

HR Practices in Post Liberalisation Era : An Analysis on Organisational Culture in India

– Anup Kumar Ghosh*

Abstract

Indian economy has been taken a new track after 1990 by the introduction of new industrial policy. This policy brings changes in the shape and structure of Indian business scenario and very popularly known as Liberalisation, Privatisation and Globalisation (LPG). Finally, this policy exposed the Indian economy as a giant hope before the world business tycoons. It is of no doubt that huge foreign investment has been coming to Indian economy with a sharp growth of GDP. It was a concern for debate whether the Indian industries can maintain the HR policies and practices at par with the foreign conglomerates. But after 26 years of its implementation, now it is the time to analyse the HR practices now prevailing in the country, whether it is better or worse than the pre-implementation period and what is the reason behind this change. With this research question this semi exploratory descriptive study has been conducted over 132 employees working at different organisations in India. Here the researcher categorised the organisations into two halves: pre-LPG and post-LPG. After collecting the data through structured questionnaire, it has been analysed and observed that most of the post-LPG organisations are not following different statutory requirements as compared to pre-LPG organisations. For the sake of the law abiding matter, Government is not very strict for these post-LPG organisations as that will make FDP inflow low. Differential policies are adapted by the MNCs in HR matter at different countries and especially for India. At the concluding section, the researcher elaborated the cause behind this type of serious lapses observed in the country and their remedies.

Keywords: Pre-LPG Organisation, Post-LPG Organisation, HR Practices, Indian Economy, New Industrial Policy, Organisational Culture.

Introduction

Following its freedom on August 15, 1947, the Republic of India stuck to socialistic economic strategies till 1980. In the year 1980, Rajiv Gandhi, the then prime minister of India, started a number of economic restructuring measures. In 1991, the country experienced a balance of payments dilemma following the Gulf War and the downfall of the erstwhile Soviet Union. The country had to make a deposit of 47 tons of gold to the Bank of England and 20 tons to the Union Bank of Switzerland. This was necessary under a recovery pact with the IMF or International Monetary Fund. Furthermore, the

* Professor, Gitarattan International Business School, Rohini, Delhi-110085, India

international monetary fund necessitated India to assume a sequence of systematic economics reorganisations. Consequently, the then Prime Minister of the country, P V Narasimha Rao initiated ground breaking economic reforms which the International Monetary Fund looked for. Dr Manmohan Singh was then the finance minister of the government of India. He assisted Narasimha Rao and played a key role in implementing these reform policies.

The New Economic Policy of 1991, was further divided into two different phases viz. A) Pre Liberalization Era (1947-1991) and B) Post Liberalization Era. (1991 onwards).

- a. **Pre Liberalization Era :** This era began at the time of independence in 1947 and lasted till the introduction of New Economic Policy in 1991 by Dr. Manmohan Singh, the then Union finance minister of India. This era is marked by the emergence and growth of popular 'Nehru Model' of development. Pandit Jawahar Lal Nehru is popularly known as chief architect of Indian planning because of his great contributions in this field. His doctrine of 'Democratic Socialism' formed the base of new model of development he envisaged for India. He took over the reigns of governance of a big nation in 1947 as first Prime Minister of free India. India was till then being ruled by foreign invaders for centuries and her people fought a long battle of freedom. People were sick of expositions by the British Colonial rule and wanted socio economic development on their own terms. The general perception at that time was to oppose all the policies of suppression and any foreign interference in domestic matters. Inevitably, there was a reaction against the laissez-faire policies that the colonial government had followed for most of its life, and great caution at first about continued contact with foreign governments and business interests. The sectors which are working at pre liberalization era are steel, power, formal banking, government hospital, government colleges, etc.
- b. **Post Liberalization Era. (1991 onwards) :** The year of 1991 can be treated as the turning point in India's official position on economic policies, with the launch of wide ranging measures to de-regulate the economy and ending of 'quota-license' regime. Bringing economic reforms was the main agenda of the Congress party which again came to power in 1991 under P.V. Narasimha Rao as the new Prime Minister of India. Depleted official reserves, large deficits in balance of payments, and sharp decline in GDP growth which was reflected in similar declines in almost all sectors of the economy demanded urgent attention. The economic reforms were considered as the panacea and a cure-all to combat the economic crisis as had engulfed the country.

