
CHAPTER 5

RESEARCH MODEL

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5.1 OVERVIEW OF THE CHAPTER

In this chapter the researcher has discussed the second phase of the research. This chapter essentially consists of the explanation and analysis of the questionnaire and survey response to substantiate the finding in the chapter 4. Also, weighted average is calculated to find the overall response of respondents to the questionnaire. This is used to judge overall acceptability of the questionnaire. Also, viewpoints of various employees are been noted and third party interviews are also conducted to see the qualitative effect of researcher's ideology on others.

5.2 QUESTIONNAIRE

There are different methods that are used to investigate a research problem. The methodology must indicate clearly as to which method has been used and why a particular method or procedure has been used. The method used must be appropriate to the objectives of the study. Keeping the above in view, it is necessary to state as to how one analysis the data collected from literature or case studies, how comparison or correlation of interpreted data has been done, how response to questionnaire has been interpreted and how presentation of the study material has been done to support the stated outcome. Following steps define the methodology used in the present research.

5.2.1 Survey Feedback

Introduction

Survey Feedback and sensitivity analysis is a useful tool used by researchers of organizational development to find out the impact of managerial trends aimed at brining about culture changes for higher productivity. Survey

feedback can include assessing organizational work culture in respect of work climate, cooperation and conflict areas, work values, job satisfaction and dissatisfaction, superior-subordinate relationship, leadership style etc. Detailed analysis of these areas becomes more important when serious attempts are made for bringing about Turnarounds which are basically entrepreneurial situations needing right approach and creativity. Management creativity can reduce the human costs of a turnaround and increase the amplitude of recovery. There are two kinds of management creativity, the first needing study of company approach policy towards people management, strategic management, operations management, redesigning management system and structure, and similar issues. Another type which is a subtler type looks for synergy by pulling together unique and effective ways to handle goals, policies, strategy, culture, structure technology and management systems. It is the latter type which the researcher has kept in mind for his analysis and assessment of the feedback / opinions received from erstwhile colleagues about the impact of management style adopted during the period of working together.

Sample Format

Sample selection as used for survey is based on a wide coverage from amongst erstwhile colleagues of the researcher some of whom are now occupying senior positions in management hierarchy. Mostly, the feedback is obtained from different locations where researcher had worked during his service tenure viz field units, from east, west, north and south of India and corporate Headquarters of the company. Feedback is also obtained from ex-colleagues who have since moved to private institutions both in India and abroad. Opinion is also obtained from some of the colleagues working in senior management with Group Companies of the holding company. Response is also sought from colleagues who have since superannuated.

Main features of the sample groups are given in the following table:

Table 5.1 Response summary

S.No.	Location	No. of Responses	Gender	Education	Age Group	Region	Religion	Category
1	Field Location (North/East)	01	Male	Bachelor of Chemical Engineering	About 50 years	North/East	Hindu	Top Mgmt
2	Field Unit(East)	03	Male	Engineers	45-50 years	East	Hindu	Top Mgmt - 1, Middle Mgmt-2
3	Field Unit (East)	20	Female-4 Male-16	16 Graduates 04 Engineers	35-45 years	East	Hindu	Junior/Middle Mgmt
4	Field Unit (North)	50	Male	30 Graduates 20 Engineers	35-40	North	Hindu	Top mgmt -5 Middle Mgmt-45
5	Field Unit (West)	09	Male	Chemical Engineers	40-50 years	West	Hindu	Top Mgmt-1 Middle Mgmt- 9
6.	Corporate HQ	27	Male	Chemical /Mechanical Engineers	35-45 years	North	Hindu	Junior/Middle Mgmt
7,	Private Corporate	06	Male	Engineers	50+	West	Hindu/ Sikh	Top Mgmt (Heads of Depts)
8	Group Company	02	Male	Chemical Engineers	53-58 years	South	Hindu	Top Mgmt
9	Working Abroad	05	Male	Engineering	About 45-52 years	Foreign	Hindu	Job Contract
10	Retired Employee	01	Male	Engineer	60+	East	Hindu	Ex Middle Mgmt

Questionnaire Details

Feedback generation was attempted by forwarding a questionnaire to many erstwhile colleagues and other team members working with the researcher during his service career at different locations to know their response. Almost cent per cent responded positively which have been taken up question wise for detailed discussion and analysis over next several pages for ready appreciation. Issues of personal growth and difficulties in changing mindset were discussed in detail. Special training sessions were held on human values. The result was great improvement in attitudinal behaviour of employees which led to better work environment and higher productivity. A novel method of focusing attention of employees towards higher values and business ethics was developed in the form of series of workshops highlighting important issues leading to self development. General feedback at the end of workshop from the participants was very encouraging. The workshop enabled employees to

know their own self. It made them aware of how small acts can lead to big gains. It nudged them in the direction of knowing themselves and thrown light on 'what is life' and 'what is time'. It made them see their colleagues in new light. This lead to a satisfying sense of elation amongst the employees with to marked change in job involvement enabling the organization to achieve great heights of performance.

Such acts of higher and consistent performance cannot come without personal investment of the leader. Here one is reminded of the famous words of J.RD Tata who once said 'The wealth gathered by Jamshedji Tata and his sons in half a century of industrial pioneering formed but a minute fraction of the amount by which they enriched the nation. The whole of the wealth is held in trust for the people and used exclusively for their benefit. The cycle is thus complete; what came from the people has gone back to the people many times over.'

General Observations

1. Most responses are indicating positive assessment by the responders about leadership style.
2. All responders are positive about operational improvements and safety record which of great significance in hydrocarbon industry.
3. Overall assessment remarks by some of the assesses indicate full agreement with Indian Ethos management impact.
4. There is no negative feedback reflected in the response sheets.
5. Responses by top management cadre are quite positive.
6. All responses indicate that Management by Indian-Ethos brought about a good impact on all categories of employees
7. The above response appears to be sound because of following factors
 - Responses were sought after a period about 10-15 years old when the units (initially in lower productivity) have now turned around for better.
 - No direct canvassing was done. The questionnaire was sent through courier to a nodal person who distributed and recollected these and got the feedback.

- Respondents were quite free to respond either way as there was no obligation of any sort on either side.
- The responders belong to all categories/cadres and are fairly representative.

5.2.2 Questionnaire Objective

1. A questionnaire (Annexure-) as developed to assess the response of the many colleagues with whom the author had worked in mid nineties which means after a gap of 10-15 years.
2. It aimed at obtaining an independent feedback from a cross-section of employees some now in different organizations.
3. The purpose of the survey was clearly highlighted while seeking response. Sample letter/questionnaire enclosed.
4. It is believed that the response so obtained would be free, frank and independent without any influence by the author.
5. The questionnaire was sent to respondents all across the country and also some foreign locations.
6. Scale 1-5 was used to seek the response.
7. In all 130 questionnaire forms were sent around to various respondents both within the country and abroad, in public and private sector
8. Many lady respondents have also responded.
9. All questionnaire forms were sent by post/courier to nodal persons.
10. A few responses were received by emails
11. There were a few queries initially about scale interpretation as some had assumed 1 as the high point and responded accordingly.
12. A few superannuated persons have also responded
13. The respondents covered many locations where author had worked. Also, it covered other locations where the respondents had now moved
14. All questions in the questionnaire gave free options to respond as per the respondents own appreciation
15. The respondents were free to respond.
16. 123 + 1 responses were received representing a percentage of about over 93 percent.

17. Many respondents are in top management cadre given the time gap that has elapsed since the time of their work association with the author.
18. Some respondents were in workmen cadre at that time and have now progressed in mid/lower management positions
19. By and large, response was spontaneous received in a matter of days without any pressure/influence exerted on them
20. The questions were designed to solicit clear cut assessment and were not vague.
21. The questions were meant to obtain an opinion survey as to the efficiency of management style based on Indian Ethos.

5.2.3 Framing of the Questionnaire

1. In all a set of 13 questions was framed to elicit opinion from across organizations on random basis.
2. Questions were targeted primarily to obtain individual opinions about the leadership style and functioning with focus on effectiveness of Management by Indian Ethos.
3. A brief introductory para about the purpose of such a questionnaire was given for appreciation by respondents.
4. The target audience was aimed to be all such colleagues with whom the author had worked at various locations.
5. It was believed that response as forthcoming would be fairly independent particularly when a gap of 10-15 years had elapsed.
6. It was also believed that a positive response would indicate the respondents personal belief in Management by Indian Ethos even though it might not be practiced wholly by the present management
7. Out of 13 questions, first four were about the leadership traits exhibited during functioning, question no. 5,6 and 8 were aimed to get respondents assessment about public dealings with employees and neighbour community. Question 7 was meant to know about organizational image with all stakeholders including employees. Question 9& 10 were included to know the respondents opinion about

operational improvements by that style of management. Last three questions were framed to get a broad impact that the leadership created on employee morale, unit profitability and visibility of the practices adopted during that work period.

8. By ranking the probable answers in a scale of 1-5, it was expected to give a range for response avoiding any form of subjectivity.
9. It also provided a reasonable amount of coverage for independent assessment without any force or plea to respond in a particular fashion.
10. Respondent's identity was kept completely optional
11. Except for one respondent, all others are in employment at present
12. The cross section of respondents has been from top management cadre to lowest cadres including a few by workmen.
13. Adequate space was provided in the questionnaire to express respondents overall assessment and remarks at the end of questionnaire. The same was neither binding nor overriding.

5.2.4 Survey – Response

In order to obtain an independent feedback on the effectiveness of the Management by Indian Ethos, a questionnaire was developed (Appendix A) and sent to around 125 erstwhile colleagues now working in different locations/ oil companies including abroad.

Response as received from these respondents with breakup details is summarized in Appendix B. Overall categorization of responses to the questionnaire is shown in Appendix C.

5.2.5 Analysis of Questionnaire

In this section each of the questions has been analyzed separately to assess the impact of the subject question on the turnaround prospects of the industries unit.

Q 1: How would you rate the period of working together in the Organisation?**Introduction**

Asking persons who have worked together with the researcher in an organization about their assessment (positive or negative) of the impact of such togetherness in work areas becomes relevant as part of this questionnaire because it gives a broad assessment of the responds opinion, independent and unbiased, even those a gap of 14-15 years has taken place. It also provides a holistic picture of the work ethos changes that are brought about in the working environment. All human beings are privy to intrinsic qualities of humanism which need to be selected by sustained efforts to uphold the principles of honesty, transparency and sincerity through the power of bonding. Right from ancient times, Indian civilization has respected pluralism which emphasizes on all encompassing altitude of tolerance and compassion while dealing with fellow beings. Basic moral values such as self interest sacrifice, benevolence to others, honesty of purpose and dutifulness lead a person towards a state of perfect harmony with the rest of the creation generating, in turn, love for all other beings.

It is said that once ADI Sankaracharya set out to locate the ideal place for his first monastery (mutt). He wanted this to be located in a place where each inhabitant lived in harmony and trust with each other. His search culminated in a place, where he saw a serpant protecting with its hood a pregnant toad from the falling rain, It was a perfect picture of blissful calm when the fully relaxed and trustful toad was basking under the shelter of the serpent. This narration brings out the feel that in a group where trust, understanding, love and care reign the atmosphere is always charged with positive vibrations. In such a place, each person supports, and is in turn, is supported by others. This naturally brings out the best in the concerned persons as all the hostile feelings get neutralized which otherwise act as stumbling blocks to all progress. Complete synergy and cooperation gets evolved amongst all team members leading to enhanced organizational effectiveness. Stephen covey in his book 'Seven Habits of Highly Effective People' refers to this virtue as **Inter-**

dependence. Such a synergy helps in building a strong bond between the 'Led' and the 'Leader'. Bhagwat Gita also backs this with the saying: 'Yad Yad Acharti Shrestha.Sayat pramanan Kurte,Lokah Anuvartate' 'Whatever the best men do, others also do that. The world follows the standard which the leader sets for himself'.

All activities whether social, economic, political or domestic, when pursued is an attitude of detachment can never bind the actor by their results. Results can cling to the doer only when he acts with expectations and attachment to definite results.

Working together with this spirit of work for work's sake can produce a best work environment where each player will feel proud of his work and contribution to the system. No person will feel that work is slavery or drudgery but is essentially the joy of life. No man is born to rest in idleness or believe in escapisms. Instead, every being exhibits his eagerness to meet the new challenges of life and at every turn does his best to meet these challenges. Those who adopt truth and purity of mind as the basic standards in is exercise always progress in life with a spirit of detachment from the anxieties of fruits of action. Everywhere around us, one can observe the spirit of ever prevailing self sacrifice be it sun shining, rain falling, river flowing, plants flowering, trees bearing fruit etc. All serve the world to make it what it is and yet none of them demand a passing recognition from the creatures and people benefited from them. They all perform their duties showing how to attain fulfillment in every performance.

Survey Response

Keeping this in view, it was necessary to from the question on 'working together' and to know how people with whom the researcher had worked earlier would respond particularly after a gap of around 15 years. Rating of the question of working together by erstwhile colleges now occupying senior positions in management hierarchy gives a clear insight about the effectiveness of Indian ethos based management.

Table 5.2 Response to Question 1

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	2	-	12	33	36
2	Corporate HQ	-	-	3	16	8
3	Private Corporate	-	-	-	2	4
4	Group Company	-	-	-	1	1
5	Working Abroad	-	-	-	3	2
6	Retired Employee	-	-	-	-	1

The above table reflects the response of all such colleagues spread now at different locations including one who has superannuated. In all 130 responses forms were forwarded (by email, post, courier) out of which 123 persons in different categories have responded. The response were ranked from 1-5 with 1 being lowest and 5 being highest. As can be observed, over 80% responses are ranked at 4&5 ratings which does show that working together was really appreciated by vast majority. The belief that all positive thoughts can get consolidated in the spirit of working together is proved beyond doubt by fairly good response to this question.

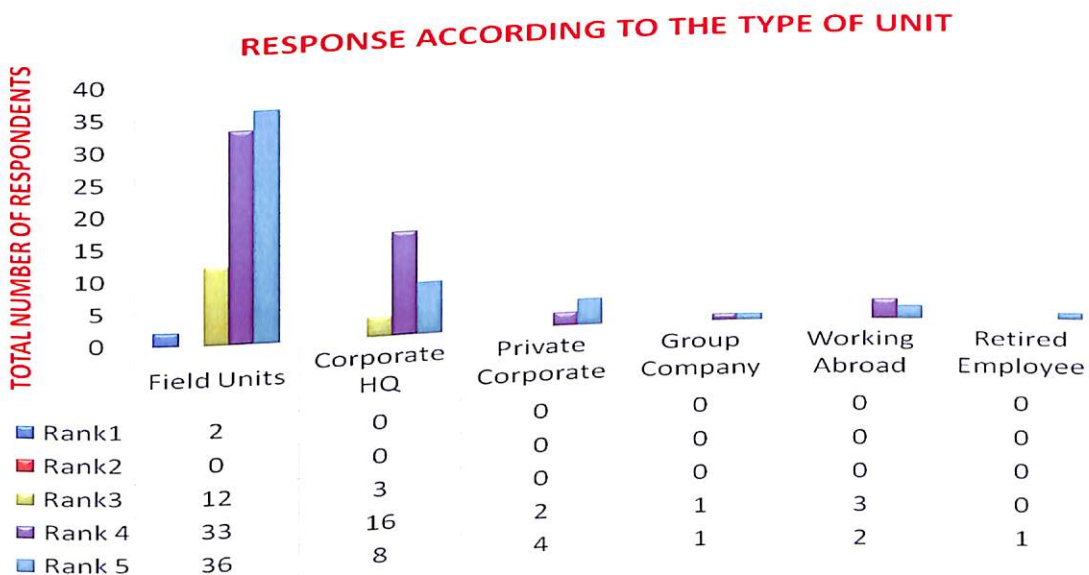


Fig. 5.1 Response to question according to type of unit

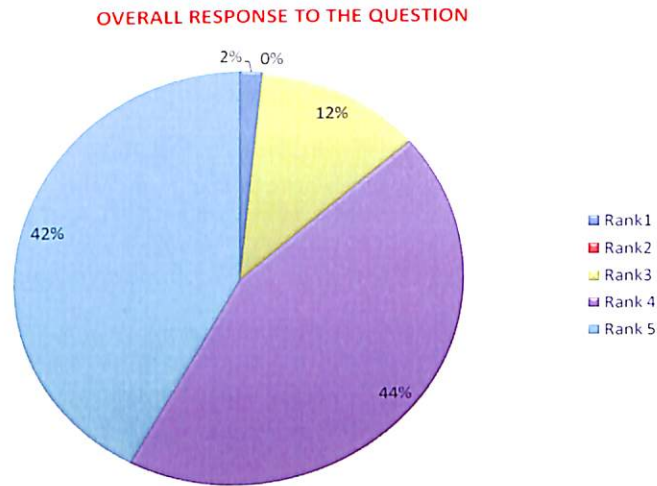


Fig. 5.2 Overall response to the Question 1

Discussion

Management style practiced currently by industry executives is basically a technique imported from the west and is not germane in Indian Soil. Mere concentration on production targets and 'profit and loss accounts' does not give any leverage for a turnaround as it gives secondary importance to the 'balance sheet' of 'human talent' and 'human values'. The core of modern management thought is that the employee is retainable as long as he is efficient, skilful and productive. The moment he ceases to be serviceable, he stands discarded and is promptly replaced. This approach leads to the concept that management and employees are separate entities as their approaches are different, their interests are diverse and their claims are conflicting. This makes the workforce to resort to underhand pressures for extracting as much as possible. Thus conflicts are common, violence is rampant absenteeism becomes the rule and strikes and breakdowns are daily occurrences.

