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An Examination of the Relationship Between Perceived Injustice, Workplace Neutralization and Corrupt Tendencies: A Study on Employees in Nigeria

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Employee-perspective to studying corruption has argued that corruption among employees can be traced to perceived injustice in the distribution of work-related benefits. Previous studies did not provide sufficient empirical evidence on the extent to which interplay of perceived injustice and neutralization may be connected with corrupt tendencies, which may be an important step to understanding the psychological process of corruption. In two studies, using a field experiment (study 1, n = 328) and a questionnaire study (study 2, n = 306), results showed that workplace neutralization increased the extent to which perception of organizational injustice led to corrupt tendencies. Implications of the results for theory, research, and practice are discussed.

Key Words: *Corruption, Injustice, Nigeria, Workplace Neutralization*

A Study on the Formation of Organizational Legitimacy Perception of Newcomer Employees: Broadening the Organizational Justice-trust Relationship

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The present study is based on the context of socialization in the formation of organizational legitimacy perception of newcomer employees. Specifically, it borrows from the legal socialization literature to broaden the implications of organizational justice by considering organizational legitimacy perception as an outcome. This study applies the organizational theories of fairness heuristic and psychological contract fulfillment to outline the process of formation of organizational legitimacy perception for newcomer employees. Further, it outlines the mediational role of trustworthiness and its multiple dimensions such as ability, benevolence, and integrity in the relationship between organizational justice and organizational legitimacy. Further, supervisor referent interpersonal justice has been examined to moderate this mediation. The findings suggest that the indirect relationship between interactional justice and legitimacy is partially mediated and indirect relationship between procedural justice and legitimacy is fully mediated through all the three dimensions of trustworthiness. Theoretical implications of the results are discussed as well.

Key Words: *Organizational justice, Trustworthiness, Organizational legitimacy, Uncertainty, Socialization, Psychological contract fulfillment, Fairness heuristic, Moderated mediation*

Microfinance and Women's Empowerment: An Exploratory Demographic Study in Karnataka, India

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Micro Finance Institutions are uniquely positioned in reaching out to the very poor and hence play an important role in facilitating inclusion. It is mostly the poor people who are left out of the purview of formal lending institutions as they fail to convey that they can repay their loan promptly. Out of nearly six lakh villages in India only 10% of the villages have access to finance, thereby making India a country with highest number of households being excluded from banking arena. This paper intends to study the linkage of Demographic variables with empowerment of members. The study covers 625 members of microfinance institutions covering 30 districts of Karnataka. Descriptive statistics computing mean and standard deviation has been done. Independent sample T-test has been employed to test the relation between demographic variables like age, education, family income and marital status, with all the 6 dimensions of empowerment (Decision-making, Cognitive, Goal Clarity, Economic independency, Mobility and Social Status and Self-esteem). The study proved that among the demographic variables age of the members and their educational qualification has an impact on the empowerment of the members.

Key Words: *Decision-making, Economic Independence, Goal Clarity, Microfinance, Women's Empowerment*

An Assessment of the Influence
of the Psychological Consequences
# of Task Significance on Employee
Engagement and Turnover Intentions

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Task significance refers to the aspect of job design that allows one to make a positive difference in others' lives through one's work. Perceived prosocial impact, affective commitment to beneficiaries and perceived social worth are the psychological outcomes of the task significance aspect of job design. These three psychological mechanisms mediate between task significance and work performance. These variables could be crucial in understanding the problem of high turnover being faced by Indian organizations. The aim of this paper is to analyze the relationship between perception of prosocial impact of one's job, affective commitment to beneficiaries and perceived social worth on employee engagement and turnover intentions. The sample consists of participants working in roles with high task significance in various Indian organizations. The findings suggest that perceived prosocial impact and perceived social worth are strong predictors of employee engagement and reduced turnover intentions. Affective commitment to beneficiaries is comparatively weaker in predicting these variables. The managerial and research implications of the findings have been discussed.

