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ANVESHANA ... *Search for Knowledge*

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Foreword ......

Institutions bear great responsibility in designing the future of younger generation. This is possible by providing need based quality education and developing the best practices in all facets of higher education in general and teaching as well as research in particular. Hence, A.J. Institute of Management is bringing out this research journal to provide a platform for scholars and researchers to share their knowledge and experience in the field of management, economics, banking etc., and thus, to add newer dimensions to the existing knowledge. With this backdrop, I am pleased to place before the learned leaders, Vol. 9, Number 2 of Anveshana, with the following scholarly articles.

- ➢ "Gender Inclusive Urban Development in Bihar" written by Dr. A.K. Singh.

- ➢ "Theoretical Perspectives in Social Deviance", reported by Dr. Veerendra Kumar N.

- ➢ "Hospitality Employees Occupational Stress: A Study with reference to D.K. District of Karnataka", jointly presented by Prof. Ganesh Acharya B and Dr. Abubakkar Siddiq.

- ➢ "Redesigning the Frontiers of Marketing for Better Society: What Can Mindfulness Tell Us?" reported by Dr. Sudhir Raj K.

- ➢ "Issues and Challenges in the International Assignments: An Empirical Discussion on HR Perspectives", jointly authored by Prof. Ajay and Prof. Rashmitha R. Kotian.

- ➢ "Performance Mapping with Industry Institution Collaboration", a joint report by Dr. Ravish B. and Dr. Divya.

- ➢ A Book Review on the book "The Difference Maker" authored by John c. Maxwell, reviewed by Prof. Geetha G. Bhat

J . Jayaprakash Rao

Dr. T. Jayaprakash Rao
Editor in Chief

Gender Inclusive Urban Development in Bihar

Dr. A. K. Singh

Abstract

Inclusive urban planning and development is gaining momentum in the context of economic liberalization, globalization and new policy regime. The 11th Five Year Plan has emphasized on inclusive policies, programmes and schemes for mainstreaming and empowering weaker sections of the society particularly urban poor, marginalized and women. Government of India under various mission mode schemes has also provided massive investment for urban infrastructure development and delivery of municipal services. Many pro-poor policies and programmes have been initiated by the Central and state governments besides the provision of urban reforms for strengthening urban local governments to improve their functioning and thus bettering basic services to the urban poor. The issue of engendering development and women empowerment has been in the central stage with the shifting of paradigm of development and governance at the global level and particularly in India. Gender budgeting has emerged as an important instrument for gender mainstream and women empowerment across the globe. It has been well recognized by the policy makers and feminist economists that gender budgeting is imperative for gender equality and engendering development planning. Against this backdrop, present paper purports to examine gender inclusive urban development in the state of Bihar.

Keywords: Urban Development, Inclusive City, Urban Governance, Woman Participation

Introduction:

Women are significant contributors to India's economy and important constituent of development. Their empowerment is essential for distributive justice for the nation's growth. Engendering national development plans is imperative for gender mainstreaming and their empowerment. Engendered development plans would

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include a gender dimension in all macro policies and budgetary support for their implementation. Engendering public policy and gender budgeting are the major gender commitments by Government of India. Gender budgeting has three basic dimensions. One, the empowerment has to be holistic and it should cover political, social and economic implications for women. It should be universal in terms of equal opportunities. The second dimension is that it should be participative and inclusive. This requires that planning, policy and implementation process should have a bottom to top approach, where women have a voice from the gross roots to the highest echelons of power. The third dimension of gender budgeting is the need for convergence. Women's needs are multi-dimensional - access to health and nutrition, water and sanitation, asset based marketing, credit, technology, education and skills, political participation etc. Thus, convergence of development policies, programmes, schemes and institutional resources is imperative for engendering and inclusive development. There is also the need for revision in existing urban development schemes and programmes so that gender issues may be incorporated and their concerns are effectively addressed.

Gender equality is central to the realization of Millennium Development Goals. Gender equality, leading to increased work opportunities, enhanced capacities for livelihood developments, enhanced social protection and overall increasing voice may enable women to participate equally in productive employment, contributing to women's development leading to economic growth of the nation. No nation can afford development without considering women who constitute about half of the stock of human resources. Thus, engendering growth has been internationally recognized instrument of development by incorporating gender perspective and concerns at all levels and stages of development planning, policy, programmes and delivery mechanisms. The issue of engendering development and women empowerment has been in the central stage with the shifting of paradigm of development and governance at the global level and particularly in India. Gender budgeting has emerged

as an important instrument for gender mainstream and women empowerment across the globe. It has been well recognized by the policy makers and feminist economists that gender budgeting is imperative for gender equality and engendering development planning. Gender budgeting refers to the systematic examination of the budget programmes and policies for the impact on women. Studies show that programmes and policies design to improve women's economic opportunities lead to higher rates of economic growth. Gender budgeting has gained prominence in the policy circles in the recent years.

Gender equality and women empowerment are the key terms that defined and determined the direction of diverse discourses on women, nationally and globally. The Beijing conference was the most significant milestone in journey towards ensuring gender equality and enriching pragmatic insights into the issues concerning women empowerment (Singh & Srivastava, 2001). Gender equality is central to realizing the Millennium Development Goals. However, gender discrimination across the life cycle is still prevalent in most of the countries across the globe. In India too, gender discrimination is prevalent in its socio-cultural setup. Gender discrimination is pervasive while the degree and forms of inequality may vary; women and girls are deprived of equal access to resources, opportunities and political power in every region of the world. The oppression of girls and women can include the preference for sons over daughters, limited personnel and professional choices for girls and women, the denial of basic human rights and outright gender based violence (UNICEF, 2007).

There has been paradigm shift from a welfare orientation to an empowerment approach. This has further led to the emerging concept of engendering development in order to ensure gender equity, gender mainstreaming and women-centric governance. Though, India is among the most complex democracy in the world, with a long history of commitments to women's welfare and empowerment through constitutional provisions, legislation,

policies and plans even while deep levels of structural gender bias persists within families, societies and economies. There are formidable opportunities and challenges, including continued high rate of economic growth in the phase of declining sex ratio, decreasing energy and natural resources, increasing income inequality and an urban rural divide. Thus, gender equality has become a core prerequisite for sustainable and equitable economic growth (National Alliance of Women, 2008). Women are major contributors to the India's economy and therefore empowerment of women is essential for distributive justice and national growth. Engendering growth model and development plans may create opportunities for women in their mainstreaming in development process and governance. The growth models and development planning requires the suitable mechanism which is able to address the gender concerns at all stages and policy commitments along with budgetary support for them.

Review of Literature:

The concept of inclusive city is derived from the idea that the city belongs to all its inhabitants. The Human Development Report (UNDP, 2000) characterizes human rights into seven core freedoms: freedom from discrimination for equality; freedom from want for a decent standard of living; freedom for the realization of one's human potential; freedom from fear with no threats to personal security; freedom from injustice; freedom of participation; expression and association; and freedom from decent work without exploitation. These human rights have to be realized within the society and the quality of urban governance is imperative to ensure the realization of these rights. Inclusive urban governance reduces inequality and social tension; incorporates the knowledge, productivity, social and physical capital of the poor and disadvantaged in the city development. It also increases local ownership of development processes and programmes.

Exclusion, as a result of physical, social or economic

barriers, prevents certain groups from participating fully in urban life and services, and failure of local authorities to integrate such groups in their decision making is often a function of inertia along with bureaucratic and unresponsive forms of government. Ethnicity, gender and religion are factors that contribute towards exclusion, along with self exclusion of the urban elites who live in their own little universe in isolation and away from the rest of the city. Development induced displacement also causes exclusion and marginalization of population to the greater extent even in the cities. The infrastructure development projects and redevelopment of urban centres cause displacement and eviction of slum dwellers while urban centres attract migration of persons from rural areas due to their magnetic economic potential. The migrated persons coming from rural and semi-urban areas do not find proper place to stay and live in unhygienic environment due to their low level of purchasing power and affordability. Thus, they are forced to live in vulnerable and unhygienic environment. This causes marginalization, vulnerability, isolation and exclusion of a significant proportion of urban population.

The argument for inclusive development include (i) there is consensus that investment in infrastructure is an essential ingredients for growth, (ii) if infrastructure is to contribute to inclusive growth, policy will have to focus on certain types of infrastructure, (iii) the focus of investment on infrastructure targeted towards inclusive development will have to be complimented by policies which improve utilization of the infrastructure by disadvantaged growth (Rauniyar, 2010).

The concept of inclusiveness involves four attributes:

Opportunity: Is the economy generating more and varied ways for people to earn a living and increase their incomes over time?

Capability: Is the economy providing the means for people to create or enhance their capabilities in order to exploit available opportunities?

Access: Is the economy providing the means to bring opportunities and capabilities together?

Security: Is the economy providing the means for people to protect themselves against a temporary or permanent loss of livelihood?

The argument for inclusive development includes (i) there is consensus that investment in infrastructure is an essential ingredients for growth, (ii) if infrastructure is to contribute to inclusive growth, policy will have to focus on certain types of infrastructure, (iii) the focus of investment on infrastructure targeted towards inclusive development will have to be complimented by policies which improve utilization of the infrastructure by disadvantaged growth. Inclusive growth is necessary for sustainable development and equitable distribution of wealth and prosperity. The experiences of last half a century of planned development in the country how that the benefits of economic grant have not percolated to the grassroots level. It is therefore, the decision makers have now felt that economic growth in the country has to be inclusive in order to make it sustainable. If policies that bring about economic growth do not

In tune with Approach Paper for the 11th Five Year Plan which adopted "Inclusive Growth" as the key term for the country, the Ministry of Housing and Urban Poverty Alleviation, Govt. of India initiated an agenda for developing "Inclusive cities". This agency is being supported by the NSUP project. The project envisages to provide technical support in this regard which will cover the areas of: (i) inclusive urban and regional planning systems; (ii) inclusive urban infrastructure; (iii) integration of informal sector into the formal urban economies; (iv) affordable land and housing to the poor; (v) inclusive city development process for developing infrastructure and services; (vi) inclusive social development and convergence of programmes; (vii) financial inclusion of urban poor through access to credit, microfinance, etc.; and (viii) capacity building and skill development of urban poor to cater the needs of emerging markets. An integrated approach to inclusive cities is shown in Chart 1 which demonstrates that there is imperative need to sustainable poverty

reduction through mobilizing, organizing community into SHGs, skill upgradation and credit management etc.

While India has experienced rapid socio-economic changes and urban growth during the last several decades, urban infrastructure has not kept pace. Urban infrastructure development has been uneven and incapable of serving all citizens. Infrastructure investment and service expansion are required to reach the goal of making Indian cities productive and healthy places to live and work. This goal can only be accomplished through a continual process of improving the planning, managing, financing, and governing of cities which are complex, with diverse and challenging issues, compounded by dense populations. It is necessary to consider how multiple sectors interrelate and affect one another. Special consideration has to be taken so that policy in one sector does not contradict policy in another. Overlapping policies can cause bottlenecks and can undermine development processes. Unfortunately, there are times when government policy acts as a disincentive for development. In contrast, good policy establishes incentives for improving services.

Chart: 1
Integrated Approach to Inclusive Cities
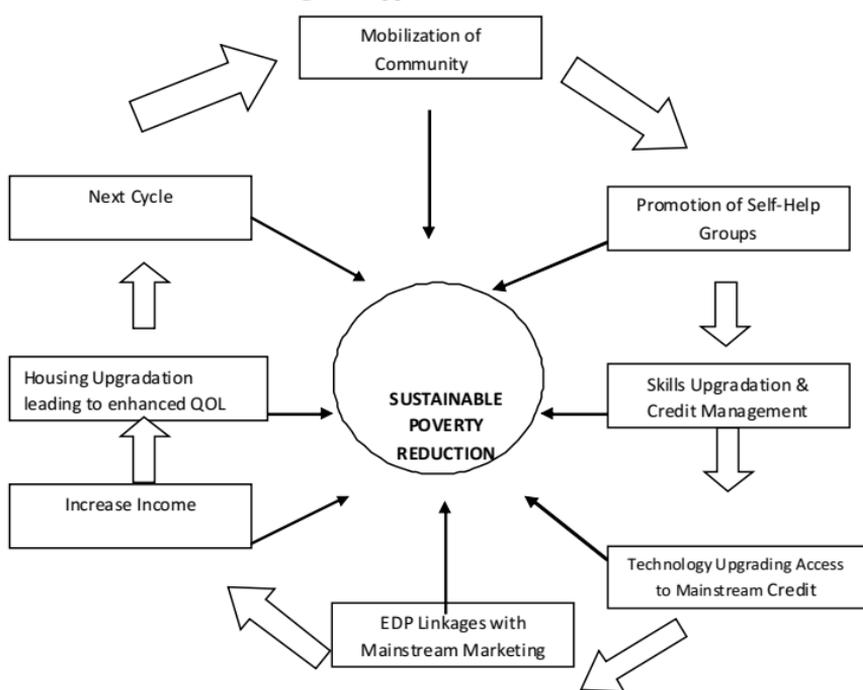
Source: Verma and Gill, 2008

According to the World Economic Forum, gender inequality is inefficient and costly to women, men, girls and boys (Ratnasi, 2008). These costs are manifested by lower levels of productivity, competitiveness and reduced levels of well-being. Diane Elson is of the view that "if women themselves have more control over resources there will be gains for society as a whole" (Elson, 2002). A national budget that is gender responsive recognizes the underlying inequalities between women and men and redresses them through the allocation of public resources" (Helena, 2003). It also views women not as "a vulnerable group who are beneficiaries of government assistance but rather as right holders, whose governments are under obligation to empower and protect them" (Noeleen, 2006). In order to understand the significance of gender budgeting and why gender budgeting is needed it is necessary to learn how women are faring in different areas such as, life expectancy, adult literacy rate and labour force participation. Policies and programmes are seldom gender neutral, in fact as Elson (1999) contends; gender neutral policies are often gender blind. Since gender-based differences and discrimination are built into the entire social-economic-political fabric of almost all societies, a gender-neutral policy is bound to reach and benefit the men more than the women unless concerted efforts are made to correct gender-based discrimination. It is imperative to scrutinize the government's budget from a gender lens since it outlines the priorities for public expenditure. Efforts to analyze budgets have been growing since the past few decades and have led to varied approaches to conduct gender-responsive budget analyses. Gender Budgeting refers to a method of looking at the budget formulation process, budgetary policies and budget outlays from the gender lens. Gender Budget, with regard to the Government at any level, does not refer to a separate budget for women; rather it is an analytical tool which scrutinizes the government budget to reveal its gender-differentiated impact and advocate for greater priorities for programmes and schemes to address the gender-based disadvantages faced by women.

Gender Budgeting is concerned not only with public expenditure but also with the gender differentiated impact of revenue

mobilization by the government. In fact, Gender Budgeting, as an approach, is not confined to government budget alone; it also includes analyzing various socio-economic policies from the gender perspective. Gender responsive budgeting or Gender Budgeting is a relatively new concept. Pioneered in Australia in 1980s, the concept is now being explored in several countries across the globe. The latest count shows that around 90 countries are now engaging with gender budgeting (Mishra, 2011). In India, while some efforts had been taken in the earlier Five Year Plans to ensure a definite flow of funds from the general development sectors to women, it was in the 9th Five Year Plan that Women's Component Plan (WCP) was adopted as a strategy to ensure that not less than 30 per cent of the funds/benefit are earmarked for women in women-specific sectors. However, the 11th Five Year Plan noted that the progress made under Women Component Plan was sluggish. Moreover, the Plan only focused on the plan budget of the Ministries and Departments and limited itself to looking at women-specific sectors. Subsequently, in 2010-11, the Ministry of Women and Child Development discontinued WCP and stressed the move towards Gender Budgeting.