This was literally the picture prevailing in an industrial unit where the researcher worked. It was difficult to improve productivity much less talk about improving values. Industrial relations were at lowest ebb and there were instances of physical assault on top executives. Productivity per employee was minimal and overtime payments were at peak. Frequent breakdowns of plants and equipment were causing immense loss of

production. Major fires had crippled unit operations and safety standards were either not followed or were non-existent. Inter-departmental coordination was quite low and desired much to be improved. Union activity was at its peak and no officer or manager was prepared to confront lest he be physically assaulted. The situation called for a massive change in total outlook of the organization both in terms of managers and workers. Working together for a common cause of bringing in a complete turnaround was felt extremely necessary and urgent.

One of the bold steps taken towards this goal was formation of a **joint management Council** comprising of all heads of departments, members and office bearers of both workers, union and officer association under the chairmanship of the unit head. Regular meetings of this council were held once in a month. Bringing in all the union and association members, on one table itself, proved to be a hard nut to crack initially. But all misgivings were gradually removed by free and frank discussions in the forum. Regular reviews on the progress about listed jobs and future action plans were undertaken. The doer's difficulties in not accomplishing the tasks in time were also appreciated and new time table was accepted for completing the job. All members started appreciating the overall guideline that jobs would be undertaken if these fall under the company policy frame. Mere sit-ins together started minimizing the chill in relations between the management and workers built over a long period of mistrust and neglect. Presence of heads of departments in such meetings brought in gradual appreciation from union representatives and officer association functionaries. Emphasis on team work started gaining ground amongst all employees once the system of Joint Management meetings became known to all the employees. Participative management with stress on two-way, communication, productivity, work efficiency, Training and Development brought in gradual commitment and general sense of responsibility towards organization. Discipline started improving by way of improved commitment towards set targets by all employees. Difficulties in departmental stands which previously impaired smooth job accomplishments were eliminated by discussion across the board

between concerned departmental heads during such meetings. **Overall plant performance showed a definite trend towards betterment with lower fuel and loss percentage (Annexure) form earlier level of 5.0 percents to 4.5 percents of throughput** sustained thereafter also for several years. The unit thus survived a big challenge in its survival by not only meeting the targets set forth year after year but also living upto the expectations of the stake holders.

Conclusion

As seen from the survey response, nearly 83 percents responders from Field Units, 88% from Corporate HQ, 100% from Private Corporates, 100% from Group Companies, 100% from ex-colleges working abroad and 100% from retired employees have rated their response at 4 & 5. This shows that **working together** and **'working together as a family'** which are two different faces of the same coin was quit effective in facing challenging and turing the corner. Success in this mode was assured as all members started enjoying the benefits of the mutual sharing of positive strengths. This created a vibrant work force always working in unison for achieving the desired goals.

Q 2: What is your assessment about leadership qualities exhibited during the tenure?

Introduction

All leaders Create synergistic relationship between individuals, organization and the environment. Every high performing organization has both high people alignment and also high people engagement. It, therefore, becomes necessary to understand as to how leadership at workplace can bind all employees towards a common goal with same enthusiasm and effort irrespective of their personal beliefs and perceptions. **Indian Ethos** helps one to focus on pure human consciousness which alone can bring about communion of mind and spirit leading to true realization of SELF as a spiritual being. This can then facilitate adoption of integral approach in management as emphasized by Sri Aurobindo without which it can be very difficult to move forward in unison. So long as employees are not able to integrate their different selves, the tendency to remain as 'divisive individuals'

can remain often controlled by external mechanisms. The human behavior soon starts getting influenced by external realities paying little attention to ones inner moral forces. Self realization is thus very important to help develop an integrative approach to achieve progress.

In order to thrive, every organization is required to maintain a distinct relationship with its environment. This necessitates a leader to establish a good balance of equilibrium and a good framework of ethical and moral values. With emphasis on economic consideration only, no organization can contribute towards holistic development of the society. This myopic tendency of focusing on the short-term success mainly of economic gains leads to increasing hunger for power and achievement leading to manipulative tendencies and neglect of collective interest of the organization. Most of the problems of a modern organization seem to evolve from the disturbance in the equilibrium among the components of social system and the organization such as lack of mutual respect and faith. The western philosophy of management has no doubt helped in discipline enforcement focused primarily on tangible economic gain neglecting attention to basic human values and ethics which can ensure wholesome progress. **Indian Ethos** has number of tools and techniques, which, if applied carefully, and consistently of producing great results. There is thus a strong need to focus on developing techniques for judging what tool is to be applied under a given set of conditions and how these management tools can be used to produce sound results without disturbing the equilibrium. For this, one must have clarity of objectives and thoughts which again depend on purity of mind and heart. Indian Ethos and the great Indian cultural heritage deal with these aspects of purity of mind. Any management model on the basis of Indian ethos is bound to be more effective in bringing about the turnaround.

In the unit under reference, there was a strong need to revitalize the human mindset of the entire workforce displaying such leadership skills which were based on total transparency and personal example. Reaching to all the employees in a subtle and silent way was thought to be best way to communicate with employees at large. Framing of this question is thus done to elicit opinion of the

erstwhile colleagues and their assessment regarding the efficacy of the leadership qualities existed during the ten year of the researcher as unit head.

Survey Response

The question under reference was circulated for response from erstwhile colleagues is an attempt to know their assessment about the leadership style of the author based on Indian Ethos. Following table shows fairly good ratings by all the respondees as majority, have again responded by placing their assessment at 4 & 5 rating which confirms that transformation of mind can be brought about if one adopts a transparent style of functioning based on broader principle of ethics, values and spiritual behaviour.

Table 5.3 Response to Question 2

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	4	4	16	31	28
2	Corporate HQ	-	-	7	17	3
3	Private Corporate	-	-	1	4	1
4	Group Company	-	-	-	2	-
5	Working Abroad	-	-	2	2	1
6	Retired Employee	-	-	1	-	-

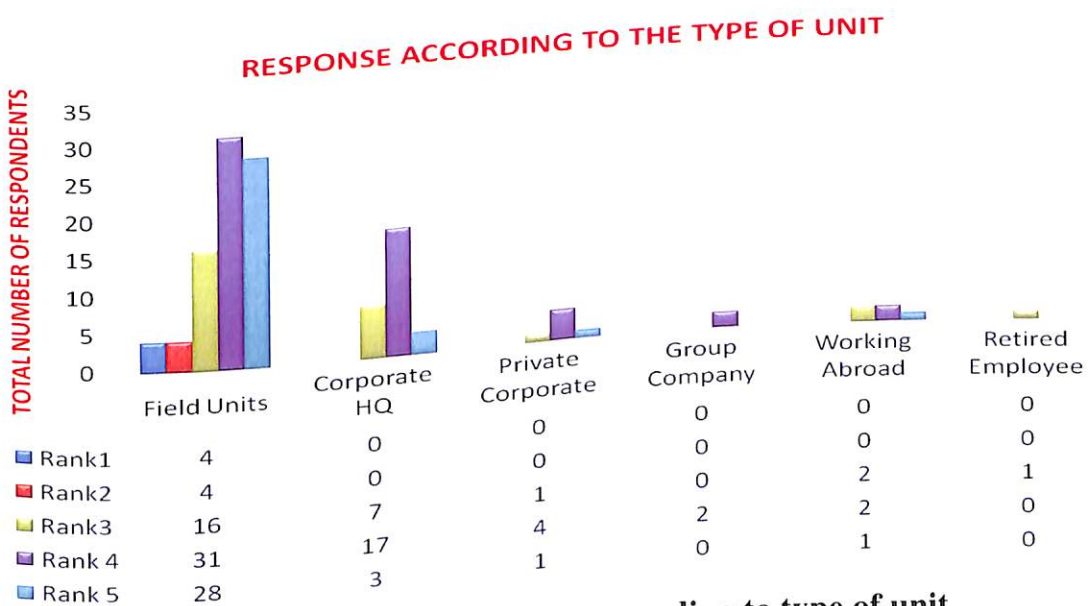


Fig. 5.3 Response to Question 2 according to type of unit

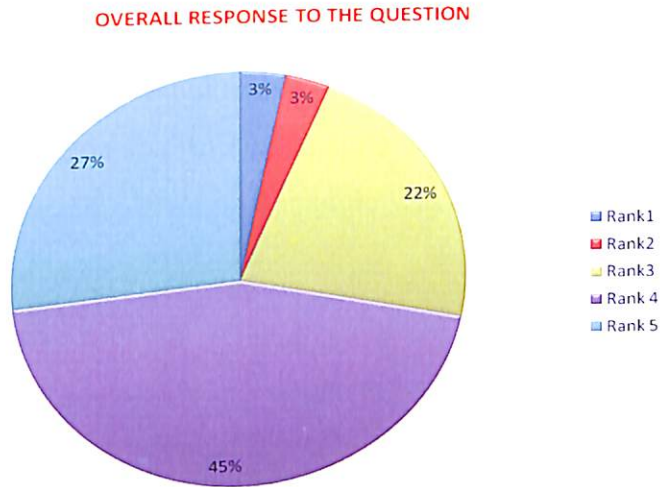


Fig. 5.4 Overall response to Question 2

Discussion

It is generally seen that all individuals and managers in particular face the problem of synchronization of mind and heart during decision making. GIta is one of the best illustrators that shown how an organization or team can succeed in achieving the objectives with the help of practices based on moral and ethical values.

Ref Chapter 2 – Versa 48 of Gita states

“Yogestwah Kuru Karwani Sangam Tyakta Denayjaya,
Siddhahsiddiyoh sano Butva, Santam yoga Veyate”

Which means work done with even mind abandoning attachment both in success and failure is performing Yoga. This state of mind helps a manager to remain steadfast in his pursuit of action without any sense of attachment. This in turn helps him to remain stress free both in success and failure. The situational factors thus cannot disturb the spirit of action in order to produce the quality action for broader cause of organization, Society, nation and even universe.

Research has confirmed that leaders who are internally or intrinsically motivated have been found to bring more interest, excitement and confidence to their organizations leading To enhanced performance, sustainability, self

esteem, creativity, heightened vitality and general well being. This actually happened when the author adopted an inclusive management style in finding solutions of the problems and building strong work oriented teams all over the unit. A detailed workable meeting schedule was drawn up and adhered to for ensuring a sustained pace of progress and job accountability. Week days were divided to visit various work areas and interact first hand with managers, employees and other associates. This gave a good appreciation of problems being faced at shop floor level, the resolution of which was necessary to ensure smooth progress and higher productivity. It was decided to organize sectional meetings on work spots where presentation on job related problems and other lateral issues were made by the employees in the presence of unit head and sectional/departmental in-charge. Difficulties in finding commitment to liquidate the bottlenecks raise by sectional officers and other management executives had to appreciated and time bound solutions found to the satisfaction of the affected employees. Regular revisions at job site were held to ensure compliance on the agreed targets. This movement started gaining grand and people started feeling that a caring and concerned management means business which in turn motivated staff to honour their responsibilities and commitments. Departmental development plans were drawn by relieving Head of Department of his day to day work for a period of one month. The next in command were asked to run the department in his absence and Head of Department was asked to move round and interact within the department, with as many employees as possible (virtually all) and frame a policy draft to be later converted to departmental plan. This plan was then handed over by him to his deputy who deputized for him as HOD during his absence with detailed briefing to convert the same to a departmental development plan. He was given time free during next one month to prepare the plan and at the end of one month a departmental development plan was produced and presented to the department for suggestions to improve. After incorporating all the feasible suggestions, departmental development plan was launched and regular review meetings were held to follow up on progress. This brought in good accountability from all the department colleagues leading to enhanced productivity.

Another step to bring in accountability was introduction of a pass book concept to monitor expenditure on various planned schemes as per budget. It was generally observed that expenditure used to always fall short of commitments at the end of the year due to poor job progress. Every HOD was given a departmental pass book at the beginning of the year incorporating the fund allocation as per budget. HOD was required to monitor expenditure profile after getting the passbook updated every month by finance department. Any shortfall noticed vis a vis commitments was rectified by drawing a revised plan of action. This helped in ensuring that all jobs progressed more or less as per schedule.

The most important resource of an organization is its human resource. A truly great leader has deep insight into what makes the human heart tick, tune into the thoughts and aspirations of others and motivate people to give their best. Organizations which appoint people who lack sensitivity in dealing with people end up losing clientele and their good will. Some of the team building leadership skills employed were very helpful in ensuring this change.

- Insight into Human Nature was developed by self awareness and observing others keenly. Keeping an open mind, cultivating the habit to look at the essential truth behind every phenomenon helped in strengthening one's insight.
- Mutual Trust was developed and preferred over controls/manipulations. It is not easy to fool others for long. A genuine leader has to be a human being with a high level of integrity. By being candid about his failings, sharing his experiences and knowledge, he freely invokes trust amongst team members
- Delegating responsibility was a key factor. A successful leader resists the impulse to do everything by oneself even if he/she can. S/he gives assignments according to position and ability with the view to not only fulfilling organizational targets but also developing the individual.
- All attempts to demand respect were avoided. A leader teaches by example and depends less on the power of his position and more on personal charisma and influence.

- High Energy Levels were shown towards jobs which reflected hope and passion. This magnetism infuses warmth in dealings and a style which binds rather than alienate and divide.

Conclusion

The questionnaire has been rated at 4&5 by 71% from Field Units, 74% from Corporate HQ, 83% from Private Corporate, 100% from Group Company and 60% from working abroad this shows that leadership quality exhibited during dealing with all colleagues did produce results. Basically, a leader must have self power so that he can experience his true bearing. When he has respect for all people, peers and subordinates alike, success is bound to come. Power based on **Ego** lasts only as long as the object of reference is there. Any power linked with position, money, and title lasts only as long as these things last. It vanishes as soon as these things disappear. True power based as the knowledge of the self is permanent and ever lasting. Such a power draws people to the leader, magnetizes people and helps in building bonds with people, a things which lasts long in people minds. This is only possible if one has full belief in Indian Ethos.

Q 3: How would you approve of interaction style with all employees?

Introduction

India has culturally always held Gurus/Teachers/Great leaders in high esteemed because of there good leadership and organizing skills. Kautalya's Arthshastra is the first documented treatise describing qualities of a leader. He opines that there is not a single letter which cannot be part of a hymn, there is not a single herb from which medicine cannot be prepared and there is not a single man in the world who is totally useless, the only need being a right approach in assign the potential which can help a good manager to make good use of them in proper manner. Atharveda describes in detail about the qualities of a leader is an organization suggesting that a leader should love his subordinates in the same way as a cow loves her calf. Leader's good behaviour should help in converting any one against the chosen path into a willing partner and colleague. In fact, group peace in an organization can be achieved by following the directions given in this Vedic verse.

“Sangachadvan, Samvaddhvam, Samvo Mansi Jayate, Deve Bhagem Yatha Poorve, Sanjina Mupuste”

Meaning that we should move together, speak together. Our hearts should be one and we should cooperate with each other in same way as divine powers do. In ancient times, the medium of communication being primarily oral, Indian philosophy laid lot of stress in using soft words leading to peace and avoiding conflicts. “Vachem Vadat Bhadrya’ stresses that leaders voice should be soft and loving. Considerable importance is given to the traits of persons holding the responsibilities of the organization Mahabarta lays special emphasis on the qualities of a manager (the King). A person who is brave, truthful, merciful, self-controllable, able to control anger, intelligent, well versed in literature, able to keep confidential talk to himself and remain concerned about the welfare of this team members is fit to be a manager. A manager is expected to fulfil various duties during the course of his work. The code of conduct as propagated by Mahabharat still seems relevant. In Shant Parva of Mahabharata, Yudhishtira asks Bheeshma about the qualities of a manager (King). Bheeshma enunciates 36 qualities of a manager (King) virtually framing a code of conduct for him. These are:

- Follow Dharma without bitterness
- Love all fellow beings
- Never be harsh or cruel
- Follow ethics based actions
- Speak gently without loosing self esteem
- Be brave
- Donate for a right cause
- Need not be outspoken
- Avoid bad company
- Do not be quarrelsome
- Avoid using Kith and Kin for favours
- Act without Harming others

- Maintain confidentiality
- Avoid self praise
- Do not indulge in thefts or stealing
- Don't shelter bad persons
- Do not penalize without holding proper enquiry
- Do not reveal secrets
- Avoid greed totally
- Trust with caution
- Protect the weak
- Observe purity of purpose
- Do not womanise
- Eat Satvik Food
- Respect Learned peoples
- Respect Teachers
- Worship without pride
- Earn wealth with good incentives
- Serve the organization without bias
- Be efficient
- Give assurances only when possible to fulfill
- Do not blame others
- Do not attack other's Character without reason
- Do not feel remorseful after performing for right cause
- Be strict and follow rules
- Be humane

All these above traits help a manager to create a right atmosphere and right impression about his personality, interactive style and effectiveness in his dealings with his subordinates and colleagues. In this contest the famous Indian quote of 'Yatha Raja, Tatha Praja' has great relevance in organizational progress. In fact, people's management requires effective communications, motivation, disciplining, example setting leadership, human resource development and all this can be achieved by building up a strong sense of

credibility. If effective enough and draw all the follower to a cause it is in this background that the question has been framed to elicit the opinion and erstwhile colleagues on the interaction style of the researcher

Survey Response

The response to the question set up has been obtained again from a varied cross section of employees. The same is listed in the table given below. It can be seen that like previous question, majority have ranked their assessment of interaction style at Rank 4& 5.