Dr. Manmohan Singh, the then Union Finance Minister had a new vision and doctrine based on the logic of economic development. He announced the Statement on Industrial Policy on July 24, 1991. This statement was the New Economic Policy or the New Industrial Policy of 1991. With the announcement of this policy, India entered into the era of new generation economic reforms. The major objectives of this Statement on New Industrial policy were "to build on" the gains already made, correct the distortions or weaknesses that might have crept in, maintain a sustained growth in productively and gainful employment, and attain international competitiveness".

The new policy was for de-regulating the economy in a phased and substantial manner. In pursuit to achieve such objectives, the Government announced a series of initiatives in respect of the policies relating to the following areas: a) Industrial Licensing; b) Public Sector Policy; c) MRTP Act; d) Foreign Investment and Technology.

Later on, a package for the Small and Tiny sectors of industry was announced separately in August 1991. The sectors which have been developed during this phase are IT, Private Educational Institute, Private Insurance Companies, Private Hospital, Hospitality etc. After 1991, India has observed a sea change in its economic scenario. Entrance of different foreign companies makes our country market dynamic. Further, it is also been observed that GDP growth rate is also in upward direction till 2015.

During independence, the industry condition of the country was no doubt very poor but with the passage of time and with different enactment this condition has been modified a lot due to active enforcement mechanism. But with the liberalisation followed by all these rosy pictures and massive increase of industrial activities, it is also been hoped that the employee engagement practices should also be improved a lot.

With this backdrop, this particular study has been aimed to verify the present picture of HR practices or employee engagement practices available before the employees working in different sectors. The researcher also tried to make a comparison between Pre-LPG Sector Vs Post LPG sector in the matter of employee engagement practices.

Literature Review

Human Resource is one of the vital asset for an organisation. Out of the 4 'M', this M (Man) has only brain and can not be controlled as per the will of the employer. Their productivity depends upon many factors both intrinsic and extrinsic. Only extrinsic factors like money, perks and other material benefits could not satisfy them enough to be a motivated workforce. Several research studies has shown the relationship between employee engagement practices with other parameters productivity, leadership etc.

Anand and Banu (2011) studied various factors of Employee Engagement practices like work, rewards and recognition, opportunities, team work, immediate supervisor, communication and observed their impact on intension to stay at the organisation. The study found a strong positive relationship between engagement variables and discretionary effort and a weak negative relationship between engagement variables and intension to stay. Sarkar's (2011) study on the factors contributing to the employee engagement and the various strategies implemented by HR professionals to enhance employee engagement in manufacturing organizations shown that Intrinsic Motivation and Training & Development are affecting in a higher degree to the employee engagement.

Handa and Gulati (2014) studied the relationship between personality traits and employee engagement amongst frontline personnel in the organized Indian retail industry. Their study found that there is considerable scope for improvement in the level of employee engagement amongst the frontline personnel in the organized retail industry. The study also found that personality is a significant predictor of employee engagement. A thriving employee engagement assists to generate a community at the place of work not just an employees. Engaged employees experience a strong emotional connection to the organization. Employee's involvement in companywide initiatives, educational opportunities and open communication are the vital tools of Employee Engagement (Gupta, 2015). Cheema, Akram and Javed (2016) also received a significant relationship of employee engagement, vision guiding and emotional commitment on customer and employee satisfaction. Bhuvanaiah and Raya (2015) conducted a research on Employee Engagement and Intrinsic Motivation as a mechanism of improved employee performance. Their study inferred that people prefer work role that gives psychological satisfaction more than a monetary incentive. Understanding employee preferences and creating a platform to express and employ themselves at work is a major responsibility of management. Once provided, the satisfaction resulted from need fulfilment tremendously motivates employee to engage with task and thereby performance. The association of individual spirituality on employee engagement has been studied by Richard (2013) where major thrust was on the three constructs i.e., vigor, dedication, and absorption. The empirical support for spirituality as a predictor of engagement came out as practical decisions for addressing workplace spirituality and concerned with the potential to assist in countering the declining engagement trend.