Objective and Methods:

Present paper purports to review the gender inclusive urban development in Bihar. It also aims at analyzing the emerging trends and patterns in women specific expenditure in the state. The paper is based on secondary data obtained from Gender Resource Centre, Women Development Corporation, Department of social Welfare, Government of Bihar. Besides, pertinent literature has been critically reviewed.

Urbanization:

India as a country has witnessed steady growth in its urbanization process, but not at a very accelerated pace. The rate of urbanization was recorded 25.5 percent in 1991 which rose to 27.2 percent in 2001 and further to 31.2 percent in 2011. The state of Bihar has recorded relatively high rate of economic growth in the last few years, however, it has a very low urbanization rate. The pattern of urbanization in Bihar is lopsided with South Bihar considerably more

urbanized than the North Bihar, and urbanization overwhelmingly concentrated in large cities. Bihar is one of the lowest urbanized states of India. The scope of urban development in state is enormous due to its regional backwardness in the state. Some of the famous tourist sites of Bihar like Vaishali, Nalanda, Pawapuri, and Kehsaria etc. are still governed by village panchayats. In fact Bihar Municipal Act has a special provision to notify famous tourist sites as statutory towns. Thus, it can be said that the state requires policy intervention for better urban governance. Bihar has always remained a significant player in the economic and political history of contemporary India. Ancient and medieval urban centres have served as engine of economic growth of the country. As a region of three ancient Mahajanpadas namely Anga, Magadha and Vrijji, the state has long history of urban centres. Rajgir, Patliputra, Champa and Vaishali, as capitals of the ancient kingdom have noticed some urban characters in the existing literature. In Bihar, the number of towns had remained stagnant up to 1931 and after that it has noticed gradual rise. However, during 2001 and 2011, there emerged 69 new towns in the state. In spite of this, Bihar is today lagging far behind the rest of India in terms of majority of development indicators particularly urbanization level. Annual growth of urban population has showed almost similar trend for India and Bihar. Highest annual urban population growth was observed during 1971-81. The average annual urban growth rate was 3.86 per cent and 5.5 per cent for India and Bihar, respectively. Till 1971, urban growth rate of India has been found higher than Bihar. Since then, the state has reported higher urban annual population growth rate than the national average. After 1980s, urban population of Bihar has consistently experienced high growth rate of above 3 per cent. Bihar had not observed any significant increase in the level of urbanization till 1961-71. In fact, during 1901 and 2011, Bihar registered 13 times growth in population whereas it was 14.7 times for the country. Till 1981, Bihar and India had not reported much difference in their relative urban population growth but after that the state lagged behind.

There are 9 Regional Administrative Divisions in Bihar namely Patna, Tirhut, Saran, Darbhanga, Kosi, Purnia, Bhagalpur, Munger and Magadh. Patna and Tirhut divisions comprise of 6 districts each. Bhagalpur division comprises of only 2 districts. Patna Division has reported the highest urbanization (22.27 per cent) followed by Munger (22.27 per cent) and Bhagalpur (22.27 per cent). Kosi and Saran Divisions have registered the lowest urbanization. According to Census, 2011, 57 per cent urban population of Bihar is concentrated in 26 class towns. One of the most exclusive features of urbanization in Bihar has been the exceptional growth of Patna. In fact, more than 95 per cent urban population is concentrated in 130 larger towns. The Class I towns (with more than one lakh population) has accounted for about 59.3 percent of the total urban population of the state in 2001, while the share declined very slightly to 57.5 percent by 2011. In 2001, class II (population between 50,000-<100000) and class III (population between 20000-<50000) towns accounted for about 37 percent of the population. The rest of the towns accounted for only around 3.5 percent of the total urban population. The distribution of population shares among the different size-class of towns has not changed substantially in 2011, with Class II and Class III towns accounting for 37.2 percent of the urban population and the smaller towns accounting for just above 5 percent. The Class IV towns (population between 10,000 -19,999) accounted for 2.8 percent of urban population while Class V (population between 5000-9999) recorded population of just 2.2 percent. Thus, the number of all classes of towns has increased during the decade, and there is a remarkable increase in the number of class V towns from 3 in 2001 to 38 in 2011. Bihar urban development policy requires more attention towards process of urbanization, urban governance and infrastructure, if the state really wants to keep its urban centres as engine of growth. The challenges of development in Bihar are enormous due to persistent poverty, complex social stratification, unsatisfactory infrastructure and weak governance, problems that are known but not well understood.

Governance Framework:

Population growth of cities makes the scale and complexity of urban problems very daunting. It requires efficient and effective governance framework. Urban governance refers to the management of civic affairs by institutions to improve the quality of life in an inclusive, transparent, equitable and accountable manner. The 'good urban governance' is characterized by equity, efficiency, transparency, accountability, civic engagement and security of people as well as environment. This is the urban governance that enhances cities competitiveness and contributes to sustainability. The Seventy-Fourth Constitutional Amendment Act, 1992 had envisaged creation of local self-governments for urban area population and accordingly the Municipalities were accorded constitutional status for governance. The States were required to entrust Municipalities with powers, functions and responsibilities to enable them to function as institutions of local self-government and carry out the responsibilities conferred upon them including 18 subjects listed in Twelfth Schedule of the Constitution. Accordingly, the Government of Bihar enacted the Bihar Municipal Act, 2007 by repealing the Bihar and Orissa Municipal Act, 1922 and framed Bihar Municipal Accounts Rules, 2014, the Bihar Municipal Accounting Manual and the Bihar Municipal Budget Manual. As of March 2016, there were 141 Urban Local Bodies (ULBs) in the State with 3,320 Councilors. Sections 7 and 20 of the Bihar Municipal Act, 2007 lay down the criteria for classification of municipal area by Government of Bihar. Municipal area of the State was divided into a number of wards on the basis of population which were determined and notified by the State Government. There were minimum 10 wards and maximum 75 wards across different classes of Municipality in the State. As of March 2016, there were 3,320 wards in the State .The ULBs are under administrative control of Urban Development and Housing Department, Government of Bihar and headed by the Principal Secretary. The Municipal Commissioner is the executive head of the Municipal Corporation while Municipal Council and Nagar Panchayat are headed by the Executive Officers appointed by the

State Government. City Manager is appointed on contractual basis in ULBs to assist the Executive Officer. The ULBs have an Empowered Standing Committee (ESC) comprising Councilors elected by the people and headed by the Mayor (for Municipal Corporations), the Chairperson (for Municipal Councils) and the Municipal President (for Nagar Panchayats) elected among members who preside over the meetings of the ESC. The Bihar Municipal Act, 2007 entrusts the State Government with certain powers so as to enable it to monitor proper functioning of the ULBs. The ULBs have some powers in delivery of some functions, but decision on all key issues rests largely with the State Government. The Seventy-Fourth Constitutional Amendment Act (74th CAA) enables the ULBs to perform functions related to 18 subjects listed in the Twelfth Schedule of the Constitution. Accordingly, Government of Bihar made provisions in Bihar Municipal Act, 2007 for functions relating to 17 subjects (except fire services) to be carried out by the ULBs Section 21 and 22 of Bihar Municipal Act, 2007 provide that in every Municipality, there shall be an Empowered Standing Committee (ESC) and the executive powers of a Municipality shall vest in ESC. The Chief Councilor shall exercise such powers and functions as are delegated to him by the ESC. The ESC is collectively responsible to the Municipal Corporation, the Municipal Council and the Nagar Panchayat as the case may be. Article 243ZD of the Constitution envisages formation of a District Planning Committee (DPC) to consolidate the plans prepared by both the Panchayats and the Municipalities in the district and to prepare a Draft Development Plan (DDP) for the district as a whole. Accordingly, government of Bihar made provisions in Bihar Municipal Act, 2007 and framed constitution of Bihar District Planning Committee and Conduct of Business Rules, 2006. Section 275 of Bihar Municipal Act, 2007 also provides that all development plan to be executed by the ULBs should be included in the DDP of the district consolidated by the DPCs and approved by the State Government. It was, however noticed that the development works executed up to 2015-16 by the ULBs from their own sources and civic amenities heads were not included in the DDPs of the district.

Women's Participation in Local Government:

Women constitute half the world as well as in urban population. Despite their large numbers they have a very limited role to play in urban governance-policy and decision making as they are not sufficiently and properly represented in the Urban Local Bodies (ULBs). Though the functions and working of ULBs affect every man and woman, the latter has no or very minimal role as they are under-represented in leadership positions in local government institutions until recently. They do not have a role to influence local decisions resulting in insufficient access to services. This necessitates measures to provide equal representation in the municipal councils. As the ULBs are closest to the community they are the best places to involve women in local policy and decision-making so as to enable them to contribute in the policies and decisions that impact provision of civic services and quality of life. Several factors including discrimination, family burdens, financial constraints to contest to local governments, cultural factors, etc., come in the way of women participation. The political empowerment requires transformation of existing political structures and processes that are more responsive to women.

As the World Declaration on Women in Local Governance, 1998 noted that the problems and challenges facing humanity are global but occur and have to be dealt with at the local level. Women have the equal right to freedom from poverty, discrimination and insecurity. To fight these problems and to meet the challenges of sustainable human development, it is critical that women are empowered and participated in local governments as decision-makers, planners and managers. The 74th Constitution Amendment Act, 1992 for the first time widened the base to provide representation to hitherto under represented or unrepresented categories of the community, including women, in urban local self-government institutions. This has raised the question as to what key role women could play in urban governance. The 74th Constitution Amendment Act, 1992 provided one-third reservation for women. Based on the experience gained over two decades, the Government of

India proposed 50 per cent reservation for women in urban local bodies. There are many programmes in the formal and informal sector which promoted women's participation in local development like DAY - NULM , PMAY , self-help groups, Kudumbashree in Kerala, etc., with different degrees of success in mobilizing women and their participation in local planning and development. The reservation for women in the local bodies is aimed at securing their active involvement and support in socio-economic development. Reservations became very important as in the normal process women were reluctant to contest the elections either because of murkiness and violence that often characterize electoral politics (Prasad 2014). The 74th Constitution Amendment Act, 1992 has laid foundations for the emergence of strong bottom up women leadership who could climb the ladder to occupy positions of power at the state and national levels. The 74th Constitution Amendment Act, 1992 which provided a constitutional status for ULBs in the country and considered a revolutionary and radical legislation, provided reservation of one-third of the strength of the council to women and also extended the same principle of reservation to women in other categories like SCs, STs apart from General category. The 74th Constitution Amendment Act, 1992 entrusts, through the 12th Schedule, important development functions to ULBs viz., urban planning, planning for socioeconomic development, slum improvement, urban poverty alleviation, provision of basic amenities like roads, water supply, public health and sanitation, protection of the environment, safeguarding the interests of the weaker sections, etc., which have a major bearing on the development of women and children.16 The ability of the local bodies to undertake these functions, particularly those relating to poverty alleviation, safeguarding the interests of the weaker sections would, to a great extent, depend on the composition of the members of the councils who influence the local decision-making process (Prasad,2014).

Role of Women in Urban Governance

Municipal Acts governing their organization and working specify the functions of municipalities and municipal corporations. Experience reveals that the chairpersons or councilors, whether they are men or women, have broadly four important roles to play in ULBs viz., policy, developmental, political and administrative.

Policy Role

Formulate development policies, prepare town development plans, take decisions regarding the integration of spatial development planning with economic development planning, lay down broad parameters for the future growth of the towns, mobilize resources to undertake both obligatory and discretionary functions, undertake measures for assisting the weaker sections, etc.

Development Role

Formulation, implementation and monitoring of development plans, including those for the weaker sections, women, etc. is their responsibility. Both national and state governments have articulated a number of development programmes. Formulation of city action plans under these schemes and ensuring their proper and effective implementation is a part of their development role. They have also to mobilize their share of the resources, to implement various plans and programmes wherever necessary.

Political Role

As peoples' representatives, the elected councilors are to be in constant touch with their constituents to reflect their aspirations, needs and perspectives in the articulation of town's development policies and plans. They are the links between the electors and the urban local body. Apart from this, as representatives of political parties they also have to undertake political activities. Mayors, Chairpersons and Councilors are constantly approached by their

constituents with complaints or grievances relating to the municipal functioning. As people's responsibilities, they have to attend to their day-to-day problems and continuously establish rapport with the community.

Administrative Role

Mayors, chairpersons and the chairpersons of standing and special committees play important role in civic governance. Supervising the functions of municipal officials in the implementation of development plans, monitoring their progress, ensuring the proper implementation of municipal laws and regulations, administrative coordination and convergence within the municipality and with external agencies, liasoning with non-governmental organizations, resolutions of conflicts in the management of municipal affairs between the groups and communities, effective utilization of resources both internal and external, etc. are some of their administrative roles. The mayors and chairpersons, who are directly elected and have a term co-terminus with that of the council, will tend to have more of these responsibilities.

The 73rd and 74th Amendments (1992) to the Indian Constitution have served as a major breakthrough towards ensuring women's equal access and increased participation in political power structure. There are about one million elected women representatives in Panchayats and municipal bodies in India. It is estimated that elected women in all the three categories of ULBs account for 22622. However, a few states like Bihar, Madhya Pradesh and Rajasthan have declared to provide 50 percent reservation to women in ULBs elections. Thus, the number of elected women representatives is likely to increase (Table 1).

Table: 1

Women Representation in ULBs of Selected States

State	No. of ULBs	Total No. of Elected Representatives in ULBs	Total No. of Male Councilors	Total No. of Women Councilors	Percentage of Women Councilors
Uttar Pradesh	653	12161	7266	4895	40.25
Chhattisgarh	168	3385	2257	1128	33.32
Madhya Pradesh	378	6706	3362	3344	49.87
Bihar	143	3358	1673	1658	49.37
Jharkhand	51	1061	513	547	51.56
Manipur	27	305	156	149	48.85
Uttarakhand	92	1150	694	456	39.65

Source: RCUES, Lucknow, 2019

The Constitutional Amendment Acts also ensured the provision of reservation of women in local governments. One-third seats were reserved in urban local bodies also. A few states such as Bihar, M.P., and Rajasthan have also made provision for 50 per cent reservation for women in local governments. Thus the gender mainstreaming in decentralized governance has been initiated. More ever, women's share in policy perspective and resources allocation in urban sector has been reported to be very low. Gender mainstreaming is getting momentum. Smart City Mission, AMRUT, Swachh Bharat Mission, and reforms agenda seek to improve the effectiveness, accountability, efficiency, sustainability and service equity in cities. It also aims to reduce class and gender fragmentation by making socio-political-economic institutions, processes and resource allocations more equitable. Thus, gender based urban development is about promoting cities that respond, equally to men and women. Urban women experience cities differently and thus meeting their needs becomes critical for promoting sustainable and equitable urban development (Singh, 2013). The 74th Amendment to the Indian Constitution, 1992 has served as a major breakthrough towards women's equal access and increased participation in local

government. The Constitutional Amendment Act aims at constitutional guarantees to safeguard the interests of urban local government to enable them to function as effective and self governing institutions at grassroots level. This Amendment provides for reservation of 33 percent of elected seats for women at local government level in urban areas. There is also one-third reservation for women of posts of chairpersons for these local bodies. Involvement of women in the political arena and in decision making process is an important tool for empowerment as well as monitoring standards of political performance at local level.