Table 5.4 Response to Question 3

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	2	4	18	37	22
2	Corporate HQ	-	2	6	17	2
3	Private Corporate	-	1	-	2	3
4	Group Company	-	-	1	1	-
5	Working Abroad	-	-	2	1	2
6	Retired Employee	-	-	-	1	-

RESPONSE ACCORDING TO THE TYPE OF UNIT

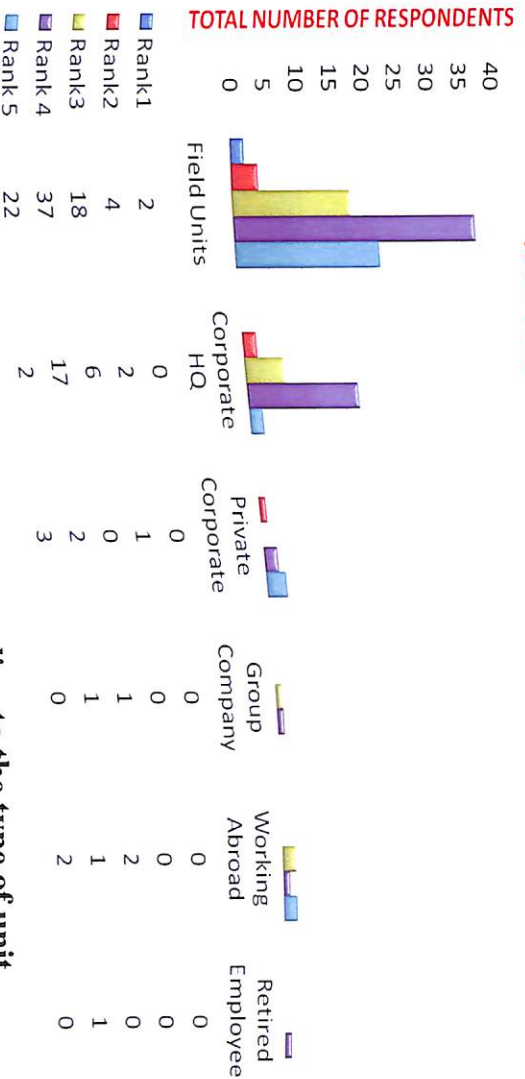


Fig. 5.5 Response to Question 3 according to the type of unit

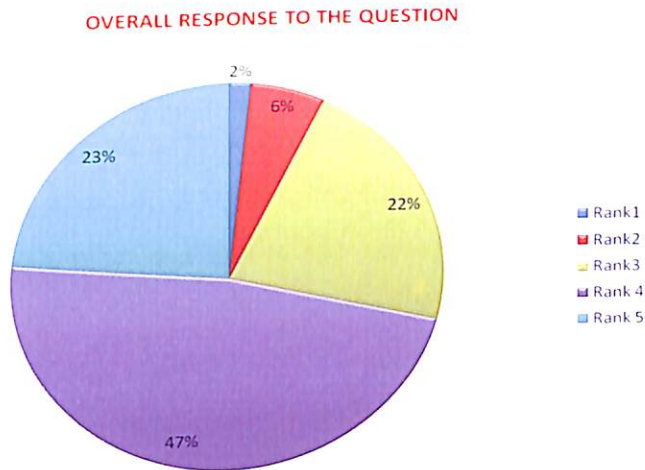


Fig. 5.6 Overall response to Question 3

Such a response again confirms that when a leader reflects his sincerity of purpose in all his dealing, all employees follow him for bettering the cause and image of the organization.

Discussion

In a decline situation in which the unit under reference was when the researcher took over charge, most of the employees had become pessimistic and even hostile to any management initiatives. In such circumstances, it would have proved disastrous if one went about for turnaround using western concepts of hire and fire. Creativity and innovation suiting to Indian condition was necessary for bringing about a the desired change and make , people realize the urgency of change through 'sit ins' together over a cup of tea in ones office and such other informal modes of discussion. Sincere attempts to generate fellow feelings with all sections including the lowest cadres like sweepers, housekeeping personnel etc. were made to bring about change of attitude. Most of times the reactions come that it was for the first time that they had entered the office of the highest executive of the unit. A very serious attempt of knowing the reasons of indifference to work was made and subsequently analyzed for necessary redressal within the existing policy frames. This dialogue process was continued with all sections by earmarking specific time on week days in different department for close first hand interaction. Top management's concern for general welfare of the employees

was shown by stressing on good housekeeping and cleanliness, quality control, better lighting in work areas, getting national and international recognition through Covetous Awards and all round involvement, participation and understanding. Regular periodicity of meets with union and officers association was maintained to resolve long standing pending issues. Mere articulating of core missions, goals and values was avoided and instead It was explained to the rank and file through regular interactive sessions. A refinery song in local language (Hindi) was composed and got sung through a choir group of employees. This struck a popular chord amongst all employees as the song was sung on all occasions in all meets and by all present. Special meets/sessions were held with family members and fervent appeals for their involvement for turnaround was sought. A two way communication was established for a shared vision and understanding. A weekly newsletter in the form of Unit Darpan was started. In short, value-based management based on 'walk the talk' concept is the best way to make an organization vibrant and active. Indian scriptures are replete with such ethical sermons which can act as light-houses in the vast ocean of present day globalization uphoria a that has erupted all over the world. The lasting thoughts of " Sarve bavantu sukhina, Sarve santu niramaya, Sarve bhadrani Pashante, Ma Kaschit Dukh Bagh Bhaet" meaning "everyone in the world to be happy, healthy, free from illness", epitomises of the concept of effective communication of a good manager practicing leadership by **Indian Ethos**.

Conclusion

The questionnaire has been rated at 4&5 by 71% from Field Units, 70% from Corporate HQ, 83% from Private Corporate, 50% from Group Company, 60% from working abroad and 100% from Retired Employee this shows leader has to be always in giver mode. It necessarily does not have to be in the form of material things: it could be a flower, a compliment or a prayer, a gift of caring, attention affection, appreciation and love which can become most precious things for an employee even though such things do not cost anything. When one meets someone, one can silently send signals of blessings, happiness, joy and laughter. This was the cardinal principle adopted by the researcher during his interface with his colleagues. The power of giving is everlasting as is evident from the survey response.

Q4: How deep was value orientation exhibited by top leadership?

Introduction

Work is the opportunity to deepen and express an experience with all beings through selfless service. Apparently, it is difficult to retain the nature of selfless service in the face of our normal desires and beliefs about compensation and benefit programs, but it is the only way to experience a blissful feeling in all ones activities, be if job formatting or otherwise. Generally peoples belief is that work provides livelihood even though at times it acts as life draining exercise. Nontheless leaders do recognize the subtle impact of spiritual mind on the organizational environment and overall working. The attitude and behaviors of spiritual employees enhances all aspects of organizational performance and organizations that support their employees value based activities and spirituality excel in all areas of work.

A reflective inquiry on 'what, where and when' in respect of values and spirituality undeniably deepens one's own experience in value based management. Exploring such thoughts vis a vis ones relationship within ones division or within one's company makes one realize that it is the value system alone that can deeper one's experience of spirituality at work. Parenting attitude towards employees connects people from being dependent children at work to sharing corporate social responsibility of the company. That results in work place being not merely a place to get adequate money for survival but a place of 'fulfillment' of the true self. In order to make the workplace a lively arena for alround progress of the company, Dr William A Guillay recommends following practices to be adopted and exhibited by the leader towards value orientation.

- Commitment to an in-depth process of self discovery
- Creation of a list of activities and behaviours consistant with ones spiritual values.
- Integration of values and ethics with important business decisions after a thorough debate on right or wrong
- Creation of wellness programmes which include eating, exercise, health, recreation and balanced life.

- Respecting religious beliefs of every employee
- Establishing trust in a responsible way
- Dedication to continuous learning process
- Bringing ones whole self into work (mind, body and spirit)
- Teaming up for interpersonal growth
- Assessing ones values added preference
- Focusing on achievable goals

The above shows that a successful work place requires sensitivity and proper structure which ties all people to work together including co-workers, consumers, suppliers and all stake holders in terms of value bonding. Managements need to support this integrating programme to ensure progress and a, smooth company turnaround.

Survey Response

The author adopted such approach in problem solving and conflict resolution. This is borne out by the response received for the question which proves that value based approach can really be relevant every today.

Table below gives the response from various categories of erstwhile colleagues.

Table 5.5 Response to Question 4

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
			7	20	32	20
1	Field Units	4	3	11	6	7
2	Corporate HQ	-	-	1	4	1
3	Private Corporate	-	-	-	1	1
4	Group Company	-	-	1	3	1
5	Working Abroad	-	-	-	1	-
6	Retired Employee	-	-	-	-	-

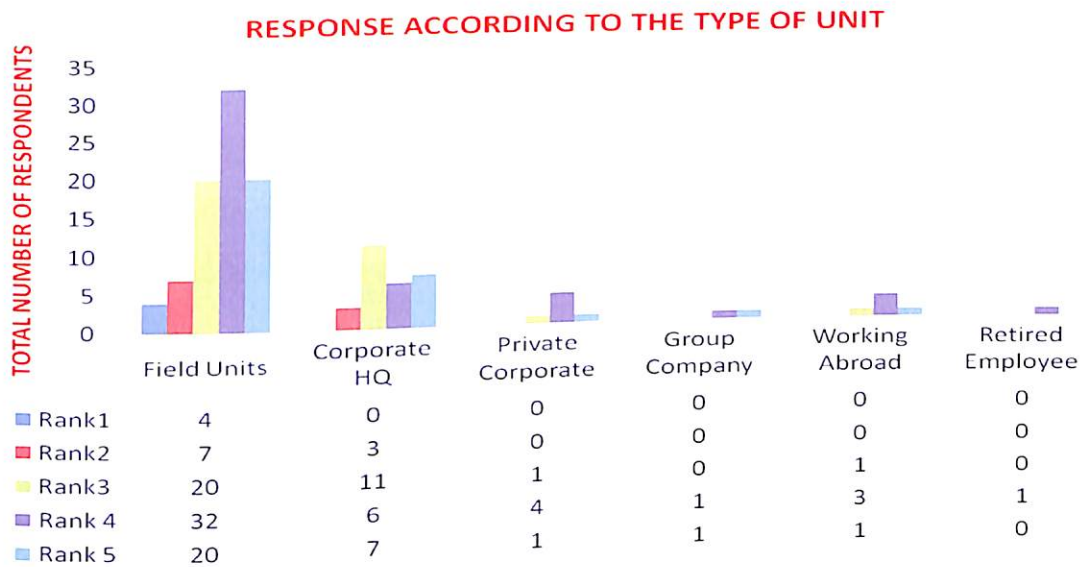


Fig. 5.7 Response to Question 4 according to type of unit

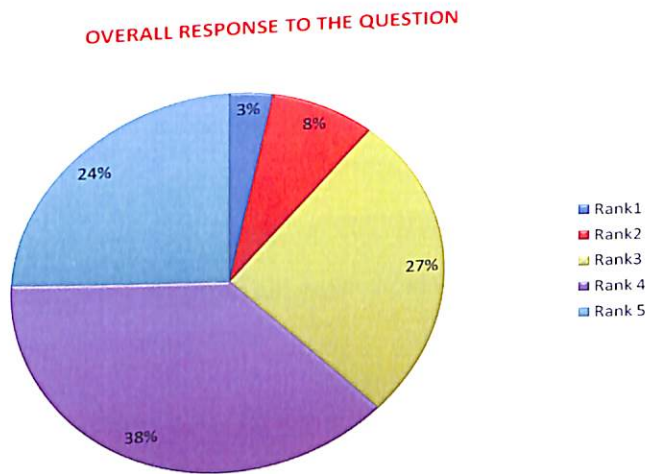


Fig. 5.8 Overall response to Question 4

Majority response of rankings at 4&5 confirms that sincere work attitude and self example by the leader can be very effective in bringing about change in mindset of the employees.

Discussion

According to Stephan R Covey, every organization faces severe chronic problems, some of which are influenced by characteristics and attitudes of the individuals working in that organization. Besides, its cultural settings and the prevailing rules and regulations also influence the mindset of the workforce. As

per him, even though people try to exercise discipline in ones professional lives, one's personal tendencies get carried with every individual in the organization. In his book, 'Principle Centered Leadership' he mentions that **"no shared vision and values"** is the first problem which in fact is the root cause of all other problems within the organization. Other problems that Covey mentions is **low trust** and **no self integrity**. If the staff has low trust, it causes serve depletion of emotional bond resulting in closed communication, poor cooperation and teamwork and no problem solving. Similarly, if a person lacks integrity, it is difficult to build a emotional work bank and consequently an emotional bond. However values or spiritual principles are the lows that govern the operation of the universe. Without these values, there would be no transparency in the system and no knowledge bonding and integration will take place. The spiritual principles and human values provide the compass in the human ship so that both civilization and human being can realize their purpose. Leadership without human values will degenerate into an unnatural system that nurtures corruption, vested interests, discrimination for short term gains, Albert Einstain once remarked that " Without ethical culture' there is no salvation for humanity **"Trust"** and **"Trustworthiness "** are the core principles of any organization. These help in establishing open and frank communication which favours a sense of ownership and unity of vision. In every organization, there are tens of small and big decisions the leader has to make every day. But decisions made on value based consultation process become more result oriented and help in stabilizing the system some of these steps are:

- Finding out the truth with free following of give and take ideas
- Listening to all ideas without rancour or civilization
- Allowing everybody to speak his mind on the topic
- Considering all as worthy requests
- Considering suggestions without linking to the position

All this was tried at the unit under reference by the researcher and the results were quite satisfying. Regular meetings of all HODs were initiated wherein value orientation was discussed without fail. To strengthen the impact, a small

meditation room was set up in the administrative building with conscious undertaking that time spent in such meditation exercise even once a week would generate the spirit of inward looking by all management leaders viz HODs, floor managers and others in the organization. Deep breathing exercises followed by meditation and subsequent discussions initiated by one of the volunteer manager became a norm in such well attended gatherings there by fostering closeness and camaraderie in the top management group. Decisions began to be taken in a spirit of full understanding with each other and problem solving was immediate and mutual debate and consultation was accorded priority. Such meetings with lower/middle level management groups department/section wise once a month were simultaneously organized to discuss broad issues of the work environment and steps needed to improve the quality of work. This proved a milestone event in ensuring change. Earlier it was believed that only top management gets chance to talk to unit head and nobody would listen to lower level cadre. But such meetings removed all misgivings though slowly and people started responding for bringing about a positive change. These open meetings also prompted the researcher to meet individual officers as well at least once a year. Every officer's date of birth was known from the records. Every day the officer whose birthday fell on that day (sometimes two or more) was invited over a cup of tea, given a Birthday greeting card and sweets. Opportunity was utilized to know about the strengths of the officer which could be utilized for the betterment of the unit. It was also decided to improve productivity through individual job card system. It was a difficult task initially but with close follow up directly and through departmental heads, all officers started making Individual job cards which facilitated a daily review of pending jobs with latest job status. All employees were greatly impressed when they came to know that researcher also had his individual job card.

Monthly review of such job cards by next higher rank officer was initiated to ensure that people remained constantly in touch with their job/work plans and took all steps to complete the assigned jobs in time. This helped in improving productivity to a very large extent thus accelerating and turnaround was beginning to happen.

Conclusion

Response to the question under reference has been quit good the question has been rated at 4&5 by 62% from Field Units, 48% from Corporate HQ, 83% from Private Corporate, 100% from Group Company, 80% from working abroad and 100% from Retired Employee this only confirms the sentiments of 'Khalil Jibran' the great saint and philosopher who has said "When you work, you are like a flute through whose heart the whispering of the air turns to music". It is through such dedicated work that the journey to excellence begins. Leadership excellence with true value orientation is a matter of building quality from within as a self directed and self valued process of transformational learning and positive change. A leader has to depict authenticity and genuiness in his relationships with others for a positive growth. A leader has to create a vision clarify aspirations, define purpose and mission and also communicate effectively with his followers for adopting effectors good and wise behaviors.

Q 5. What is your assessment of involvement of all employees as a family?

Introduction

Technology makes things possible but it is the people who make things happen. Man is thus the primary input in any management process. Any employee or worker in an organization irrespective of his category is first a **Man** and then a worker or an employee. His needs and demands as a human being are no less important, rather more important than his claims as a wage earner. A worker as a man is a pack of feelings, emotions, sentiments, likes and dislikes, priorities and preferences. His conscience speaks and guides him for seeking better quality of life, enrichment of soul and also self actualization. This shift of vision from material hankering to better quality of life and values may be recent in western context but has been there with Indian psyche though dormant over so many years human activation cannot be generated and sustained for long by paying wages, bonus and adopting incentive oriented approach. Instead Human touch fair-play, justice in thought and action, sincerity of purpose, awakening of consciousness, fellow feelings of empathy, promotion of goodness and

oneness, behavioral decency, and such like aesthetic values can go a long way in bringing about transformation of mind. In fact, in the present day social order, management has to be taken as a development process rather than a career discipline. Management approach has to be focused upon development of man and society and not merely to train and retain a worker. Such an approach improves the organization within the company. A spirit of family culture pervades throughout the organization enabling all employees to maintain a satisfying balance between their work and life. People feel conscious of their work responsibility without any stress impact thereby helping to increase productivity.

Some steps that need to be kept in mind while attempting to bring in a family culture of ownership within the organization are listed below:

- Training of employees in the right way so that employees know what the company expects from them
- Maintaining of a healthy communication with the team sharing relevant information at right time
- Proper analysis of the prevailing work culture and weeding out undesirable practices
- Building up work enthusiasm by fostering team spirit to accomplish set targets
- Planning proper work distribution by involving all sections to do their respective acts timely.

