

In this research the following assumptions are considered to simplify economic processes and to make them easier to understand.

Assumptions:

- 1) There are two types of emissions namely one time and recurring emissions. Electricity is a recurring emission and the only factor that is considered in this research report. Other emissions caused by usage of steel, cement, water is kept constant.

- 2) ρ in all calculations is the same i.e. the mean of wood densities of all Indian tree species is used in finding the above ground biomass. Above ground biomass (AGB) is used to find the amount of carbon sequestered by trees and is explained further in the next paragraph.
- 3) The height used in the above ground biomass formula measured using Tree-H app is accurate and the measurement is taken from the base of the tree to the tip of the canopy.
- 4) We assume that electricity consumed every month is nearly the same. We have also considered that there are no heavy electrical appliances used or newly installed in Bangalore University over the past year which may alter the monthly electricity consumption.
- 5) We assume that calculations of carbon emissions per kWh of electricity done using online calculator developed by 'Energy Efficiency and Conservation Authority' are accurate for per kWh of electricity consumed in India.
- 6) Bangalore University campus has been prey to forest fires, grazing and firewood collection. This is bringing down the average age of trees. So, to take this into account, we assume that the trees in Bangalore University are 10 years on an average.

Electricity is generated by burning fossil fuels mostly coal and when coal is burnt a lot of carbon is emitted. For every tonne of coal burned, approximately 2.5 tonnes of CO₂ are produced. When this electricity is used to run various appliances again carbon is emitted. The more the electricity is consumed, the more the electricity is generated and more fossil fuels are burnt which in turn emit carbon. The electricity bill from the engineering department which had the units of electricity used by the whole of Bangalore University Campus in a month was extrapolated for a year. Five 50 m*50 m plots were demarcated in unbuilt areas right

opposite to built areas in Bangalore University Campus. Seven 400m stretches were demarcated along each road of Bangalore University Campus. Two parameters were taken into consideration while measuring the trees, Girth at Breast Height (GBH) and Height of the trees. Girth at breast height is the circumference of the tree at 1.37m from the ground level. The heights of trees were measured using an app named 'Tree-H'. The lengths of road in Bangalore University Campus were measured using an odometer and the seven linear stretches' values will be extrapolated to the total road length. The total area of Bangalore University was found using ISRO's geoportal 'Bhuvan'. Then, we put down all the data measured and collected into an excel sheet. Using a formula of Above Ground Biomass (AGB) from 'Tree allometry and improved estimation of carbon stocks and balance in tropical forests'ⁱ, the total AGB for each of the stretches and plots were calculated. AGB is all living biomass above the soil including stem, stump, branches, bark, seeds and foliage. The formula used for 'dry forest stands' is:

$$AGB = 0.112 * (\rho * D^2 * H) ^ 0.916$$

Where, ρ is the wood density; D & H are diameter at breast height and height of tree respectively.

Diameter is extracted from GBH by dividing GBH by π ⁱⁱ. ρ is calculated as the mean of wood densities of all tree species found in India.ⁱⁱⁱ. Wood density is the ration of the oven-dry mass of a wood sample divided by the mass of water displaced by its green volume. Height and diameter are calculated in meters. Wood density is measured in kg/m³.

After that, the values obtained from these calculations are extrapolated to the total area of Bangalore University Campus. Since the linear stretches were measured only along one side of the road the values are multiplied by a factor of two to include the trees on either side of the road. The five 50 m*50 m plot values are extrapolated to the total area of Bangalore University Campus.

ⁱ J. Chave, C. Andalo, S. Brown, M. A. Cairns, J. Q. Chambers, D. Eamus, H. Fo"lster, F. Fromard, N. Higuchi, T. Kira, J.-P. Lescure, B. W. Nelson, H. Ogawa, H. Puig, B. Rie´ra, T. Yamakura: 'Tree allometry and improved estimation of carbon stocks and balance in tropical forests'

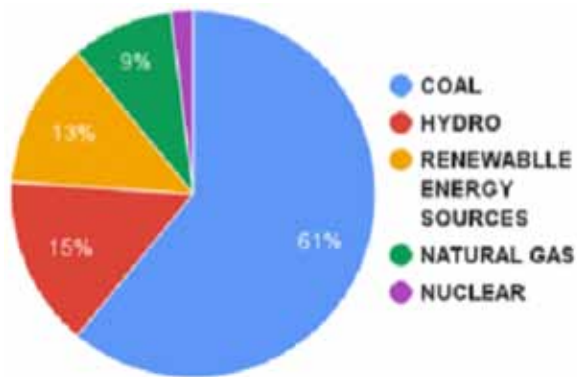
ⁱⁱ $\pi=3.1416$ in all calculations

ⁱⁱⁱ https://en.wikipedia.org/wiki/List_of_Indian_timber_trees

Lastly, the carbon emissions generated by electricity in Bangalore University Campus was calculated using CO₂ emission calculator developed by Energy Efficiency and Conservation Authority.^{iv}

The calculations and results are divided into three sections, the first section containing the calculations of carbon emissions, the second containing the calculations of carbon sequestered and the last section contains the results. They have been divided into sections for better understanding.

SECTION-I



In India, electricity is consumed round the clock. There are various sources of electricity of which coal is the most important source. Bangalore University is a campus spread over an area of 4.85 km^{2v}. To run such a huge establishment a lot of electricity is required.

Electricity Consumption

Figure-1 shows the electricity consumption in kWh of Bangalore University in the month of March. Figure-2 shows the CO₂ emission calculated values for electricity consumed in one month.

- 1) The total electricity consumed in one month is the sum of the readings coming under the consumption column in Figure-1: (29410+53935+40370+68090) = 1,91,805 kWh
- 2) The electricity consumed in one year is:
191805 * 12 = 23,01,660 kWh

^{iv} <https://www.eecabusiness.govt.nz/tools/wood-energy-calculators/co2-emission-calculator/>

^v Calculated using area mapping tools in ISRO's Geoportal 'Bhuvan'. <https://bhuvan-app1.nrsc.gov.in/bhuvan2d/bhuvan/bhuvan2d.php#>

- 3) CO₂ emission levels for one month is:

24.69 tonnes of CO₂/24690 kgs of CO₂

- 4) CO₂ emission levels for one year is:

296.22 tonnes of CO₂/296220 kgs of CO₂

SECTION-II

Total area of Bangalore University = 4.85 km²

Total road length of all roads in Bangalore University = 9 km

5 block plots measured = 5*(50*50 m) =12500 m² = 0.0125 km²

7 linear stretches measured = 7*400 m = 2800 m =2.8 km

Rho = 820.2857143 kg/m³

Sum L = 57447.78491 kgs of CO₂

Sum B = 15964.73348 kgs of CO₂

Sum L and Sum B are the Total AGB of all linear stretches s and Total AGB of all 50m*50m block plots respectively.

47% of AGB is Carbon sequestered by trees.

The trees are 10 years old, so 47% of AGB is carbon sequestered by trees spread over 10 years.

To bring this value to that of one year we divide the total carbon sequestered by 10.

Carbon Sequestered

Sum L is Total AGB of trees over 2.8 km, then carbon sequestered by trees over 9 km:

$$= [0.47 * [(57447.78491 * 9) / 2.8]] / 10$$

$$= 8678.718934 \text{ kgs of CO}_2$$

Sum B is Total AGB of trees over 0.0125 km², then carbon sequestered by trees over 4.85 km² :

$$= [0.47 * [(15964.73348 * 4.85) / 0.0125]] / 10$$

$$= 291132.8798 \text{ kgs of CO}_2$$

Total Carbon sequestered

$$= 8678.718934 + 291132.8798$$

$$= 299811.5988 \text{ kgs of CO}_2$$

SECTION-III

Carbon Emitted	Carbon sequestered
296220 kgs of CO ₂	299811.5988 kgs of CO ₂

Carbon sequestered is 1.012 times the carbon emitted thus; Bangalore University is Carbon negative i.e. the amount of carbon emitted is less than the amount of carbon sequestered.

$$\begin{aligned} \text{CS-CE} &= 299811.5988 - 296220 \\ &= 3591.598752 \text{ kgs of CO}_2 \end{aligned}$$

We humans have been guilty of 'ecocide'. So finally, the life-supporting carbon dioxide has become a poisoning component in the atmosphere. But due to the large number of trees in Bangalore University, the campus has not fallen prey to the carbon emissions which is destroying the environment. It is high time to rescue our planet from global warming and climatic change. Not deforestation but afforestation can sequester carbon in the environment.

RECOMMENDATIONS

- 1) Prevention of cattle grazing and forest fires increases the biomass of grasses which per year is greater than the amount of carbon sequestered by trees.
- 2) If forest fires are prevented regeneration of saplings from fallen leaves increases multi-fold.
- 3) Decrease in tree felling will increase sequestration.
- 4) Reforesting with tree species which are indigenous to scrub and dry deciduous forests shall enhance the biodiversity which is critical for the health of the Bangalore University forest.

MANAGEMENT OF ECOLOGICAL BALANCE

There are two ways to maintain ecological balance:

- i) Minimisation of consumption of electricity generated by fossil fuels and switching to other renewable resources such as:
 - a) Installation of solar panels.
 - b) Use of solar batteries when the panel is not in use.
 - c) Installation of Automatic sensors which switch on and off appliances as when required both in indoors and outdoors.

d) Setting up of hydro-electric plants (one plant for a group of five departments) which are run on harvested rain water.

- ii) Maximisation of biomass in Bangalore University Campus by planting seeds of grasses because grasses can sequester huge proportion of carbon emitted. Trees with high biomass which grow fast can also be planted. Such as:
 - a) *Melia dubia* - Neem
 - b) *Terminalia catappa* – Indian almond
 - c) *Muntingia calabura* – Cherry tree
 - d) *Gmelina arborea* – White teak
 - e) *Aesculus hippocastanum* – European Horse chestnut
 - f) *Solanum tuberosum* – Potato
 - g) *Bambusoideae* – Bamboo
 - h) *Panicum virgatum* – Switchgrass
 - i) *Miscanthus* – Silvergrass

LIMITATIONS

This study has two limitations: 1.Only one type of emission is considered i.e. the emissions from electricity consumption & 2.The study site is limited to Bangalore University campus.