Gender Budget Initiative:

During the last decade, improvement in various socio-economic indicators demonstrates that Bihar is steadily moving upward in the development ladder. Presently, Bihar is one of the fastest growing states in India. Bihar's recent growth rate is greater than the national average. Higher economic growth has been translated into higher expenditure in the social services, viz. health, education, housing, water & sanitation, social security, etc., which, in turn, led to substantial poverty reduction and improvements in various development indicators in Bihar . For poverty alleviation, JEEVIKA is an initiative of the government of Bihar, which was started in 2007-08 with the initial support of World Bank. Under the overall framework of National Rural Livelihood Mission (NRLM), the Bihar Rural Livelihoods Promotion Society (BRLPS) is functioning and implementing the JEEVIKA scheme. In this scheme, by the end of September, 2015, 47 lakh poor households were mobilized into 4.40 lakh Self-Help Groups (SHGs); and out of these SHGs, 60 percent were federated into 21,529 Village Organizations (VO). It is reported in the Economic Survey 2015-16 that till date, 1.49 lakh SHGs have been linked with banks, and they were able to obtain a total loan of Rs. 809.49 crore in 2015-16. Women in Bihar are now running commercial organizations like producer companies contributing to increase in agricultural productivity and realization of better prices of their produce. This institutional platform of

empowered women is now being scaled up by the government of Bihar and it definitely has had some impact on reducing domestic violence, which is reflected in declining trend of violence against women in Bihar. Introduction of Gender Budgeting is a good initiative from the Government of Bihar. At the same time, it should be noted that at present, there are a large number of programmes/ schemes for the welfare of women and children run by the central and state governments. Many of these programmes/schemes cannot be segregated exclusively for women and children as welfare of women and children are intertwined. Over the years, the scale of operation of these programmes is also expanding which is reflected in the increasing size of annual budget (Oxfam, 2017). The achievement of human development is heavily dependent and empowerment of the 4.9 million women and girls in Bihar who, as per Census, 2011 is 47.8 percent of total population of the state. These women and girls not only comprise a large part of the valuable human resource of the state , they are also individual in their own right and their socio economic development sets the foundation for sustainable growth of the economy and society as a whole (Gender Resource Centre, 2018).

Bihar has been pioneer in launching the gender report card in 2019. Gender report card is a vital measure of transformational approaches being undertaken in the state of Bihar in order to achieve equitable socio-economic development and gender equality. This provides vital information on health, education, water and sanitation, social, economic and political empowerment of women and girls in the state. The state has evolved indicators for measuring the progress in social and economic sector particularly empowerment of women. The state has launched State Policy for Empowerment of Women with the vision of equitable access by women irrespective of class, caste and race to economic, education and health resources by addressing structural and institutional barriers and ensuring that gender equality and to ensure that equity transcend across all sectors of development. The state has also launched Mukhya Mantri Balika Cycle Yojana, Mukhya Mantri Balika Poshak Yojana, Mukhya Mantri Akshar Anchal Yojana, Mukhya Mantri Kanya Suraksha

Yojana, Mukhya Mantri Kanya Vivah Yojana, Mukhya Mantri Sanmvasin Kanya Vivah Anudan Yojana, Mukhya Mantri Nari Shakti Yojana, Mukhya Mantri Nari Jyoti Yojana, Mahila Samridhi Yojana, Jannani Sishu Suraksha Kalyan Yojana and Jeevika. The state has also enacted the Bihar Child Marriage Prohibition Rule 2010. In view of Sustainable Development Goals and ensuring gender equality, the state has fixed targets for ending all forms of discriminations against women and girls; eliminating harmful practices, forms of violence; recognizing and value unpaid care and domestic work; ensuring women's full and effective participation and equal opportunities for leadership; ensuring universal access to sexual and reproductive health; undertaking reforms for equal rights to economic resources; enhancing the use of enabling technology; and adopting and strengthening policies and legislations for promotion of gender equality. State government developed a gender report card based on the published, secondary data and information. On the basis of indicators, districts were divided in four divisions ranging from very low performing to good performing districts (Government of Bihar, 2019)

Analysis of Gender Budget:

Gross gender budget in Bihar is shown in Table 2. Gross gender budget was amounted Rs. 5970.44 crores in 2011-12 which increased to Rs. 25573.80 crores during 2018-19. The gross gender budget has increased by more than 4 times during the period. Out of total gross gender budget, gross gender budget under category-A accounted for 33.58 per cent in 2011-12 while it was recorded 44.22 per cent in 2018-19. During the period 2011-12 to 2016-17, gross gender budget increased by 17.8 percent per annum while it was recorded as high as 24.5 percent per annum in gross gender budget under category-A.

Table: 2

Gross Gender Budget in Bihar

(Rs. Crores)

Year	Category-A	Category-B	Total
2011-12	2005.04	3965.40	5970.44
2012-13	1907.51	5933.89	7841.40
2013-14	1864.20	6152.42	8016.62
2014-15	3484.97	5899.26	9380.24
2015-16	3189.96	8267.97	11457.92
2016-17	6039.46	8476.11	14515.57
CAGR	24.5	14.5	17.8
2017-18 (RE)	9810.08	12491.15	22301.23
2018-19 (BE)	11307.83	14265.97	25573.80

Source: Department of Finance, Government of Bihar, Patna.

Percentage of gender budget to total budget and GSDP in the state is shown in Table 3 Gender budget accounted for 5.8 per cent to state budget during 2008-09 which increased to 11.5 per cent in 2016-17. Gender budget constituted 1.9 per cent of GSDP in 2008-09 which increased to 4.3 per cent in 2016-17.

Table: 3

Percentage of Gender Budget to Total Budget and GSDP in Bihar

Year	Percentage of State Budget	Percentage of GSDP
2008-09	5.8	1.9
2009-10	7.1	2.6
2010-11	8.7	2.8
2011-12	10.1	2.9
2012-13	11.3	2.7
2013-14	12.1	2.8
2014-15	13.3	2.1
2015-16	9.4	2.4
2016-17	11.5	4.3

Source: Department of Finance, Government of Bihar, Patna.

Expenditure of gross gender budget in the state is shown in Table 4. Establishment expenditure accounted for 15.64 per cent in 2011-12 which decreased to 9 per cent in 2018-19. Thus, more than 90 per cent expenditure under gender budget was reported under various schemes.

Table: 4
Expenditure on Gross Gender Budget in Bihar

(Rs, Crores)

Year	Establishment	Schemes	Total
2011-12	934.07	5036.37	5970.44
2012-13	1256.73	6584.68	7841.40
2013-14	1434.67	6581.95	8016.62
2014-15	1490.47	7889.77	9380.24
2015-16	1535.22	9922.71	11457.92
2016-17	1419.09	13096.48	14515.57
CAGR	8.1	19.3	17.8
2017-18 (RE)	1928.41	20372.82	22301.23
2018-19 (BE)	2312.61	23261.19	25573.80

Source: Department of Finance, Government of Bihar, Patna.

Bihar initiated the gender budgeting process way back in 2008-09. During 2013-14, 9 departments indicated Rs. 272267.96 lakh for women specific schemes while 14 departments indicated Rs. 687969.2 lakh as pro-women allocations. Presently, 28 Departments of the state have constituted Gender Cell and have introduced gender budget analysis. The 19 departments which allocated budget for women during 2015-16 and 2016-17 as shown in Table 4 demonstrated that gender budget constituted 41.44 per cent of total budgetary allocation of these departments in 2016-17. It has shown an increase of 5.56 percentage points from previous year. The Department of Revenue and Land Reforms, Information and Technology, Department of Health and Department of Rural Development and Urban Development and Housing Department allocated more than half of the budget for women in 2016-17. During

2015-16, proportion of women expenditure against total budgetary allocation was /recorded high for Department of Revenue and Land Reforms, Department of Rural Development, Department of Labour Resources, Department of Social Welfare and Department of Urban Development Housing.

Conclusion:

Gender budgeting has been internationally recognized as a key tool for empowering women by incorporating gender perspective and concerns at all levels and stages of development planning, policy, programmes and delivery mechanism. Government of India has adopted budgeting for gender equity as a mission statement and is widely disseminating tools and strategies across ministries and departments. The importance of gender budgeting has been stressed time and again in different forums. Gender Budgeting refers to a method of looking at the budget formulation process, budgetary policies and budget outlays from the gender lens. Gender Budget, with regard to the government at any level, does not refer to a separate budget for woman, rather it is an analytical tool which scrutinizes the government budget to reveal its gender-differentiated impact and advocate for greater priorities for program and schemes to address the gender-based disadvantages faced by women. In fact, gender budgeting, as an approach, is not confined to government budgets alone; it also includes analyzing various socio-economic policies from the gender perspective.

Suggestions:

• The gender disaggregated database has to be created and strengthened in the local governments including parastatal agencies, which will enable better analysis and more effective monitoring of targets and achievements for men and women. The Gender Report Card is vital for social transformation and ensuring gender equality. However, gender disaggregated data from each department/ organization will be required.

• The role of women in decision making process and urban planning must be enhanced besides, ensuring participatory budgeting in

local bodies. Political and administrative will power is required for gender mainstreaming in urban development and governance. The women counselors need training for their active participation in decentralized governance.

- Construction of toilets, night shelters, rest houses, etc. for women has to be ensured at the major bus stations, railway stations and public places besides ensuring proper street lighting in isolated places, fruits and vegetable markets, hospitals, nursing homes, religious places, etc.

- The vulnerable and marginalized cannot be painted with a broad brush. The needs of those women who are marginalized may not be the same as those of people on the verge of rising above it or to those who have just crossed this threshold but are still short of achieving a minimum standard of living. Understanding these different faces of deprivation can shed light on the most critical needs confronting each segment of women who struggle below empowerment line .Thus, hunger , poverty , health care , drinking water , sanitation are key issues. Besides deprivation, discrimination, exclusion among socio religious groups and disparities among gender and geographical regions are to be addressed through development planning and enhancing budgetary allocations.

- Special emphasis should be given to promote the employment opportunities for women in those sectors of economy which have been leading the economic growth in the country such as information technology, telecommunication, bio-technology, street vending, domestic help, nursing, teaching, etc.

- The state governments must produce outcome budget while the performance report must contained the quality and authentic information. The state governments should provide statement on gender budget allocation from all the departments. All departments must provide data about allocation and expenditure for women's specific schemes along with the fiscal and financial achievements.

• There is a strong need to monitor the gender specific impact of budgetary policies and expenditure and reprioritize policies to reduce the bias against women in the benefit incidence of the budget.

• Gender responsive budget approach is a tool and not necessarily a standalone exercise. Unless the necessary resources are allocated, gender sensitive policies and programmes will not succeed. The prerequisite of gender budgeting are political will, accountability, human and financial resources, coordination, gender disaggregated data, transparency and partnership and cooperation. Thus, there is need to establish linkages and cordial relations for ensuring the achievements of the prerequisite for promoting gender budgeting exercises.

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Theoretical Perspectives in Social Deviance

Dr. Veerendra Kumar N

Abstract

Social deviance refers to the non conformity to or violation of the norms of the group. social order is mainly maintained by means of socialization. All the people do not conform to all the norms always. the violation of norms is neither spread evenly, nor all norms are violated. Such deviance depends on the location, age, individuals, social status and such other things. The present study throws light on various theories of deviance and analyses the different dimensions to the concept of deviance.

Introduction:

It is true that the social order is mainly maintained by means of social control and socialization. It is equally true that most of the people follow or conform to most of the norms in most of the times. But all the people or even most of the people do not conform to all the norms always. The eminent sociologists like Young and Mack have pointed out, "No norm is always obeyed; no individual always conforms to every set of expectations. Therefore, deviance, that is, the act of going against the rules or norms, is there everywhere.

Social deviance refers to the non-conformity to or violation of the norms of the group. The violation of norms is not evenly spread in a population. In the same way, all the norms are not violated. What we normally observe in the society is that some particular norm is violated or some particular persons violate a given norm, or both.

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Deviance is any violation of society's norms. Each society defines deviance differently. Deviance is a relative issue and may differ based on location, age, social status, and individual societies.

Sociologists use a variety of theoretical perspectives to make sense of the world. These perspectives or theories provide a framework for understanding observations on topics such as deviance. Few are tried to discuss here.

1. Symbolic Interactionist Perspective

The symbolic interactionist perspective of sociology views society as a product of everyday social interactions of individuals. Symbolic integrationists also study how people use symbols to create meaning. In studying deviance, these theorists look at how people in everyday situations define deviance, which differs between cultures and settings.

Sociologist Edwin Sutherland studied deviance from the symbolic interactionist perspective. The basic tenet of his theory of differential association is that deviance is a learned behavior—people learn it from the different groups with which they associate. His theory counters arguments that deviant behavior is biological or due to personality. According to Sutherland, people commit deviant acts because they associate with individuals who act in a deviant manner.

He further explained exactly what one learns from people who commit deviance. He said that the future deviant learns values different from those of the dominant culture, as well as techniques for committing deviance.

Example: In a gang environment, current gang members resocialize new members to norms that oppose those of the dominant culture. From the gang, these new members learn that stealing, carrying a gun, and using drugs are acceptable behaviors, whereas they were not before. In the meantime, the norms they learned at home are no longer acceptable within the gang environment, and they must reject those norms and values to accept the new ones. Current gang members also teach new members how to commit specific deviant acts, such as hotwiring a car or breaking into a home.

Part of Sutherland's theory is that if people learn deviance from others, the people with whom we associate are of utmost importance. The closer the relationship, the more likely someone is to be influenced. Parents who worry that their children are socializing with an undesirable crowd have a justified concern.

Example: If an adolescent changes schools and his new peer group smokes marijuana, the new student is more likely to smoke marijuana. On the other hand, if a student moves to a new school where no one smokes marijuana, he is less likely to take up the habit.

Deviant Subcultures:

When individuals share a particular form of deviance, they often form a deviant subculture, a way of living that differs from the dominant culture and based on that shared deviance. Within the deviant subculture, individuals adopt new norms and values and sometimes feel alienated from the larger society. They end up relying more on the group to which they feel they most belong. When an individual becomes a member of a deviant subculture, the members of his immediate group often become his primary source of social interaction. The deviant feels comfortable among others who have also been rejected from the dominant society.

Example: People released from prison often find that the dominant society does not welcome them back with open arms, and they often drift toward other ex-convicts to attain a sense of belonging and purpose, thereby forming a subculture. This deviant subculture helps to explain why rates of recidivism, or repeated offenses by convicted criminals, are so high. The ex-convict subculture sanctions and encourages further acts of deviance.

2 a. Control Theory

Sociologist Walter Reckless developed the control theory to explain how some people resist the pressure to become deviants. According to control theory, people have two control systems that work against their desire to deviate. Each person has a set of inner controls and outer controls.