All this requires good development of good managerial traits with effective leadership qualities such as honesty, confidence, patience, focus, dedication and consistency. A leader has to be honest to himself and also exhibit honesty towards his/her work and employees and never losing one's integrity. Similarly, a leader should have exemplary confidence to manage his people and always show them the right path, whenever the employees seek guidance. A leader has to be patient as well. A cool, calm and confident person does not

panic or lose temper when the situation is racking. A good leader considers crisis, emotions, and tricky situations as part of his journey and never loses his composure.

One has to be equally steadfast, committed and focused to the goal while removing all obstacles and also finding better ways to make progress towards targets. A leader has to be fully dedicated towards his work and ensure betterment of all the employees, be it their families or environment. The leader has to be a source of inspiration to the people around him, showing consistency of approach and practice. In short, a leader has to act as a father figure to the employees and the organization. This helps in developing a family bond amongst all employees, each ready to help another in ensuring progress.

Survey Response

It is from the above considerations, that the researcher has sought the response from his erstwhile colleagues to know about the family type bond created during his working in the industrial unit under reference.

Table below given an indicative assessment about the mindset transformation:

Table 5.6 Response to Question 5

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	3	8	15	28	29
2	Corporate HQ	-	1	11	9	6
3	Private Corporate	-	1	-	1	4
4	Group Company	-	-	2	-	-
5	Working Abroad	-	-	-	5	-
6	Retired Employee	-	-	-	1	-

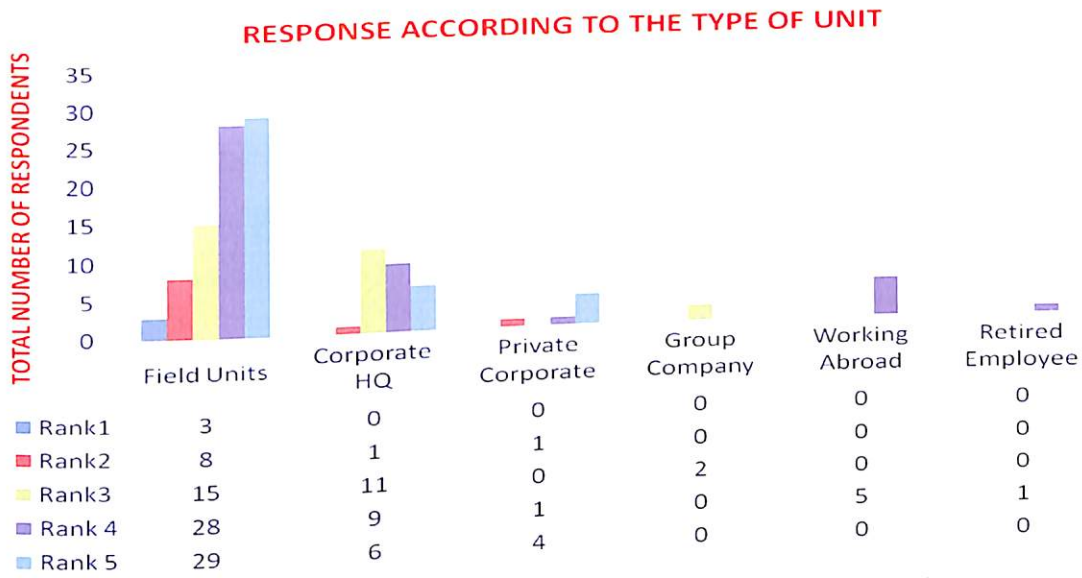


Fig. 5.9 Response to Question 5 according to type of unit

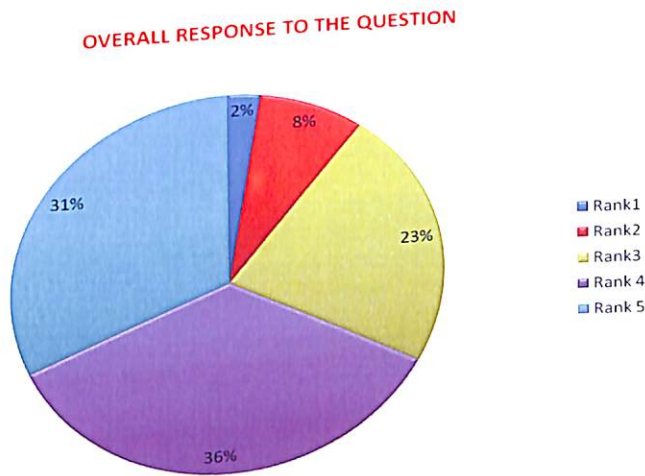


Fig. 5.10 Overall response to Question 5

Majority of the responders have rated their assessment quite high in the range of 4 & 5%, thereby confirming the positive impact that the leadership traits exhibited during the period of working had brought about in the mindset of the employees. Around 69% of the responders in the first group (field units) have rated their response at 4&5. Similarly, around 65% from other locations have response at 4&5 rating. Overall one can observe that assessment has reflected a good trend which confirms to the belief about a healthy change in the general attitude of the employees.

Discussion

It would be wrong to assume that the trend reflected above can be the result of an overnight exposure to basic ethics and attitudinal change that a leader can attempt for bringing about the desired turnaround. While it would be naïve to believe that way, it is also true, that sincere attempts have to be made in reassuring the employees that there are no selfish mottos in pursuing the management model based on transparency, ethical approach and honesty. It was necessary to ally the fears of general workmen and others white collared employees by reaching out to them to become a genuine partner in the progress and a responsible member of a larger unified family. This needed close involvement of the leadership into redressing their grievances through personal hearings. The researcher provided a regular forum on a daily basis to all the employees for such meetings by allocating a fixed time in his work schedule. Initially people felt reticent taking it as a routine management game of weaning away employees from their confrontive altitude. But slowly it started downing amongst all that there was nothing wrong in meeting the highest person as a family friend to express their genuine woes for redressal. It was also decided to greet every employee on his birthday through a birthday card followed by sharing a cup of tea. Further, there was backed up by regular queries about the general health conditions of employees and his dependents as could be known through visits to the hospital, talking the patients first hand alongwith Chief Doctor and knowing about their welfare. This proved to be revolutionary step in bringing about a change in family environment of the employees. Similar visits to schools and interaction with teachers and students brought about a radical change in the altitude of the parents as they stared realizing that management was a caring type and was genuinely concerned about the family welfare of the employees. Small type steps like setting up of a 'Nagar Chaupal' for senior citizens of the township and 'Nagar Vatika' for ladies proved to be quite helpful in bringing about change of mindset. Setting up a health guide squad from amongst school boys and girls of middle standards was a very good step which after receiving training from medical staff in propagating about preventive steps for avoiding basic health affecting problems lent a strong boost to eradicating social ills like hegarads of smoking,

drinking etc. of approach. Management also started involving spouses of the employees by arranging conducted tours to factory area once in a week for their first hand appreciation of the employees effort at nation building by performing various duties and tasks such as production, dispatches, environment control etc. A men practices of informing the housewife first of her husbands promotion or elevation to next higher rank was again a novel step to usher in a new family atmosphere. All theses efforts were hardly cost oriented but did bring about a big change of mind and new enthusiasm for work.

Conclusion

The questionnaire has been rated at 4&5 by 68% from Field Units, 55% from Corporate HQ, 83% from Private Corporate, 100% from working abroad and 100% from Retired Employee this proves the point that The best characteristics of a family team in terms of collaboration, co-ordination, listening, positive attitude, a shared vision, collective intelligence, relation building, patience, logical reasoning and conviction can help any organization to move forward towards achieving the company goal. Any leader who fails in fostering these values cannot excel in developing collective thinking which is so very vital for achieving effective performance and team success.

Q 6: How would you approve of public dealing style of top management?

Introduction

The strength of a true leader flows from an inspired and spontaneous motivation to help others. It is seen that the organizations of today generally get bagged down with lack of work culture, low efficiency, conflicts and tensions where employees feel lack of motivation due to poor leadership. Unless the leader is a missionary blending in himself the true qualities of work excellence, dynamism and spontaneous motivation to help others, he can hardly become a role model for other. Unfortunately, the driving forces in today's rat race are speed and greed as well as ambitions and competition which has lead to erosion of ethico-moral fibre of the society. There is a perenial conflict between externally directed acquisitions, motivation and

inner reasoning vis a vis emotions and conscience. This leads to constant dissipation of energy and loss of self respect and leaves, little or no space for different viewpoints, beliefs and personalities and above all personal space which every human being wants to have at all times in his life. A visionary leader has to be creative see things differently and ind new ways of thinking, doing and being closer to the people with whom he works. Our scriptures are full of directions as to how a leader can become a motivating force for all his followers by adopting the concept of 'work for works sake. Bhagwad Gita suggests following ways to free oneself from a falsified ego-conscious state to a free and pure mindset which can help a leader to achieve effectiveness in discharging all his duties that fall in his domain.

- A leader must cultivate a sound philosophy of life
- He must strive for excellence through 'work is worship' concept
- Pursue ethic-moral attitude in all his dealings
- Develop non-attachment to results as the workings of the world are not designed to respond to one's expectations

Thus to become effective and accepted by rank and file, a leader has to renounce egoism, put others before self, work in teams, respect dignity, build trust and ensure a sharing, caring, cooperative and harmonious work environment to attain higher goals of life. A leader must recognize that unless sincere efforts are made to change the values and attitude of the people by setting up a role-model example, it is difficult to ensure people transformation. People's actions are dynamic expressions of their thoughts in the external material world and quality of these actions towards the work depends upon the purity of mind of the individual. Creating a sound base for mental transformation for positive thinking has to be made by changing the values and attitudes of the people through education, training. Management must create a win/win attitude amongst all employees by setting personal examples and high standards by superiors, peers and top leadership based on mutual respect and cooperation. This alone can motive people have to adopt strong service attitude by performing the work as selfless service in true 'Karmayogi spirit'.

Survey Response

Keeping this requirement in view, the question was designed to elicit general opinion from the respondees about the effectiveness and consequent approval about public dealing practices adopted by the researcher. Table below gives the ratings which are again showing that a very good percentage has rated the approach at 4 & 5 ranking confirming the belief that transformation of mind can be brought about by sincere adoption of a work culture which is strongly value oriented and reflects sincerity of purpose.

Table 5.7 Response to Question 6

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	1	5	23	36	18
2	Corporate HQ	-	2	4	14	7
3	Private Corporate	-	1	-	2	3
4	Group Company	-	-	-	1	1
5	Working Abroad	-	-	-	4	1
6	Retired Employee	-	-	1	-	-

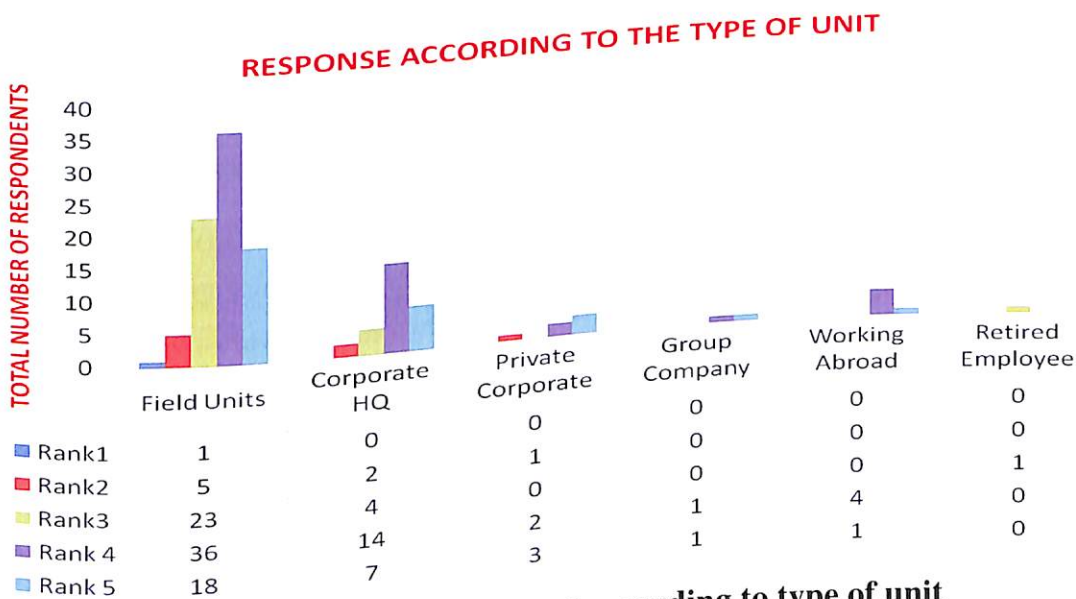


Fig 5.11 Response to Question 6 according to type of unit

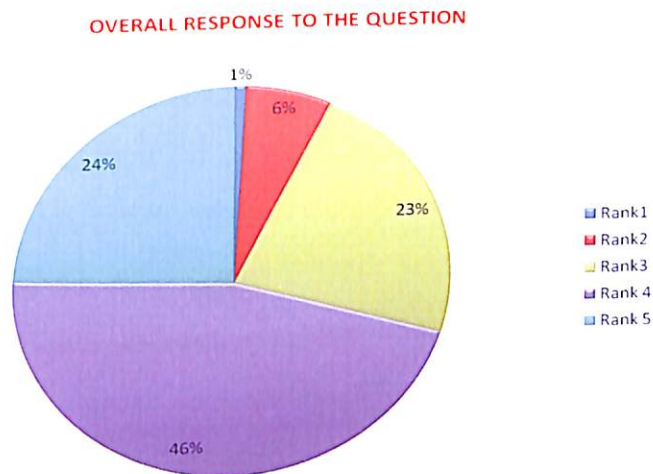


Fig. 5.12 Overall response to Question 6

Discussion

The researcher observed during his tenure that dependency and erosion of values was the main cause for low productivity, hostile attitude towards management and high absenteeism. Peoples involvement in developing positive work attitude was felt both necessary and urgent. It was decided to form quality circles 'with a difference' which would give the employees their own platform for developing a shared culture. Departmental heads were requested to spare one person each (11 in all) from their respective departments to form the first ever quality circle of this type. Training manager was put in charge of this group and a formal ceremony was held to name this quality circle as 'Karmayogi' quality circle. Unit head joined the group has 12th man. The group was given a systemic exposé for 15 days for two Indian value system followed by a visit to a highly productivity oriented organization (Maruti udyog). At the end of this programme, a pledge was undertaken by the group to expand their base gradually to all the other workers and employees. The main aim of this group was to propagate Bhagwad Gita's message of 'Nishkam Karma' amongst other employees. Regular meetings of the group including attended by the unit head also were held to devise effective ways of spreading the belief in human values, improvement in general housekeeping and environment, health and hygiene, safety and security, educational qualifications in order to bring about a cultural change in the organization. It was indeed not an easy task firstly because the team members spared by Heads of Departments were average

sparable low profile persons who could be easily spared and were certainly not the go getters. But this very group really got transformed in about six months time into a highly motivated group who decided to raise similar groups called 'Sahyogis' by developing a two days training programme designed exclusively by themselves for all new aspiring work mates who wanted to join the movement of their own consent. An open register was kept in the training centre for persons to register their names. the impact of this was so great that without an canvassing expect word of mouth, volunteer groups head to remain in queue in next one year for inclusion in 'Sahyogis' programme. A formal 'Dikshant Samaroh' was held for the first batch of 'Karmyogis' and 'Sahyogis' which was presided by Dr S K Chakraborty an eminent professor of IIM kolkata and authority on management by human values. This was in fact a revolutionary step in public dealing through a completely Indian system of 'work for works sake -'Nishkam Karma'.

This way a unique 'Movement' of involvement was generated by the workers for the workers, with purliny voluntarily to register for such training exposure and join the 'Sahyogi Brand'. Needless to emphasize, peoples aspiration to turn a new leaf became quite evident which interns helped the organization to become more vibrant and responsive to development and progress.

Conclusion

The questionnaire has been rated at 4&5 by 65% from Field Units, 77% from Corporate HQ, 83% from Private Corporate, 100% from Group Company, 100% from working abroad. This proves that transparent public dealing activity can help in brining about a change of mindset by adopting a positive attitude in relation building exercise. Some steps like looking for the positive strength and doing anything for converting negative to positive strength without loss of time is the first major step for achieving success. The leader has to develop an attitude of gratitude and avoid criticizing others, while staying away from negative influences. Only then can a leader earn a positive self esteem. Quoting what St Francis has said "A leader has to learn by doing what is **necessary** and what is **possible**".

Q7: How would you rate the organizational image during the tenure?**Introduction**

The ever expanding developmental investments and the vast material resources have brought to the fore the problems of tackling organizational management efficiently with the work-force spread over a wide the entire spectrum of men and women at work in offices, factories, workshops and educational Institution, hospitals and other institutes. Over loss so many decades, a transition has taken place from hereditary to professional management requiring management training with focus on business strategy with human touch. Every nation, every culture has its own approach to the subject of management as well as other forms of group life and activity. Western viewpoint on management philosophy has been based on the emergence of the concept of “factors of production” viz land, labour and capital which propounds. that ‘humans’ are no longer an inextricable part of the whole society. Their view of ‘labour’ tends to divorce man as a social and spiritual being from his ‘productive’ role at work; thereby reconfirming the lingering belief that ones spiritual and social life has no bearing on his workplace. This is not the case with Indian society where spiritual, public and private matters are so integrated that organizations look up controlling or dealing with whole of human needs rather than a mere transaction between labour and capital. Indian Canvas is thus quite fertile and receptive in capturing social and spiritual forces for the organizational benefit.