FUTURE STUDY

There is scope to continue this research further by considering various other parameters. There are two types of emissions namely one-time emissions and recurring emissions. One-time emissions are emitted from those resources that are used only once for e.g.: steel, cement, sand etc. Recurring emissions are those emitted from resources which are used repeatedly for e.g. Water, petrol etc. The emissions from these sources can also be included to extend this study.

The study site in this paper is limited to the boundaries of BU and can be extended beyond BU. There are a lot of vehicles which passes through BU every day and these vehicular emissions can be taken into account for further study.

To calculate carbon sequestered the carbon offset by fallen leaves and roots of the trees can also be calculated in future study.

DISCUSSION

Vehicular emissions are the main sources of carbon emission in today's age. As the vehicles traversing on the road increases day by day so does the emissions.

If a person has to travel 300 km the various transportation modes are car, bus, train, and aeroplane.

The kg of CO₂ emitted per unit of consumption is^{vi}:

For petrol = 2.31 kg of CO₂

For diesel = 2.68 kg of CO₂

So, emission per person is:

By Car: 18 litres of petrol required, 4 people can travel.

$$18 \times 2.31 = 42$$

$$42/4 = 10.5 \text{ kg of CO}_2 \text{ per person}$$

By Bus: 75 litres of diesel required, 40 people can travel.

$$75 \times 2.68 = 201$$

$$201/40 = 5.025 \text{ kg of CO}_2 \text{ per person}$$

By Train: 1500 litres of diesel required, 1950 people can travel.

$$1500 \times 2.68 = 4020$$

$$4020/1950 = 2.06 \text{ kg of CO}_2 \text{ per person}$$

By Airplane:

0.18 kg of CO₂ per person per km is required.

$$0.18 \times 300 = 54 \text{ kg of CO}_2 \text{ per person}$$

These above calculations show that the Carbon emissions from airplane is the highest followed by car, bus and the least carbon emitter train. Thus, it is advised to reduce travelling by plane and shift to trains to decrease vehicular carbon emissions.

CONCLUSION

Bangalore University is home to a rich variety of flora. With the increased carbon emissions, Bangalore University is a heaven for people who are tired of the pollution.

But for the past few years a lot of vehicles have started using the roads of Bangalore University to escape traffic and this has polluted Bangalore University. Thanks to the numerous species of trees in Bangalore University

these emissions are offset. Bangalore University is carbon negative i.e. the amount of carbon sequestered by the trees in this region is more than the amount of carbon being emitted. More such green spaces are required to avoid a catastrophic climate change. Change starts at the individual level. Thus, more people should involve themselves in creating green spaces in their own homes and localities. People should turn into either carbon neutral or carbon negative to maintain a balance in the environment. Inhabitants of planet Earth should change their lifestyle towards an environmentally friendly approach.

As Mahatma Gandhi once said, "The earth, the air, the land and the water are not an inheritance from our forefathers but on loan from our children. So, we have to hand over to them at least as it was handed over to us." Give our next generation the gift of Nature!

APPENDIX

Figure-1: Bangalore University electricity consumption in March 2019.

TOD meter readings for meter ID 1815464576

Time Zone	Name of the Zone	Present Readings	Previous Readings	Consumption	MD Reading
06:00 Hrs to 10:00 Hrs	Morning Peak	29410	44350	29410	402.6
10:00 Hrs to 18:00 Hrs	Normal	53935	95080	53935	508.4
18:00 Hrs to 22:00 Hrs	On Peak	40370	44395	40370	456.8
22:00 Hrs to 06:00 Hrs	Off Peak	68090	72645	68090	409.8

Figure-2: CO₂ emission values calculated using the EECA calculator for one month

CO₂ Emission Calculator

Fuel type: Electricity

Amount consumed: 191805

Units: kWh

Calculate

Tonnes of CO₂: 24.69

Energy content (GJ): 690.50

^{vi} These values are taken from the following website: https://people.exeter.ac.uk/TWDavies/energy_conversion/Calculation%20of%20CO2%20emissions%20from%20fuels.htm

A Synthesis on Women Empowerment Initiatives in India: Role of Business & Management Institutes

Varsha P.S., Uday Tate, Gayathri Reddy K., Basanna Patagundi & Deepak Subedi*

Abstract

Historically, women in India have played significant role in shaping the various sectors of the Indian society, including but not limited to, entrepreneurship, social reforms, politics, education, and science. And yet, women face the scourge of discrimination, inequalities, maltreatment and abuse in India of 21st-century, cutting across, regions, religions, castes and communities. However, the social movement called, Women Empowerment, has drawn attention and efforts from governmental and non-governmental organizations, politicians, social scientists, business, non-business organizations, and individuals, to alleviate the injustices against Indian women. The article highlights the conceptual framework for the development of empowerment of women in India outlining the five main WE dimensions- economic, political, social, legal, and psychological empowerment. Also, the article focuses on the importance of Women Empowerment for the Indian society, the hurdles it faces, and strategies to overcome those hurdles in order to support and advance its mission. Finally, the article highlights the role of management institutes in India can play in educating the Indian society regarding the justification, hurdles, and benefits of Women Empowerment.

Key Words and Phrases: *Women Empowerment, Business Education, Management Institutes, Empowerment Hurdles.*

INTRODUCTION

Women have faced inequalities, discrimination, mental and physical abuse, and poverty in global and cross-cultural settings over centuries. These inequalities and maltreatments have been practiced despite the

fact that women had and continue to contribute to their societies significantly. The list of women leaders is endless, representing all walks of life-religion, royalties, military, social work, education, politics, economics, and the list goes on (Women Leaders 2020).

* Research Scholar, Professor, Associate Professor, Professor & Director & Professor at Cambridge Institute of Technology (CIT), Marshall University, VTU, CIT & Marshall University, USA respectively.

In this regard, India is no exception. Hinduism is one of the religions in which women (Goddesses) have been a significant part of the concept of Supreme Being or God: Goddess Laxmi, Goddess Saraswati, Goddess Durga, just to name a few. Similarly, there were Indian women who led their armies to fight for the independence of India (e.g., Queen Laxmibai of Jhansi), who served as social reformers (e.g., Kiran Bedi and Arina Roy), and prominent political leaders (e.g., late Indira Gandhi, past Prime minister of India and Pratibha Patil, the first woman President of India); and were winners in sports (e.g., Saina Nehwal for badminton, Mithali Raj for cricket, Geeta Phogat for wrestling, etc.). The business sector in India is no exception--Arundhati Bhattacharya, Chairperson of State Bank of India, Kiran Mazumdar-Shaw, Founder of Biocon to Indra Nooyi, President of Pepsi Co., and the list goes on (Adhikari 2019).

Thus, Indian women have served as leaders in such sectors of the Indian society as business, politics, social reform, education, science, and armed forces. And yet, women face the scourge of discrimination, inequalities, maltreatment and abuse in India of 21st-century, cutting across, regions, religions, castes and communities. While this may be disappointing to both women and men of India, there is a ray of hope in eradicating the plague of inequalities and discrimination against women. The ray of hope is embedded in Women Empowerment, the social movement that has drawn a much-needed attention from the diverse parts of India-governmental agencies, non-governmental organizations, politicians, social scientists, business, non-business organizations, and individuals. The efforts put forth by these entities have brought the well-deserved focus on the issue of Women Empowerment (WE) in India; and at the same time, they have helped advance the cause of the liberalization of women across regional and cultural boundaries. Equally important is that these efforts have provided opportunities for women to embrace independence, to make their own selection, choices, or decisions, thus contributing to society. Thus, Women Empowerment is not just a conceptual or theoretical exercise, but a social reform that has and will contribute to social justice, economic development, political freedom, and delivery of education for women of all spectrums in India.

Purpose of the Article

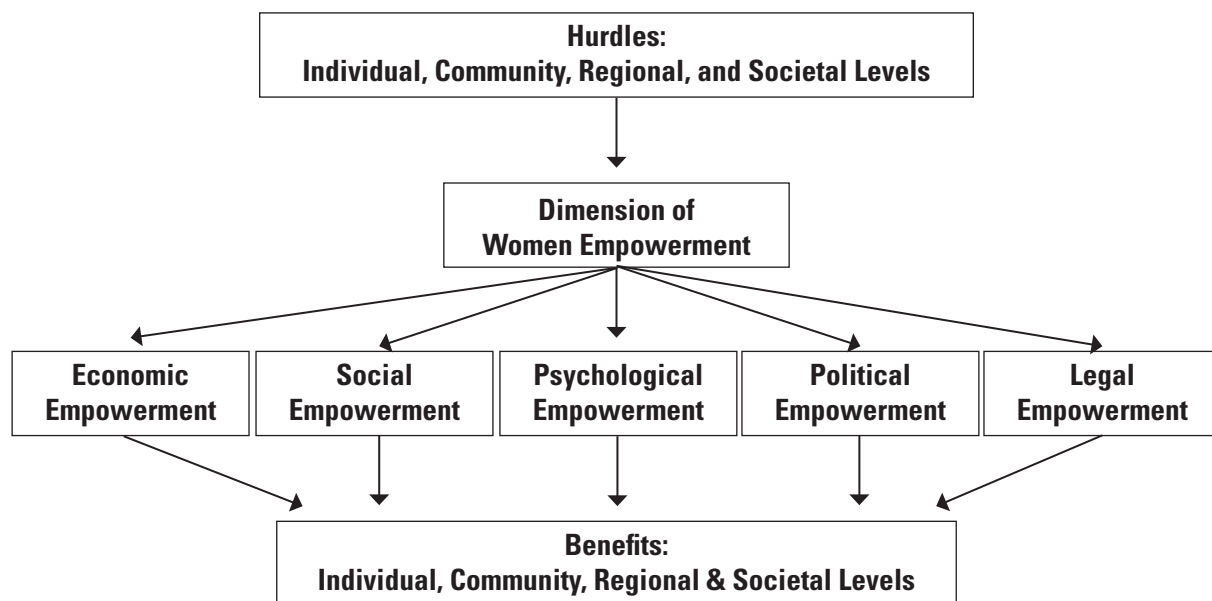
The article summarizes the conceptual framework for the development of empowerment for women in India outlining the five main WE dimensions- economic, political, social, legal, and psychological empowerment. Specifically, the article focuses on the importance of Women Empowerment for the Indian society, along with the hurdles it faces and strategies to overcome those hurdles in order to support and advance the cause of WE in India. Figure 1 displays the five dimensions of Women Empowerment, along with their antecedents and consequences. Finally, the article will outline the role of management institutes in supporting and promoting Women Empowerment in India.