Auh (2011) identified that employee evaluations of self (i.e self evaluations) and perceptions of organizational environment (i.e., psychological climate) affect employee engagement. In the same tune Carter and Baghurst (2013) argued for Servant Leadership concept which creates an unique organizational culture where both leaders and followers unite to reach organizational goals without positional or authoritative power. Halbesleben (2003) measured the impact demographic factors over employee engagement level and did not find much variation due to the said factor differences. Investigating the relationship between corporate entrepreneurship and employee engagement, Bakker (2010) found that practicing managers view the relationship between the organisation and employees as a two-way relationship guided by reciprocal exchange and when firm-specific entrepreneurial atmosphere is conducive, employees used to respond by engaging themselves innovatively. The study of Jessica and Helena (2011) identified that leadership is a key antecedent of employee engagement. The study results also indicated that leadership behaviors - relating to effective performance and displaying integrity - may also facilitate employee engagement. There are similar types of research which showed that the organisations focused on presenting a great environment for employees to work and promote programmes that would enhance peer relationships and there the social implication are the determinants of employee engagement connote a healthy working atmosphere that reflects on the social impact (Bakker, Van Emmerik, & Euwema, 2006).

The research findings of Avery, McKay and Wilson(2007) suggested that the employers should recruit staff exhibiting characteristics predicted to generate high employee engagement and organizations should develop supervisors to ensure that they adopt leadership styles(Bogdány, Balogh and Csizmadia, 2014) found to drive employee engagement; and recruiters should consider matching characteristics of employees to the prevailing leadership paradigm in the organization. In a recent study on CSR and Employee Engagement (2015) it has been captured that the role of top management is highly significant to support in linking CSR with employee attitudes. This attitude can be achieved through proper drafting and implementation of HRM practices in the organization.

All these studies have shown the impact of employee engagement practices at various gamut of organisations. Now this study has strived to identify the employee engagement practices adopted by the post LPG organisations in comparison to the pre-LPG organisations.

Research Methodology

To verify the employee engagement practices adopted by the organisations - both pre-LPG and post-LPG, a structured questionnaire has been developed covering different statutory points and other factors normally followed by highly successful companies known as employee organisations. This questionnaire has been administered over 150 employees, selected purposively, from different sectors irrespective of rank & file. The data, so collected, has been entered in MS-Excel file and transferred in IBM-SPSS file . After preliminary data reduction, it has been observed that only 132 responses are complete in all respect. Hence other 18 incomplete responses have been wiped out from the data base. Now this data set has been analysed and represented in the next.

Data Analysis & Interpretation

Types of organisation : As the main aim of this study is to identify the benefits provided by the pre-LPG organisations versus post-LPG organisations, the first information collected in the questionnaire is the type of organisation the respondents working. It has been shown in table 1 .

Table 1 : Sector wise distribution of respondent

Organisation	Category	Frequency	Sector total
State Electricity Board	Pre-LPG	9	55 (42%)
Defence	Pre-LPG	7	
Nationalised Bank	Pre-LPG	9	
Govt Office	Pre-LPG	9	
Govt School	Pre-LPG	7	
LICI	Pre-LPG	6	
Heavy Industry	Pre-LPG	8	
Pvt. Insurance Co.	Post-LPG	9	77 (58%)
IT & ITES Co	Post-LPG	9	
Pvt Bank	Post-LPG	7	
Pvt Hospital	Post-LPG	8	
Pvt Office	Post-LPG	7	
Pvt School	Post-LPG	7	
Pvt. College	Post-LPG	8	
Telecom Industry	Post-LPG	9	
MSME	Post-LPG	8	
Automobile Industry	Post-LPG	5	

Source: Author's own data

Interpretation: This particular table 1 is a true representation of the respondents. Almost all the sectors have been covered here for both the pre and post LPG category.

Age of the respondents.: The age of the respondents is a prime indicator of the sector about its stability. It has been shown in table 2.

Table 2 : Category-wise Age distribution of the Respondents

Age Range	Frequency (Pre-LPG)	Frequency (Post-LPG)	Frequency (Total)
20-25	2	45	47
25-30	2	21	23
30-35	5	8	13
35-40	8	3	11
40-45	18	0	18
Above 45	20	0	20
Total	55	77	132

Source: Author's own data

Interpretation: Table 2 indicates a vital information that pre-LPG sector is mostly represented by aged people whereas post -LPG sector is represented by younger generation. It is obvious that the value system and aspiration of younger generation is quite different to that of elder generation.

Experience of the respondents: The performance of any organisation depends on the experience of the employees by and large. Here Table 3 indicates the category-wise experience distribution.