In order to improve organizational image many Japanese companies have developed company codes and values inculcated in all employees through long apprenticeship exposure throughout one’s service career. These are:

- Opportunity to render National service through industry
- Fairness in all work practices
- Harmonious and co-operative attitude
- Constant struggle for improvement

- Courteousness and humility
- Team adjustment and assimilation
- Spirit of Gratitude

Management in India can emulate and adopt these values to create a disciplined and socially oriented mindset amongst its employees to generate a more dynamic and cohesive workforce for organizational benefit. The great Indian saint, adi Shankaracharya elucidates this by saying 'yoga nesteh parentapa, durloban ajetentridriyan prepaya' which means that great philosophy of dynamic and comprehensive spirituality called yoga expounded by Lord Krishna in Chapter 2&3, of bhagwat geeta has become gradually diluted and lost its sheen when it fell into the hands of weaklings. It is this missing link that we have to focus our national attention by introducing the spirit in our education, religion and inter-human situations.

Efficiency of administration and management depends as much on the quality of the employees as that of administrative heads, managers and executives. It is necessary to imbue the employees with a sense of self respect, honour, self discipline and good citizenship virtues, so as to make the organization undergo a unique transformation resulting in total human development, growth and fulfillment. This way the organizational image will undergo a total change with people recognizing the transparency and good value based management practices being adopted in the organization. It is the purpose of this question to elicit opinion as to how far the effect of management practices based on Indian Ethics were helpful in changing the image

Survey Response

Again a fair percentage of respondees have given the ratings at number 4&5 which means that collective efforts in transforming the organization image were quite successful.

Table below gives the rating profile as obtained from erstwhile colleagues.

Table 5.8 Response to Question 7

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	2	3	8	29	41
2	Corporate HQ	-	1	2	12	12
3	Private Corporate	-	1	-	-	5
4	Group Company	-	-	-	1	1
5	Working Abroad	-	-	-	2	3
6	Retired Employee	-	-	-	1	-

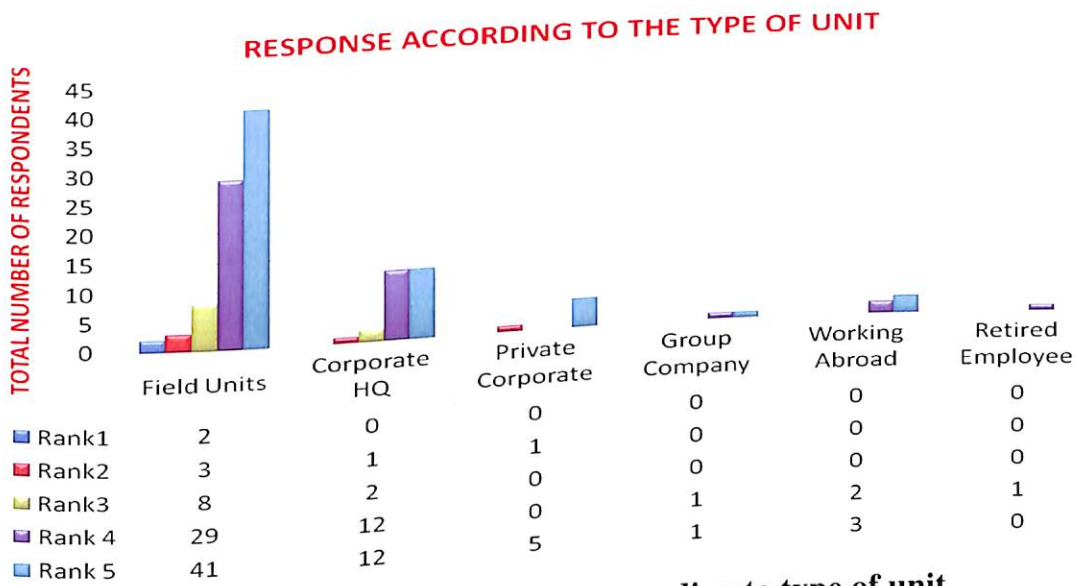


Fig. 5.13 Response to Question 7 according to type of unit

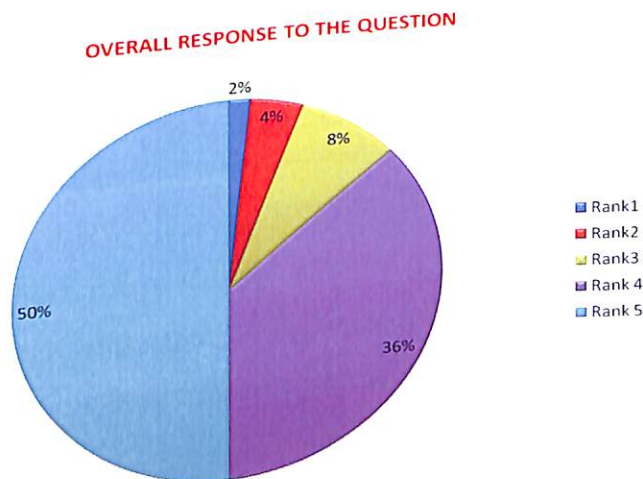


Fig 5.14 Overall response to Question 7

The trend of response is more or less uniform both in field units and other places confirming the assumption that organizational image of the industrial unit was greatly enhanced with dedicated efforts put in by all employees.

Discussion

As has been brought out in earlier chapters, the image of the unit had received a severe beating at the hands of general public, and other stake holders due to low productivity and complete lack of belongingness. It was thought necessary to involve all employees in the dual task of increasing productivity and also change public perception about sociatal impact of the industrial unit on its neighborhood. A fortnight long 'Sadhbhavana Yatra' was organized from the industrial unit to Agra city covering the distance of 30 kilometers both ways on cycles, staying overnight and campaing in the villages enrout explaining to village population about the industrial activity and measure taken to protect environment, joining the village folk in cultured presentations, sharing meals with the locals as per their customs and building up rapport with them for better understanding and good neighborly relations-Medical kits, school books and other useful tools were distributed during these camps among local schools together with presentation through charts and posters about the safety aspects connected with industry, besides health and hygiene issues needing attendtion from the villagers. Such a step was quite unique and generated immense understanding and goodwill of the population which otherwise was ignorant and somewhat hostile to the so called island of prosperity. The team which took part in the sadbhavana yatra comprised of employees and members of the central industrial security force. An excellent team spirit got generated during this yatra amongst the participating members. Heads of departments including medical chief visited these camps by rotation each day to bolster the team spirit. All the villagers enrout warmly welcomed this team and were very hospitable. The image of the unit which had become villainous with . negative impression in among the general population got changed to a better positive image of industry working for the national cause. Similar image was projected through "Good will ambassadors at other locations. Employees on transfer to other units were formally appointed good

will ambassadors of the unit and were interested with the task of projecting correct image of the unit in terms of measures taken to improve overall working. Paralled efforts were also made to invite eminent personalities, journalists, country leaders to the refinery either individually or in groups for all to see for themselves about the transparent ways of working. In-house presentations about the track record were made to these opinion leaders which gave good dividends in terms of public appreciation. Scientific Data about environment emissions from the unit were published on daily basis in lead papers published form the city for public appreciation. An environment park was created (first in the industry) within the factory which becomes a big draw for migratory birds. All such steps such steps gave a new profile to the organizational image and brought laurels to the company.

Conclusion

The questionnaire has been rated at 4&5 by 84% from Field Units, 88% from Corporate HQ, 83% from Private Corporate, 100% from Group Company, 100% from working abroad. And 100% from retired employee this response corroborates the fact that it a true leader has to be like a **Wise Man** who sees things as they are and takes steps to correct the situation while reflecting a genuine appreciation for positive, vibrant thoughts. There is a legend about a wise man who was sitting outside his village. A traveler came and asked him "What kind of people live in this village, because I am looking to move from my present one". The wise men asked "what kind of people live there from where you want to move". The man replied "They are mean, cruel and rude". The wise man replied "The same kind of people live here in this village too". After sometime, another traveler came by and asked the same question. The wise man enquired "What kind of people live from where you want to move". The traveler said that people there are very polite, courteous and good:". The wise mand said that same kind of people live here also. The tale tells us that one will say only what one see this clearly tells us that 'Beauty lies in the eyes of the Beholder"

Q8: How would you rate neighbourhood dealing style of the top management?

Introduction

There is a Chinese proverb which say as “ *If you want to plan for a year, plant Corn; if you want to plan for thirty years, plant a tree; but if you want to plan for hundred years, plant men.* ”

This belief in investing in ‘Men’ is truly the core principle in which an industry can thrive and excel. Jamsetji Tata once said that ‘while most captains of industry believe that man is meant to serve industry, they believe that it was industry meant to serve man’. Such beliefs are shining examples of value system which makes companies last longer irrespective of travails of ups and downs in business economy. J.R.D Tata recognized the importance of the approach in early seventies when he started thinking of company responsibility beyond obligations to its own workers. He realized his companies and townships were islands of prosperity in an ocean of poverty and searched as to what his companies can do for the neighbouring areas of darkness. In a speech ‘Business and industry- Tasks and obligations’, he said “Every company has a special continuing responsibility towards the people of the area in which it is located and in which its employees and their families live. Most significant contribution of an organized industry can be to apply its skills, talent, spareable resources to serve and help its neighborhood.” Such thoughts are the very essence of the principal of “Service to Society” with which immense help can be offered to the neighboring communities for organized planning towards resolution of their basic problems of health, hygiene, education, sports family planning, training of skills and so on. If only sometime is spared by the managers, engineers, doctors and skilled specialists of the company for according necessary help and advice while supervising their development al activities with company’s assistance, the overall interests of the company could be well served as such efforts would ensure a healthy, prosperous and peaceful neighbourhood started engaging the neighbouring village folks for changing a new leaf in their otherwise sultry

life. This was necessary to stem out the hostile attitude reported from these quarters. Many problems of Modern organizations evolve from the disturbance in the equilibrium among the-component of social system and organization. This is due to lack of mutual respect and faith among the component of social system and organization which results in ignoring the interests of neighbourhood and society at large.

Survey Response

The question was designed to elicit opinion of erstwhile colleagues about their approval ratings regarding dealings with neighbourhood. Here again, over 75% respondees have placed their ratings as 4&5 which means that the efforts put in by the team alongwith the researcher was well placed and gave good results. The survey is again uniform in the ratings from all across the cross-section of respondees from units to corporate to other organization including aboard. As explained above, the neighbourhood did respond quite favourable to the change of approach and began identifying their interests with the industry.

Table 5.9 Response to Question 8

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	2	3	18	45	15
2	Corporate HQ	-	1	4	16	6
3	Private Corporate	-	1	-	3	2
4	Group Company	-	-	-	1	1
5	Working Abroad	-	-	1	1	3
6	Retired Employee	-	-	-	1	-

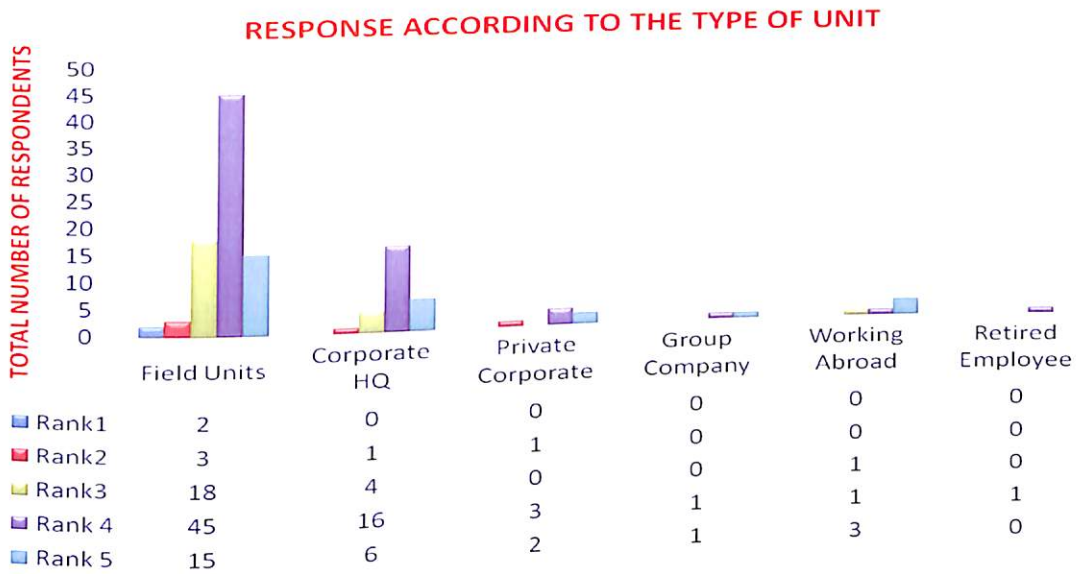


Fig. 5.15. Response to Question 8 according to unit

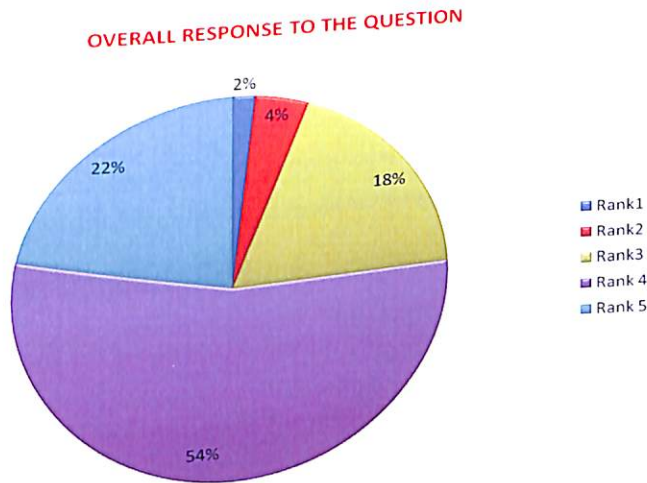


Fig. 5.16 Overall response to Question 8

Discussion

Several initiatives were taken to move closer to the village community starting with familiarity visits to the industry by different sections of the community viz freedom fighters, journalists, village pradhans, school teachers/students, etc. These visits were organized to give them a first hand appreciation about industry working and its contribution in the development of the local area. Visits in person were paid by the researcher to the villages to get an idea about the health care, sanitation, education requirements of the village. Discussions were held with the village community about the possible help the industry can provide to mitigate some of the problems. Water storage was one problem

identifies by village pradhans. This was solved by providing water taps in various locations. Regular health camps were organized supervised by township health authorities and health centre staff participated in the programme. A lot of goodwill was generated by such benevolent measures. The researcher adopted (in cognito) two students in (boy+1 girl) in middle slandered level and started paying monthly scholarship to them with assurance of continuity as per their test/examination results. Some of the local people who had resources were encouraged to become contractors and undertake some petty jobs in housekeeping activities.

Such steps generated a positive vibe and people from the neighbourhood started to take up the cause of the industry in various forums virtually acting as unit PROs. A bond got created between the industrial unit and outside community people who started realizing that all these actions were genuinely coming from the spirit of Public interest and there was no self interest involved. Even Bhagwad Gita acknowledges the spirit of performing a benevolent action.

Evam pravartiham Chakram, Na Nwnuartayati Heyah

Agayur Indriyaramo, Mogam Partha Sa Jevate

-Bagwat geeta ch-3v- 16

This in broader sense means that no events no entity can afford to disturb the cycle of motions which is predetermined by the law of nature and those who live a life of vain.

Conclusion

The questionnaire has been rated at 4&5 by 72% from Field Units, 81% from Corporate HQ, 83% from Private Corporate, 100% from Group Company, 80% from working abroad and 100% from retired employee the assessment thus proves that business is no longer restricted to provision of goods and services- it touches all aspects of our lives viz social, political, personal etc. While increased competition and uncertainty in the business environment is influencing the management to look for innovative ways to enhance employee commitment to work, Industry is are also responsible to the societies and

communities where they operate and not to their owners alone. Involving and influencing the neighbour communities was recognized by the researcher right in the beginning and various steps were taken to influence their initial indifference involve them in the all-round growth and progress of industry and community.

Q 9: What would be the score for operational improvements brought about during the period?

Introduction

Operations management generally boils down to cutting operating cost, increasing productivity, enlarging sales and /or getting better realization. But turnaround creativity in operations management consists of going beyond the usual ways of improving margins or increasing sales and/ or using commonplace alternatives suited to the organization's unique situation. The usual ways of cutting costs are budget cuts, retrenchment of manpower, deferring of costs on research and development training maintenance, publicity and advertisements. All companies differ in their approach while dealing with excess manpower, It can be either through relocation to other sectors, voluntary, retirements transfer, to sister companies freezing of overhead costs and giving golden hands shakes. Like wise operating costs can be cut by enforcing systematic audit of utilities standardization of inventory parts, minimization of wastes and ensuring zero defect products. Thus while incentives, modernization and men power training are the most commonly applied means for realizing this the main focus is always on worker productivity. Adopting emotive forces for motivating workforce has a significant contribution in worker motivation for sustained results.

Survey Response

This question was designed to elicit general opinion about the effectiveness of leadership based on management by **Indian Ethos**. As can be observed from the table below, here again the ratings given are exceedingly high viz 4 and 5. The respondents have maintained the axiomatic theory that it is the workforce and not money which can bring about dramatic changes in organizational functioning.