Conceptual Framework of Women Empowerment

The term, Women Empowerment, has been theorized from different perspectives, including self-strength, self-control, self-power, self-reliance, choice, capability of fighting for one's rights, independence, own decision-making power, and freedom. According to Kabeer (2005), Women Empowerment is the degree to which women can improve their ability to make important life decisions on their own; whereas, Malhotra and Schuler (2005) propose that Women Empowerment is beyond the concept of enablement of underprivileged women who face family problems and domestic violence in their household. In sum, Women Empowerment is the avenue for Indian women to overcome the conditions of poverty, to enhance their confidence in becoming independent, to receive equal entrepreneurial opportunities, to earn respect and peace in their household, surrounding communities, and in society as a whole.

However, to operationalize and implement the concept of WE in an effective and efficient manner, researchers and practitioners must familiarize themselves with the multi-dimensionality of WE. As shown in Figure 1, it is widely conceptualized that WE consists of five principal dimensions: economic, social, psychological, political, and legal (Drake and Rhyne 2002; Duflo 2012; Galab and Rao 2003; Hennick et al. 2012; Troutner and Smith, 2004). Figure 1 highlights the five dimensions of WE, followed by a brief description of each (for further details, see Varsha et al. 2020).

Figure 1: Dimensions of Women Empowerment in India: Hurdles and Benefits



Source: Author

Economic Empowerment

Biswas and Kabir (2004) and Elliott (2008) argue that the economic empowerment is an effective solution to reduce poverty among women. In order for Women Empowerment to achieve its long-term sustainability and success in India, economic empowerment for women is necessary. However, there are many barriers (e.g., stereotypical roles for women, gender discrimination, etc.) to the economic empowerment for women in India. Such barriers are typically embedded in communities, caste systems, and social class in India. Recently, a significant progress has been made to overcome these hurdles, especially in urban areas of the country; on the other hand, the barriers to the economic empowerment for women are still prevalent in the rural parts of India. Therefore, it is critical that efforts at local, state, and national levels must be focused on creating the positive atmosphere to achieve economic empowerment for women (Golla, et al. 2016; Gupta 2014).

Social Empowerment

Mandal (2013) defines social empowerment as “the enabling force that strengthens women’s social relations and their positions in social structure. “The

goal of social empowerment is to eliminate the social inequalities and discriminations that embedded in the Indian society, in terms of caste systems, social class, ethnicity, religion, region, gender, or disabilities. According to Archer, (2006), the primary goal of social empowerment is to promote the equality for Indian women in household activities, decisions on children’s education, marital arrangements, interactions with community, religious rites; however, the challenge of achieving social empowerment is a complicated task, particularly in rural parts of India.

Psychological Empowerment

In general, psychological empowerment is based on the personal and emotional experience Indian women face as part of their interactions with household and extended family members, workplace, community, and society in general. According to Zimmerman (1995), there are three factors that encompass psychological empowerment: (1) intrapersonal: an individual’s self-perception, self-efficacy, perceived control, and competence, (2) interactional: an individual’s understanding of the relationship between personal growth and environmental factors, such as family members, community groups, religious and political

organizations, work-related individuals, and so on, and (3) behavioral: actions taken by individuals to cope with both intrapersonal and interpersonal factors.

Political Empowerment

Political empowerment encompasses not only political participation but also includes the participation of India women in such activities as social movements, labor strikes, protests, demonstrations, struggles, processions, religion-based disagreements, etc. As pointed out by Mandal (2013), political empowerment is a precursor in achieving success in the four other dimensions of women's empowerment, namely, social empowerment, economic empowerment, psychological empowerment, and legal empowerment.

Legal Empowerment

All nations, regardless of their stage in economic, social, and political development, have a legal system in some form or another. Every nation attempts to educate its citizens with regard to the legal structures, justice systems, state and private laws as part of civic education. However, simply having knowledge of a nation's laws and justice system does not guarantee legal empowerment for women. It is important that the application of legal empowerment in India must be based on the fair and transparent enactment of laws and justice systems to improve women's standard of living, to provide opportunities for education and entrepreneurship and provide meaningful and sustainable career advancement, healthcare services, and protection from violence and discrimination (Golub and McQuay (2001).

To summarize, the five dimensions of Women Empowerment--economic, social, psychological, political, and legal--are challenging, but achievable. The successful implementation of Women Empowerment in terms of the five dimensions will depend on the commitment and resources provided by various components of the Indian society, including but not limited to, government agencies, non-governmental organizations, small or large corporations, religious entities, educational and social organizations, local communities, and individuals and their families. It is also important to note that the five dimensions are interdependent, interactive, and continuously

changing. Specifically, in India, the acceptance and implementation of the five dimensions is necessary for the advancement of Women Empowerment, which, in turn, can lead to equality in justice, higher standard of living, respect, and safety and security for Indian women, particularly those in the rural regions of the country.

The Justification for Women Empowerment

In order to make Women Empowerment as an integral part of the Indian society and culture, it is critical that we focus on the justification for it in a transparent and thorough manner. A group, known as Teamwork (2019), has articulated the importance of Women Empowerment as follows:

Skills and Talents of Indian Women

With the fact that women make up 48.5 percent of India's population (the United Nations 2020), the nation must make every effort to capitalize on the skills, talents, and experience of women workers. India will not be successful in advancing the development and progress of the country if qualified women are not hired for various jobs in corporations, government, social organizations, and other societal entities.

Indian Women as Role Models for Young Women and Men

In the global arena, many women have led and performed well in various sectors, including politics, corporations, sports, social movements, science, to name a few. And India is no exception. A Web site, www.owlcation.com (Aarav 2020), cites a list of 51 famous women from India, dating back to the 16th century. The list represents the famous women from different segments of the India society--warriors, freedom movement, social reformers, scientists, astronauts, military ranks, sportswomen, arts and medicine, corporate leaders, and many more. These and many more brave and talented women have served as role models, not just for women and girls, but for men as well, in India and across the globe.

Women's Contribution to India's Economic Development

One of the goals of Women Empowerment is to achieve financial and economic independence for

women across all the spectrums in India—caste, age, social class, educational level, religion, regional, and language differences. As suggested under Justification 4.1, higher rate of employment of women can serve as the path to financial independence, along with the development of self-confidence, self-reliance, self-respect, social balance, and overall advancement of the Indian society (Gupta, 2014). It will also contribute to the reduction of poverty that has plagued the Indian women in rural and urban areas.

Reduction in Domestic Violence and Corruption

The tragic consequences of caste system, male-dominated employment situations, outdated traditions and taboos, lack of awareness and ignorance of women's role are deeply embedded in the Indian society; such consequences have led to the domestic violence and corruption against women and youthful girls, particularly in rural India. The laws, justice systems, education (Goswami 2013) and family environment have resulted in some reduction in the spread of this plague of domestic violence in India, more progress and efforts are needed to eliminate the domestic violence against Indian women.

Psychological Benefits of Women Empowerment

It is important to recognize that it is not sufficient to focus solely on the economic, financial, educational, political, and legal benefits of Women Empowerment in India. One of the important outcomes of Women Empowerment, often not recognized and at times, not so obvious, is the psychological benefit for women in terms of the enhancement of self-esteem, self-confidence, development of soft and hard skills, increased awareness on cleanliness and hygienic practices, and improved health, to name a few (Mandal 2013).

Advancement of India

Finally, as one nation, India must internalize and commit itself to advancing the cause of Women Empowerment and dedicate its effort to develop equal opportunities to women in terms of employment, education, health services, political representation, increased awareness of human rights, and gender equality. The final outcome will benefit not only women and young girls of India, but it will contribute to the advance of India as one nation.

The six arguments presented above justify the

acceptance and advancement of Women Empowerment in India. Both Indian men and women together can help families, organizations, communities, states, regions, and nations in improving and moving forward with moral dignity, social justice, integrity, equality (Shettar 2015). It is in this framework and mindset that the Indian society must support and internalize the movement of Women Empowerment, regardless of our gender, class, caste, ethnicity, religion, and nationality.

Hurdles in the Path of Women Empowerment in India

The Indian society is a complex society--a melting pot of caste systems, ethnicity, religious factions, language differences, social class, rural versus urban outlooks, family and community traditions, age differences, to name a few. Certainly, the complex diversity has made India a tolerant and sustainable nation over many centuries, but it also has created many barriers or hurdles when it comes to the acceptance and implementation of Women Empowerment across the nation (Raju and Venkateswarlu 2011). In a comprehensive study, Shettar (2015) has identified the following hindrances or hurdles in the path of Women Empowerment in India: (1) gender discrimination, (2) lack of opportunities in education, (3) female infanticide, (4) overburden of family responsibilities, (5) demands for dowry against women, and (6) violence on women.