Table 3 : Category-wise Experience of the Respondents

Experience in Years	Frequency (Pre-LPG)	Frequency (Post-LPG)	Frequency (Total)
0-2	5	47	52
3-5	3	21	24
6-10	7	4	11
11-15	9	4	13
16-20	16	1	17
Above 20	15	0	15
Total	55	77	132

Source: Author's own data

Interpretation: Once again this table indicates that pre-LPG sector is more oriented with experienced persons and working for a longer period. Another indication is that less experienced employees may take challenging decisions in comparison to highly experienced personnel. Less experienced employees have less command over management and they can easily mould by management dictates.

Salary range: According to Minimum Wages Act and Payment of Wages Act, no employer can engage any employee in salary lower than the rate fixed by the state Governments and notified after each six months. The last declared rate as notified by Delhi State Government is Rs. 190 per day or Rs. 5700 per month for unskilled work. Under this background, the salary range of the employees have been collected and shown in table 4.

Table 4 Comparative Monthly salary range distribution in pre and post LPG organisation

Monthly salary range	Frequency (Pre-LPG)	Frequency (Post-LPG)	Frequency (Total)
Below Rs.5000	1	22	23
Rs.5000-10000	4	41	45
Rs.10000-15000	11	5	16
Rs.15000-20000	23	6	29
Above Rs.20000	16	3	19
Total	55	77	132

Source: Author's own data

Interpretation: From this table-4, we are getting some astonishing figure that there are 29% organisations in Post LPG sector where Minimum Wages are not been paid. While in pre-LPG sector the salary distribution curve is quite normal, the said distribution for post-LPG sector is skewed towards minimum salary side.

Salary payment mode and salary structure mode : According to different Govt. Orders, Payment of Wages Act, Payment of Bonus Act, Payment of Gratuity Act and other statutory rules, wage or salary administration is one of the important parameter for employee engagement. To identify the picture under these scores, the data collected and jolted down below.

Table 5 : Comparative data related to salary administration in pre and post LPG organisation

Item	Frequency (Pre-LPG)		Frequency (Post-LPG)		Frequency (Total)	
	Yes	No	Yes	No	Yes	No
Salary paid on a fixed date	53	2	7	70	60	72
Salary paid through bank	55	0	23	54	78	54
Salary paid after a delay of more than 10 days	2	53	53	24	55	77
Salary is consolidated basis	11	44	69	8	80	52
There is proper scale of pay for different post / grade	53	2	32	45	85	47
Dearness Allowance declared after an interval	46	9	12	65	58	74
Production/ Profit sharing bonus paid every year	33	22	3	74	36	96
Gratuity paid at the time of exit	55	0	19	58	74	58
ESI coverage and payment deduction is there	25	30	39	38	64	68
Medical allowance / benefits are there	55	0	36	41	91	41
IT deductions are reflected in Govt. website immediately	49	6	28	49	77	55
Pay slip is given in every month detailing the break-up	49	6	14	63	63	69
There is a difference between payment signed and payment	0	55	44	33	44	88
Received annual increments	39	16	8	69	47	85

Source: Author's own data

Interpretation: Table 5 indicates some major observations related to salary administration. In post LPG organisations, pay packages are mostly on consolidated basis without having any pay-grade or salary break-up in comparison to pre-LPG organisations. Payment is made other than bank payment mode in majority and pay date varies from month to month. Even in a large scale there is a delay of salary payment of more than 10 days. Deductions are not been made as per the statute of ESI or Income Tax. These information are indicative that the statutory requirements are not followed by the post-LPG industries while in pre-LPG industries these salary administration are conventional and practiced since long. These younger generation organisations do have less experienced employees as well executive who are not instrumental in following those mandates. Further, delay of payment used to come from the notion of the employers of post-LPG group because they believe on pressure tactics upon the employees. They think that if payment may be made after 10-15 days, then employee can not leave the organisation without formalities due to pressure of that money stored with the employers. Many of the industry deduct Income tax from the employees and do not deposit it to the Income Tax Department till last date of the year.

Employment procedure: The rules and regulations for recruitment, induction, selection, career advancement are pretty old and followed by different organisation to maintain a healthy and sustainable HR . Due to change of technology, the tools have been modified, but the basic concept for HR tool for employee engagement remains same. Now let us see the Employee Engagement practices as depicted in the table 6 below.