·   Inner controls are internalized thought processes such as a sense of morality, conscience, or religious beliefs. People may also refrain from doing acts of deviance because they fear punishment or couldn't live with the guilt that would come from acting outside of society's norms. Inner controls represent a sort of internalized morality.

·   Outer controls consist of the people in our lives who encourage us not to stray. They could be family members, police officers, clergy, or teachers. Whoever they are, they influence us to conform to society's expectations. A person who is tempted to engage in a deviant act can resist the temptation by imagining how others would react to his or her behavior.

b. Travis Hirschi and Control Theory

Sociologist Travis Hirschi elaborated on the control theory. He identified four elements that would render an individual more or less likely to commit deviance: attachment, commitment, involvement, and belief.

- **Attachment:** People who feel a strong attachment to other people, such as family or close friends, are less likely to be deviant. If people have weak relationships, they feel less need to conform to the other person's or group's norms. They are more likely to commit a deviant act.

- **Commitment:** Individuals who have a sincere commitment to legitimate goals are more likely to conform to society's norms. Those goals could be a legitimate job, higher education, financial stability, or a long-term relationship. When people have little confidence in the future, they are more likely to engage in deviance.

- **Involvement:** The more involved people are with legitimate activities, the less likely they are to deviate from appropriate behavior. A person with a job, a family, and membership in several

clubs or organizations is less likely to commit deviance. Not only does he not have time to waste in potentially harmful activities, but he has a lot to lose if he does.

• **Belief:** An individual who shares the same values as the dominant society, such as respect for authority, the importance of hard work, or the primacy of the family, is less likely to commit deviance. Individuals whose personal belief systems differ from those of the dominant society are more likely to commit deviance. A person raised to believe that it is acceptable to cheat, lie, and steal will probably not integrate into mainstream society as well as someone whose beliefs conform to the values of the larger society.

3. Labeling Theory

A key aspect of the symbolic interactionist perspective of deviance is labeling theory. First proposed by sociologist Howard Becker in the 1960s, labeling theory posits that deviance is that which is so labeled. No status or behavior is inherently deviant until other people have judged it and labeled it deviant.

Example: Some parents absolutely prohibit physical punishment of children, such as spanking, while other parents regularly use physical punishment to enforce household rules. Are parents who spank their children deviant? The answer depends on what is considered acceptable behavior within that given household, or within the greater society in which the family lives. Though spanking is inherently neither right nor wrong, it is subject to the often harsh judgment of others.

Primary and Secondary Deviance

Sociologist Edwin Lemert differentiated between primary deviance and secondary deviance. The difference between primary deviance and secondary deviance is in the reactions other people have to the original act of deviance.

Primary deviance is a deviant act that provokes little reaction and has limited effect on a person's self-esteem. The deviant does not change his or her behavior as a result of this act.

Example: An adolescent who smokes cigarettes with other adolescents is not at risk of being labeled a deviant among her peers, since they all smoke. Even though adolescents who smoke cigarettes are considered deviant by the larger American society, that teenager's actions go relatively unnoticed, unpunished, and therefore unchanged. The primary deviance is of little consequence.

Secondary deviance includes repeated deviant behavior that is brought on by other people's negative reactions to the original act of primary deviance.

Example: The same adolescent moves to a new school where his peers never smoke and where smoking is considered a deviant behavior. The students call him names and exclude him from all of their social activities. Because of their reactions to his smoking, he feels like an outcast and begins to smoke more, perhaps engaging in other deviant activities, such as alcohol or drugs.

According to Lemert, the reactions to the adolescent's primary deviance provoked a form of secondary deviance. Because his alleged friends reacted so negatively to his behavior, he began to engage in more of the deviant behavior. This repeated deviance results in the adolescent having a deviant identity. He now has a "reputation," and no one looks at him in quite the same way as before.

Chambliss and the Saints and Roughnecks

In the 1970s, sociologist William Chambliss studied two groups of high school boys to find out how strongly labels affected them. The eight boys in the group Chambliss called the Saints came from middle-class families. Society expected them to do well in life. The six boys in the other group, the Roughnecks, came from lower-class families in poorer neighborhoods. The community generally expected them to fail. Both groups engaged in deviant behavior—skipping school, fighting, and vandalizing property—but suffered different consequences. The teachers, the police, and the community excused the Saints' behavior because they believed the Saints were good boys overall. The same people saw the Roughnecks as bad and prosecuted them for their behavior more often.

Years later, all but one of the Saints had gone to college and subsequently into professional careers. Two Roughnecks went to college on athletic scholarships, graduated, and became coaches. Two never graduated from high school, and the other two ended up in prison.

Chambliss discovered that the boys' social class had much to do with the public's perception of them and the ways the public perceived their acts of deviance. He also hypothesized that a deviant label can become a self-fulfilling prophecy. The Roughnecks had heard for so long that they were never going to amount to much that they behaved in accordance with the negative expectations others had of them.

4. Structural-Functional Theory

Another framework sociologists use to understand the world is the structural functional theory. Its central idea is that society is a complex unit, made up of interrelated parts. Sociologists who apply this theory study social structure and social function. French sociologist Émile Durkheim based his work on this theory.

- Another sociological framework, the structural functional theory, focuses on society as a whole rather than the individuals within society.
- Deviance is a normal and necessary part of any society.
- Emile Durkheim said that deviance fulfills four functions for society: affirmation of cultural norms and values, clarification of right and wrong, unification of others in society, and bringing about social change.

Functions of Deviance

Durkheim argued that deviance is a normal and necessary part of any society because it contributes to the social order. He identified four specific functions that deviance fulfills:

1. **Affirmation of cultural norms and values:** Seeing a person punished for a deviant act reinforces what a society sees as acceptable or unacceptable behavior. Sentencing a thief to prison affirms our culturally held value that stealing is wrong. Just as some people believe that the concept of God could not exist without the concept of the devil, deviance helps us affirm and define our own norms.

2. **Clarification of right and wrong:** Responses to deviant behavior help individuals distinguish between right and wrong. When a student cheats on a test and receives a failing grade for the course, the rest of the class learns that cheating is wrong and will not be tolerated.

3. **Unification of others in society:** Responses to deviance can bring people closer together. In the aftermath of the attacks on September 11, 2001, people across the United States, and even the world, were united in their shock and grief. There was a surge in patriotic feeling and a sense of social unity among the citizens of the United States.

4. **Promoting social change:** Deviance can also encourage the dominant society to consider alternative norms and values. Rosa Parks's act of deviance in Montgomery, Alabama, in 1955 led to the U.S. Supreme Court's declaration that segregation on public transportation was unconstitutional.

5. **Strain Theory of Deviance**

    Sometimes people find that when they attempt to attain culturally approved goals, their paths are blocked. Not everyone has access to institutionalized means, or legitimate ways of achieving success. Strain theory, developed by sociologist Robert Merton, posits that when people are prevented from achieving culturally approved goals through institutional means, they experience strain or frustration that can lead to deviance. He said that they also experience anomie, or feeling s of being disconnected from society, which can occur when people do not have access to the institutionalized means to achieve their goals.

Example: In a class of graduating high school seniors, 90 percent of the students have been accepted at various colleges. Five percent do not want to go to college, and the remaining five percent want to go to college but cannot, for any one of a number of reasons. All of the students want to succeed financially, and attending college is generally accepted as the first step toward that goal. The five percent who want to attend college but can't probably feel frustrated. They had the same goals as everyone else but were blocked from the usual means of achieving them. They may act out in a deviant manner.

Institutionalized Means to Success:

In the 1960s, sociologists Richard Cloward and Lloyd Ohlin theorized that the most difficult task facing industrialized societies is finding and training people to take over the most intellectually demanding jobs from the previous generation. To progress, society needs a literate, highly trained work force. Society's job is to motivate its citizens to excel in the workplace, and the best way to do that is to foment discontent with the status quo. Cloward and Ohlin argued that if people were dissatisfied with what they had, what they earned, or where they lived, they would be motivated to work harder to improve their circumstances.

In order to compete in the world marketplace, a society must offer institutionalized means of succeeding. For example, societies that value higher education as a way to advance in the workplace must make educational opportunity available to everyone.

Illegitimate Opportunity Structures

Cloward and Ohlin further elaborated on Merton's strain theory. Deviant behavior—crime in particular—was not just a response to limited institutionalized means of success. Rather, crime also resulted from increased access to illegitimate opportunity structures, or various illegal means to achieve success. These structures, such as crime, are often more available to poor people living in urban slums. In the inner city, a poor person can become involved in prostitution, robbery, drug dealing, or loan sharking to make money. While these activities are clearly illegal, they often

provide opportunities to make large amounts of money, as well as gain status among one's peers.

Reactions to Cultural Goals and Institutionalized Means

Merton theorized about how members of a society respond to cultural goals and institutionalized means. He found that people adapt their goals in response to the means that society provides to achieve them. He identified five types of reactions:

1. **Conformists:** Most people are conformists. They accept the goals their society sets for them, as well as the institution-alized means of achieving them. Most people want to achieve that vague status called a "good life" and accept that an education and hard work are the best ways to get there.

2. **Innovators:** These people accept society's goals but reject the usual ways of achieving them. Members of organized crime, who have money but achieve their wealth via deviant means, could be considered innovators.

3. **Ritualists:** A ritualist rejects cultural goals but still accepts the institutionalized means of achieving them. If a person who has held the same job for years has no desire for more money, responsibility, power, or status, he or she is a ritualist. This person engages in the same rituals every day but has given up hope that the efforts will yield the desired results.

4. **Retreatists:** Retreatists reject cultural goals as well as the institutionalized means of achieving them. They are not interested in making money or advancing in a particular career, and they tend not to care about hard work or about getting an education.

5. **Rebels:** Rebels not only reject culturally approved goals and the means of achieving them, but they replace them with their own goals. Revolutionaries are rebels in that they reject the status quo. If a revolutionary rejects capitalism or democracy, for example, he or she may attempt to replace it with his or her own form of government.

Merton's Goals and Means

6. **Conflict Perspective**

Last sociological framework is the conflict theory. Unlike the structural functional theory, which views society as a peaceful unit, conflict theory interprets society as a struggle for power between groups engaging in conflict for limited resources. Karl Marx is the founder of conflict theory. Conflict theorists like Marx posit that there are two general categories of people in industrialized societies: the capitalist class and the working class.

The capitalist class, or elite, consists of those in positions of wealth and power who own the means of production or control access to the means of production. The working class consists of relatively powerless individuals who sell their labor to the capitalist class. It is advantageous to the elite to keep the working class in a relatively disadvantaged position so that they can maintain the status quo and their own privileged positions.

- The conflict theory is Karl Marx's theoretical paradigm that views society as struggle between groups over limited resources.

- Conflict theory identifies two categories of people in industrialized societies: the capitalist class and the working class. Those in positions of wealth and power make up the capitalist class. The working class sells its labor to the capitalist class.

- The two classes are always in conflict with one another. Capitalists establish the norms of society; laws support them.

- Members of the capitalist class are less likely to be considered deviant because they make laws to benefit themselves.

- Members of the elite are more likely to commit white-collar crime, nonviolent crime committed in the course of their occupations.

- According to Alexander Liazos, people we commonly label as deviant are also relatively powerless.

Conclusion

In all the societies, and at all the times, both conformity and deviance existed side by side. Any healthy society requires both. It is wrong to conclude that deviance is always bad and conformity is always good. Life becomes monotonous and boring if only conformity exists. There must be some challenge for intellect and talents. Deviance often poses such challenges.

Still deviance has its own limitations. There could be no stability and orderliness if only deviance exists. It is not a sign of healthy society. There should be a proper balance between the two; that is deviance and conformity.

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Hospitality Employees' Occupational Stress: A Study with reference to D. K. District of Karnataka

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Abstract

Hospitality industries are known for labour-intensive industries wherein employees directly encounter with the customers. The responsibility of satisfying every customer on behalf of the organisation as well as the burden of long working hours involvement leads to highly stressing environments to these emploees. It is the responsibility of the management to minimise the level of stress to the employees in order to extract the maximum efficiency in work with high productivity for the success of the industry. This can be achieved only by understanding the stress factors or reasons at the work place and take protective steps accordingly. The purpose of this study is to know the level of occupational stress with the reasons of occupational stressors in the Foodservice & accommodation industry. The study also analyses and compares the occupational stress of employees between the Foodservice and the Accommodation industry. The sample was 200 employees from the two sub sectors of hospitality industries (Food service and Accommodation) in the D K District of Karnataka. The study shows that, the both Foodservice and accommodation industry the stress level trend is unfavourable and it is high. When study further analysed with the reasons of occupational stressors in the Foodservice industry and the Accommodation industry separately in the study area, the level of employees occupational stress vary widely between the two industries. The study concludes with, there is no difference in the Employees level of occupational stress with the reasons of occupational stressors among the Foodservice industry and the Accommodation industry.

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Keywords: Occupational Stress, Productivity, Foodservices, Accommodation Industry.

Introduction

Hospitality industries are known as labour-intensive industries wherein employees' directly encounter with the customers.The responsibility of satisfying every customers on behalf of the organisation as well as the burden of long working hours involvement leads to highly stressing environments to these employees. It is the responsibility of the management to minimise the level of stress to the employees in order to extract the maximum efficiency in work with high productivity for the success of the industry. This can be achieved only by understanding the stress factors or reasons at the work place and take protective steps accordingly.

Occupational Stress or work-related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organisations. It arises where work demands of various types and combinations exceed the employee's capacity and capability to cope. Occupational stress refers to the progressing stress an employee experiences due to the responsibilities, conditions, environment or other pressures of the workplace. There are several types of occupational stress, depending on the individual employee, their job role, the company culture, and more.

Indicators of Occupational Stress

The signs of occupational Stress can be physical, psychological and behavioural. Physical symptoms include Fatigue, Muscular tension, Headaches, Heart palpitations, Sleeping difficulties such as insomnia, Gastrointestinal upsets such as diarrhoea or constipation & Dermatological disorders. Psychological symptoms include Depression, Anxiety, Discouragement, Irritability, Pessimism, Feelings of being overwhelmed and unable to cope and cognitive difficulties such as a reduced ability to concentrate or make

decisions. Behavioural symptoms include An increase in sick days or absenteeism, Aggression, Diminished creativity and initiative, A drop in work performance, Problems with interpersonal relationships, Mood swings and irritability, Lower tolerance of frustration and impatience, Disinterest & Isolation.

Main reasons for work-related stressors

The following issues have been identified as potential stressors at workplaces. They include Organisation culture, Bad management practices, Job content and demands, Physical work environment, Relationships at work, Change management, Lack of support, Role conflict and Disturbance.

Literature Review

Natarajan P & Dr M Punitha (2017), states that, in an organisation the management has a responsibility to minimise the factors that cause stress. The organization should take appropriate measures to reduce stress among all the employees of different age groups and departments. Stress coping programmes should be implemented in the organisation to combat stress. Yoga and meditation classes may be included before every day work which to some extent helps the employees to manage their stress.

Mohd Zubair Kales (2014), presents that scientific evidence proved that certain working conditions are stressful to most of the employees. The excessive workload demands conflicting expectations and puts a greater prominence on working conditions. It acts as the key source of job stress and a primary prevention strategy for job redesign.

Purnima Bora (2017), The paper throws light on significance of stress in hospitality industry, effect of stress on performance, attitude and motivation of employees along with a hypothetical study on mobility of employees due to stress.