Role of Business Schools in Support of the Movement of Women Empowerment in India

Without any doubt, the benefits of Women Empowerment, if implemented effectively and efficiently, can be extensive, covering all segments of the Indian society. The acceptance and implementation of Women Empowerment in India will not only promote and improve self-reliance, self-confidence, financial independence, social status, safety, and better health for women and young girls in India, but it will also advance and progress in the entire nation of India (Nagaraja, 2013). Undoubtedly, the implementation of Women Empowerment in India faces several societal barriers. How can the Indian society overcome the barriers or hurdles that have restricted the advancement of Women Empowerment? In other words, what strategies can Indian society—

individuals, communities, governmental agencies, non-governmental organizations, corporations, educational institutions, religious groups, to name a few—develop and apply in order to effectively and efficiently implement Women Empowerment? (Raju and Venkateswarlu 2011). An organization called Team Work (2019) has proposed several strategies to successfully move Women Empowerment forward: (1) support from government and non-government organizations, (2) protection under legal systems and laws, (3) educational opportunities, (4) availability of health care and medical services, (5) role of media and information technology, and (6) support from the Indian society.

One of the imperatives for the success of Women Empowerment in India is to educate men and women, children and adults, of India, with regard to the benefits, barriers, and implementation strategies for Women Empowerment. In this regard, educational institutions in India, ranging from elementary to high school, from vocational programs to universities, must play key role in a much needed effort to spread the right message regarding Women Empowerment. In this article, we have focused on the role of educational institutions (public and private) in India that offer business degrees and programs. This role is particularly relevant when it comes to promoting economic, social, and psychological empowerment of women in India.

India has a vast array of higher education management institutes offering business degrees, ranging from undergraduate to doctoral degrees. For example, there are over 200 institutes that offer accredited MBA (Master of Business Administration) programs, run by central government, state government, and by private organizations (<https://en.wikipedia.org>). Recently, the last two decades have witnessed a significant growth in the establishment of management institutions, private and public. According to All India Council for Technical Education (AICTE, 2018-2019), there are over 4,000 institutions offering approved business programs in various disciplines of management. These institutes can and should play a critical role in educating the Indian public on Women Empowerment. This role can be accomplished by the following initiatives.

(a) Business Curriculum: Both undergraduate and graduate curricula should include business courses that focus on such topics as equality in hiring practices, interactions with women managers, gender equality, development of women entrepreneurs, development of talents and skills of women in rural areas, micro-financing and credit for women, organizational skills and leadership development for women, to name a few. If such courses are embedded in business curricula, they can broaden the mind-set of many Indian men to accept women as equal partners within the context of family, community, and society.

(b) Seminars, Workshops, and Conference on Women Empowerment: Management institutes in India should offer seminars, workshops and conferences focusing on Women Empowerment. These events can be offered to managers at all levels representing various corporations and organizations. These seminars or workshops can be based on one- or two-day events delivered by women leaders representing different industry sectors. Such workshops or seminars can be conducted in rural areas and small towns, as well. In this regard, teams of students can be involved to organize and conduct such workshops. In addition, at academic conferences, special sections or tracks should be devoted to various aspects of Women Empowerment. Also, keynote speakers at such conferences can be women with notable accomplishment in Women Empowerment.

(c) Course-Embedded Activities: Business courses can use such experiential learning tools as class assignments, role playing, in-class debates, case analysis, video analysis, and internship, focusing on Women Empowerment. For example, class assignments can be designed in collaboration with government agencies (e.g., Ministry of Women and Child Development, Support to Training and Employment Program for Women (STEP), One-Stop Center Scheme, to name a few (Shettar 2015). Similarly, class activities (for example, internship programs) can be developed with assistance from such non-governmental organizations as Center

for Social Research, Self-Employed Women's Association, Snehalaya, Azal Foundation, Stree Shakti Scheme, etc. (Shettar 2015). Such collaborative course activities based on the principles of experiential learning will educate the young generation of India, both men and women, regarding the principles, challenges, outcomes, and importance of Women Empowerment.

(d) Service Learning Projects: Today, the acceptance and application of service learning as a pedagogical approach has become a global phenomenon. According to Bringle and Hatcher (1995), "Service-learning is a credit-bearing, educational, experience in which students participate in an organized service activity that meets identified community needs and reflect on the service activity in such a way as to gain further understanding of course content, a broader appreciation of the discipline, and an enhanced sense of civic responsibility." Thus, there is a clear connection between academics, student learning, and community development. As for Indian institutions of higher education, the presence of service learning as part of academic curricula has grown steadily. For example, Christ University, a private institute, conducted the first conference solely dedicated to Service Learning in India on July 6-7, 2017 (www.csa.christuniversity.in). The conference was participated by institutes of higher education; it focused on the various issues of service learning in Indian higher education systems. It is proposed that management institutions in India should embrace the philosophy of service learning when designing and offering their business curricula. Specifically, projects focusing on service learning should be embedded in such courses as, marketing, organizational behavior, leadership, financial management, supply chain management, economics, buyer behavior, human resource management, etc. Course-embedded service learning projects should cover the dimensions of Women Empowerment (economic, social, and psychological empowerment). Some of these projects can be conducted by visiting rural areas of India where women do not receive appropriate education and opportunities to develop soft and

hard skills. For example, a service learning project in a finance course can have a group of students conducting a one-day workshop on micro-financing grants for underprivileged women in rural parts and small towns so that they will understand the basics of micro-financing--how to apply for it, how to management when a grant is received, etc.

As one can surmise, there are a plenty of opportunities for business schools on India to contribute and support the mission of Women Empowerment. Business curricula, individual courses, service learning projects, seminars, and conferences can spread the message of Women Empowerment across the vast and varied spectrum of the Indian society. The role played by business schools in Women Empowerment can lead to the development of economic opportunities, gender equality, respect and safe environment for women, thus contributing to the development of India as an integrated society.

Conclusion

To summarize, Women Empowerment in India is not just a theoretical exercise, but a real-life phenomenon that aims to support and advance the liberalization of women and provides an opportunity for them to become self-sufficient, self-confident, and productive, thus contributing to their community and society. In today's world, the rapid growth of globalization, industrialization, and changes in government policies and legislations have made the concept of Women Empowerment (WE) is not just a localized social issue, but it has achieved a global importance from various perspectives, including but limited to, social justice, economic and political progress, and delivery of education. Women Empowerment has and will continue to face challenges and hurdles along its path to success. These obstructions have been overcome on the basis of help and commitment from various individuals, communities, organizations, and nations. Certainly, management institutes can play a constructive role in educating the Indian society with regard to the mission and importance of Women Empowerment. This role can be accomplished by designing and conducting appropriate business curricula, courses, workshops,

and conferences. In sum, both the individual and collective efforts need to keep defeating those hurdles. Women Empowerment is a win-win for all.

Future Research Directions

While the present article provided a synthesis of the conceptual and practical implications for Women Empowerment and the role of business schools within the context of India and its society, it also serves as the avenue for future research. Certainly, there is no shortage of research on Women Empowerment; several studies have been conducted from different perspectives: economics, social reform, politics, psychology, legal, gender discrimination, etc. However, it would be a worthwhile research effort to operationalize the framework shown in Figure 1. Such a study would help researchers and practitioners understand the antecedents and consequences of Women Empowerment and their interdependence and interactivity among the five dimensions. Future research should also focus on the effects of moderating variables (e.g., rural versus urban locations, social class and caste systems in India, age factor, educational levels, etc.) and mediating constructs (e.g., individual's personality, attitude toward ethics, gender equality, diversity, life satisfaction, etc.). In addition, management institutes should conduct empirical research on the impact of their curricula and course-embedded activities on spreading the message of Women Empowerment. The framework shown in Figure 1 can be empirically tested with the use of structural equations methodology, also known as causal modeling (Bagozzi 1980). The rigorous causal modeling will also assess the reliability and construct validity of the measure of the five dimensions of Women Empowerment. Finally, the antecedents and consequences of Women Empowerment should be examined over a period of time using a panel sampling, in addition to cross-sections studies.

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The Impact of Employee Wellness on Organizational Performance - A Study of Select IT Organizaztions

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INTRODUCTION

Every organization has long back recognized that attracting and retaining of employees are vital to run a successful enterprise. Organizational health and employees' poor health have significant effect on the outcomes of organizations. In the 1970s, wellness was accepted as a concept and it has become more popular during 1980's. The Wellness programmes at the workplace were based on primary business motivations; reducing absenteeism, improving employee engagement and morale enhances employee productivity. In many countries, organizations are facing financial crisis as they are spending more on ageing population and health care costs. Elevated attention was given towards employee health and wellness to maintain current economic challenges faced by IT organizations.

In reviewing the literature on wellness, the research findings reveal that employee wellness is suffering from problems related to mental health like depression, anxiety, stress etc. It has become apparent that virtually all the problems of the employees are called 'Global Distress' need substantial guidance and counseling. The research has demonstrated a strong relationship

between symptoms of global distress and reduced workplace productivity. Exploring the existing scientific evidence for prevention of depression at the workplace should be of great importance to the employees Hence, there is a need for employees screening for mental health tests to identify the number of employees at risk. The organization must support employees by providing individual interventions to negate high work stress, improve the mental health for the promotion of work-life balance. This awareness about the mental state of employees, organizations can reduce healthcare costs and ensure job satisfaction.

Eventually, the performance of the organizations depends on the involvement and commitment of the employees that are determined by various factors like family, peer relationship, leisure and other individual aspects. To increase the performance of an organization, employees' satisfaction or dissatisfaction plays a major role.

Wellness programmes are focused at intensification of efficiency of the employees, will in-turn improve their productivity over a period. Thus, the organizations need to incorporate these wellness programmes in the policies for effective performance and output of

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organizations. According to Cieri (2006) there is a great need of analysis of employment policies of the multi-national IT companies and the global workforce.

Because of the emerging work demands, the employees are increasingly amidst in health, family conflicts that lead to stress at workplace. There is an urgency to take care of employees' work-life balance by the organizations. This is depending on the Managers role in helping employees to perform at their potential.