Table 6 : Comparative data related to employment procedure in pre and post LPG organisation

Item	Frequency (Pre-LPG)		Frequency (Post-LPG)		Frequency (Total)	
	Yes	No	Yes	No	Yes	No
Recruitment done in formal way	48	7	35	42	83	49
Are you on roll of the organisation (or with some other)	44	11	2	75	46	86
Formal appointment letter issued before joining	54	1	17	60	71	61
Appointment letter contain all the necessary service condition	44	11	16	61	60	72
Organisation do have service condition rules	39	16	17	60	56	76
Organisation do have promotion policy	54	1	11	66	65	67
Organisation do have written down leave policy	54	1	11	66	65	67
Organisation allow for paid maternity leave as per MB Act	50	5	3	74	58	79
Organisation do have retirement & resignation policy	54	1	16	61	70	62
Organisation encourage for career improvement	35	20	31	46	66	66

Source: Author's own data

Interpretation: This table again indicates some eye-catching factors that post LPG organisations are practising. Most of the cases offer of appointment or job description is not clear before the recruiter. They used to ask any candidate to join the post and different types of work load have been given to him / her. Without sustaining that work pressure, the employee, newly recruited, either commit mistake or relinquish the job. Formal service condition, service rules, leave rules etc. are not been framed as all these rules may lead to legal litigation , as conceived by the employers. HR activities are mostly run by general clerks without having formal specialised qualification in HR. Astonishingly, Maternity Benefit is not followed strictly not only in Post-LPG but pre-LPG too, which is very much alarming.

Welfare & Grievance Handling system : Another very important area for employment engagement is welfare activities. There are several acts like Workmen Compensation Act, EPF Act, ESI Act, Factories Act, Shops & Establishment Act etc. According to different provisions of these acts, one employer should be very loyal to their employees to get a reciprocating effect. The information collected in this score is shown in Table 7 below.

Table 7 : Comparative data related to welfare & grievance handling

Item	Frequency (Pre-LPG)		Frequency (Post-LPG)		Frequency (Total)	
	Yes	No	Yes	No	Yes	No
Canteen facilities are available with variety of items at cheap rate	36	19	16	61	52	80
Organisation provides quarters for the employees	47	8	2	75	49	83
Organisation provides health-care facilities to the employees and their family members	40	15	19	58	59	73
Organisation helps in education for the wards of the employees	47	8	13	64	60	72
Organisation provides pick & drop facility from residence	21	34	19	58	40	92
Organisation provides LTC facility	33	22	12	65	45	87
Organisation provides medical insurance	10	45	12	65	22	110
Organisation provides crèches for the female employees	3	52	0	77	3	129
Organisation have proper grievance handling machinery	46	9	44	33	90	42
Organisation have proper women grievance redressal cell	55	0	57	20	112	20
Organisation do not terminate any employee without proper enquiry	46	9	44	33	90	42
Organisation provides different social security schemes	33	22	12	65	45	87
Organisation encourages employees in taking part in different developmental & social activities	33	22	12	65	45	87

Source: Author's own data

Interpretation: The information available in this table 7 is again the repetition of the previous sections. Most of the post-LPG organisations follow bare minimum welfare facilities for their employees or their family members. They do not care for health or education of their human resources and as a result they lost their precious resources very soon. Grievance redressal machinery is also not proper and hence employees dissatisfaction level is very high. Only in one point i.e., women related grievance redressal system is quite better due to direct pressure from supreme court in this particular score. Most of the organisation do not have any social security scheme like gratuity, leave salary, pension, provident fund etc. because there is no eligible candidate to receive these benefits. Most of the employee leave the organisation or forced to leave the organisation before attaining their statutory period completion.

Conclusion

This particular study gives us a very clear cut result. In the result analysis section we received different information wherefrom it is crystal clear that after 26 years of LPG introduction, the Indian business is now divided into two groups. One group is following all those employee engagement practices which are age old traditional HR concept based and in these pre-LPG organisation employee satisfaction level as well employee retention is much better than those of post-LPG organisations.

Most of the employers of the post LPG organisations do not care for employee satisfaction of employee engagement practices because they do believe that there are enormous job seekers. Hence by exploiting an employee will not cause harm on productivity and easy replacement is available. But they never think for better employee engagement may give them different returns as we have seen in different literatures all though out the world.

There is another important factor which may rather provokes these post-LPG organisations careless about employee engagement practices is Government machinery and their pressure on the organisations. At the starting of LPG era, many of the organisations do have question about Government policies and their red-tapism. But to prove their will, Government that time call all the entrepreneurs to start their business without any such hesitation and Government will not be a headache on all these issues. This attitude of Government still prevails and as a matter of fact employee engagement practices now become a farce for these post LPG organisations.