Prathyusha B, Durga Prasad S & Sudhir Reddy M (2016), This study was undertaken to measure occupational stress among IT Professionals. The Occupational Stress Index (OSI) developed by Srivastava A. K. and Singh A. P. (1984) was used for data collection.

The data obtained was analysed using descriptive statistics. The results clinched that the IT Professionals are experiencing high levels of stress.

Villanueva D & Djurkovic N (2009), presents that, stress at work has become a significant and relevant problem in the modern world including the service industry. It can affect employees' health and wellbeing, causing not only physiological but also psychological, emotional and even mental problems. The occupational stress is negatively influence employees' work efficiency, performance and service quality.

Richardson A M & Burke R J (1991), describe occupational stress is a complicated and multifaceted concept, therefore it needs to be investigated in relation to the other factors influencing the job situation of an employee.

Ruyter K, Wetzels M & Feinberg R (2001), presents that employees working in hospitality industry are also at a higher risk of occupational stress due to the nature of the work, where employees have direct interaction with the customers and play an important role in the production and consumption of a service. Often being an intermediary between the disagreeing demands of the organisation, management and customers, employees are facing difference.

Statement of the problem

After analysing the literature review with regard to the present investigation on the occupational stress among the employees, the author considers that there is a need to conduct a study on the occupational stress amongst hospitality employees by considering the reasons of occupational stressors among the Foodservice & accommodation industry, with reference to D K District, Karnataka, of course it is sincere attempt in this direction.

Objectives of the study

• To study the level of occupational stress with the reasons of occupational stressors among the Foodservice & accommodation industry.

- Analysing and comparing the occupational stress of employees between the Foodservice & accommodation industry.

Hypothesis

- There is no significant difference in the Employees level of occupational stress with the reasons of occupational stressors in the Foodservice industry and Accommodation industry.

Scope of the Study

The study is focused on the employees' Occupational Stress in the hospitality industry with the reasons of occupational stressors among the Foodservice and Accommodation industry. The present study covers the employees in hospitality industry in the Dakshina Kannada District, Karnataka. Accordingly, occupational stress scale developed in this study, having eight areas or causes or reasons of Stress. They are Organisation culture, Bad management practices, Job content and demands, Physical work environment, Relationships at work, Change management, Lack of support, Role conflict & Disturbance.

Research Methodology

Research Design

The study is of exploratory nature and is meant to assess the employees' Occupational Stress in the hospitality industry, in the Dakshina Kannada District, Karnataka.

Source of Data

This study has used both primary and secondary data. The secondary data and information have been collected from various sources like, journals, magazines and publications etc. Primary data has been collected through structured questionnaire from the employees of hospitality industry in the Dakshina Kannada District, Karnataka. The study is carried out in the month of October and November 2019.

Sample design and Size

The two prominent sub sectors of the hospitality industry out

of the four, food and beverage industry (here it is called as foodservice industry) and Lodging (here it is called as accommodation industry) in the Dakshina Kannada District, Karnataka have been selected for the present study on the basis of random technique. The sample size for this analysis is 200 employees of Foodservice industry and Accommodation industry (100 each) from the study area. The research was made by the survey in accordance to the convenience of the employees and request was made to them to fill in the questionnaire with correct and unbiased information. So the sample type is convenient sampling.

Tools for data analysis

Data Analysis is done through basic statistical methods. The relevant data are presented in appropriate tables and percentages in this paper. The study analysed and tested with Standard Deviation and Chi square test by formulated hypothesis.

Limitations of the study

This study is based on the data furnished by the hospitality employees and on the observations. An element of personal bias may affect the data to some extent. Further, the results of this study may be applicable only to areas similar to that of the study area. With due awareness of these limitations, an attempt is made with the title "An analysis of Hospitality Employee's Occupational Stress: A Study with reference to Dakshina Kannada District, Karnataka".

Selection of sample respondents

Table 1

Designationwise distribution of employees in the Study Sectors

Sectors / Designation	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
Managerial (Top)	10	05.00	20	10.00	30	15.00
Workforce	90	45.00	80	40.00	170	85.00
Total	100	50.00	100	50.00	200	100

Source: Field survey

Table 2

Distribution of employees Gender wise

Sectors Gender	Foodservice industry		Accommodation industry		Total	
	Number	**Per cent**	**Number**	**Per cent**	**Number**	**Per cent**
Male	63	31.50	86	43.00	149	74.50
Female	37	18.50	14	07.00	51	25.50
Total	**100**	**50**	**100**	**50**	**200**	**100**

Source: Field survey

Data Analysis and Interpretation

Evaluation of the employees' level of occupational stress

After the basic employees' Sector, Designation & Gender wise details, a 5-point Likert- type scale was created to evaluate the employees' level of occupational stress with the reasons of occupational stressors among the hospitality employees. The questionnaire used to rate their opinion on the level of occupational stress which they undergone in their hospitality units, with the range of Very low (5), Low (4), Moderate (3), High (2), and Very high (1) was used. Accordingly, the study exhibits the following opinion in the study area in Table 3:

The study indicates that, majority (61 per cent) of the respondents expresses that, they are having high & very high level of occupational stress by considering all the above stated reasons in both Foodservice & accommodation industry. Overall it reveals that, the stress level trend in the industry is unfavourable & stress level is high.

Comparing the Foodservice industry & accommodation industry Employees level of occupational stress

After evaluating the Employees level of occupational stress with the reasons of occupational stressors among the Foodservice industry & Accommodation industry separately in the study area, their views are further analysed & compared between the two with the help of mean, median, mode, standard deviation and Coefficient of Variation under Table 4:

Table 3
Employees level of occupational stress - Sectors wise

No.	Factors or reasons of occupational stress	Sectors	Ratings					Total
			1	2	3	4	5	
1	Organisation culture	FSI	32	19	05	27	17	**100**
		AI	26	17	07	30	20	**100**
	Total		**58**	**36**	**12**	**57**	**37**	**200**
2	Bad management practices	FSI	59	20	03	14	04	**100**
		AI	53	16	05	15	11	**100**
	Total		**112**	**36**	**08**	**29**	**15**	**200**
3	Job content and demands	FSI	42	12	03	20	23	**100**
		AI	46	18	01	21	14	**100**
	Total		**88**	**30**	**04**	**41**	**37**	**200**
4	Physical work environment	FSI	51	22	05	13	09	**100**
		AI	45	19	07	16	13	**100**
	Total		**96**	**41**	**12**	**29**	**22**	**200**
5	Relationships at work	FSI	45	17	03	18	17	**100**
		AI	46	18	06	22	08	**100**
	Total		**91**	**35**	**09**	**40**	**25**	**200**
6	Change management	FSI	30	19	16	17	18	**100**
		AI	33	21	17	21	08	**100**
	Total		**63**	**40**	**33**	**38**	**26**	**200**
7	Lack of support	FSI	53	15	06	17	09	**100**
		AI	48	14	05	20	13	**100**
8	Role conflict & Disturbance	FSI	33	19	02	16	30	**100**
		AI	38	17	03	19	23	**100**
	Total		**71**	**36**	**05**	**35**	**53**	**200**
	Overall		**680**	**283**	**94**	**306**	**237**	**1,600**
	Mean score		**43**	**18**	**06**	**19**	**14**	**100**

Source: Compiled for different sources
Where FSI means Foodservice industry
Where AI means Accommodation industry

Table 4

Employees level of occupational stress - Sectors wise

No.	Factors or reasons of occupational stress	Analysis					Remark Conclusion
		Mean	Median	Mode	S.D	C.V	
Foodservice	Organisation culture	2.78	2	1	1.54	55.40	**Lesser**
	Bad management practices	1.64	1	1	1.35	82.04	**Lesser**
	Job content and demands	2.70	2	1	1.68	62.31	--------
	Physical work environment	2.07	1	1	1.37	66.33	**Lesser**
	Relationships at work	2.45	2	1	1.59	64.89	--------
	Change management	2.74	3	1	1.49	54.29	--------
	Lack of support	2.14	1	1	1.44	67.08	**Lesser**
	Role conflict & Disturbance	2.91	2	1	1.69	58.13	--------
Accommodation industry	Organisation culture	3.01	3	4	1.52	50.49	--------
	Bad management practices	2.15	1	1	1.47	68.16	--------
	Job content and demands	2.39	2	1	1.55	64.93	**Lesser**
	Physical work environment	2.33	2	1	1.49	63.96	--------
	Relationships at work	2.28	2	1	1.43	62.52	**Lesser**
	Change management	2.50	2	1	1.35	53.81	**Lesser**
	Lack of support	2.36	2	1	1.54	65.24	--------
	Role conflict & Disturbance	2.72	2	1	1.65	60.65	**Lesser**

Source: Field survey

Remark Conclusion – indicates the amount of stress when compared to other sub-sector.

The evaluation of Employee level of occupational stress with the reasons of occupational stress in the Foodservice industry and Accommodation industry reveals that, an account of organisation culture, bad management, practices, physical work environment and lack of support etc. the level of employee occupational stress is lesser in the Foodservice industry than in Accommodation industry. In case of Job content and demands, Relationships at work, Change management and Role conflict and Disturbance reasons, the study shows that, the level of Employees occupational stress is lessor in the Accommodation industry than in Foodservice industry. But, when all employees of both the industries are considered, they are facing occupational stress with high level.

Testing of Hypothesis

After evaluating the Employees level of occupational stress with the reasons of occupational stress among the Foodservice industry and Accommodation industry separately their views are tested with Chi square to trace is there any significant difference in the perceptions.

Table 5
Employees level of occupational stress - Sectors wise

No.	Factors of T & Programmes	Analysis		Conclusion (H$_0$ is to be)
		Computed value $\chi2$	Table value	
1.	Organisation culture	1.4662	9.488	**Accepted**
2.	Bad management practices	4.5668	9.488	**Accepted**
3.	Job content and demands	4.5954	9.488	**Accepted**
4.	Physical work environment	1.9660	9.488	**Accepted**
5.	Relationships at work	4.6796	9.488	**Accepted**
6.	Change management	4.5404	9.488	**Accepted**
7.	Lack of support	1.3434	9.488	**Accepted**
8.	Role conflict & Disturbance	1.8452	9.488	**Accepted**

Source: Field survey
Level of Significance is 5%
Degree of Freedom is 4

H$_0$: There is no significant difference in the Employees level of occupational stress with the reasons of occupational stress among the Foodservice industry and Accommodation industry.

H$_1$: There is significant difference in the Employees level of occupational stress with the reasons of occupational stressors among the Foodservice industry and Accommodation industry.

The test statistics clearly shows that, all the above statements in respect of Employees level of occupational stress with the reasons of occupational stress among the employees of Foodservice industry and Accommodation industry, the observed chi square values are smaller than the critical value. Hence in all cases the null hypothesis is accepted. Therefore, we conclude that there is no difference in the Employees level of occupational stress with the reasons of occupational stress among the Foodservice industry and Accommodation industry.

Conclusion

It is common that in the entire organisation certain level of occupational stress is common among the employees and it is necessary to excel in employees performance. As such, this study also presents that in both Foodservice and accommodation industry the stress level trend is unfavourable and it is high. When study further analysed with the reasons of occupational stress among the employees of Foodservice industry and Accommodation industry, the level of Employees occupational stress varies widely between the two industries. It has also been found that certain reasons of stress, in other industries had strong influences in creating stress on the employees of the industries under study, mainly due to the nature of work. The study also points out that, there is no difference in the Employees level of occupational stress with the reasons of occupational stress among the employees of Foodservice industry and Accommodation industry.

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Redesigning the Frontiers of Marketing for Better Society: What Can Mindfulness Tell Us?

Dr. Sudhir Raj K

Abstract

In the study of marketing, be it the 'academic marketing' or 'marketing as a profession', human being is the focal point of discussion. If human beings are 'mindful' in their behaviour and action, total transformation can take place in their overall style of functioning. 'Mindfulness' is the process of noticing actively the new things. 'Mindfulness' puts a person in the present. It is the essence of engagement. Research has found that 'mindfulness' training alerts the brains. In this paper an attempt has been made to examine and apply some of the aspects and practices of 'mindfulness' into the domain of marketing.

Keywords: Frontiers of Marketing, Mindfulness, Human Centric Marketing, Thought Process.

Introduction

The recent World Bank Report (WBR, 2019) has made a reference to a phrase "gig economy". It reports that in the "gig economy", workers will likely have many *gigs* over the course of their careers, which means they will have to be lifelong learners. Writing about the significance of learning, Senge (1990) states, "The real learning gets to the heart of what it means to be human. Through learning we reperceive the world and our relationship to it...." From this, we may even understand that to reperceive the operation of the world of marketing, we need to be continuous learners. This is generally evident in the writings of many marketing scholars. To cite an example, in Marketing *4.0 Moving from Traditional to Digital,*

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Kotler (2017) states that "Today we are living in a whole new world. The power structure we have come to know is experiencing drastic changes. The internet, which brought connectivity and transparency to our lives, has been largely responsible for these power shifts......Now, the power lies not with individuals but with social group.....Gone are the days when being exclusive was the goal. Inclusivity has become the new name of the game. At the macro level, the world is moving from a hegemony to a multi-lateral power structure…..At a more micro level, humans are embracing social inclusivity. Being inclusive is not about being similar; it is about living harmoniously despite difference.....This is very essential for the prosperity of an individual and the society to flourish". Against this backdrop, there is indeed, a good scope for *redesigning the frontiers of marketing for better society*. Mindfulness, of course, can play a significant role in this regard.

Structure of the Paper

The main argument of this paper is that mindfulness can contribute for "human-centric marketing" (Kotler used the phrase "Human-centric Marketing" to cover every aspect of the customer journey in his Book, *Marketing 4.0 Moving from Traditional to Digital, Wiley,* 2017). In order to do so, the paper has in *four* parts. First, I present the evolution of the thought process in the marketing theory. Then, in the Second section, I try to describe broadly the process of convergence and divergence between marketing and society. This leads to the Third section in which I try to redesign the frontiers of marketing for better society. In the Fourth section, a modest attempt is made to analyse how *mindfulness* can contribute for "human-centric marketing" and for better society.

Evolution of the Thought Process in the Marketing Theory

Marketing as a discipline is more than a hundred years of existence. However, as an integral function of the business, it has

been in existence for as long as business itself. Marketing has flourished along with the evolution and civilization of humanbeings, because of its close dependence on lifestyle and ideas that dominate societies. Through the years, many thinkers and researchers have contributed immensely to the development of the understanding of marketing (Krishnan and Lutz, 2010). Marketing in its modern form is an artefact of the 20th century. However and despite worldwide presence and practice, there is no generally acceptable theory of marketing extant today (Kitchen and Sheth, 2016).

Kitchen and Sheth (2016) also point out that there is a general belief that a theory of marketing would rest on atleast three fundamental principles:

1. A sound understanding of the dynamics of served markets.
2. A critical examination of opportunities for competitive advantage and implementation of marketing strategies.
3. Inside a marketplace or-space that is global in form, structure and ubiquity.