NEED AND IMPORTANCE OF THE STUDY

Many researches have been carried out on psychological health of employees at workplace. A few disciplines like sociology, management, economics, psychology etc., contribute to the organizational health practices. The review of related literature focused on four aspects

- (i) Healthy workplace practices
- (ii) The influence of wellness and organizational performance
- (iii) The influence of healthy practices at the workplace on organizational growth
- (iv) On the connections between all the three above i.e., employee wellness, workplace healthy practices and organizational improvements

GENESIS OF THE STUDY

Wellness in the work place is an accountable workplace policy that have constructive influence on performance. Therefore, wellness can be readdressed as an adjustment of employees to physical and psychological factors of workplace and wellness as a business strategy increases organization effectiveness through new paths. In the period of temporary economic decline to come over from hard times, those organizations likely to follow strategic ways to improve the performance of the organizations by fostering workforce productivity which may improve world economy.

Earlier wellness was narrowly defined as a thought surrounded by physical and psychological health in the workplace which was considered as HR element. Because wellness has limited attraction as a strategic investment, the senior leader never gave serious attention towards it and organizations, fail to peruse within the context of strategies in organizations.

For better and sustainable returns on investment the broader construct of wellness is not only related to physical or psychological but many important domains like Spiritual, economic, Family, lifestyle etc. Which are the core determinants of wellness. Therefore, wellness concept is a workplace factor directly related to management agenda with greater importance.

Satisfaction and commitment which are part and parcel of employee engagement and it shows willingness to guide these organizations. Through research it is proved that the sincere employees' engagement in the work, report higher level of wellness. Hence, engagement promotes wellness behavior towards improving the effectiveness of the whole organizations. It has become a powerful strategy to convert wellness into measurable organizational performance. As the new technologies have increased the visibility of workplace conditions and recommend innovative methods of working. Now this is high time to think and retain skilful employees, to make workplace virtual by conducting studies to bring improvement in wellness and increasing productivity. Hence the study.

RESEARCH GAP & THE PROBLEM

Wellness is sure to make value addition to the supply chain. It is likely to make impact on core and support functions. Wellness creates goodwill amongst human resources. This would create value in enhancing productivity and hence production. Sustenance would be easier with Wellness on its action in an organizational environment.

The studies conducted so far suggest that there is paucity of investigation in the Wellness from a Human Resource perspective. The perception of Wellness will augur for the organizations in ensuring harmony, happiness and consistent growth. The question is how well the concept of Wellness can be adapted in organizations for its continuity, prosperity and perpetual succession in the Indian context.

An Operational study (Ahuja and Bhattacharya, 2007) conducted by the Confederation of Indian Industries (CII) in partnership with the World Health Organization (WHO), investigated employee health risks, workplace culture, organizational systems, and management

practices. The study surveyed 1,000 workers from 10 industrial houses in 4 sectors - manufacturing, civil construction, software/ consultancy, and drug/ pharmaceutical - and found a high incidence of stress, hypertension, diabetes, and smoking among employee populations. This study also identified challenges with respect to convincing top management to adopt health promotion programs and regarding compliance issues. The study presented a strong case for worksite wellness in India and set comprehensive guidelines for their successful implementation.

Hillier et al. (2005) opined that the success of any corporation depended greatly on the efficiency and productivity of each link in the corporate chain, ranging from the custodial staff to the president of the company. Employees with the right mental and physical health lead healthy lifestyles usually work efficiently vice versa unhealthy employees may not choose healthy lifestyle choices may exhibit negative impact on their work force through disengagement and lowered the productivity. Effective wellness programs have been proved that they will enhance attitude and productivity.

Wellness Programs have evolved in the Western world over the last 4 decades and only recently have come of age. In India, we see an open playing field where health promotion is only just finding its roots. It is futile to apply the American model of health promotion in India without a careful understanding the Indian paradigm. However, it would be a giant leap to bypass all the stage the countries have been through and represent a great opportunity to adopt best practices.

When employees are healthy, productivity goes up; attrition is reduced, disabilities decline, workplace safety increases and work life balance is maintained; Boasts morale and in turn Health care costs go down. (Litter, 2007).

Mazur and Matek (2016) studied on the evaluation of influence of wellness programme that has been implemented in polish and other companies abroad. The major aim was to study different methods for the evaluation for worksite wellness programme. Implementation of these programmes helps the organisations in two ways i.e. enhancement of employee wellness and increases the productivity.

This study was mainly focussed on the examination of the tools required to evaluate wellness programmes. Literature review on wellness was the basis of this study. The key findings of the study show that the independent variables like gender, size of the company, type of programme influences significantly on the effectiveness of wellness programmes. This study also revealed that effectiveness of the programme is also depending upon the management engagement, effective communication, clear objectives with achievable aims and suitable measurement and evaluation methods.

Martins and Nel (2005) have incorporated a theoretically developed model in Structural Equation Modelling (SEM) for validation by conducting an empirical study. This model was developed on organisation culture and occupational health through quantitative research on a sample of 184 employees of ICT organisation. For online survey two questionnaires for the collection of data. For analysis, the SEM was applied with correlation and multiple regression analysis. The SEM was used to assess relationship and correlation of variables in a specific pattern. The steps involved in SEM process were specification, estimation, testing and modification. It was concluded that the model was accepted. The substantial correlation showed that health has an impact on organisational culture. It was found out that SEM is a valid tool for theoretical models. This research is valuable for organisations in relation to health problems and effective influence of this on culture.

Through review of literature, it is noted that Wellness as a concept has not been widely study in Human Resources perspective, while marketing of consumer wellness has been considered critically important in holding them for repeating purchases and ensuring long term relationship.

Most corporate wellness programmes in India were launched in aftermath of IT/ITES industry revolution as American clients insisted on some wellness services for the workforce. They offer sporadic training programmes on diet, nutrition, stress, common issues like exercise, sitting for long etc. Several other offer Health Risk Assessment (HRA). Very few offer continuing hand holding to achieve and maintain wellness.

Loraine (2011) has carried out a study on the relationship of organizational culture on performance of the management in insurance industries. Adaptive perspective network, communal mercenary and fragmented culture were studied, and it was inferred that culture has everlasting impact on the performance.

Shakil (2012) conducted a study in Pakistan to decipher the influence of organization culture and performance. According to him, involvement culture and consistency cultures, adaptability culture and mission culture were the variables of the study. Regression and correlation analysis were used to analyse the collected data. The major findings of the study show that adaptability and consistency influenced more on management practices.

Wicneke, Egginton et.al (2019) evaluated the impact of employee wellbeing on organizational measures of well-being. The sample consisted of 64059 employees with 73% of response rate. Well-being champions gave favourable responses and they highlighted that values at the workplace, freedom of expression, identifying as part of the team and responsibility for the assigned work. The findings reveal that well-being of employees is significantly related to engagement, gratification and awareness of well-being and supported strategy the multi-level benefits of a champion program.

LIMITATIONS OF THE STUDY

A limitation may be the level of respondent truthfulness. Some of the participants expressed polite answers to prevent from representing negatively and answers appears to be uninhibited

- i. Limitation of this study is that only four dimensions health, family, lifestyle and stress of employee wellness are covered here.
- ii. This study is mainly focused exclusively on the experiences of the individuals working in large organizations. Self – employed who operate their own business were not included.
- iii. Sample with small sizes in any study is unable to make generalizations of the population. Occasionally, this may have reverse effect on the findings.
- iv. The present study has incorporated only independent and dependent variables ignoring certain moderate

variables like disability data, absenteeism etc. In terms of the variables, the current model could have included more specific or multi-item scales.

- v. Secondary data of Indian IT companies related to organizational performance (revenue, attrition, gender) were used in this study.

Despite the limitations of this study, the discoveries of this research recommend numerous suggestions for the effective implementations of employee wellness programmes for fruitful organizational performance. This study suggests many more avenues for further potential research.

DESIGN OF THE RESEARCH

This phenomenological quantitative Descriptive Survey study was designed to help corporations to understand employees' impression and their priorities as companies work to gain greater employee participation. This research explored the various variables that are directly and indirectly related to the organizational performance and examined the interpretations of the participants of their own unique needs. The aim of this study was to evaluate the measures of Organizational outcomes and to provide suggestions for administrators to higher-up the performance, while assessing the Organizational Wellness. The present research was based on descriptive survey method that relates to the present phenomena of conditions, practices, beliefs, or trends, is also called as 'Normative Research'.

For this accomplishment, the researcher attempted to find out the influence of Wellness on Organizational Performance. Along with this, Researcher has analyzed the existence of relationship between the variables – dependent and independent. The prediction of Wellness toward Organizational Performance was examined, and the research design was developed based on formal organizational structure/types.

The present study was a co-relational study. It was meant for finding out the relationship between employee wellness and its dimensions with organizational performance and its dimensions. This study aimed at predicting the efficiency of predictor variables viz. Employee wellness with its dimensions like health, family, lifestyle and stress of employees working

in IT organizations based on the criterion variable, organizational performance. As such the present study is a prediction study.

This study was aimed to scrutinize the influence of employee wellness on organizational outcomes. Another unique analysis of the present study was the development of Structure Equation Modeling (SEM) using the AMOS statistical programme. The logical steps followed in the process to develop the model was to finalize the specifications, identify the variables, estimating their influence, testing and modifying the model. SEM is an advantageous technique for workable assumptions, used for confirmatory factor analysis that reduces measurement error for each latent variable, and can handle complex information.

Based on the above interpretations, it was opined that this theoretical model was acceptable. This study is a survey type study. It aims at describing the present status of employee wellness and organizational performance.

The methodology in the study followed the sequence of the activities presented below:

1. Conceptualization of variables in the study
2. Identification of dependent and independent variables with their dimensions
3. Conceptual model of employee wellness
4. Characteristics of the Universe and the sample
5. Data collection using web survey technology
6. Listing out the hypothesis
7. The process of instrument development – Pilot study Experimentation, measurement of validity and reliability and
8. Statistical techniques used – Descriptive, Inferential, Correlation, Regression and SEM

OBJECTIVES OF THE STUDY

The focus is to study the impact of Employee wellness on organizational performance on selected IT companies with these main objectives, the following other objectives were framed:

- (i) To investigate the relationship between employee

wellness with its dimensions such as Health, family, lifestyle and stress on the organizational performance and its dimensions viz. Revenue, gender and attrition.

