

EXPLORING THE ROLE OF HUMAN RESOURCE DEVELOPMENT IN IMPLEMENTING
SOCIAL AND ECOLOGICAL SUSTAINABILITY: A CASE STUDY OF AN INDIAN
FAMILY RUN BUSINESS

by

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(Under the Direction of Juanita Johnson-Bailey and Khalil Dirani)

ABSTRACT

This qualitative study was designed to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

1. How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
2. How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

This study applied the theoretical framework influenced by sustainability, critical human resource development and organizational culture. The study explored the practices of a large Indian family run manufacturing business and gathered information through semi-structured interviews, documents and observations. Two findings were derived. First, the organization culture of an Indian Family Run Business is used as a tool for shaping for employee behavior

and is deeply rooted in Marwari values. Second, sustainability implementation is based in raising consciousness.

Two major conclusions were arrived at. First, the linkage between human resource development, organizational culture, and sustainability is problematized in the Indian corporate setting because sustainability is ensconced and dependent in Western cultural strategies that are in direct contrast to Indian corporate values. Second, the modeling of espoused Western individualistic values that critical to personal success in a Western organization setting are in opposition to Marwarian tradition where collectivist values of this manufacturing business that was grounded in a centralized hierarchical power model. Additionally, the larger religious culture is impacted by socio-cultural constraints including the legacies of the British Raj.

It is suggested that the study be carried out in other organizational settings to identify the linkages between human resource development, organizational culture and sustainability. The recommendations include developing an organizational culture that can develop the sustainability strategy to reflect social, ecological and economical outcomes.

INDEX WORDS: Adult Education, Critical Human Resource Development, Indian Family Run Business, Organization Culture, Sustainability.

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DEDICATION

Om Bhuur Bhuvah Svah Tat-Savitur Varenyam Bhargo Devasya Dhiimahi Dhiyo Yo Nah

Pracodayaat ||

On the absolute reality and its planes,

On that finest spiritual light,

We meditate, as remover of obstacles

That it may inspire and enlighten us.

To Goddesses...Lakshmi, Durga, Saraswati, Rajarajeshwari ...many names...One divine
purpose...spirituality.

To Anaisha – my daughter. And Smt. Daya Abichandani and Shri. Moti Pariomal Abichandani –
my parents. My sisters – Kavita Abichandani and Sushma Abichandani.

My niece Yutika and nephew Gautam.

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To all the countless women, on whose shoulders I have stood to, to reach here at this point in my
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TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER	
1 INTRODUCTION	1
Sustainability	3
Organization Culture.....	7
Indian Family Run Business Context	8
Statement of Problem.....	11
Purpose of the Study	12
Significance of the Study	12
Summary	13
2 REVIEW OF LITERATURE	16
Sustainability	16
Organization Culture.....	35
Marwari Family Business Culture	39
Connections Between Power and Organization Culture.....	42
Linking Organization Culture and Sustainability	44
Summary	46

3	METHODOLOGY	48
	Design of the Study.....	48
	Sample Selection.....	51
	Data Analysis	65
	Trustworthiness of the Study	67
	Assumptions and Limitations	70
	Reflections	73
	Summary.....	74
4	CASE DESCRIPTION AND PARTICIPANT PROFILES	75
	Case Description.....	76
	Participant Profiles.....	85
	Summary.....	85
5	FINDINGS.....	90
	Organizational Culture of an Indian Family Run Manufacturing Business	91
	Sustainability implementation on an Indian Family Run Business	119
	Summary.....	125
6	CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS	126
	Conclusion and Discussions	127
	Conclusion One.....	128
	Conclusion Two.....	133
	Implications for Theory	139
	Implications for Practice.....	140

Recommendations for Future Research	141
Summary	143
REFERENCES	145
APPENDICES	
A Consent Form	158
B Semi- Structured Interview Questionnaire and Observation Protocol.....	160
C Letter from a Peer Debriefers	162
D List of Codes	163
E Final Codes	166

LIST OF TABLES

	Page
Table 1: Disparities between Urban and Rural India.....	10
Table 2: Markers of Sustainable Development for Industry: A General Framework	27
Table 3: Sample Open Coding.....	66
Table 4: Participant Profiles	84
Table 5: Synopsis of Findings	91

LIST OF FIGURES

	Page
Figure 1: Analytical Framework Discussing Sustainability Tradeoffs.....	32
Figure 2: The Evolution of Corporate Sustainability.....	33
Figure 3: Evolution and Diffusion in HRM.....	45
Figure 4: Location 2.....	81
Figure 5: Location 3.....	83

CHAPTER 1

INTRODUCTION

India is one of the fastest growing economies in the world. Although its growth is currently driven by its rapid industrialization, agriculture also continues to be a critical sector of expansion and development. India's large economy is rooted in its population size with the second largest population in the world after China (The World Factbook, 2011). According to world financial experts, India's monumental and sizable yet rapid economic growth will have a profound impact on the internal development of the country and the world (International Monetary Online, 2012).