Understanding these principles or as direct measurable outcomes are market transactions or exchange of money for products or service which appear to offer, at least at face value, to satisfy some perceived need (Kitchen and Sheth, 2016). For a better appreciation of this view, we should be clear with the meaning of the phrase "marketplace transaction". Sheth (2010), an internationally acclaimed authority on marketing, writes:

"...... A marketplace transaction require at least three customer roles: (1) Selecting a product or service,(2) Paying for it, and (3) Using or consuming it. Thus, a customer can be (1) a selector, (2) a payer,(3) a user. The user is the person who actually consumes the product or receives the benefit of the service. The payer is the person who finances the purchase. Finally, the selector is the person

who participates in the selection and choice (procurement) of the product from the marketplace. Each of these roles may be carried out by the same person or an organizational unity (i.e. a department) or by different person or departments...."

In each of the above mentioned customer roles, choice is also involved. Customer choice is a function of multiple consumption values (Sheth, 2010). It is really interesting to know that what a customer buys and considers value is never a product. It is always utility, that is, what a product or service does for him (Drucker, 1960). Further, Drucker argued that "marketing is so basic that it cannot be considered a separate function within a business. It is the whole business seen from the customer point of view". In a more or less similar way, Kitchen and Sheth (2016) argue that:

"..... Marketing has become the main connection between businesses and organisation of all types and sizes and customers and consumers. The latter are continually informed that marketing is in their interest, seeks to fulfil their needs, and changes are invariably presented in a way that are supposedly beneficial to target audiences. But it may not be seen in these ways by everyone......".

Kitchen and Sheth (2016) in their seminal paper "Brickbats and bouquets for marketing" (http:// dx.doi.org/10.1108/EJM-09-2016-0530) made a good attempt in opening a new door for discussing the following critical questions:

- What is value? How is value visible, manufactured, and transferred to others, sold or assessed? Is value inherent in all products and services?
- Are customers the ultimate judge of what constitutes value? Or, is value basically the exchange of money for goods and services received?

- Does the marketing creation and communication of value also create problems and difficulties for stakeholders including suppliers and employees?

- Or, does creation of what is perceived to be valuable by customers and consumers also create noise, nuisance or environmental problems for users and non users?

- Does marketing possess a societal value? If so, how can this be realistically assessed?

- Is marketing today, consumer-oriented?

All *questions* raised by the authors are not so simple as they appear to be. Further, researchers state that the scholarship of marketing combines both the elements of objectivity and subjectivity and it demands both quantitative and qualitative. This can be one of the reasons why marketing welcomes insights from many disciplines, including economics, psychology, history, mathematics, society, law, political science, neuroscience, behavioural science, pragmatism, creative arts and "mindfulness". This has really made marketing multi-disciplinary and multi-dimensional in character. Later, elaborating on the role of marketing in the 21st century, Kitchen and Sheth (2016) clearly mentioned that:

- Marketing is a powerful and dynamic force (bouquet)

- It has visible weaknesses and problems, from an organisational and consumer perspective (brickbats)

- It can be seen as a nuisance, or in the communication domain as a form of leviathan (brickbats)

- And, there are many examples of success and failures (bouquets and brickbats)

Now it is clear that there seem to be no substitute for marketing in the world as presently constituted. Alternatives have been tried, tested, but failed. If we accept the need for choice, then to some degree, we accept the notion of markets. Marketers must have some degrees of freedom in which to market goods and services.

The notion of an orientation that seeks to satisfy consumers and their needs profitably, however, seems a rather weak approach to marketing parse. Most marketing today is organisationally and competitively focused. The idea that marketing is being done for and on behalf of customers seems more a form of rhetoric than some deep underlying philosophy of business. Thus, the warts of marketing are visible. Perhaps, overtime, these can be eradicated, removed, or ameliorated (Kitchen and Sheth, 2016).

Before understanding the nexus between marketing and society, it is essential to acquaint ourselves with the topic of marketing thought and marketing development. Richard Bartels (1962) is one of the most prolific writers on the subject of marketing thought and marketing development (Shaw and Tamilia, 2001). Bartels envisaged what he described as "the maturing marketing thought". Here an attempt is made to capture the essence of his views about marketing thought and marketing development:

- Based upon definite concepts of marketing
- It is a purposeful practical body of thought
- Scientifically developed
- A well integrated, established body of thought has been produced
- It has furnished a basis for improvement of marketing practice
- Surprisingly marketing thought has furnished principles that are applicable beyond the borders of our own social and political environments for the benefit of mankind in general.

Further, there was no unanimous agreement of what the form or content of marketing should be. Kitchen and Sheth (2016) also agree that "still" there is no unanimous agreement of what the form or content of marketing should be. They write:

- Marketing theory ranges widely but has no logical framework, little or no relevance to reality
- Marketing thought tends to be largely vocational in nature
- The marketing concepts has not kept pace with social change
- New concepts and new principles are required

To continue further, Kitchen and Sheth (2016) has clearly summarised the entire discussion about the fundamental problems faced by marketing in three important propositions. The authors also stated that the need for *reform* in some way is manifest.

• Marketing suffers from a poor image with consumers as well as with business professionals

• It seems to turn to excess

• Marketing is now encountering serious resistance from customers

Against the above setting, Kitchen and Sheth (2016) have developed the following "*new mission*" for marketing:

"....Marketing needs to regain its influence in businesses and its credibility in society. Focus on short term tactics and sales needs to be augmented by long term strategy and profitability, with a social purpose. We are optimistic that marketing can be an even greater force for societal good...... *Markets will be more regulated and governments will take companies to court for their bad marketing....."*

Based on the above "new mission", a nexus (convergence and divergence) between marketing and society may be better examined.

Understanding the Convergence and also the Divergence between *Marketing and Society*

Kitchen and Sheth (2016) believe that steering marketing in the right direction will require new perspectives, new frameworks and a renewed commitment to the highest ideas of marketing: serving customers individually and society as a whole by synergistically aligning company customers and societal interest. From this, we may also understand that good marketing can contribute for better society. But how?

We know that societies are agglomerations of people, and can be more or less diverse. Taking decisions, for example, in diverse societies like India is never easy, it is what we call a *"wicked problem"*. *("wicked problem*" is a phrase coined by Rittel and Webber in 1973 to denote such problems which cannot be solved

through traditional analytical problem solving). As a result, the goals shift, the resources available are not clearly known; decisions must be taken in a rapidly changing volatile environment. Added to this, globalisation brings in heavy pressure on societies. How we navigate all these issues? It has been generally agreed that for societies to flourish (or for a "better society"), they require citizens who are knowledgeable, skilled, committed, compassionate, mindful etc. and have a thorough understanding of the world they live in.

The nexus between marketing and society can be analysed by better understanding the operation of the "aggregate marketing system"; a central theme in marketing thought. The aggregate marketing system incorporates many activities, including the classic distribution functions, marketers' plans and programs and even actions by consumers and government... The aggregate marketing system does more than physically delivers goods and services; it also works to bring dynamism to society that encourages ultimate growth and progress (Vaile, Grethe and Cox, 1952). At its root, the aggregate marketing system is a *human institution* in which both trust and experience play major roles (Wilkie and Moore, 2002). As Kenneth Arrow (1972) said, "Virtually every transaction has within itself an element of trust and much of the economic backwardness in the world can be explained by the lack of mutual confidence". Interestingly, aggregate marketing system is integral to society's economic system. It offers employment and incomes for the millions of the people engaged in this field, enabling them to be productive and earn money needed for consumption. In analysing the convergence and divergence between marketing and society, we should also remember that marketing is not the problem; it is just a tool. People are the problem (Godin, 2009). People with short-term pressures, mindlessness and greedy, selfish goals create problems. Many of them eventually became societal problems. Societal problems need to be solved.

In this connection, Sheth and Sisodia (2005) write that:

".... Many marketing scholars' ignorance of larger societal issues has already had serious consequences for the marketing profession

increasingly; marketing practices are out of sync with today's consumers…..."

Why is this happening? Sheth and Sisodia answered this question in the following way:

"...We believe that it is because marketing has become excessively driven by a managerial agenda and has lost sight of its fundamental mission, namely, to represent the customer's interest to the company...".

Supporting the views of Sheth and Sisodia, Wilkie and Moore (2003) state that the present era of marketing scholarship has been characterised by the strong dominance of the managerial perspective, which holds that "the major purpose for academic work is to enhance the effectiveness of managers marketing decision".

In focusing on the societal interest of marketing, Sheth and Sisodia (2005) argue that "Mainstream marketing ignores societal concerns to its great peril. Marketing and society have been moving on increasingly divergent paths, and this will result in escalating conflict and criticism of marketing as a profession and a discipline. To remedy this, the authors (Sheth and Sisodia) made an attempt to examine the role of marketing from three stakeholder's perspectives, viz, policy makers, academics and practioners. In the case of steering marketing back toward a socially beneficial role, they suggested "marketing academic" role. We may add here that if marketing is really conducted ethically, authentically and mindfully, the divergence between marketing and society can be certainly minimised. This will provide a *good scope* for a healthy convergence between marketing and society. To achieve this, an attempt can be made to redesign the frontiers of marketing.

Redesigning the Frontiers of Marketing for Better Society

In an attempt to redesign the frontiers of marketing for better society, it is worth to pay attention to the views of Kotler (2017):

"......I see marketing as a mansion of many rooms. We really need product managers, growth managers, pricing specialists and advertising specialists. It is important for someone interested in

marketing to see the latest that is happening in their room of the mansion........"

From the standpoint of "better society", marketing can be viewed as a "human institution". This can be considered as one of the latest rooms of the *marketing mansion*. Now, if marketing is a "human institution", the "*human-centric marketing"* become still more relevant. In fact, Kotler's (2017) Book, *Marketing 4.0 Moving from Traditional to Digital*, analyse the deepening and broadening views of "human-centric marketing". Kotler writes that "The essence of Marketing 4.0 is to recognise the shifting roles of traditional and digital marketing in building customer engagement and advocacy". Kotler (2017) states "human-centric marketing" as:

"...Marketers approach customers as whole human being with minds, hearts, and spirits. Marketers fulfil not only customers' functional and emotional needs but also address their latent anxieties and desires...".

The "human-centric" view of Kotler, in a broad way, also considers marketing as a "human institution". Treating "customer"(or even a "stakeholder") as whole human being may extend the existing frontiers of marketing.

The following section of this paper briefly deals with how *mindfulness* can contribute for "human-centric marketing" and ultimately paves the way for a better society. For this, some of the well researched *practices of mindfulness* is made use of in order to arrive at a tacit conclusion.

Mindfulness for "Human-centric Marketing" and for Better Society

From the foregoing analysis, it is clear that in the study of marketing, be it the, "academic marketing", and the "marketing as a profession or practice", human being is the focal point of discussion. Now the thinking is that if *human beings are mindful* in their behaviour and action, a total transformation can take place in their overall style of functioning. As Key Lemon (2004) observes,

"Marketers must be *mindful* of how powerful their tools are and understand their short and long term effects on consumers. Marketing academics must teach students how to use that power responsibly". This statement necessitates a discussion on mindfulness especially in the context of marketing. Ellen Langer is a well known authority on mindfulness. The mindfulness has roots that go back 2,500 years (Stone, 2014). Mindfulness is the process of *actively noticing new things. When we do that, it puts us in the present*. It is the essence of engagement (Langer, 2014). Research has found that mindfulness training alters our brains and how we engage with ourselves, others, and our work. It is also believed that mindfulness is a skill; with proper training one could easily inculcate it. Broadly speaking, mindfulness involves with aspects like *power of the context*, *process before outcome*, *open to new information, multiple perspectives and creativity* etc.

The following section of the paper has made an attempt to examine and apply some of the aspects and practices of mindfulness into the domain of marketing.

Elaborating on the "*power of context in mindfulness*", Langer (1989) writes:

"....The way we behave in any situation has a lot to do with the context....... Contexts control our behaviour and our mindsets determine how we interpret each context...... Contexts can determine value.... Contexts depend on who we are today, who we were yesterday, and from which view we see things.... The location of context is in our perception.... The increased control made possible by mindfulness can also help us change contexts...". Contexts can be controlled and even changed..."

Now let us suppose that marketers are trained mindfully, then they will become very much *contextually alive*. They also become 'authentic' with clear purpose. With mindfulness, the authentic purpose can easily sink into the "collective conscience" of the people. The "people" here can be our own "students", if we are "marketing academic". And the "people" can be "customers", if marketing is treated as a "marketing profession". Mindfulness is also associated with *creating new categories*. To quote Langer (1989),

"When we make *new categories* in a mindful way, we pay attention to the situation and the context..." In this connection, Langer's example may be worth considering:

"…*If I need someone to help me fix a high ceiling, a tall person might be best. On the other hand, may be someone who is 5 feet, 2 inches, would be more appropriate-if he is a mountain climber, doesn't mind ladders and so forth. Breaking down categories of skills into more precise distinctions is a useful approach for a personal manager.....*"

Langer's logic of thinking can be easily extended to the field of marketing. A *mindful marketer* can also create *new categories*. It can quickly smooth the way he/she get along with others. Similarly, a mindful marketer is always *open to new information*. Lack of information can be harmful. For example, a marketer who is open to new information believes that consumers are both more informed (internet) and more fickle (social media). Mindfulness is always aligned with *process orientation*. We know that every outcome is preceded by a process. Similarly, no product can happen without process. A process orientation not only sharpens our judgement, it makes us feel better about ourselves (Langer, 1989). A truly process-oriented marketer can own the consequence of his/her action. This inculcates a sense of ethicality in him/ her. This also makes him / her not just interested in reality but also curious about the outcome of the reality. These practices of mindfulness may be just extended.

Conclusion:

Taken together, the above mentioned applied practices of mindfulness in the domain of marketing seem to be quite impressive. But this study is not exhaustive. At this point, it may be concluded that when the nexus between mindfulness and marketing is really established and grounded with still more valid proof and realistic examples, mindfulness would start yielding the desired benefits even in the domain of marketing.

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Issues and Challeneges in The International Assignments: An Empirical Discussion of HR Perspectives

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Abstract

It is indubitable fact that both liberalization and globalization drives have triggered a great deal of buoyancy in the realm of international business. The technological advancement in the sphere of telecommunication, information technology and transportation have erased the boundaries between the nations and enhanced international business to a great extent. The increased international business has opened up myriad international career options for the aspirants. Needless to say that these international assignments are characterised by great opportunities and challenges. The initial days of international assignments in an unfamiliar foreign society may spring unpleasant surprises and shocks for the new recruit. The new working and living conditions of the host country invariably poses challenges and cause psychological discomfort. The adjustment to a new country and its culture is a slow process and sometimes may take considerable time. The adequate pre-departure training in the home country and post arrival training in the host country would facilitate the easy adjustment to the overseas culture and improve job performance. On the other hand, lack of cross-cultural training and organisational support would impair the job performance and sometimes pave way for early return of the new recruit. This

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empirical study seeks to examine issues and challenges in the adjustment of international employees to the new country, organisation and its culture. The sample size is restricted to total of 100 respondents and the sample has been drawn using purposive method. The respondents covered are the NRIs from Dakshina Kannada, Udupi and Chikkamagaluru districts of Karnataka State.

Keywords: Expatriate, Cross-Cultural Adjustment and Cross-Cultural Training.