- (ii) To determine the relative efficiency of the predictor variable employee wellness and its dimensions such as Health, Family, Lifestyle and Stress in the predictions of criterion variable viz. organizational performance and its dimensions viz. Revenue, gender and attrition.
- (iii) To examine the influence of independent variable Employee wellness and its dimensions as Health, family, lifestyle and stress on the dependent variable, organizational performance and its dimensions viz. Revenue, gender and attrition.
- (iv) To examine the usefulness of Structure Equation Model (SEM) for assessing the determinants of employee wellness of organizational performance.

HYPOTHESES

There is no significant difference between:

1. Gender of the employees' overall Employee Wellness scores, overall Wellness - Health and its indicators (Individual, Fitness, Energy, Creativity), overall Wellness – Family and its indicators (Family, Culture, Ethics, Relationship, Faith and Ownership), overall Wellness - Lifestyle and its indicators (Etiquette, Leisure, Innovation), overall Wellness - Stress and its indicators (Workplace, Personal, Trust, Learning, Change and Job Type).
2. Gender of the employees 'overall Organizational Performance with its indicators (Revenue, Gender % and Attrition) scores.
3. Unmarried and Married employees with respect to Employee Wellness scores, Wellness-Health and its dimensions (Individual, Fitness, Energy, Creativity), Wellness – Family and its dimensions (Family, Culture, Ethics, Relationship, Faith and Ownership), Wellness - Life Style and its dimensions (Etiquette, Leisure, Innovation), Wellness - Stress and its dimensions (Workplace, Personal, Trust, Learning, Change and Job Type).
4. Marital Status of the employees and Overall

Organizational Performance with its dimensions (Revenue, Gender % and Attrition) scores.

5. Employees belonging to different Companies with respect to Employee Wellness scores and its dimensions Wellness-Health and its indicators (Individual, Fitness, Energy, Creativity), Wellness – Family and its indicators (Family, Culture, Ethics, Relationship, Faith and Ownership), overall Wellness - Life Style and its indicators (Etiquette, Leisure, Innovation), Wellness - Stress and its indicators (Workplace, Personal, Trust, Learning, Change and Job Type).
6. Employees belonging to different Companies with respect to Overall Organizational Performance and its dimensions (Revenue, Gender % and Attrition) scores.
7. Relationship among dimensions of overall wellness – health i.e. Individual, Fitness, Energy and Creativity scores of employees.
8. Relationship among dimensions of overall wellness - family i.e. Family, Culture, Ethics, Relationship, Faith and Ownership scores of employees.
9. Relationship among dimensions of overall wellness - life style i.e. Etiquette, Leisure and Innovation scores of employees.
10. Relationship among dimensions of Wellness - Stress i.e. Workplace, Personal, Trust, Learning, Change and Job type scores of employees.
11. Relationship between Wellness - Health and its dimensions i.e. Individual, Fitness, Energy and Creativity with Wellness – Family and its dimensions i.e. Family, Culture, Ethics, Relationship, Faith and Ownership scores of employees.
12. Relationship between Wellness - Health with its dimensions namely Individual, Fitness, Energy and Creativity with Wellness - Lifestyle with its dimensions namely Etiquette, Leisure and Innovation scores of employees.
13. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores of employees.
14. Relationship between Wellness - Health and its dimensions i.e. individual, fitness, energy and creativity with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees in the study.
15. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees.
16. Relationship between overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees.
17. Relationship among dimension of overall Organizational Performance i.e. revenue, gender % and attrition scores of employees.
18. Relationship between overall wellness - health with its dimensions viz., individual, fitness, energy and creativity, and overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
19. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
20. Relationship between overall wellness - life style with its dimensions i.e. etiquette, leisure and innovation with overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
21. Relationship between overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type with overall

Organizational Performance and its dimensions i.e. revenue, gender % and attrition scores of employees.

22. Relationship between Overall Employee Wellness with overall Organizational Performance and its dimensions i.e. revenue, gender % and attrition scores of employees.
23. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of revenue scores
24. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of gender % scores
25. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of attrition scores.

VARIABLES OF THE STUDY

I. Dependent Variable: Organizational Performance

Indicators of Organizational Performance:

- i. Revenue
- ii. Gender
- iii. Attrition

II. Independent Variable: Employee Wellness

Dimensions of Employees Wellness:

I. Wellness - Health	III. Wellness - Lifestyle
(a) Individual	(k) Etiquette
(b) Fitness	(l) Leisure
(c) Energy	(m) Innovation
(d) Creativity	IV. Wellness - Stress
II. Wellness - Family	(n) Workplace
(e) Family	(o) Personal
(f) Culture	(p) Trust
(g) Ethics	(q) Learning
(h) Relationship	(r) Change
(i) Faith	(s) Job Type
(j) Ownership	

Moderate Variables

- Gender
- Marital Status

POPULATION & SAMPLE

The traits of the population selected for the study were as follows:

- a) Demographic characteristics
- b) Gender (Male and Female)
- Marital Status (Married and Unmarried)

Role of target group in organizations: IT professional who is working in the selected IT organizations.

Determining the size of the Sample

Since the population of the study was not known and hence, proportion of gender was used as the basis for estimating number required for sampling size. Alpha was considered at 0.01 level of significance.

$$\begin{aligned}
 p &= \text{Male ratio} & q &= \text{Female ratio} \\
 p &= 0.53 & q &= 0.47 & \alpha &= 0.054 \\
 n &= \frac{(2.58)^2 \times 0.47 \times 0.53}{(0.054)^2} \\
 n &= 569 = 580
 \end{aligned}$$

Gender proportion was used as a determinant for deriving the sample size. Innumerable studies have revealed that gender influences wellbeing at both the workplace and at home. Based on the gender proportion, the sample size was calculated. According to the NASSCOM report (2014), the female employees constitute 36% of total workforce in the IT sector. The gender ratio of the pilot study was 1/3rd female to 2/3rd male employees.

$$\begin{aligned}
 p &= \text{Male ratio} & q &= \text{Female ratio} \\
 p &= 0.53 & q &= 0.47 & \alpha &= 0.054 \\
 n &= \frac{(2.58)^2 \times 0.47 \times 0.53}{(0.054)^2} \\
 n &= 569 = 580 \text{ (approximately)}
 \end{aligned}$$

Therefore, the sample of the study is restricted to 580 employees working in the selected IT companies.

TOOLS USED FOR DATA COLLECTION

The performance of the selected IT organizations was compiled using the Annual Reports. Standard procedure was followed for the construction of employee wellness inventory and established its reliability and validity as below. Instruments used to collect the data were:

- (i) Organizational performance data was collected based on the Annual Reports of the selected IT Companies with three important dimensions i.e., Revenue, Attrition and Gender (percentage), Researcher has collected the relevant data from Annual Reports published by the organizations for the last five years and obtained the requisite data of dimensions of dependent variable, Organizational performance.
- (ii) Employee Wellness Inventory: The Human Resource Development is dominated by several issues related to employees working in the IT companies' employee wellness and its relation to organizational performance. The challenges faced by the administrator and employees were based on critical reviews and categorized into four dimensions Viz. Health, Family, Life style and stress. The underlying assumption of this study was to develop employee wellness inventory to elicit valuable data. The supposition was that all employees have honestly given responses and have offered openly about their workplace wellness needs. It is also predicted that quality of life of employees increases the quality of work.

Based on Kobus Neethling and Solutions findings (2000) Employee Wellness Instrument, Researcher has constructed an inventory to measure the Employee Wellness with following components: Wellness – Health, Family, Lifestyle and Stress

DETAILS OF EXPERIMENTATION

Given the size of the internet user population and the spread of users across India, the data through survey was collected in two phases. First phase was to identify the characteristics of the sample population. Based on the results obtained, the final phase of the survey was conducted. Data was collected through Internet survey. An online survey instrument to assess employee

wellness was created by the Researcher. Survey responses were collected continuously. The Researcher had spent approximately a year for collecting data and extracted responses were recorded in the database form for analysis. In the initial stage, it was reviewed and identified the incomplete information. Final analysis was conducted using appropriate database.

STATISTICAL TECHNIQUES USED

Statistical Techniques used were:

- (a) **Descriptive Statistics:** Descriptive Statistics is a quantitative analysis that describes the information collected from the survey method. This statistic consisted of measuring central tendency and variability. The comparison between means of standard deviation for each measurement indicates that differences exist between two samples.
- (b) **Inferential Statistics:** This statistical analysis was used as sample is drawn randomly from the population to describe and generalize or inferences about the population. This analysis is used for testing framed hypothesis.
- (c) **Correlation Analysis:** Correlation co-efficient analysis was the technique used for the analysis of dependent and independent variables by using Karl Pearson (R) Product Moment correlation co-efficient.
- (d) **Multiple Regression Analysis:** is a statistical technique to measure average correlation relationship between two or more variables. In this analysis, the dependent variables were considered as criterion variable and other independent variables as predictor variables. This analysis determines the factors that are vital for the research, factors that can be ignored and explains how these factors influence each other.
- (e) **Structural Equation Modeling:** Hair et al (1998) defined Structural Equation Modeling as a multivariate technique that includes factor analysis and multiple regression simultaneously to evaluate the interrelated dependencies of relationship. This analysis determines the valid domains of the model. This was employed to evaluate the influence of indicators on the dormant variables of the constructs in the model.

The employee wellness is categorized into four components and nineteen sub-scales. The organizational performance is scaled under three components. To test Structural Equation Modeling (SEM) designed in the research to test the fitness with path co-efficient and defined relations between implied and observed variables. SPSS and AMOS were used to analyze the collected data.