Table 5.10 Response to Question 9

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	3	3	11	30	36
2	Corporate HQ	-	2	8	12	5
3	Private Corporate	-	1	-	3	2
4	Group Company	-	-	1	-	1
5	Working Abroad	-	-	2	2	1
6	Retired Employee	-	-	-	1	-

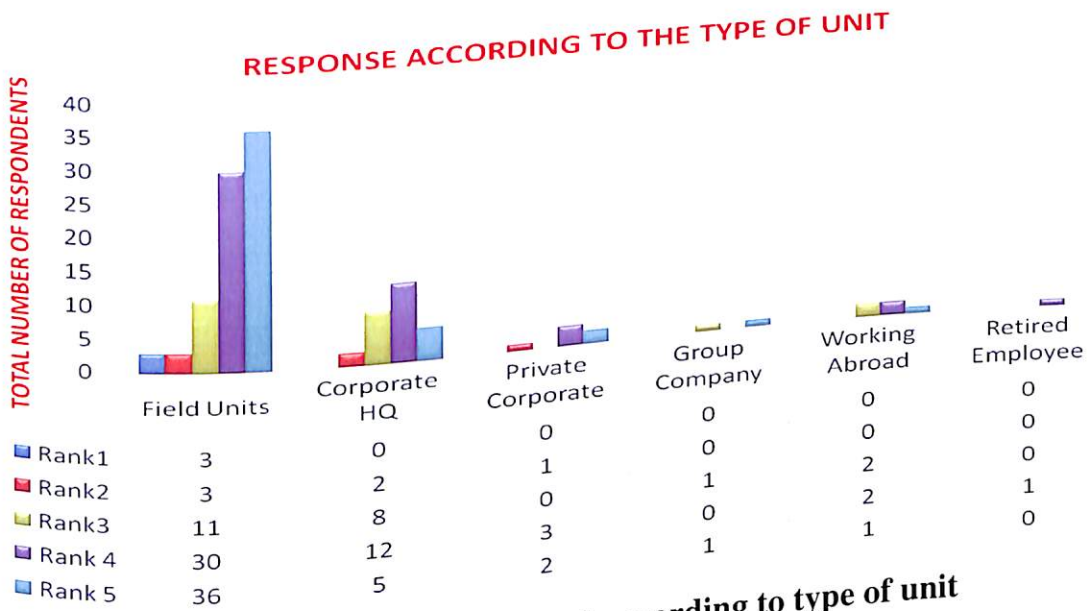


Fig. 5.17 Response to Question 9 according to type of unit

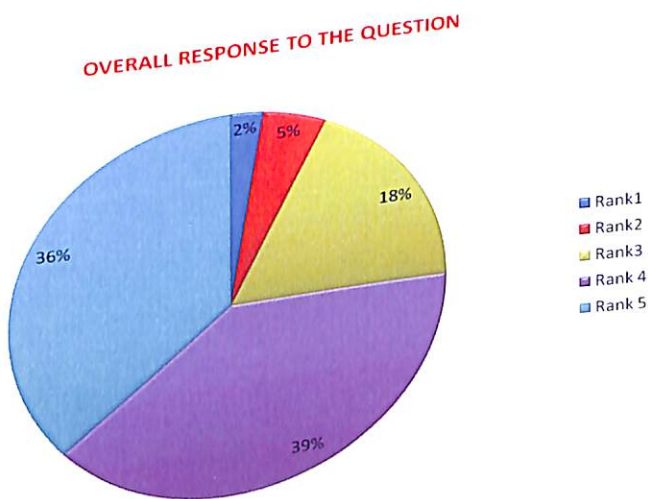


Fig. 5.18 Overall response to Question 9

Discussion

Reproduced below are some of the major highlights of consecutive three years that could be achieved in the unit where the researcher was holding the office of unit head:

Table 5.11 Highlights of unit performance under Researcher's Leadership(Unit A)

		1995-96	1996-97	1997-98
I	Feed Stock Processed Primary Units (Million Metric Tonnes)	8.33	8.11	8.56
	Secondary Units (Million Metric Tonnes)	1.20	1.22	1.34
II	Distillate yield %	71.8	73.14	74.6
III	Fuel & Loss	4.48	4.47	43.7
IV	Activity Highlights	Achieved - ISO-9002 certification for all beltary area units	-ISO-9002 for all support service departments achieved this becoming the complete ISO Certified Unit	-Five 5 s Concept launched (Structurise, Systematise, Santise Standardise Self Disciplines) Launched
		-The unit was accorded standing ovation In industry meet in July'95	Use of Natural Gas in process unit furnaces and thermal power station started to improve environment...	- 590 visits to nearby villages under Rural Health Scheme Undertaken
		Propylene Unit Commissioned	Total Unit became a DDCS operated unit	Supply of unleaded Petrol started to improve environment -Low Sulphur diesel supply started to national capital -Laboratory information management system (LIMS) Launched
		High Volume Long range foam monitor commissioned	New Value Added products launched viz priopylyene	General Information Management System (GIMS) Launched

		1995-96	1996-97	1997-98
V	Awards	-Awarded maximum reduction in Energy Consumption (Anil Raj Trophy) -Awarded ogle shield for fire prevention and safety	Became 1 st in Asia and 3 rd in the world to be awarded ISO +4001 -Bagged first prize in National Energy Conservation -Received Golden Peacock National quality award -Won British Safety Council Award -Best performances in Steeam leaks	-Golden Peacock National Quality Award -Rajiv Gandhi Quality Award -National Safety Award -National Energy Conservative Award
VI	Manpower Reduction	1-4-95	1667	
		1-4-96	1654	
		1-4-97	1623	
		1-4-98	1622	

Table 5.12 Highlights of unit performance under Researcher's Leadership (Unit B)

		1993-94	1994-95
I	Feedstock processed (Million metric tonne) primary unit	0.91	0.58
		0.346	0.343
	Secondary units	82.6	83.7
II	Distillate field %	6.9	7.5
III	Fuel & loss - %		Groups exposed to training on ISO-9000
IV	Activity highlights	Implementation of ISO-9000/ TQM launched	Mutual aid scheme sight with NE Railways for fire fighting
		Gas leak detection system in LPG were commissioned	
		16 nos. additional quality circles formed in various departments. The unit begged two awards at national convention	
V	Awards won	Divisional award on energy conservation	Won national award (Jawaharlal Nehru centenary award) for best improvement energy convention
VI	Manpower	1.4.93 - 1347 1.4.94 - 1313 1.4.95 - 1295	

The above data shows that with sincerity of purpose and good leadership based on value system, the same team could excel and make all round progress.

Conclusion

The question has been rated at 4&5 by 79% from Field Units, 62% from Corporate HQ, 83% from Private Corporate, 80% from Group Company, 60% from working abroad and 100% from retired employee. This again shows that the central perspective of Indian Ethos does have a great influence on individual traits such as honesty, work ethics, thrift, good lifetime behaviors which ultimately contribute to higher productivity. Western concepts provoke a person to work for his personal gain or profit motivation but Indian perspective is based on 'Vasudev Kutumbkam' or 'togetherness' while maintaining the individual 'SELF' improvement for advancement.

Q 10: What rating would be given to safety record of the organization?

Introduction

There are some myths about safety standards being excellent only in companies having sophisticated equipment and good facilities in the operating areas. It is true that these do help but unless peoples are trained regularly and made fully familiar with handling of the equipment particularly at the time of an emergency, there is no guarantee that safety record will remain unblemished. Contrary to the business school doctrine of 'Maximising Share Holder Wealth' or 'Profit Maximization' as the sole objective of leading companies, there are wide variants that are followed by others as a cluster of objectives, profit making being one amongst several. Every leading company believes in a set of moralistic and humanistic values which get reflected in all its dealings consistently as to how it lives breathes and expresses its beliefs in all its actions. Safety of its employees and the safe working conditions is the core basic policy orientation of all lead companies as they firmly believes that sustained progress can be achieved only if no compromise is made with established safety standards. This approach sets the tone or culture of work and only these who fit in this flourish ultimately.

There is a Persian proverb which says:
'RAHI-RAST BHOORAV AGARCHI DOOR AST'
'ZAN-I-BEV MAKUN AGARCHI HOOR AST'

Which means that one must follow a correct and safe path, no matter how difficult and far the road may be Just as one must not marry a woman who has no virtue even though she may be very sensuous and beautiful. Safety record of a company can be really assured provided no short cuts are adopted in established procedures. It is therefore is necessary to ensure that all safety practices are well documented and manualised so as to be available to all operating personnel.

Survey Response

All there efforts were put in place during the period when researcher was unit head. Special importance was given to updation by including relevant modifications done in the system in course of time. Table below gives the response of erstwhile colleagues from whom opinion has been sought about these efforts.

The response is quit encouraging as more than 80% responders here given the safety record a rating of 4 or 5.

Table 5.13 Response to Question 10

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	2	1	9	36	35
2	Corporate HQ	-	5	14	8	-
3	Private Corporate	-	2	-	4	-
4	Group Company	-	-	1	1	-
5	Working Abroad	-	-	3	1	1
6	Retired Employee	-	-	-	1	-

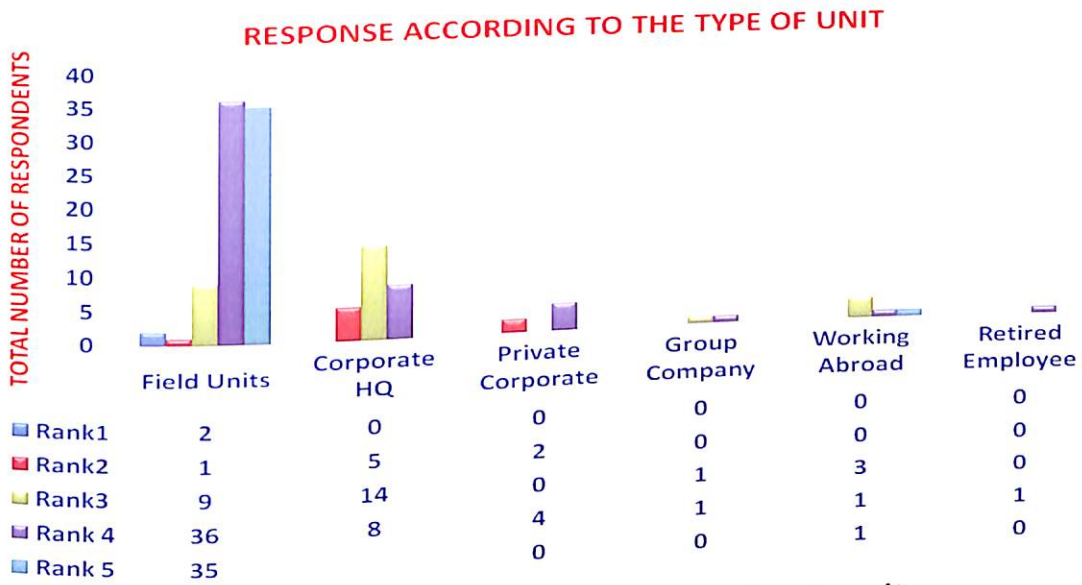


Fig. 5.19 Response to Question 10 according to unit

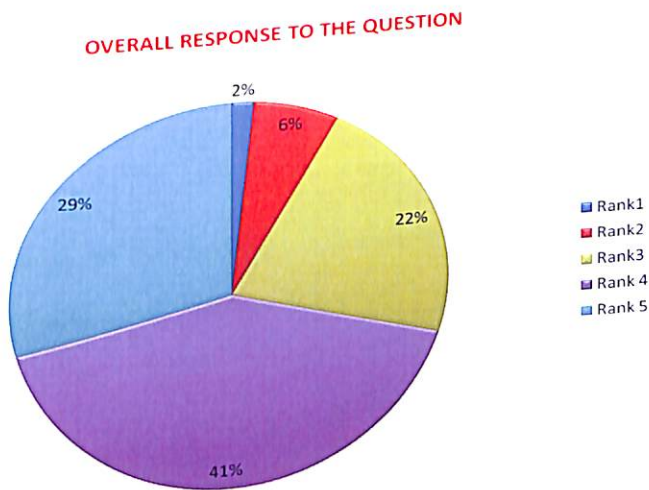


Fig. 5.20 Overall response to Question 10

Discussion

Hydrocarbon industry is prone to hazards if proper care is not taken in raising safety awareness amongst employees. During the period under review, motivational lectures were undertaken to promote safety consciousness among all employees particularly the operating personnel. Special teams were constituted to update operating manuals in a time bound manner. Sectoral and zonal plant wise safety committees were activated and regular meets of the operating personal along with safety department functionaries were held at job sites. Action taken reports were generated and HOD was asked to personally

monitor the compliance in respect of recommendations. Near miss situations were analyzed and lessons learnt brought home to all and sundry. Internal safety audits were conducted to assess the state of preparedness. Mock drills were conducted at regular intervals and once a year with district authorities to involve neighborhood community in safety practices. Safety department was made to state safety compliance every day in unit shift managers meets. This was then followed up by the concerned department to eliminate unsafe acts. Even during any unit shutdown, safety monitors were appointed to report on any unsafe situation/ act during the shutdown. Regular briefs on safety aspects were given to contract labors. Strict checks for entry to battery area of daily rated worker was introduced who were given safety talk in local language before commencing any work.

These measures did bring in good results. But there can be no two opinions that a top down approach of enforcing safety requirements above can be helpful in minimizing any possible loss of human lives and property. All operating personnel have to remain alert and more sensitive to tell-tale signs/symptoms, leakages, hot spots, abnormal sound by ensuring physical and manual checks at every stage notwithstanding the technological advancements. This was the message spread across the battery area during visits to operated area.

Conclusion

The question has been rated at 4&5 by 85% from Field Units, 81% from Corporate HQ, 66% from Private Corporate, 50% from Group Company, 40% from working abroad and 100% from retired employee. This shows that the sustained emphasis on doing everything the right and Safeway during the tenure of the researcher at the industrial unit was an important tool for achieving high quality standards of ISO9002, ISO 14001 and accident free period of over 14 million man-hours.

Q 11: How would you assess the change in employees morale brought about by the leadership style?

Introduction

The role of a leader in bringing about a total transformation in the morale of the employees is a topic of widespread interest to any Management scientist. Recognizing this significance, even the American Academy of management has set up a MSR (Management, Spirituality, Research) interest group way back is 1999 to facilitate a steady research into the subject. This topic has been receiving importance amongst academicians and business professionals alike. According to Cash and Gray of Academy of Management Executives, widespread interest amongst employees has been created in workplace spirituality due to tension and stress caused by manpower downsizing retrenchment and new technology fear. Social alienation and constant chaotic changes, employees of all age groups have started looking for deeper meaning in life. A constant need to conceptualize spiritually at work place bath from individual and organizational point of view has been felt. It is believed that a good leader can bring about great change in employees behaviors as well as responses to work related events, The impact is accelerated when ethics and value are clearly manifest within the organization. Most of the organizations are showing keen interest in fostering workplace values that can promote employees getting connected to each other. Such models have helped create positive vibes in improving organizational commitment, employees job satisfaction and organizational citizenship behaviors leading to stronger financial performance and higher profit. A good leader helps in creating a strong workforce bonded to each other by a distinct physical, affective cognitive, interpersonal bond sometimes bordering on spiritual and mystical relationship. He is able to bring about an awareness of and alignment between values and beliefs with work creating a feeling that one is engaged in meaningful work that has a high purpose which brings in a profound feeling of well-being and joy.

Quoting Brihedarangkye UP mishal (IV.4.5)

*You are what your deep, driving desire is
As your desire is so is your will
As your will is, so is your deed
As your deed is, so is your destiny.*

This in essence sums up the impact which a leader can create on his work force by exposing them to 'karma-ethos', a deeply Indian concept of work performance. A leader has to be a virtual blend of two great role models of lord Rama –Maryada oriented and 'Gyan' embodiment of 'Nishkar Karma' advocated by lord Krishna. Success in any field including creation of wealth has always been a process requiring hard-work and complete devotion to duty. One has to follow a more spiritual approach to success and when one attains the knowledge and practice of spiritual law, one puts oneself in total harmony with nature resulting in carefree, joy and love. Success in itself is a journey and not a one stop destination. Success includes good health, energy and enthusiasm. For life full filling relationships, creative freedom, emotional and psychological stability, a success of well- being and peace of mind.

Survey Response

Keeping the above in mind, the question was framed to elicit opinion from many erstwhile colleagues as to whether the leadership style practiced by the researcher brought about the change in employees morale. The ratings given by the respondees have clearly brought out the positive impact on the workforce as nearly 80 percent have given ratings between 4 and 5 while some here rating it at 3. Table below gives the findings of the survey.