Introduction

Increasing economic globalization and liberalization have spurred the expansion of multinational corporations (MNCs) and have provided tremendous impetus for the movement of human capital across the globe. In order to maintain and enhance their global competitiveness, the MNCs are increasingly accentuating on the task of finding the resourceful expatriate managers who can effectively manage and operate their overseas assignments. It is an agreed fact that international assignment in a culturally different and diverse environment always poses a mammoth challenge to the new expatriate. The lack of cultural knowledge of the host country, inability to converse effectively in the foreign language, difficulty to adjust to the local work climate and so forth are the pivotal factors contributing to expatriate failure. In contrast, understanding and eventually acclimatizing to the local culture, developing exquisite cross-cultural communication and adapting to the host country workplace norms would certainly help the new expatriate managers to carry out their overseas assignment successfully. In this work, an attempt has been made to study expatriate's ability to adjust to host

country culture, adjustment to work culture, living conditions, ability to interact with host nationals and expatriate's socialization in the host country. The study also sheds light on the organizational initiatives undertaken to facilitate smooth adjustment to the new culture and work environment.

Review of Literature:

Andreason, (2003) and Ward et al., (2001) state that an expatriate is a person who lives or works outside of his or her own home country on a non-permanent basis.

Black (1988) and Black et al., (1991) defined cross-cultural adjustment as the process of adaptation to living and working in a foreign culture. It is the perceived degree of psychological comfort and familiarity a person has with the new host culture

Black et al., (1999) have focused attention on three specific facets of cross-cultural adjustment. The first facet is work adjustment, which involves the adaptation to new job tasks, work roles, and the new work environment. Work adjustment is aided by similarities in procedures, policies, and task requirements between the parent company and host subsidiary abroad. The second facet is interaction adjustment, which involves the comfort achieved in interacting with host nationals in both work and non-work situations.

Black et al., (1999) argue that interaction adjustment is the most difficult of the three facets to achieve. The third facet is general adjustment, which involves the overall adaptation to living in the foreign culture (Black, 1988) and comprises factors such as housing conditions, health care and cost of living (Black and Stevens, 1989).

Black and Gregersen (1991) and   Louis (1980) maintained that the process of cross-cultural adjustment can be stressful because there is the insecurity and ambiguity of not knowing what is appropriate, coupled with a potential inability to understand feedback from the environment due to a lack of knowledge of language or culture.

Black (1988); Black and Gregersen (1991) opined that during the process of cross-cultural adjustment, uncertainty in the environment is reduced.

Tung (1981) and Black et al., (1992) state that in relation to the criterion of premature termination of an assignment, an expatriate who is unable to adjust would be feeling insurmountable stress and would feel the need to return home. In relation to the criterion of work performance, cross-cultural adjustment enables expatriates to develop effective working relationships with host nationals, and to interpret their host national colleagues' behaviors, gestures, and stories. In some preliminary research, cross-cultural adjustment has been found to be a predictor of success in expatriate assignments.

Caligiuri (2000); Black et al., (1991) maintained that one of the major reasons of expatriates failure was that expatriates not able to adjust themselves effectively into host country's environment. As a result, considerable amount of attention has been given to identify the factors that influence expatriates' cross-cultural adjustment and successful completion of their assignments.

Mcenery and Desharnais (1990) described that the cultural change leads to cultural shock which is a mental state of stress caused by acute changes in the culture. The expatriates tend to feel lonely because all of a sudden everything changes including the work

environment, peers, processes, and to an extent organizational culture and value system. The employees react by comparing the new culture to their own values and beliefs and at times are unable to accept the vast difference between the two.

Black et al., (1991) reviewed a number of studies which investigate the phenomenon of Cross-Cultural Adjustment empirically or theoretically. They concluded the cross-cultural adjustment process consisted of five components or dimensions: 'pre-departure training', 'previous overseas experience', 'organizational selection mechanisms', 'individual skills' and 'non work factors'. In terms of adjustment overtime, Cross-Cultural Adjustment have been divided into four stages, forming a U- shaped curve that includes; a honeymoon period, depression, adjustment and acceptance. When a sojourner enters a new environment, he very often doesn't know what behavior is acceptable or unacceptable, not what is appropriate or inappropriate. Sojourner need a period of time to learn or observe new environment in order to follow the rules of new culture, or at least, how not to act against the new rules they encounter in the host country.

Tung (1981) argued that cross-cultural maladjustment of expatriates and their families were the most common reasons for the premature termination of foreign assignments.

Fish and Wood (1996) stated that understanding the differences in cross-cultural settings and applying it within the role of an expatriate and the organizational structure may assist in better adjustments for the expatriates and gain better acceptance by the local employees.

Caligiuri, Lazarova, and Tarique (2005) point out that cross-cultural training aims at helping employees feel comfortable living and working in a host country, thus enhancing their cross-cultural adjustment and strengthening their ability to understand and appreciate multiple cultural perspectives

Objectives of the Study

- To examine the responses of expatriate's to the cultural, interactional and work adjustment in host country.
- To explore the organizational support extended to the expatriates to ease their cross-cultural adjustment in the host country.

Methodology

The descriptive research design or survey method has been used to conduct the study. A well thought-out and closed-ended questionnaire has been prepared based on the objectives of the study. The questionnaires have been administered to the respondents personally as well as via email communication. The sample size is restricted to a total of 100 respondents and the sample has been drawn using purposive method. The respondents covered are the NRIs from Dakshina Kannada, Udupi and Chikkamagaluru districts of Karnataka State. Primary as well as secondary data has been collected for the purpose of the study. The results of the study are bound to suffer from the demerits of sampling design and issues associated with the sample size. Further, the responses may suffer from human bias and prejudice.

Study Results

Table-1.1: Demographic Profile of Respondents

Variables	Classifications	Percentage (%)
Gender	Male	76
	Female	24
	Total	100
Age	25 or Below	7
	25-35	56
	35-45	29
	45-55	8
	55 or Above	0
	Total	100
Educational Background	SSLC/Diploma	28
	Graduation	46
	Post Graduation	26
	Total	100
Marital Status	Married	58
	Single	42
	Total	100
Occupational Status	Salaried	67
	Self Employed	08
	Professional	23
	Others	02
	Total	100
NRI Host Country	USA	14
	UK	06
	Saudi Arabia	21
	UAE	22
	Bahrain	07
	Oman	14
	Kuwait	16
	Total	100

Source: Field Survey

The above table evinces that 76 percent of the respondents are male while, 24 percent are female expatriates.

Most of the (56 percent) expatriates' covered are in the age group between 25 and 35 years. Among the remaining, 29 percent of the respondents are above 35 years of age while, 7 percent of the respondents are less than 25 years of age. Many of the respondents (46 percent) are graduates and there are respondents with diploma and post graduate qualifications. The table depicts that 58 percent of the expatriates surveyed are married and 42 percent of the expatriates are single. Furthermore, 67 percent of the respondents are in the salaried class and 23 percent are pursuing professional carrier. Only 8 percent of the respondents are businessmen and 2 percent of the respondents belong to other category of occupation. The table exhibits that most of the expatriates surveyed are from important middle-east countries like Saudi Arabia (21 percent), U.A.E (22 percent) Kuwait, (16 percent), Oman (14 percent) and others from USA (14 percent) and UK (6 percent).

Table-1.2: Work Experience in the Present Host Country

Options	Respondents (%)
0 - 1 year	7
1 - 2 year	18
2 - 3 year	44
3 - 4 year	12
4 - 5 year	0
5 - above	19
Total	100

Source: Survey Data

The number of years of overseas experience is an important factor which determines, to a great extent, the ability to adjust culturally in a host country. The Table shows that most of (44 percent) the respondents have worked for about three years in their present host country. It may be noted that 19 percent of the respondents have over five years of work experience in their host country. Only 7 percent of the respondents have less than one year of experience of working in the host country.

Table-1.3: Living with Family/Spouse in the Host Country

Options	**Respondents (%)**
Yes	44
No	66
Total	**100**

Source: Survey Data

Sometimes, certain circumstances may entail the expatriate to take his/her family/spouse to the living foreign country. Living with family/spouse is a great source of moral support to the expatriate in the foreign country. It is evident that 44 percent of the expatriates live with their family/spouse in the host country. It may be noted that 58 percent of the expatriates covered are married.

Table-1.4: Company Assistance to Family's Relocation

Options	**Respondents (%)**
Yes	58
No	42
Total	**100**

Source: Survey Data

The above statement was presented to the respondents to understand the company responsiveness to the expatriate's personal needs. It is apparent from the table that 58 percent of the respondents endorse that their company extends assistance and takes care of the issues like cost of visa, tickets, initial housing etc., for the smooth relocation of family.

Table-1.5: Family/Spouse Adjustment in the Host Country During Early Days of Stay

Options	Number of respondents	Respondents(%)
Not good	23	52.27
Okay	16	36.36
Well	2	4.55
Very well	3	6.82
Total	**44**	**100**

Source: Survey Data

The family/spouse adjustment to the host country is a critical issue which determines the success of expatriate in the host country. As per the survey results, 44 percent of the respondents live with their family/spouse in the host country. Most of these respondents (52.27 percent) opined that their family/spouse adjustment to the host country culture not good during their early days of stay.   It signifies that the family/spouse experienced psychological discomfort in the early days and unable to cope with the different cultural set up of the host country. Conversely, the study shows that 6.82 percent of the respondents say that their family/spouse is very well adjusted to the living conditions of their host country.

Table-1.6: Experience of Cultural Shock on First Visit

Options	Respondents (%)
Yes	91
No	09
Total	**100**

Source: Survey Data

Table-1.7: Time Taken to Get Out of Cultural Shock

Options	Respondents (%)
Less than a month	74
1-3 months	17
3-6 months	07
6-9 months	02
9 months to a year	0
Total	**100**

Source: Survey Data

The 'cultural shock' is a common but not a permanent phenomenon in case of most expatriates. The initial trouble and turmoil encountered by the expatriates disappear soon after they acclimatize to the new culture and the environment. However, the ability to adapt to the new environment differs from individual to individual. The study projects that most of the respondents were able to overcome the phenomena of 'cultural shock' in a short span of less than a month and within 3 months. Learning of new culture and new behaviour goes a long way in an attempt to combat the challenges of 'cultural shock'.

Table- 1.8: Expatriate Adjustment Scale

Items	Adjustment Scale					Total
	1	2	3	4	5	(%)
(A) General Adjustment						
Weather	78	12	10	0	0	100
Food	07	23	10	42	18	100
Health care facilities	15	03	12	55	15	100
Transport Facilities	36	20	18	16	10	100
Recreational facilities	12	16	06	53	13	100
Living conditions	67	26	7	0	0	100
Cost of living	82	11	7	0	0	100
Shopping	18	16	21	43	02	100
Different Housing condition	26	44	14	11	05	100
Customs and Values	16	32	08	28	16	100
(B) Interactional Adjustment						
Making Friends	09	18	32	36	05	100
Speaking with host nationals	12	24	07	46	11	100
Socializing with host nationals	14	52	16	18	0	100
Understanding jokes and humors	16	15	43	21	5	100
(C) Work Adjustment						
Managing Authority Relationship	14	22	34	26	4	100
Managing Work Roles	26	40	18	16	0	100
Performance standards and expectations	12	48	15	23	2	100

Source: Survey Data

The above Table No.1.8 sheds light on the three major dimensions of expatriate adjustment in the host country. The adjustment and adaptability of expatriates are measured using five point Likert Scale. In the above, Likert Scale 1 indicates Very Unadjusted, 2 indicates Somewhat Unadjusted, 3 indicates Neither Unadjusted nor Adjusted, 4 indicates Somewhat Adjusted and 5

indicates Completely Adjusted. The respondents have been asked to indicate their experience of adjustment recalling their early days of stay in the host country. Their opinion on three broad facets cross-cultural adjustments are captured in the table presented above.

The first dimension, the general adjustment is reckoned with such issues like adjustment to the weather, food, living conditions, shopping, customs and value systems etc. A cursory glance over the table shows that most of the respondents found adapting to host country weather conditions, living conditions, cost of living, housing conditions and customs and values highly difficult. Conversely, adjusting to healthcare facilities, recreation facilities and shopping was found somewhat easier by the respondents.

The second dimensions, interactional adjustment, manifest the ability to interact with the host nationals, making friends and socializing. The study pinpoints that the task of making friends and speaking with host nationals was conveniently handled by the respondents covered. However, the respondents experienced somewhat difficulty in socializing with host national.

The third dimension, work dimension, is reckoned with adjusting to the work culture and managing work related challenges at the organization of the expatriate. The table shows that the work adjustment by expatriates during their early days was not that smooth. Managing authority relationship, role conflict and meeting rising performance challenges was somewhat difficult for the expatriates.

Table-1.9
Clear Briefing of Job Responsibilities on Expatriate Selection

Options	**Respondents (%)**
Strongly agree	87
Agree	11
Undecided	2
Disagree	0
Strongly disagree	0
Total	**100**

Source: Survey Data

The role ambiguity and conflict can be best avoided when job responsibilities and expectations are precisely defined. This is an important requirement especially in the case of overseas assignment. The clear cut explanation of the job responsibilities provides the job incumbent the clarity and confidence in the meticulous discharge of his/her responsibilities. The table shows that 87 percent of the expatriate strongly agree that on their selection for international assignment, they were clearly apprised of their responsibilities. The table further indicates that 11 percent of the expatriates agree to the same statement made, while 2 percent of the expatriate are undecided. It may be noted that none of the expatriate disagree with the statement presented to them.

Table-1.10: Pre-departure Training Assistance by Organizations

Options	**Respondents (%)**
Yes	0
No	100
Total	**100**

Source: Survey Data

The objective of pre-departure training is to make the expatriate aware, sensitive and mentally prepare them for the new life and work conditions abroad. This is imparted in the home country soon after the expatriates are selected for overseas assignment. The study brings out the fact that pre-departure training was grossly neglected by the hiring companies. Impart of pre-departure training invariably reduces experience of cultural shock at least to certain extent.

Table-2.1: Exclusive On-site Training Assistance by Organizations

Options	**Respondents (%)**
Yes	92
No	8
Total	**100**

Source: Survey Data

The need based training initiatives and interventions can eventually mitigate the initial workplace ambiguities and facilitate the expatriate to adjust effortlessly to the workplace demands and new culture. The study shows that 92 percent of the respondents agree that they were provided with exclusive training on work and cultural issues at time of reporting to work in their host country.

Table-2.2: Nature of Training Assistance by Organizations

Options	**Respondents (%)**
Job Orientation	100
Environmental Briefing	100
Cultural Orientation	100
Language Training	34

Source: Survey Data

The rising incidence of expatriate failure is largely attributed to the neglect of pre-departure training and on-site training by the organizations. There are several important areas for expatriate training which includes job related training, information about climate, geography, housing, value system and host country language. The study shows that all respondents were provided with job related training, environmental briefing and cross-cultural orientation. However, only 34 percent respondents were provided with language training which makes interactional adjustment difficult.

Table- 2.3: Methods of Training

Options	**Respondents (%)**
Lectures	100
Role Play	34
Case Studies	2
Instructional Games	16
Reading Assignments	0
Field Trips	0

Source: Survey Data

There are host of training methods which aim at sensitizing the expatriate to the new cross-cultural environment. Among the methods presented to the respondents, the traditional 'lecture method' was used extensively to familiarize them with the cross-cultural issues and challenges. The other methods like role play, games and case studies are sparingly used by the organizations where respondents work.