FINDINGS OF THE STUDY

Findings of the Inferential Statistics

- Male employees are significantly high on overall Employee Wellness i.e., overall Wellness – Health, Family, Lifestyle and Stress in comparison to Female.
- Male employees have significant higher Individual, Fitness and Energy in comparison to Female.
- Male employees have significant higher Family, Culture, Ethics, Relationship and Ownership in comparison to Female.
- Male employees have significant higher Etiquette, Leisure and Innovation in comparison to Female.
- Male employees have significant higher Trust, Learning and Ownership in comparison to Female.
- Male employees have significant higher Gender % in comparison to Female.
- Unmarried employees are significantly high on overall Employee Wellness i.e., overall Wellness – Family, Lifestyle and Stress in comparison to Married.
- Unmarried employees have significant higher Energy and Creativity scores as compared to Married.
- Unmarried employees have significant higher Family, Culture and Ownership scores as compared to Married.
- Unmarried employees have significant higher Etiquette, Leisure and Innovation scores as compared to Married.
- Unmarried employees have significant higher Workplace, Personal and Learning scores as compared to Married.
- Unmarried employees have significant higher Revenue scores as compared to Married.
- Unmarried employees have significant higher Attrition scores as compared to Married.

FINDINGS OF CORRELATION ANALYSIS

- Increase in Individual score increases the scores of Fitness, Energy and Creativity dimensions.
- Increase in Fitness score increases the scores of Energy and Creativity dimensions.
- Increase in Energy score increases the score of the Creativity dimension.
- Increase in Family scores increases the scores of its dimensions like Culture, Ethics, Relationship, Faith and Ownership.
- Increase in Culture score increases the scores of Ethics, Relationship, Faith and Ownership dimensions.
- Increase in Ethics score increases the scores of Relationship, Faith and Ownership dimensions.
- Increase in Relationship score increases the scores of Faith and Ownership dimensions.
- Increase in Faith score increases the score of Ownership dimension.
- Increase in Etiquette score increases the scores of Leisure and Innovation dimensions.
- Increase in Leisure scores increases the score of Innovation dimension.
- Increase in Workplace scores increases the scores of Personal, Trust, Learning, Change and Job Type dimensions.
- Increase in Personal score increases the scores of Trust, Learning, Change and Job Type dimensions.
- Increase in Trust score increases the scores of Learning, Change and Job Type dimensions.
- Increase in Learning score increases the scores of Change and Job Type dimensions.
- Increase in Change score increases the scores of Job Type dimension.
- Increase in Wellness - Health scores increase the scores of Wellness - family and its dimensions.
- Increase in Wellness - Health score increases the score of Individual dimensions.

- Increase in dimension of Wellness - Health i.e. fitness score increases the score of overall wellness - family and its dimensions.
- Increase in dimension of Wellness - Health i.e. Energy score increases the overall wellness - family and its dimensions scores.
- Increase in Creativity score increases the scores of Wellness - Family and its dimensions.
- Increase in Wellness - Health score increases the scores of overall wellness - life style and its dimensions.
- Increase in individual score increases the scores of Wellness - Lifestyle and its dimensions.
- Increase in fitness score increases the scores of Wellness - Health life style and its dimensions.
- Increase in energy score increases the scores of life style and its dimensions.
- Increase in creativity score increases the scores of Wellness - Health life style and its dimensions.
- Increase in overall wellness - family score increases the score of wellness - life style and its dimensions.
- Increase in family scores increases the overall wellness - life style and its dimensions scores of employees.
- Increase in culture scores increases the overall wellness - life style and its dimensions scores of employees.
- Increase in ethics increases the overall wellness - life style with its dimensions.
- Increase in relationship increases the score of overall wellness - life style and its dimensions.
- Increase in ownership score increases the scores of overall wellness - life style and its dimensions.
- Increase in overall wellness - health score decreases the score of stress and its dimensions.
- Increase in dimension of overall wellness - health i.e. individual score decreases the scores of wellness - stress dimension.
- Increase in fitness scores decreases the score of stress dimension.
- Increase in dimension of overall wellness - health i.e. fitness score decreases the score of stress dimensions.
- Increase in dimension of overall wellness - health i.e. Energy score decreases the score of stress dimension.
- Increase in dimension of overall wellness - health i.e. Creativity score decreases the score of stress dimension.
- Increase in overall wellness - family score decreases the score of wellness - stress dimension.
- Increase in dimension of overall wellness - Family i.e. family score decreases the scores of overall wellness - stress and its dimensions.
- Increase in dimension of overall wellness - family i.e. culture score decreases score of stress dimension.
- Increase in dimension of overall wellness - family i.e. culture score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. ethics score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. relationship score decreases the score of stress dimension.
- Increase in dimensions of overall wellness - family i.e. faith score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. ownership score decreases the score of stress dimension.
- Increase in overall wellness - Lifestyle score decreases the score of stress dimension.
- Increase in overall wellness - Lifestyle score decreases the score of stress dimension.
- Increase in dimension of overall wellness - life style i.e. leisure score decreases the score of stress dimension.
- Increase in dimension of overall wellness - life style i.e. innovation score decreases the score of stress dimension.
- Increase in revenue increases the score of overall organizational performance.

- Decrease in attrition increases the score of overall organizational performance.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of overall organizational performance.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of revenue dimension.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of gender % dimension.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores decrease the score of attrition dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase the score of overall Organizational Performance dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase score of revenue dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase the score of gender % dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores decrease the score of attrition dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of overall Organizational Performance dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of revenue dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of gender % dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores decrease the score of attrition dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores decreases the score of overall Organizational Performance dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores increases the score of overall Organizational Performance dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores increases the score of gender % dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores decreases the score of attrition dimension.
- Increase in overall wellness - stress scores decrease the score of overall Organizational Performance dimension.
- Decrease in overall wellness - stress score increases the score of overall Organizational Performance dimension.
- Increase in overall wellness - stress score decreases the score of gender % dimension.
- Increase in overall wellness - stress score increases the score of attrition dimension.

FINDINGS OF REGRESSION ANALYSIS

- The collective effect of overall wellness - Family (X2), the collective effect of overall wellness - Lifestyle (X3) and the collective effect of overall wellness - Health (X1) are important factors in predicting the criterion variable, Revenue of Organizational Performance. Among the Individual potential predictors, the Family contributed the highest in the predicting the criterion variable, Revenue in Organizational performance.
- The Lifestyle is also found to be a significant factor in predicting the criterion variable Revenue.
- The collective effect of overall wellness - Family (X2),

the collective effect of overall wellness - Lifestyle (X3) and the collective effect of overall wellness - Health (X1) are important factors in predicting the criterion variable, Attrition scores of Organizational Performance. Among the Individual potential predictors, the Family contributed the highest in the prediction of Attrition in Organizational performance.

- The collective effect of overall wellness - Stress (X4) is also found to be significant factor in predicting the criterion variable, Attrition.

FINDINGS OF STRUCTURAL EQUATION MODELING

The use of Structural Equation Modeling was used to review and confirm a model of employee wellness. The key areas of the model viz, Health, Family, Lifestyle and Stress enable organizations to identify the relationship with the dimensions of Organizational Performance viz, Revenue, Gender and Attrition. The findings show that this model was suitable for the present data. Based on the appropriateness it was concluded that the Four-Factor model denotes the expression of employee wellness structure for the Organizational Performance. The model was found suitable by validating the Goodness of Fit indices. These indices represent the adequacy of this model.

RECOMMENDATIONS, POLICIES AND STRATEGIES

India has been the center of traditional approaches of wellness – Yoga and Ayurveda. With the emergence of new lifestyle diseases, it is imperative that the present research provides a fresh perspective on the importance Employee Wellness to the IT Organizations. This research has thrown light on the various aspects of employee wellness - health, family, lifestyle in the work place and certain recommendations that contributes towards organizations of performance are listed below:

- Organizations must be aware of various needs of employees and these needs must be met consistently on priority.
- Structural Equation Modeling depicted in this study aids to identify the healthy practices at the workplace in relation to wellness and organization performance. PATH offers more comprehensive approaches to link health, family, lifestyle, stress and organizational performance.
- Wellness programmes must aim to promote healthy practices like enhancement awareness, change behavior and certain cordial atmosphere.
- Work life balance, employee growth and development using criteria of family support, employee involvement that are indicators of healthy practices can be enhanced by organizing healthy workplace, incentive programmes etc., and thus increasing productivity.
- Maximizing both physical and mental health are the two important factors that are depending upon the deterrence, valuation and curing of probable health problems. Companies need to aid the employees through counseling and by facilitating employees to reduce de-addiction stress management training through counseling.
- Recognition and rewarding the employees by identifying their unique contributions to the organization and this gives a great self – satisfaction and future career progressions. These rewards can be in the form of bonuses, honorary ceremonies and personal acknowledgement in official organizations like publishing in newsletters.
- Organizational practices need to be designed to increase involvement of employees by including in decision making and thus enhances each employee to manage their assigned jobs autonomously.
- For the performance evaluation of employees, criteria must to be developed to measure employees' wellness practices like work life balance with Family, Health, Life style etc., as presented in the developed SEM.
- Designing mechanisms to measure the implementation of healthy practices in the organizations related to values and structure to bring organizational health.
- The findings of the present study reveal that adverse effects of stressful environments on Health. High stress may lead to many chronic diseases – elevation of blood pressure, emotional exhaustion etc. The

effect of stress lead to high rate of attrition among employees.

- To understand and analyze the 'Survival of fittest' model, structural equation model supplemented with regression findings to test the main effect can be used.
- Successful implementation of employee wellness is possible by introducing several interconnected programs and policies like providing health insurance, health promotion programs, disease control services etc.
- Organizations may introduce intervention programmes to improve health of the employees as policies like participation of employees in programmes of eliminating smoking habits, flexible work schedules, offering healthy food in cafeterias, providing access to fitness/yoga centers, walking paths, indoors games for physical activities.