But it is a grave concern for the country that human resources working at different organisations become dissatisfied with their workplace and as a result that will create a negative impact on the society as well on the economy. Already India is known for younger population before the whole world and younger generation represent always more demand, anti establishment anger etc. So these two additive factor may be boomerang for the country, if it is not been properly taken care of immediately.

References

1. Anand, Vijay, V. & Banu, Vijaya, C. (2011), "Employee Engagement: A Research Study with Special Reference to Rane Engine Valve Ltd. (Plant - I), Chennai, India", *Journal of Marketing and Management*, 2 (2), pp117-135.
2. Auh, S., Menguc, B., Fisher, M. and Haddad, A. (2011), "The Contingency Effect of Service Employee Personalities on Service Climate: Getting Employee Perceptions Aligned can Reduce Personality Effects", *Journal of Service Research*, 14(4), pp426.
3. Avery, D. R., McKay, P. F., & Wilson, D. C. (2007), "Engaging the aging workforce: The Relationship between perceived age similarity, satisfaction with co-workers, and employee engagement", *Journal of Applied Psychology*, 92, pp1542-1556.
4. Bakker, A. B. (2010), "Engagement and 'Job Crafting': Engaged Employees Create their Own Great Place to Work", in Albrecht, S. L. (Ed), *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*, pp 229-244.
5. Bakker, A. B., Van Emmerik, H., & Euwema, M. C. (2006), "Crossover of burnout and engagement in work teams", *Work & Occupations*, 33, pp464- 489.
6. Bhuvanaiah, T., & Raya, R. P. (2015), "Mechanism of improved performance: Intrinsic motivation and employee engagement", *SCMS Journal of Indian Management*, 12(4), 92-97.
7. Bogdány, E., Balogh, A. and Csizmadia, T. (2014), "Leadership succession and the origin of successor in Hungarian SMEs", *Management & Marketing. Challenges for the Knowledge Society*, Vol. 9, No. 3, pp. 283-300
8. Britt, T. W., Castro, C. A., & Adler, A. B. (2005), "Self-engagement, stressors, and health: A longitudinal study", *Personality and Social Psychology Bulletin*, 31, pp1475-1486.
9. Brown, S. P. & Leigh, T. W. (1996), "A new look at psychological climate and its relationship to job involvement, effort, and performance", *Journal of Applied Psychology*, 81, pp359-368.
10. Brown, S. P., & Leigh, T. W. (1996), "A new look at psychological climate and its relationship to job involvement, effort, and performance", *Journal of Applied Psychology*, 81, pp359-368.
11. Carter, Danon and Baghurst, Timothy(2013), "The Influence of Servant Leadership on Restaurant Employee Engagement", *Journal of Business Ethics*, 124(3), pp1-12.
12. Cheema, Sadia; Akram , Asia and Javed, Farheen (2016) , "The Impact of HRIS and HPWS on Employee Performance: Surveyed from SMEs of Pakistan Manufacturing Firms", *Elixir Org. Behaviour*, 91, pp38270-38276.

13. Csikszentmihalyi, M. (2003). *Good business: Leadership, flow, and the making of meaning*. New York: Viking Penguin.
14. Halbesleben, J. R. B. (2003), "Burnout and engagement: Correlates and measurement, *Dissertation Abstracts International: Section B: the Sciences & Engineering*", Univ Microfilms International, 64(1-B), pp451.
15. Handa, Meenakshi and Gulati, Aastha (2014), "Employee Engagement: Does Individual Personality Matter", *Journal of Management Research*, 14(1), pp57-67.
16. Jessica Xu, Helena Cooper Thomas, (2011), "How can leaders achieve high employee engagement?" , *Leadership & Organization Development Journal*, Vol. 32(4), pp399 - 416.
17. Kahn, W. A. (1990), "Psychological Conditions of Personal Engagement and Disengagement at Work", *Academy of Management*, 33: pp692-724.
18. Ruddar Dut, & K.P.M. Sundharam (2014), "Indian Economics", 43 rd Edition, Tata-McGrawhill, Delhi (India).
19. Tomlinson B.R. (1998), "The Economy of Modern India- 1860-1970", Cambridge University Press, Cambridge (UK), p. 1172.

Reproduced with permission of copyright owner. Further reproduction
prohibited without permission.