Table- 2.4: Duration of Training

Options	Respondents(%)
One Day	16
1 - 3	54
1 - 5	24
1 - 7	06
1 - 15	0
1 - 30	0
More than a month	0
Total	**100**

Source: Survey Data

It's said that longer the duration greater is the impact and effectiveness of cross-cultural training. The table evinces that most respondents received cross-cultural training for a period of three days. The training involves huge cost outlay which may compel the organizations to compress the duration of training. Needless to say it is the content of training, resourcefulness of trainers and active participation of trainees make the entire training program more effective.

Table-2.5: Satisfaction with Overseas Assignment

Options	Respondents(%)
Strongly agree	87
Agree	13
Undecided	0
Disagree	0
Strongly disagree	0
Total	**100**

Source: Survey Data

Job satisfaction is a psychological state of mind which is a decisive element in the pursuit of any career. It is no exaggeration to say that success in foreign assignments is invariably assessed by the amount of job satisfaction reaped by the expatriate managers. The study presents that all the respondents agree that they are contented with their overseas assignment. It signals that they have eventually adjusted to the new environment and successfully faced all the cross-cultural challenges and emerged victorious.

Discussion:

The work was undertaken with twin objectives of studying expatriate response to cross-cultural adjustment and organizational support to facilitate expatriate success in the globalised work environment. The study projects that large majority of respondents' experienced all forms of cross-cultural challenges during their early days of stay in the foreign society. They experienced difficulties with respect climate, living conditions, housing conditions, cost of living and many cultural issues. The study also brings out the fact that most respondents successfully adjusted to new environment within a period of one month. The development of learning and adaptability skills play an instrumental role in the adjustment to the new environment. The study also reveals that organizations were responsive to the training needs of the expatriates and helped them to wriggle out of the cultural shocks and many other difficulties.

Conclusion:

The increasing pace of globalization and liberalization has accelerated the growth of international business. Lured by the new and lucrative business opportunities in the global space, the MNCs have expanded their business network across the globe. This massive expansion of international business made it imperative for the MNCs to scout for culturally competent expatriate managers. The cross-

cultural adjustment is a vital element of expatriate success in the host country. The myriad cultural, work and non-work factors of the host country make the adjustment to host country challenging to the expatriate. Adjusting to the food, living conditions, housing conditions, shopping and host country work culture are the critical elements of cross-cultural adjustment.   However, success of expatriation does not entirely rest on an expatriate's ability but also on organizational support and assistance that expatriates receive both during pre and post departure to the host country. Organizational assistance in the form of role clarity, support to family relocation, cross-cultural training, logistical and social support, mentoring, etc. play a stupendous role in the success of expatriate managers in the global space.

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Performance Mapping With Industry Institution Collaboration

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Abstract

Performance is the key indicator to survive in the competitive world of the industry. Every company wants to maintain a good industry performance in the corporate sector. To achieve the desired result they must have sound employees network to execute any type of projects. This paper developed with an intention that the organization invests a lot of financial resources to train the employees to match their actual work in the corporate sector. So to avoid this industry should have a tie-up with an education institution. This will help the industry to get the required candidate as per their requirement in the industry. In academics, students have to update among themselves with an industry work culture and it will help them develop a lot in their career. The resource persons from the industry have to be invited to share their experience in the classroom

which will turn into a useful discussion in the academic and industry area. At present corporate sectors are not satisfied with the present education system prevailing in our society. Industry and academic collaboration will enrich the knowledge of the students about the corporate sector. This will make the students competent to face the competition successfully in the job market. The major objective of this paper is to know the changes that are taking place in the industry because of industry and educational institution collaboration.

Keywords: Training, Competent, Manpower etc.

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Introduction

Industry - Institution collaboration sharpens the minds of the students. This will contribute to producing qualitative human resources as per the need of the industry (Sen, 2009). The organization can also bring down their other costs like recruitment and training to the employees. As a result of the 'industry institution' collaboration, students are given all the required inputs to develop their career in the industrial sector (Dipak, 2007). Human resource is one of the greatest assets to the industry and the management has to make proper plan to utilize the said resource for the productive purpose (Haines, 2012). In this concept, they can also save time and energy to get the quality input for the industry. The institution has to tie up with industry to create quality output from the academic. Industry experts have to sharpen the skills and ability of the students as per their requirement. This enables the corporate sector to execute the projects in time by having skilled human resources (D'Este et.al, 2013) It brings new energy in the organization to take up new challenging projects in the future (Combs et.al, 2010). If employees are confident with themselves, they can create wonders in the corporate sector. The industry has to focus on the development and use of potential work force efficiently to achieve their desired goal (Igbaria,1995). Continuous improvement in the academic and industry will bring perfection in the quality of the human resource (Van et.al, 2011).

Objective of the study

1. To develop the quality human resource in the corporate sector with a academic collaboration.
2. To develop the skills required to perform the task in the corporate.
3. To understand the industry requirement from the academic institution.

4. To know the current situation prevailing in the industry and academic institution.

5. To analyze the gap in the industry and academic institutions.

6. To suggest measures to develop the skills required to perform the tasks required by the corporate sector by enhancing the quality of human resources

Need for the present study

1. To create a good work culture in the students career.

2. To bring awareness about the latest development taking place in the industry.

3. To supply the required skilled man power to the industry.

4. To share the experience of the industry in the academic syllabus.

5. To reduce the gap between industry and academic area.

Research Methodology

The research is developed through primary data like observation and collection of data through questionnaires. Theory is developed on the basis of field study and referring secondary data like books, journals and magazines.

A. Sample Size

The sample size is determined as 30 students who are pursuing their MBA and 30 respondents from the corporate sector.

B. Statistical tool:

To analyze the data F test is used and drawn conclusion for the statements.

Areas were industry institution collaboration will sharpen the performance of human resources.

1. **Understand the industry**

   It helps the students to know about the each and every aspect the industry. This makes them familiar with the industry. Having the complete knowledge every aspect of corporate functioning will make them easily fit into their job (Filippetti,2017).

2. **Knowledge Exchange**

   The experts from the industry can arrange knowledge programmes at the institutions and corporate offices mutually to share their knowledge and expertise.

3. **Leadership**

   In the college the faculty members should discuss about the success stories of the industrialists who achieved milestone in their career. This will bring a new spirit in the younger population to become a successful achiever in the organization. They are inspired to create wonders in the corporate sector (Cohen, 1990).

4. **Utilization of resource**

   Industry and institution has to fully utilize the resource available for the development of the human resource. We have to sharpen the minds of the human resource for the effective use of resource and produce greater result in the field of the industry (Hayter et.al, 2017).

5. **Industry visit**

   Industry visit is another way to develop the human resource in the industry. It gives details of the various operation taking place in the industry and students come to know about the major functions of the corporate like finance, marketing , human resource , production etc (Torres et.al, 2011).

6. **Team building**

   At present every company emphasis on the team work in the corporate sector. Project manager will divide the main work into different teams to achieve the main objective (Bienkowska,2012). Working in a team spirit has to be developed in the students to fit them in the corporate sector perfectly (Astebro et.al, 2013).

7. **Training**

   Training helps the employees and students to learn required skill and make their work very comfortable (Drew, 2009). Training helps the employees to increase their speed of the operation and increase the effectiveness. Training always builds confidence in the mind of the employees that makes them to feel free (Schartinger et.al, 2003).

8. **Encourage creativity**

   Sometimes students have innovative ideas in their mind that should be encouraged to implement successfully in the industry. Creativity is the asset for the industry to take up innovative projects in their career (Meyer, 2003). A good student and industry interaction in the college will helps the industry to get the creative employees in their business (Greenwood, 2001).

9. **Talent hunt**

A good career plan in the industry will normally attract the talented youth to apply to that industry. This will make the company to get best human resource to carry their operation and retain the talents for the development in the company (Larsson et.al, 2017).

Empirical evidence

From the Table given below, it clear that all the statements are shows highly significant in the Variance test. So from this it's clear that majority of the respondents are felt that college and industry collaboration will helps to create skilled labour force for the development of the country. Industry institution participation will make the foundation strong for youth to excel in the corporate sector. This will supply the required manpower for the industry to take up new projects.

Findings

1. Industry and academic sector can exchange useful information for the development of human resources.
2. Collaborative learning will enrich the knowledge of the employees and students.
3. There is more scope to develop innovative concepts in the mind of students and industry.
4. Develop a mutual understanding with an industry and education institution.
5. Industries will get the qualified and skilled labour force from the education institutions.

Table No 1

Table showing the Mutual Benefits of Industry – Institution Collaboration

SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SD- Strongly Disagree.

S - Students. C- Corporate, P – Particulars.

SL. No	Statements	P	SA	A	N	DA	SD	F	Results
1	Industry institution gap can be minimized.	S	8	16	2	2	2	.005	Significant
		C	9	17	3	1	0		
2	Creative ideas can be exchanged to bring revolution in the industry.	S	7	18	3	1	1	.007	Significant
		C	8	18	2	1	1		
3	Arranging training in colleges will help the industry to get skilled labour force.	S	9	17	2	1	1	.005	Significant
		C	8	20	1	1	0		
4	It helps the colleges to understand the industry requirements.	S	11	18	1	0	0	.003	Significant
		C	9	20	1	0	0		
5	It helps to gain the practical knowledge of the industry.	S	10	15	2	2	1	.001	Significant
		C	9	18	1	1	1		
6	Develop leadership qualities in the youth.	S	9	19	1	1	0	.002	Significant
		C	7	19	2	1	1		
7	Helps to work in a team.	S	12	16	1	1	0	.001	Significant
		C	11	13	3	2	1		
8	Helps to develop quality human resource for the industry.	S	9	16	3	1	1	.003	Significant
		C	11	15	2	1	1		

Source: Primary data

Suggestions

1. Academic section has to train the students as per the requirement of the corporate needs.

2. Universities also have to take active part in revising the syllabus keeping in view the present need in the job market.

3. Colleges have to encourage the students to do their internship and projects in their interested industries.

4. Training programs should be organized by the experts from the industrial sector, so that, it will enrich the knowledge of the prospective employees of the educational institutions.

5. Develop leadership and team spirit among the students to face the challenges in their job.

6. Industry has to identify and recruit the talents from the college campus itself.

Conclusion

Every company depends upon the performance of the employees in the organization. At present quality is the one of the best criteria to develop competitiveness in the industry. So industry institution collaboration will helps to sharpen the quality of the human resource to achieve success in the corporate sector. Industry-institution should try to maintain a balanced growth in fulfilling the dreams of the youth.

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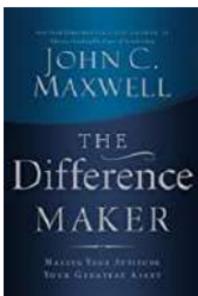
Book Review

The Difference Maker

Making Your Attitude Your Greatest Asset'

Author: John C. Maxwell

Reviewed by: Prof. Geetha G. Bhat

The book under review is '**The Difference Maker – Making Your Attitude Your Greatest Asset' by John C. Maxwell**

This is a book on 'Attitude'. How can two people with the same skills and abilities in the same situation, end up with two totally different outcomes? Dr. Maxwell says that the difference maker is the 'attitude'. For those who have ever wondered what may be separating them from achieving the kind of personal and professional success they have always dreamt of, Mr. Maxwell says, that it is their attitude.

Majority of motivational speakers say that attitude is everything. But, Maxwell says that it is not everything. At the same time he states that, it does not mean that attitude is nothing. The right attitude cannot make a person something if he is nothing, but it can enhance everything he has. That is why Dr. Maxwell calls attitude – the difference maker.

Maxwell writes, attitude is a primary component in determining our success. While it can't alter what exists, it can influence our future via how we choose to deal with things we encounter in everyday life. "The happiest people," he notes, "do not necessarily have the best of everything; they make the best of everything." Essentially, if we expect bad things, he says, we get them. Conversely, we often get good things by expecting them. He says, by applying attitude correctly, we can make it one of our most powerful assets.

Dr. Maxwell from his experience examines where attitude comes from. In his book 'The Difference Maker' he explores what your

Principal, Anugraha Womens' College Kalladka

attitude can and cannot do for you. He shows how to transform your attitude into your single biggest asset.

Mr. Maxwell believes negative thoughts lead to negative beliefs, which in turn lead to wrong decisions and actions, creating a pattern of bad habits. Developing the proper attitude can reverse this vicious cycle. He also maintains that attitude adjustment is not a one-time event; it is something we have to manage daily.

Dr. Maxwell focuses deeply on five obstacles and how to manage them. The five hurdles include **discouragement, change, problems, fear and failure.**

The first hurdle, according to Maxwell, is '**Discouragement**'. If not handled correctly, discouragement can make someone give up instead of facing the situation. Maxwell opines that we can win over discouragement by getting the right perspective, spending time with the right people , saying the right word and having the right expectation.

The second hurdle is **'Change'**, something that most people resist. Maxwell suggests to objectively examine why we oppose the change. Once that's established, we need to determine how to make the change successful and positive. He states that we should embrace change by determining that without change there would not be improvement.

The third obstacle is the **'Problems'**. "Our perspective on problems, not the problem itself, usually determines our success or failure," writes Maxwell. According to the author, the best way of dealing with it is by defining, anticipating evaluating and embracing the problem and turning it into a potential opportunity for personal or professional advancement.

The **'Fear'** is the fourth obstacle. Here, Maxwell invokes Franklin D. Roosevelt's words, "The only thing we have to fear is fear itself," Maxwell contends that if permitted to run rampant, fear can generate

inaction, weakness and more fear, which can be destructive. He says-' defeat fear by admitting to fear, realising fear's limiting power; and converting fear into desire.

Last, Maxwell discusses '**Failure'.** Maxwell believes that: if we fail or make a mistake, we should learn from it, put it behind us and move on. It's a way of learning and growing, not necessarily the end of a dream. Otherwise, we run the risk of letting it defeat us. By seeing failure as a teacher rather than a limit, we remain capable of taking risks - something necessary for success.

He teaches the difference between what he calls decision making and decision managing. He maintains that, 'your attitude and how you see your circumstances can greatly affect your success in attaining goals and dreams'.

However, some critics argue that what Maxwell offers is simply common sense. But, the book goes far beyond. Written in a light, almost chatty style that uses examples, anecdotes and quotes from Abraham Lincoln to Yogi Berra, it provides many points of entry and shows how anyone, if determined, can indeed make his or her attitude make a difference.

About the author

John C. Maxwell is an internationally recognized leadership expert, speaker, and author who has sold over 16 million books. His organizations have trained more than 2 million leaders worldwide. Dr. Maxwell is the founder of EQUIP and INJOY Stewardship Services. Every year he speaks to Fortune 500 companies, international government leaders, and audiences as diverse as the United States Military Academy at West Point, the National Football League, and ambassadors at the United Nations. A New York Times, Wall Street Journal, and Business Week best-selling author, Maxwell was named the World's Top Leadership Guru by Leadershipgurus.net. He was also one of only 25 authors and artists

named to Amazon.com's 10th Anniversary Hall of Fame. Three of his books, The 21 Irrefutable Laws of Leadership , Developing the Leader Within You , and The 21 Indispensable Qualities of a Leader have each sold over a million copies.

Conclusion

Finally **,** the book is quite inspiring and reflective. It is filled with such good information many excellent quotes. Maxwell is masterful at squeezing an immense amount of helpful, practical advice into this short, easy-to-read, anecdote-filled book which contains very practical, actionable advice that will positively impact the life of anyone.

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