Along with the rapid industrialization of a largely agricultural nation come issues of sustainability such as social and ecological equity of nature, humankind, and society. Rapid growth always brings possibilities of unintended inequities and injustices that may have long-term consequences like creating an increasingly marginalized society. India's overpopulation is at the root of its socially challenged development that includes the horrors of poverty and economic, social, and psychological degradation adding to the existing woe of global social instability. Additionally, the environmental challenges of such rapid growth include the loss of irreplaceable assets such as coal, oil, natural gas, and other scarce, vital natural resources. The consumption of these natural resources also burdens the environment with an escalating global warming and climate change. Scientists around the world have sounded warnings that China and India's unstoppable industrial growth can cause *irreversible* environmental damage (UCS, 2010). The fear now is that the extensive industrialization of South-East Asia (both India and China)

can prove to be catastrophic to the planet Earth because their growth depends on the use of natural resources, rainforests, and fossil fuels (UCS, 2010). Furthermore, although documented global environmental changes over the last 60 years have been directly linked to the extensive industrial and economic growth of the Western world (Hawken, 1993), the unanticipated climatic effects of South East Asia's industrialized development can be devastating.

The following includes various factors signifying the need for sustainable growth and requiring an examination of a true social and environmental sustainability, along with the issues that point towards the urgent nature of and need to respond to a call for sustainability.

1. The *growing chasm* between the rich and the poor. More than 3 billion of the world's population (50%) live in poverty (United Nations Development Program 2010). In 1999, the rich-poor ratio was 1:61
2. *Overpopulation*: By 2030, the combined population of India and China will be 2.99 billion (United Nations Development Program 2010), which will tax the existing world supplies of potable water, food, oil, natural gas, and petroleum (Doppelt, 2008);
3. *Topsoil degradation* is the most silent and deadly threat after overpopulation, with India holding 21% of the world's arable land that is rapidly becoming polluted (Senge, Smith, Kruschwitz, Laur, & Schley, 2008);
4. It is forecast that the world's energy needs will *increase five to seven fold*, and at the same time, the agricultural needs of developing countries will increase two to three fold in order to match the consumption needs of their populations and equalize with the consumer needs of the industrialized nations. Currently 20% of the world's population use 80% of the world's resources (Capra, 2002);

5. *50% of the world's children* face the challenges and deprivation caused by poverty, war, HIV/AIDS, and other medical illnesses. Forty thousand children die every day of preventable diseases (Senge et al., 2008);
6. The Union of Concerned Scientists (1992), a group of scientists (a majority of the scientists Nobel laureates) from around the world, has warned *humanity* about the critical stress on the natural environment from over-population.
7. One third of animal species are already extinct, with an unknown impact on micro-flora and insects (Union of Concerned Scientists, 2008). The diversity of species required to maintain the stability and efficiency of the ecosystem is foundational for the web of life, including *human life* (Capra, 1996), and is rapidly degrading;
8. Dire measures are needed to stabilize the natural environment or else mass extinction is unavoidable, with the amount of time for a full rate of recovery from mass extinction estimated to be 10 million years (Union of Concerned Scientists, 2010);
9. Research has found pollutants in mother's milk and male sperm (Union of Concerned Scientists, 2010), indicating the deep presence of "industrial waste and accumulation" (p. 6) in human body and the food chain.

The aforementioned factors describe the current state of social and ecological instability around the world. Sustainability of the environmental and social systems is crucial to maintaining the balance of ecological diversity and social systems.

Sustainability

The underlying philosophy of sustainability is an eco-centric approach with conservation of the environment and ecosystems as a primary goal. Within this philosophy, human society is a subsystem of planet Earth, and the primary role of human society is maintaining equilibrium

among all plant and animal species in conjunction with human systems (Capra, 1982, 1996, 2002; Hawken, 2007; Senge et al., 2008). This philosophy encourages depopulation, a reversal to the original ecosystem equilibrium, and reduction in the human impact on earth, de-growth, and de-urbanization. In my view, sustainability is about generating and co-creating a new social and ecological reality, through a resource respecting human society. In this dissertation, I choose to examine sustainability from this view.

The business case for Sustainability

The emerging dangers of environmental pollution and economic and social instability allow for examining the role of individuals, corporations, and institutions in each of these insecurities. Each one of these actors can facilitate in co-creating a new socio-ecological sustainable reality in everyday individual, institutional, and organizational settings by examining their products, processes, multiple stakeholders, intended and unintended outputs, in short, the organization product and process life cycles. Although the immediate moral philosophy of sustainability appears to be too complex for business organizations, its strategic significance cannot be denied (Senge et al., 2008; Wilson, 2003). The very large presence and power of business organizations across the globe make them important contributors to developing measures that can ensure social and ecological sustainability. Capra (1996, 2002) makes clear that social and environmental issues are significant for business leaders, as the collapse of either of these systems i.e. social and environmental system will eventually affect the ability of organizations to continue business as usual.