SUMMARY AND CONCLUSIONS

This study has evaluated the employee wellness construct with a new dimension to facilitate increase organizational performance whilst increasing revenue and decreasing attrition. Present research has provided empirical evidence that four selected indicators of employee wellness are useful criterion for the prediction of organizational performance. The results of this study can help IT organizations expand their understanding of importance of health, family and life style. The confirmatory factor analysis using SEM supports the conclusion that pleasant and trustworthy relationship in the work place, very cordial, positive attitude towards job type and the boss, and healthy workplace practices for right attitude leading to high productivity.

This study contributed to the research of the organizational performance and employee wellness by providing support to reduce stress created in the work place. This study is focused on the different companies of stress and the job demands. Organizations must understand the detrimental effects of stressful environments that have been verified in this study. Insights into the employees' aspirations, identity in the workplace, job satisfaction and job demands are few indicators of healthy workplaces.

Based on the results of this study, the final accepted model fits the data and it gives a good direction that there is relationship between observed indicators and latent variables. This study confirms that employee wellness has stronger impact on organizational performance. All the dimensions especially lifestyle and health showed stronger impact than family and stress.

The model shows the significant correlation of personal wellness with personal as well as work place outcomes. Personal wellness not only related to health and social support but also healthy at workplace results in the development of ethics and productivity.

The overall findings suggested that organizational performance is affected by psychological, demographic and physiological issues. It is confirmed by the studies that the negative effect of stress causes high rate of Attrition among employees. The use of Structural Equation Modeling confirms a diagnostic model that guides organizations to identify areas of strength or dissatisfaction of employees with dimensions of employee wellness. Finally, this study illustrates that employee wellness is affected by current work demands. By implementing these empirical findings, the organizations will appreciate the importance of employee wellness and prioritize employees' retention, quality improvement, customer satisfaction and mental, physical health.

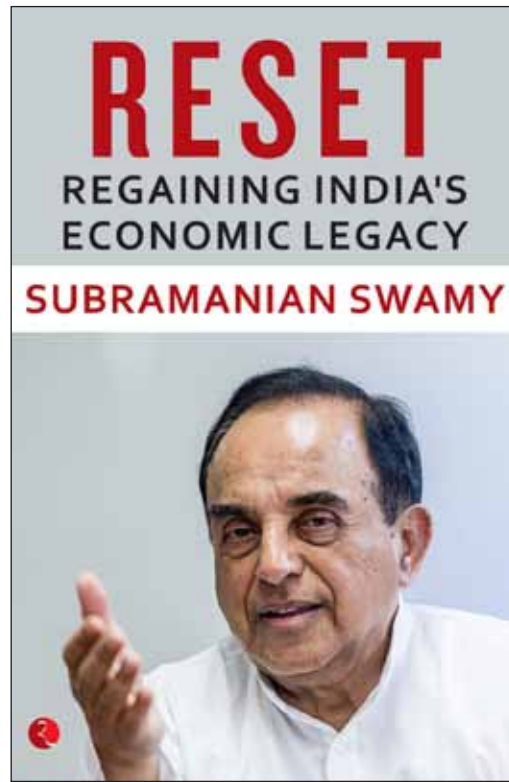
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BOOK REVIEW



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- Reviewer: **N.S. Viswanath**

The book under review is the latest treatise on the Indian Economy from a temporal, historical and critical perspective scholarly written by Subramanian Swamy, well known for his candid exposition of the performance of the Indian economy and its related ramifications.

This two-hundred page thesis begins by demarcating trends after independence to make an assessment of the Indian economy between 1947-80 (Phase-I), 1980-90 (Phase-II) & 1991-2019 (Phase-III). The division of the time frame is based on historical turbulence which began much earlier in 1857 and the consequences, thereafter, lead to the way the time has reflected on the people & their response to change. The purpose is to mark out how Imperial Government systematically exploited Indian Agricultural System and by making laws to change the systems of Education to 'de-culturize'

Indians. The British Education System had myopic aim of producing clerks to sub-serve the Monarchy. There are accounts of how economic planning was done to meet the administrative needs without caring for people priorities and needs. Examples are Railways and Postal systems. The country which had a share of 25% of World Income gradually stagnated in per-capita income for over a century (1820 to 1940) and consistently declined in GDP, consequently to become a poor country in National Wealth.

There is a comparison to China and its vicissitudes to that of India to demonstrate how the two economies are similar and dissimilar in terms of growth, change and performance.

The author begins with his account of the way British

planned to get raw material (cotton for instance) to feed and supplement Industrial revolution in their country; how they managed to get the support of the Indian army at our cost to win over the world and the way Indian Agriculture became a supply chain for ensuring their ends.

The second chapter examines the way India lost an opportunity in history because of subjugation of India by the British. Coal, Jute and Cotton, the core industries and the Railways infrastructure were not allowed to develop mainly to make India a market for finished British products. TISCO began in 1923 to demonstrate the Indian entrepreneurship. Tata's use to get the expertise from Germany (or any other country outside India) which later lead to Core research center in Bengaluru (Thanks to Swami Vivekananda for his advice to Tata on ship to begin a science institution in India - Indian Institute of Science - popularly known as Tata Institute in Bengaluru was established). The chapter has made a comparison of China's economy in terms of reflections by key indicators.

The fulcrum of essay is in chapter-3. The 'command economy' was introduced by emulating the Soviet Union model of growth. The arguments advanced is that, state commanded development will enable equitable distribution of growth benefits. An economy has its societal base factors, which dictate the goals of life, which in turn gets transformed in to individual and collective goals reflecting the society at present and what it aims to be in the long term future. Historically, the political system that was emerging to rule newly born India 'imposed' command economy by making wrong choice of a system accepted in Soviet Union. Absorption of the 'Best' from outside has to be by consensus and camaraderie of values, culture and lifestyles to match with the domestic system. While there were differences in the model of growth of the economy, although experiments were there by Sir M. Viswesvaraya and others in a provincial country ruled by kings, the Nehruvian model of planned economy was envisaged to make the country meet 'Tryst with Destiny'. The critical note of the author is logically convincing in the way the five year planned progress was imposed. The license raj took over along with

public sector firms wholly owned by the Government. The author demonstrates that the growth was around 3.5% during the plan period (1950-1990) whereas it was 6.78% (1992-97) during post reform period. An output analysis has been done to show how China has fared better than India. The sectoral performance and share, over 1950-90 period, at factor cost and at constant prices show the dismal performance of Agricultural sector with services sector occupying the highest share. Manufacturing sector, however, did not generate enough levels of employment. Agriculture, which had the potential to absorb people for jobs lost a critical opportunity. This is because the fundamental assumptions of the Soviet Model was not compatible to Indian conditions. Having recognized the folly of planning base on unmatchable assumptions, the time has now come to allow the economy to grow at a higher pace by investments in those critical areas where growth rate would be higher and generate employment. The system of Governance must tone up to manage inflation and at ease for higher trajectory of growth.

How can we expect transformation to happen for an Elephant size economy? The author suggests: 1. adaptation of a new model of growth, 2. modernization of Agriculture, 3. cost-conscious-quality oriented industry, 4. new forms of ownership & 5. fiscal reforms. All these measures have been projected by several other economists earlier. How to operationalize them to reach the bottom of the pyramid?

India never reached its fast pace of progress of GDP (at factor cost) during 1950-80 which was at 3.4%. It could show a GDP rate of 5.2% during 1980-1990 and achieved 7% during 2016-19. It is, however, now in shambles to less than 2%. The tryst with destiny of the Indian economy has had its own vicissitudes for the last seven decades. Economic reforms coupled with transformation in Agriculture, Industry and emergence of Services sector have resulted in structural change. In spite of this, the economy has not been able to achieve 10% growth consecutively. Two reform measures, demonetization and introduction of GST, have not brought about the desired results. In the midst of Covid19, which is disrupting the economy, the economy is on a consistent decline.

The author argues that there is still a chance for the growth to bounce back. It is here that the questions begin to emerge on the naïve solutions offered by the author. In order to bring about ideological change, bring it by persuasion of the individual, raise investment by increasing FDI, incentivization of households, the rate of interest on FD should be kept at 9% and increase household savings by 34%. Are these practicable? The interest rate on FD in public sector banks is at 6% now. How can it be realized to 9% as suggested?

There is another suggestion to shift to fixed rate regime from the current flexible exchange rate. Further, the author suggests to abolish participatory notes operating as parallel system in the banking sector. How can these be operationalized?

Swamy has been arguing for abolition of income tax since several years on the ground that it will induce consumer demand. Given the poor performance of GST, how to reconcile revenue by abolition of income tax?

Another argument is for introduction of contract farming. It is in operation in the case of areca gardens. How can we make contract sale enforced for other commodities in Agriculture?

The edifice on which the thesis is based, loses its rigour, when ideas suggested to bring about change are looked into. There is a need for intellectual churning to capture them.

The book scores on another count on a new ideology of integral humanism after building a ground for it, as had been experimented in other countries and declared as failed ideologies such as Marxism, Communism, Socialism and Capitalism. The concept of Integral Humanism can be incorporated provided it is practiced and understood as Complete Humanism (Poorna Manavathva) on which the Economic model of growth can be based. The seven postulates based on Integral Humanism sounds interesting. The test of them needs deeper thinking for a sound foundation of an economic policy.

In all, the entire book is worth reading by any individual. It triggers new thoughts for an intellectual discussion across the Nation or in an economic entity.

The author has scripted a document of eminence for a leader, manager, a common man or any economic agent to make these their base of functioning. I recommend this book for all to read and get introduced to the area of macroeconomics.



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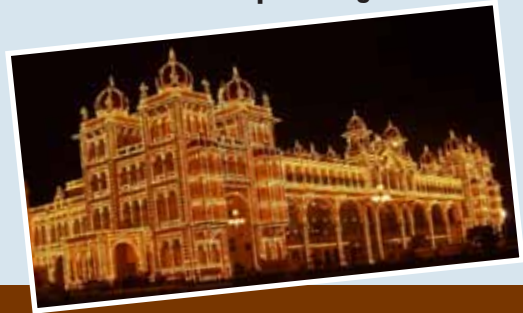
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