Table 5.14 Response to Question 11

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	5	9	20	26	23
2	Corporate HQ	-	1	12	9	5
3	Private Corporate	-	-	-	5	1
4	Group Company	-	-	2	-	-
5	Working Abroad	-	1	3	1	-
6	Retired Employee	-	-	-	1	-

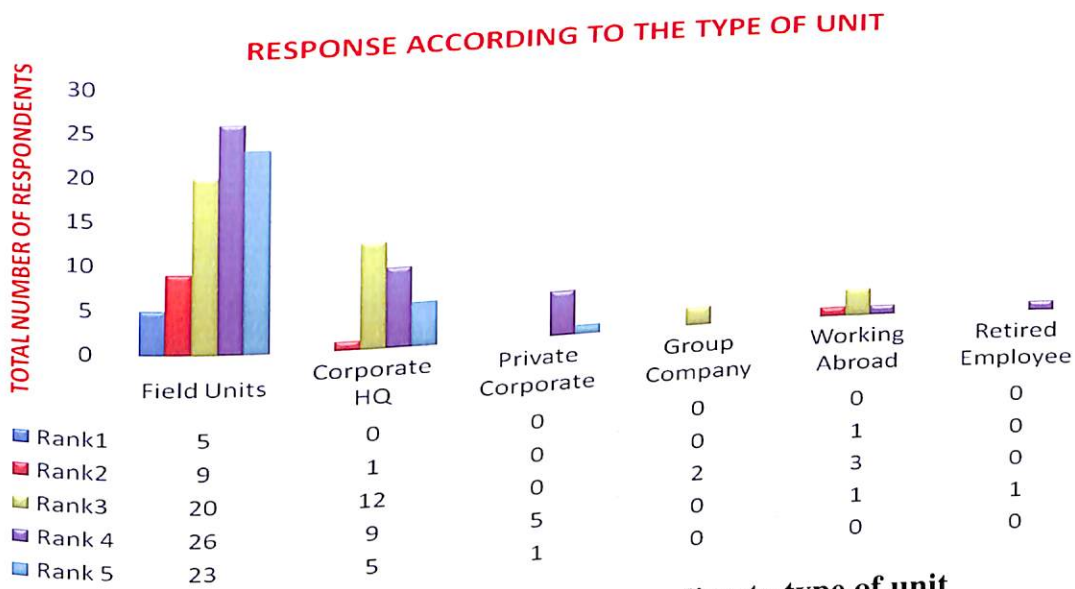


Fig.5.21 Response to Question 11 according to type of unit

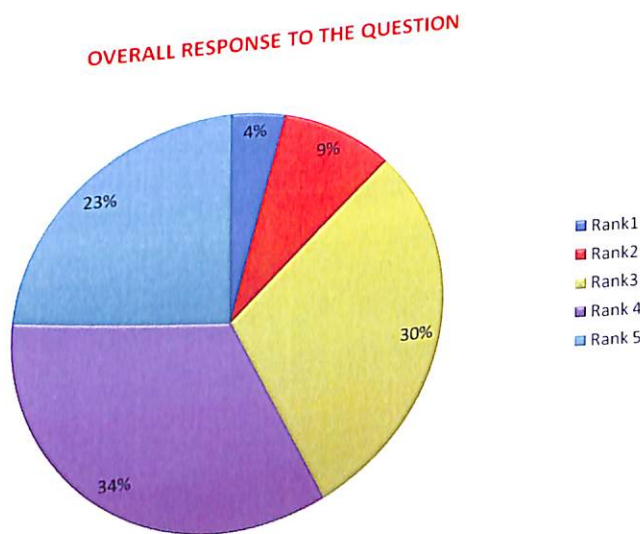


Fig. 5.22 Overall response to Question 11

This is also borne out by Dr. Kalburgi M.Srinivas, who was Sir Rattan Tata visiting fellow at MCIHV, IIM Kolkata. He writes in his book "Pilgrimage to Indian Ethos (page 114). "The peoples interviewed were proud of plenty achievements and their association with it. They were also proud of the value consciousness effort that had been initiated in 1995 by the then "Executive Director".

Discussion

The ethos and values consciousness initiated at the plant by the researcher had uniqueness about it, being an indigenous spin, a thought revolution in the direction of Indian Ethos. Composing of a Company song was the first attempt at bringing about a change in thought process of the employees. This anthem was sung at every formal occasion which inculcated sense of pride amongst employees Quality circles based an Indian concept of 'Nishkam Karma' were established with formal training and a graduation ceremony at the end of training period when a pledge was administered to the successful members for serving the unit with complete surrender, dedication devotion and hard work. The day to day intersection of this group of karemyogis with other Employees started bringing about thought revolution and there was around talk about congruence of values based on **Indian Ethos** and values preached at workplace. The Indian Ethos Concept of repaying the debts which every person inherits from society, environment ancestors, Guru (Teacher), parents was getting accepted and a deeper bond established. Safety pledge and productivity pledge were institutionalized for every section and department. The unit head was accepted as the father figure who was revered not only by the employees but also by neighboring rural community folk. A deep sense of ownership was indeed a contrast to the earlier picture of indifference and indirect hostility.

Conclusion

The question has been rated at 4&5 by 59% from Field Units, 51% from Corporate HQ, 100% from Private Corporate, 20% from working abroad and 100% from retired employee. This shows that constant Emphasis on

improving the quality of life, not only for the workforce but also in neighbouring villages by constructing roads, improving drinking water facilities, assisting in educational and health care schemes and providing, treated efficient water for agriculture did bring out a thought revolution amongst employees and also the neighbourhood. The general employee satisfaction level and their dedication to work improved substantially reflecting in higher productivity of the plant.

Q 12: What assessment you have about unit profitability?

Introduction

Profit alone per say is no measure of the general health of a organization. Don Petersen, Former CEO FORD, once said that is "Putting profit after people and products was magical at Ford". For many of the visionary companies, Profit is like oxygen, food water and blood for the body; these are not the pivots of life, 'but without these, there is no life'. In fact, profitability is a necessary condition for existence and a means to more important ends, but it is not the end in itself. It is wrong to assume that a company exists simply to make money. Money is an important result of a company's existence but the urge to accomplish something collectively by a group of people which otherwise was not possible separately is fundamental reason of why a company exists. This underlying desire comes from the urge to do something else, make a product to give a service and to create something which is of value to science and society. A company becomes automatically notable by providing real satisfaction to all the customers thereby making the customer base wider and bigger. A company can not ignore persons when the people working there depict a true sense of ownership. Thus all visionary companies have placed great emphasis a having a care ideology and putting all affects into preserving this ideology as a vital shopping force.

Survey Response

The question raised was formed to Elicit frank opinion of the respondees about the positive shift in attitudual response of employees during the time the

researcher functioned as unit head of the industrial unit under reference. Survey response shows that greater percentage (>60%) has confirmed the employees in general started exhibiting positive trends in their work pattern and at there work place Table below given the response from various categories of respondents in terms of rating.

Table 5.15 Response to Question 12

S.No.	Location	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
1	Field Units	4	1	13	29	36
2	Corporate HQ	-	-	6	14	7
3	Private Corporate	-	1	1	4	-
4	Group Company	-	-	-	1	1
5	Working Abroad	-	-	-	5	-
6	Retired Employee	-	-	-	1	-

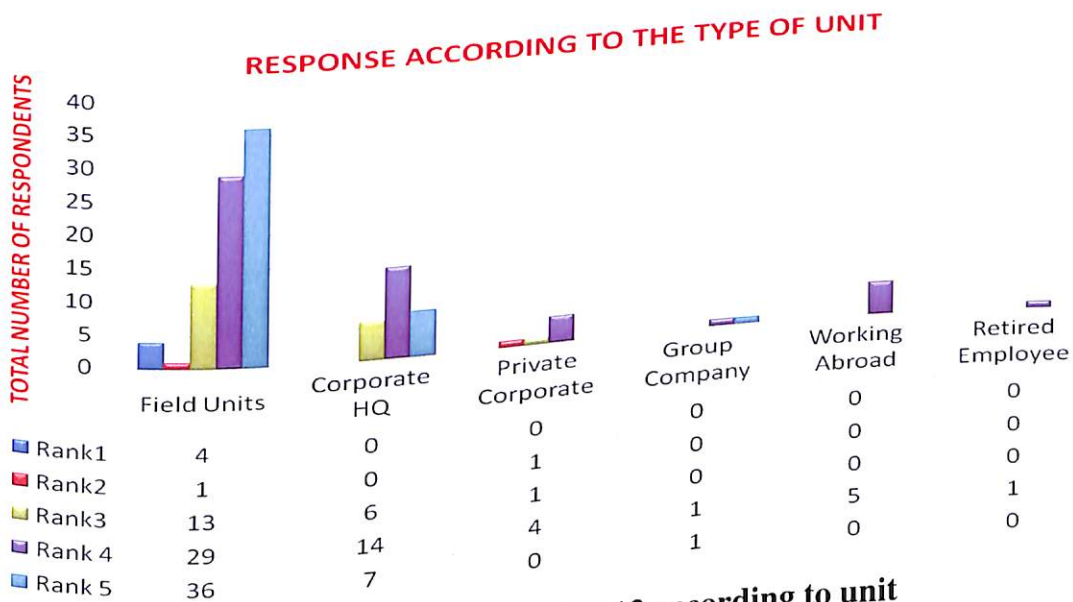


Fig. 5.23 Response to Question 12 according to unit

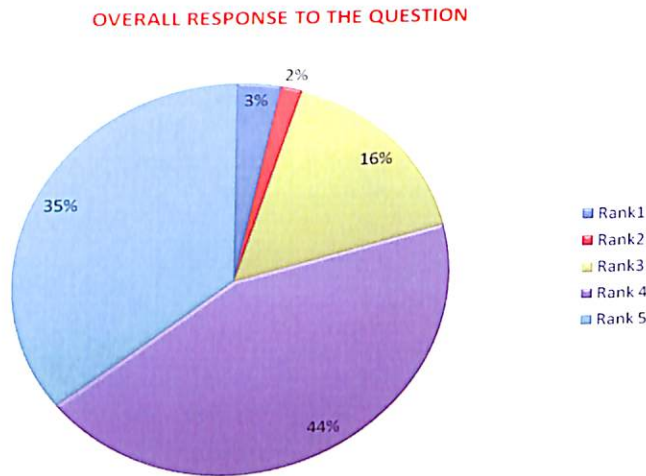


Fig. 5.24 Overall response to Question 12

Discussion

All leadership attempts to motivate the workforce depend largely as the style of working in charismatic mode involving the evocation of a great mission, a vision of excellence and a spirit of benevolence towards demoralised employees. This includes participatory style needed to encourage decision making reach to lower levels by reconciling differences and co-ordinating operation while exhibiting patronizing attitudes. This was done in ample measure during the tenure of the researcher at field location. 'Nishkarm karma' style was adopted to find out the ills of the organization and opportunities for betterment in order to motivate the staff to work for the common cause of better and profitable operations. Emphasis on plant modernizations, participative management, human resource development, together with importance for training was preached and practiced for improving the over all morale of the employees. All these were sincerely attempted with firm faith in the Indian Ethos. Productivity enhancing campaigns were launched to enlist the participation of all employees. All efforts were made to avoid bureaucratic type handling for enforcing control and discipline. The danger of creating vicious cycles by such methods by way of alienation and demotivation of staff, deterioration in organizational performance due to indiscipline and laziness, and above all sub-optimization, inter-departmental and squabbles due to such tactics was fully, recognized and connective steps taken from beginning to remedy the situations in time for

ensuring achievement of annual goals and targets. Total attention was given to improve industrial relations and infrastructure problems while following total transparency of systems. Such a management work ethics helped in improving overall industrial relations which in turn resulted in higher productivity

Conclusion

The question has been rated at 4&5 by 78% from Field Units, 77% from Corporate HQ, 66% from Private Corporate, 100% from Group Company, 100% from working abroad and 100% from retired employee. This shows that although the unit was one amongst seven such operating units with profitability linkages at central level, the all time high records in processing of raw material, secondary units and production of higher middle distillate products over the years did reflect on the higher profitability.

Q 13. Was practicing Management by Indian Ethos visible in day to day dealings and did it help?

The above question was broadly answered yes by over 80%, Answered no by 20%.

OVERALL ANSWER TO THE QUESTION

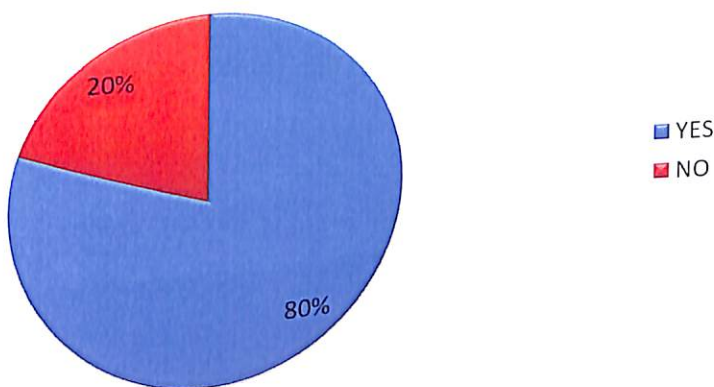


Fig. 5.25 Overall response to Question 13

A percentage of 80% respondents accept that Management by Indian Ethos was visible In day to day dealings of the researcher and it helped to improve the system and thereby improving the Performance of the unit as a whole.

Interpretation

In this section the individual questions of the questionnaire were analysed. The questions were rated on a 1-5 ranking scale. The ranking scale, corresponding weightage given to each rank and its interpretation is shown in following table:

Table 5.16 Ranking scale, weightage attached with them and its interpretation

Ranking Scale	Weightage	Interpretation
1	1	Poor
2	2	Ok
3	3	Good
4	4	Very Good
5	5	Excellent

The weighted Average response to each question was found out according to the following formula:

$$\text{Weighted Average} = \frac{\sum_{n=1}^{\infty} (N_n \times W_n)}{\sum_{n=1}^{\infty} (W_n)}$$

Where,

N = Total number of response for a particular Rank

W = Weight Given to a particular Rank

The following table contains the Weighted Average of response to each Question:

Table 5.17 Weighted average of individual questions of the questionnaire

Question No.	Rank					W.Avg
	1	2	3	4	5	
1	2	0	15	55	52	4.25
2	4	4	27	56	33	3.89
3	2	7	27	59	29	3.85
4	4	10	33	47	30	3.72
5	3	10	28	44	39	3.85
6	1	8	28	57	30	3.86
7	2	5	10	45	62	4.29
8	2	5	23	67	27	3.91
9	3	6	22	48	45	4.02
10	2	8	27	51	36	4.11
11	5	11	37	42	29	3.64
12	4	2	20	54	44	4.06
Over all Values	34	76	297	625	456	3.92

RESPONSES – RANK WISE TO THE ALL QUESTIONS

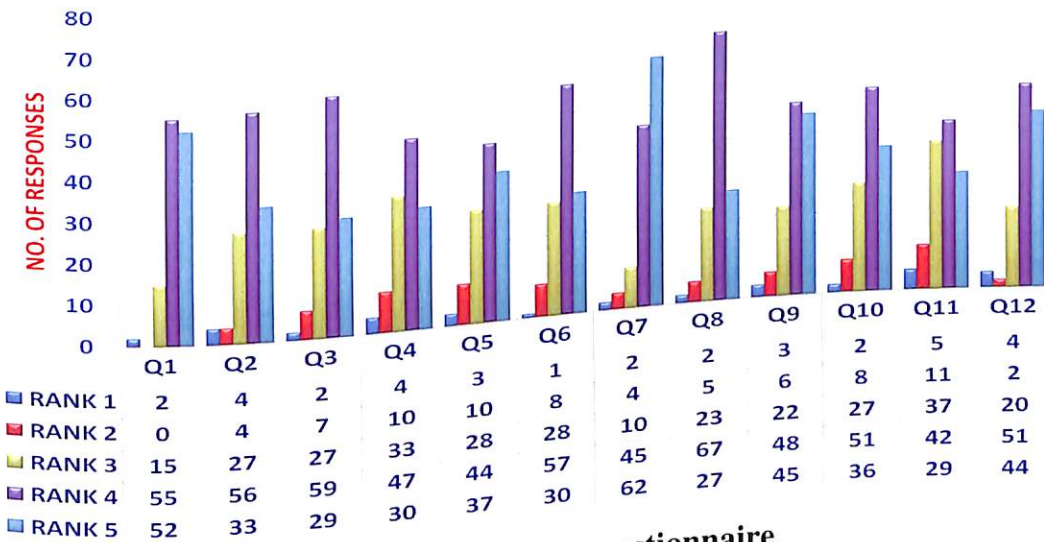


Fig. 5.26 Response to questionnaire

The above graph shows the rank repose to all the questions of the questionnaire. It was found that for all of the questions considered individually around 80% of respondents have given the ranking 4 or ranking 5 which were given the highest weightage by the researcher. The Weighted Average of each question lies between 3.5 to 4.3 where except Question 13 (where Weighted

Average of the question is 3.63), all other questions have Weighted Average above 3.7. Most of the questions were given ranking 4 and 5 as clear from the table above.

The overall Weighted Average of the Questionnaire comes out to be 3.92.

The following graph will shed more light on the findings.

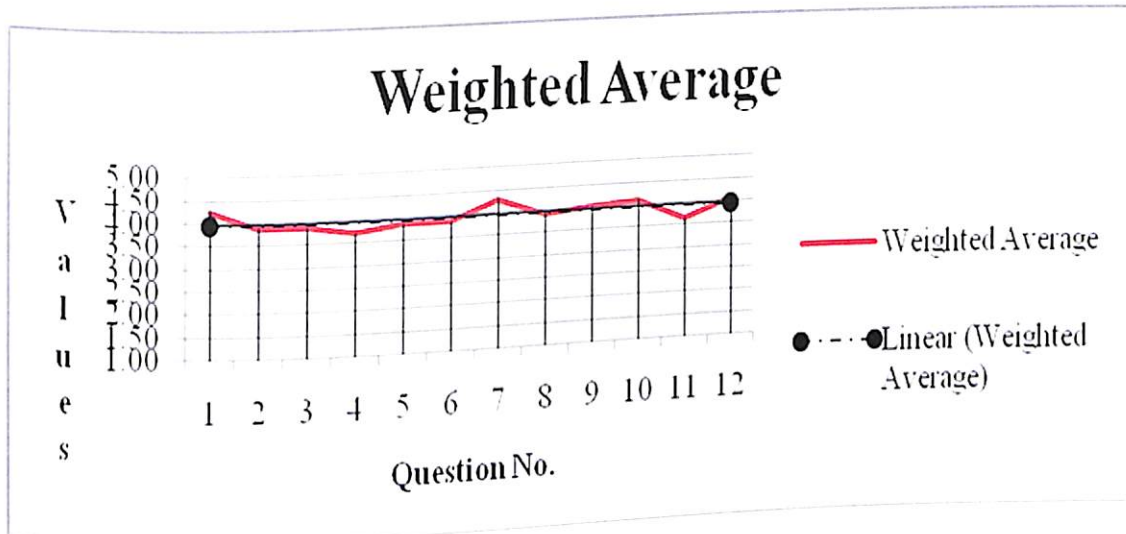


Fig. 5.27 Weighted average

The above graph shows the Weighted Average of individual questions. A linear trend line is fitted into the graph which shows there is very slight variation in the values of Weighted Average and the Weighted Average value for the overall questionnaire is 3.92.