Key Words: *Employee Engagement, Job Design, Perceived Pro-social Impact, Task Significance, Turnover Intentions*

Parental Style and Television Socialization of Children and Adolescents: A Perceptual Study in the Indian Context[†]

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Consumer socialization is the procedure through which youngsters procure the skills, attitudes, and learning that are significant to function as consumers in the market place. The role of parents in the consumer socialization process is undisputable. Parents often show their concerns towards impact of other socialization agents on the children and adolescents. The impact of television advertisements has always been a matter of concerns for the parents especially for the risky consequences it has over behaviors and attitudes. Consumer socialization of children and adolescents, television socialization and parental style are interlinked with each other. The current study is an attempt to understand this relationship in India where family structure and communication patterns are undergoing a tremendous transformation. The results reveal that the parents are worried about the impact of television on youngsters. Irrespective of their gender, age and co-viewing frequency parents in India unanimously want to control the content their children watch on television and also wish to monitor it.

Key Words: *Consumer socialization, Pester power, Parental style, Television socialization*

Impact of Work-Family Conflicts on Professional and Personal Outcomes and the Need for Work-Family Enrichment: An Investigation of Non-Managerial Hotel Personnel in India

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This study explores issues and perceptions of Work-life Balance (WLB) of non-managerial personnel of different departments of select luxury star hotels in India. Data collection is through questionnaires (self-administered) and interviews to study sources and outcomes of Work Family Conflicts (WFC) and Work Family Enrichment (WFE). Factor analysis discovered conflicts based on time, strain, and behavior. It is found that non-managerial employees experience the above types of WFC with negative impact on their family and work leading to physical and psychological health issues. They perceive that there is work life imbalance due to shortage of staff coupled with stiff market competition. Conflicts based on Time, Strain, and Behavior and the sources and outcomes of WFC are correlated negatively with the general perception about WLB while WFE is correlated positively with WLB. WFC are prevalent in the Indian hotel industry and WFE initiatives are needed to increase WLB.

Key Words: *Bases for Conflict (Time, Strain, Behavior), Family Work conflicts, Work Family Conflicts, Work Family Enrichment, Work-life Balance (WLB).*

Impact of Spiritual Quotient on Attitude Towards Duty and Job Satisfaction: A Study on Employees in the Banking Sector in India

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This empirical research aims to explore the impact of spiritual quotient of employees on their attitude towards duty and further the impact of attitude towards duty of employees on their job satisfaction. The impact of attitude towards Duty as a mediator variable has also been investigated. Analysis of primary data adequately supports that spiritual quotient of employees positively and significantly impacts all the four identified dimensions of attitude towards duty. Results have proved that a higher level of spiritual quotient in employees can cause positive variation in their level of involvement and commitment by 8% to 30%, in their perception about work that it is a mean to use potential and creativity by 12% to 25%, in their perception about work as a way of learning and growth by 7 % to 17% and in their perception about work as a way to serve the society by 5% to 25%. It has been proved that spirituality helps in enhancing job satisfaction of employees more effectively by impacting the mediator, i.e., attitude towards duty, positively by 11% to 39%. which in turn causes positive variation in the level of job satisfaction of employees by 20% to 43%. This research strongly supports spiritual orientation of the employees which will help the organizations to improve attitude of their employees towards duty as well as their job satisfaction level.

Key Words: *Attitude Towards Duty, Job Satisfaction, Spirit, Spirituality, Spiritual Quotient*

Implementing an ERP System in a Multi-business Company in India: The Case of MBPEL†

Preeti Khanna* and Sandeep Desai**

Pune Based Marc & Brown Principles Enterprise Limited (MBPEL) is a flagship company of the 60+-year-old Marc & Brown Group (MB group). The company had a pan-India presence and also well established in Middle East and Africa. The MB group comprised over 20,000 employees and was present in more than 20 sectors. The company had 21 regional offices in India, and, employed over 7,000 people. Different business divisions of MBPEL were using different processes resulting in issues relating to uniform policies, procedure implementation, reorientation of employees transferred from one division to another, etc. MBPEL had always used home-grown systems, where the information and processes were handled in silos. To add to this, it was imperative to handle the changes in business laws and regulatory framework required greater control and standardization of business processes across all its divisions. The purpose of this case is to understand the importance of standardizing its business process in construction industry which are typically complex in nature due to its global existence. The journey described in the case has been one of the best projects as far as ERP implementation methodologies are concerns because of its clear business objectives, and the organization strategy to work around three important dimensions, i.e., people, processes and Information Technology (IT) platform.