This shows that more or less all the respondents have given ranking of 4 and above to the Questionnaire as a whole and have agreed affirmatively with the questions asked with the Questionnaire.

Conclusion

The analysis and interpretation of the Questionnaire shows that around 80% of the respondents responded positively to all the questions taken individually. They gave an average ranking of 3.92 to the Questionnaire out of a scale of 5 and felt that researcher's way of leadership, his ideology and his

practical application of that ideology were instrumental in bringing about the change in the attitude of the employees, made them action oriented and thus led to the turnaround of the erstwhile sick units into profit churning units. Thus, this analysis reinforces the researcher's belief that Indian Ethos can be practically applied in the modern day management and "Organisational Turnaround by application of Indian Ethos in Management" can be successful.

5.2.6 Remarks of the Respondents

The following comments were received from different locations:

Field Unit (East)

- Yes, and it helped a lot in improving the overall performance of the manpower. Performance of the organization has improved a lot during the last few years. Improvement in safety record of the organization-scope still exists. Similarly scope of improvement still exists for improving the morale of the employees.
- The overall attitude of all the employees are excellent towards growth of organization and willingness to deliver positive output under the present dynamic market scenario is observed. Collective efforts are being demonstrated by all as a share holder.

Field Unit (East)

- Though authoritative style of leadership was visible, the leadership exhibited equally care for the members of the organization.
- Practicing to a great extent but without knowing it.
- Creation of a song for all employees has promoted belongingness, meeting people of all levels including safai karamcharis, shaking hands reflects Q 5.
- It was visible, people were happy. Good Tenure. Memorable because of creative and innovative style of management, achievement of goals through values exhibited by leadership care, trust, innovation, passion.

- Composing of “Guwahati Refinery” song is the result of spontaneous overflow of his belongingness and deep feeling of oneness to all.
- He had brilliantly leaded the whole team during his tenure at Guwahati
- Not very visible but it did help. Organizational change was there defiantly, for the better concern was exhibited. Discipline evolved spontaneously.

Field Unit (North)

- All above questionnaires are related to our Refinery day-to-day working with all employees/colleagues for better profitability and quality production etc.
- This type of leadership is always required for further improvement.
- Visible to some extent. Overall image of the organization is improving
- Our company has good potential to be no.1 but we need all lot of motivation.
- Lot of improvement in working together and involvement of employees as a family is required. Organizational image with respect to public dealings needs to be seriously looked into. Employee morale needs to be boosted for improving organizational efficiency. Overall assessment is OK but some areas need strong attention.
- Leadership style is not impressive. Corporate policy is only to introduce all modern concepts without thinking their benefits and most of the schemes as ISRS, ISO & TPM are only on papers. (Never seen in proper implementation shape.
- As far as safety concern; organization takes all steps for smooth operation. The leadership style in not impressive.
- Its more than satisfactory but still a lot of potential of improvement.
- Concept & ideas are appreciated but it is equally important to accept them & implement them in true spirits not just for the sake of “Implementation”.

- Positive image of Mathura Refinery was built up in the surrounding areas. Leadership inspired each employee to make over the image of Mathura Refinery.
- Leadership of Top Management look is excellent.
- Overall image of organization is very high due to good leadership of organization.
- The efforts towards increased productivity need to be polarized. The organization gives best opportunities to the employees for performing better.
- Working in the refinery given confidence, exploits one's leadership quality and also gaining experience of ground level issues.
- We need to shed the public sector image of the organization. All the employees need to be made more accountable and suitably regarded. Management should identity taken and take suitable steps to retain it.
- Change of work culture and professional attitude towards work are required to be improved.
- The working in IOC and particularly at Mathura Refinery is a great experience of life. It is the greatness of the GOD who has given this opportunity.
- Excellent display of leadership skill and team management.

Field Unit (West)

- Organization is doing well. Careful steps are to be taken considering financial status and future growth.
- Improvement requires in motivation, drive, safety and security.
- Management by Indian Ethos is visible. However you need to blend these and make more focused approach. Indian Ethos are fine. That is soft approach and helps. However you need to be harsh at times and accountability at all levels linked with rewards in true sense should be blended with ethos for an effective tomorrow.
- Yes this is very much visible in day to day dealings and it really helps.
- Management by Indian culture/philosophy is far superior because it help in better understanding of the inter personal relations

Corporate HQ

- Practicing Management by Indian Ethos helped top & middle management as well as employees in raising their morale and increase in productivity.
- Management being Indian the cultured inclination in decision making is visible and its help can be assume good in dealing with employees and Ok in dealing with Outsiders (not Indian).
- Leadership is rarely visible.
- As the company is in fuel and petrochemical business the profitability is very high.
- Excellent. It is visible as we are still profitable and running under adverse market conditions and environment.
- The overall profit and image of the organization has been reduced due to Government policy and I think that will be overcome in due course, because till now the company is the largest in India in Hydrocarbon field.
- Company is doing excellent job under very dynamic leadership of top management. Minor setback due to some compelling reasons of Govt Policy.
- It was very much visible particularly with focus on care, innovation, corporate values. Management by Indian Ethos gets reinforced by Corporate values of care, innovation, representing physical, intellectual, emotional and spiritual energies of employees.
- No company can be perfect but we can reach closer to it. The company is trying its best to attain it.
- The companies has very high image in the eye of public. Lot of transparency in the working.
- The company has high image, but there seems to be some erosion.
- Our organization is running with the time in all the issues and running ahead also in some issues. Management is one of the best among all the organizations/PSUs.
- Yes it is visible in day to day dealings and helped also.

- It is visible to some extent only.
- A very good organization maintaining very good working environment but seems having partial behaviours in promotional front.
- Indian Ethos are visible in practicing Management and I believe that this help in day to day dealings in work areas.
- Improvement is needed in training input at entry level of executives and workers.

Private Corporate

- Management by Indian Ethos was very clearly visible and made the organization one of the best industry to work.
- Practising Management by Indian Ehtos is less visible now a days and can really help.
- Everything was very good and I have enjoyed my work.
- Marginally visible, yes it helps.
- Overall It was excellent, however thinking has to be done for improving HS&E of staff and profitability.
- Yes, It did help. Gave me an opportunity to work in various locations and plants which had widened by knowledge to various refinery units rather than confined to one unit.

Group Company

- Visible to the extent of monitoring by Govt and vigilance department. Higher employee morale, team work and service to society instead of self is need of the hour in PSU.
- Yes did help immensely. Good value orientation inspite of several odds exhibited.

Working Abroad

- In view of rapid changes taking place in the oil industry, Management has to be open for making adjustments to survive in the competitive market and hold reputation.

- 1980-end 1986. Indian Oil having very good public image with well walified and capable top leadership.
- There was a big gap between officers & workers as regards to responsibility. It we are looking IOC, it is of very high repute and all efforts should be made to retain its highly qualified manpower.
- The above assessment was based on my tenure in Gujarat Refinery From 1982-1993.
- Indian Culture of Subside nature is okay. Every boss wants yes man with workable experience & intelligence. It you go beyond boss even in interest of organization, no body likes.

Retired Employees

- Management by **Indian Ethos** was glaringly visible in day to day dealings and helped achieving greater efficiency. The overall performance of the organization will reach greater heights if practicing managers follow the management by Indian Ethos.

5.3 INTERVIEWS

5.3.1 Introduction

As part of research, personal interviews were conducted at Industrial unit where the researcher had worked as unit head for about three years. The samples were deliberately taken for the interviews from to various levels of organisational hierarchy. This insured the response from each cadre of the organisational hierarchy to learn about their experiences with the researcher, the impact of his ideology on them and the visible changes in the employee mindset and the system experienced by them during researcher's tenure with them. The interviews were conducted by chairperson and Founder, Integrating Spirituality and Organizational Leadership Foundation (ISOL) to know the impact of Management style of the researcher as the psyche of erstwhile colleagues. The interviews and interviewees response are in subsequent sections.

5.3.2 Interviews of Erstwhile Colleagues At Industry Unit

Date of Interview

9th October-2009

Interviewer

Chairperson and Founder ISOL

Employee – A (Junior Management cadre)

The leadership style practiced by Researcher was unique in its nature. His time was a difficult time when it was said that due to Mathura Refinery the surrounding environment is being polluted and the smoke is making the Taj stained. Therefore, it should be shut down to protect the Taj. However, Researcher taking the different stakeholders into confidence and explaining the real situation to them was able to win the case. This happened because of his unique style. He believed in **leading by example**. And also emphasized that we have to change ourselves first and then change the organization. A salient feature of his leadership style included respecting the seniors. The elderly people in the family of the employee (such as grand parents / parents) used to be invited and honoured. This created a **very strong bonding amongst the leader and the employees**.

Refinery Geet was created and the ethos 'work as a sacred place' was practiced. The dedication and commitment towards Refinery was emphasized as it took care of our family. A '**duty oriented work culture**' was promoted in which 'work' was emphasized in employees' life. To realize this 'Karmayogi Groups' were created. The Karmayogi Group consisted of 12 – 14 employees. These employees were trained and asked to prepare 'Sahayogi Group'. The focus was: (1) **To do one's work.** (2) **To show the work by performing.** (3) **To help each other in all respects.** (4) **Motivate to do social activities – blood donation etc.** (5) **Lead by example for human cause.** (6) **To organize once in a month 'motivation training programme.'** The two Groups used to motivate people to give their best to the organization. The assumption was all will become 'Karmayogi' and consider Refinery a holy place and work for it and subsequently

for the nation. Further to it, **Shop Floor Committees were formed and interaction was made very easy.** This had a very positive impact as it led towards minimized IR problems and cent per cent safety. The safety and security boosted the morale of the employees. **A strong culture that emphasized on self change first for organizational change.**

Employee – B (Middle Management Cadre)

Under the leadership of Researcher we at this unit experienced a work climate of **'one big family'**. The leadership style was work centric rooted in **self discipline and strategic planning. He himself used to practice it.**

'Walk the Talk' was literally practiced by visiting various departments frequently and meeting people. The tenure of Researcher was the period when globalization was taking place. He use to address people on discussing various facets of globalization and how to adapt and adopt it. The duration of such forum was normally 60 – 90 minutes once or twice in a week. Researcher made all the efforts to **create binding and relationship at workplace** so that the gaps amongst people are minimized. One of the practices he started was celebrating the birthdays.

Stakeholder engagement was a remarkable practice initiated with true spirit. To address the issues raised in Specialist Committee Report he involved all the stakeholders:

1. Departmental Heads
2. Vendors
3. Political Leaders
4. Freedom Fighters
5. Saints and
6. Media

Regular meetings with media people were held and were ensured that the correct information reaches to people and the community. All the efforts were geared towards bringing more transparency in the system.

The most striking feature during his tenure was meeting with Saints in neighbouring areas. Regular discourses by spiritual masters were arranged. To name a few:

1. Industry and Discipline and
2. Industry and Time Management.

Another striking feature was the introduction of 'Shift Manager' – who used to work during off hours. Perfection and cleanliness became the integral part of the day to day organizational behavior. **The management practice was rooted in strong value system that believed in transparency and growth of the employees.**

Employee – C (Middle Management Cadre)

The leadership style of Researcher connected the top and bottom hierarchies of the organization. Many 'people centric' initiatives took place. For example he started the practice where one officer use to meet him daily and discuss his problems with him. All the efforts were made to make the system more communicative, open and responsive. For illustration he created a Joint Committee comprising of members from management, employees union and officers association that use to meet frequently and discuss the issues and try to sort it out. He use to meet the casual workers once in every month. 'Love to all and regard to all' was the principle that was practiced. **The concern for neighbourhood and care for the local community and environment constituted the integral part of Researcher's leadership style.** Several community service initiatives were taken. To list a few,

1. The unit to provide health care to its neighbouring locality created a hospital.
2. Roads were constructed in surrounding villages so that commuting is not a problem.
3. Many schools were aided for the children of the villagers.
4. Many hand pumps were installed to solve the drinking water problems in the local community.

Besides this some of the striking features were:

1. The local governing body (i.e. Gram Pradhan) was honoured on every 26th January and 15th August.
2. Regularly inviting freedom fighters to share their thoughts and ethos.
3. Regular 'satsang' was a unique practice followed.

This unique leadership style was based on **'respect for all' and creating interconnectedness in the society**. He connected himself spiritually with each and all. He valued **'human values' and 'self dignity' above everything else**. The unique leadership style exhibited by Researcher was **rooted in Indian tradition and ethos** and drew insights from it. Regular 'kavi goshti' was a very striking feature of Mathura Refinery. People believed and practiced 'truth' with an inner drive to grow. The message was coming loud and clear from every corner of the Industry unit that **'work is worship and workplace is temple'**.

A leadership style based on Indian ethos enabled Researcher to instill confidence and trust amongst people and as a result instead of the shut down Mathura Refinery as per specialist Committee Report people started talking about diversification and expansion. The departmental upgradation took place and emphasis was on quality and innovation. **Environmental protection first and profitability next** was the ethos practice followed and implemented and that took the shape in creation of Ecological Parks etc.

Employee – D (Staff Cadre)

The leadership style exhibited by Researcher was based on the **importance of 'truth'**. It encouraged showing and maintaining loyalty towards company, colleague and society. A very proactive style that seemed to be reflection of his own convictions enabled the Industry unit to bring organizational turnaround. To bring this turnaround social interconnectedness was established by developing a strong plan of action for neighbourhood dealings. One of the striking features other than others as shared by other respondents was the creation of 'Good Will Ambassadors'. Distinguished people from

neighbouring places were invited and requested to have a look of Ecological Park. These convinced distinguished people became the ambassador to convince others that the unit is not creating pollution in the environment as charged by Specialist Committee Report.

Leadership when **rooted in simplicity and respect for all** automatically creates an environment where people start aligning themselves with the leader. One of the unique features of Researcher's leadership style was that he emphasized on 'doing' and any problem or error occurring because of that was sorted out very amicably with face to face interaction. Punishment was not used to control the people rather conscience was awakened by regular emphasis on 'karma' through various means. This leadership style portrayed leaders 'As a Man of Work'.

Employee – E (Junior Management Cadre)

A very good example of courageous leader having a magnetic personality Researcher believed in man to man relationship and made all efforts to create it. As a result he was able to get the trust of people. People started perceiving him as one of them. This was the reason of no IR problem during his tenure as people enjoyed safety and security. The work culture was completely changed by his belief in the place of work as One Big Family. Several initiatives started during his time, i.e., celebration of Holi and Deepawali etc. created positive feeling amongst the employees and enriched the embeddedness to the company. At various occasions and through innumerable examples **people felt and realized the Loyalty and Commitment of Researcher to the organization. People remember his as a 'Crusader'.**

Employee – F (Middle Management Cadre)

"If we are here we are because of Researcher".
The **Specialist** Committee Report stated that the Industry unit is creating lot of pollution and is threat to TajMahal. The pollution generated by Industry is hazardous to people' health.

Under the leadership of Researcher the unit was able to negate the assumed charges. Environment and wellbeing of the surrounding environment was given topmost priority. As a move to address the related issues 'Swarnajayanti Hospital' was built alongwith other initiatives, i.e., creation of ecological park, construction of roads, installation of hand pumps etc. This created a **social connectedness between the Industry unit and the larger community.** Researcher was a good administrator and believed strongly in taking people together for growth and development.

Humility and personal touch were the integral part of Researcher's personality. He believed in consensus and whenever he had to take decision he went to the concerned people / department and keeping things transparent and involving the stakeholder took the decision. Many such Joint Management Committees were formed in which management, representative of employees' union and representative of officer's association were the members. Such committees further enabled to make things more transparent. **Researcher is remembered as a 'sarvaguna sampanna' person**'. He possessed a calm, composed mind with extra ordinary convincing power and sharp mind.

Employee – G (Senior Management Cadre)
'We grow with the organization' and this was fully realized during the time of Researcher. He made all the efforts to relate himself with all the stakeholders and convince them on any ambiguity that they had because of external various factors. A man of conviction, Researcher, used a reflective style of leadership which subsequently created a positively charged environment at workplace and the neighbouring communities. The loyalty and commitment towards the Industry unit was remarkable and feeling was felt at various occasions through his interaction and behaviour. People had tremendous faith and trust on him and were ready to do whatever he asked for. **Developing and strengthening interpersonal relationship** was given special importance. **We felt the purity of his heart and the compassion and love that he had for his people. People became very possessive of him and he was able to create the feeling 'He is my man'.**

A leader who use to draw strength from his inner self very humanely created a work culture of positive attitudes and concern for each other. Every one felt it to a matter of pride to be a part of the Industry unit. A wonderful leader who brought innovation and turnaround through people by practicing human values.

5.3.4 Conclusion

The interviews done along a wide spectrum of people point towards the fact that the interviewees were definitely influenced by the researcher's ideology, his leadership style and experienced tangible changes in the organisation during researcher's tenure with them.



“A great place to work is where you trust the people you work for, have pride in what you do and enjoy the people you work with”

--Robert Levering