For some scholars, the primary, and strategic, reasons for business organizations to engage in sustainability are competitiveness and value creation for the end consumers, which in turn create profits. Although profitability seems an obvious reason to engage in sustainability,

additional reasons include employee engagement, and retention and long-term value creations for the business (Baumgartner, 2009; Baumgartner & Ebner, 2010; Boiral, 2009; Boudreau & Ramstad, 2005; Kepler, 2011; Lubin & Esty, 2010). However, these strategic reasons for true sustainability may form the initial basis but not the actual reasons of the business sustainability.

Hawken (1993) emphasized the need for healthy commerce and for going beyond the traditional profit motive towards a creative ethical philosophy for the well being of mankind. By incorporating sustainability into the organizational cultures, biophysical foundations are brought into the organizations' strategic and stakeholder purview and provide a common denominator for ethics and management (Gladwin, Kennelly, & Krause, 1995). The intersection of organizational outcomes, processes, and temporal dimensions for sustainability would mean that organizations could engage in trade-offs that sometimes conflict with the performance orientation. As the governance mode would require superseding the impact, compliance, and management criteria for meeting true sustainability standards, it is difficult for organizations to engage in sustainability excellence (Hahn, Figge, Pinkse, & Preuss, 2010). The core reasons for sustainability include ethical and moral obligations of the corporations towards society, individuals, and the ecosystem. Denying these obligations often leads to engaging in false sustainability or green washing (Lubin & Esty, 2010). Thus, organizations choosing various rationales are engaging in sustainability such as brand building, generating goodwill, and attracting talent. Because of this green wash approach, we see varying degrees of commitment from organizations that engage in sustainability, resulting in a spectrum in which some organizations are engaging in sustainability as outward appearances, while others are making considerable authentic efforts to have an impact on the communities and natural environments within which they operate.

Factors discouraging organizations from embracing sustainability are a) the complex and multi-dimensional nature of sustainability (Armitage & Plummer, 2010), b) the belief in sustainability as a technical quick fix over a long-term business development approach (Alvesson & Willmott, 2003), and c) a comprehension of the significance of non-financial outcomes such as governance over financial outcomes (Diduck, 2010). Although a generalized sustainability agenda is reasonably within the reach of corporations by their conservation of natural resources and consideration of long term stakeholder benefits (Zink, 2008), a comprehensive sustainability strategy would require organizations to include corporate ethics and accountability, social responsibility, ecological preservation, and redevelopment as its pillars (Armitage & Plummer, 2010; Diduck, 2010; Lopez, Garcia, & Rodriguez, 2007; Zink, 2008), measures that organizations are resisting because of their lack of knowledge about approaching a comprehensive sustainability strategy (Schaefer, 2004).

A comprehensive sustainability strategy requires organizations to develop their adaptive capacity, resulting in sustainability excellence. This refers to the organizational ability “to be robust to disturbance, and to adapt to actual or anticipated changes” (Armitage & Plummer, 2010, p. 19), specifically with sustainability as a significant organizational goal. Thus, it can be ascertained that organizations willing to develop their adaptive capacity will critically examine their operations and products for their impact on the social and ecological environment. As the central concern of how the social dimension influences an organization’s governance outcomes (Folke, 2003) is realized, it becomes clear that an organization is largely responsible for the growth and development of the community within which it operates. Additionally, it is vital to realize the role of fit, interplay, and scale of the organization’s governance systems and their social and ecological dimensions (Armitage & Plummer, 2010). As the significance of an

organization's adaptive capacity is understood in the context of sustainability, one realizes that the organizational culture and strategy can play a significant role in developing a robust organization.

Sustainability self-reporting through the global reporting initiative (GRI) is a significant measure through which organizations can mainstream their practices and reporting, while earning grades for the self-reporting. The GRI platform is an integrated reporting tool that can be used to either report or explain the disclosure of an organization's sustainability practices. Through this reporting, various sustainability dimensions pertaining to social, environmental, and economic performance are disclosed. These dimensions are further simplified into performance indicators that include labor rights, human rights, employment, occupational health and safety, diversity, equal opportunity, investment, child labor, i.e. factors that indicate social stability (GRI, 2012).

Organization Culture

Boudreau & Ramstad (2005) viewed sustainability's moral and ethical values as redefining organizational effectiveness. The organizational effectiveness is largely dependent on its culture and is developed by various human resource development measures incorporated in everyday organizational life. According to Schein (1985), organizational culture is the pervasive underlying set of beliefs, values, assumptions, shared feelings and perceptions that influence the actions and decisions of organization members. Organization culture enacted through human resource development practices creates conditions conducive to sustainability-oriented behaviors among employees and other stakeholders. For this to occur, however, organizationally espoused values should match the practiced values (Schein, 1985) of sustainability. Human resource development practices focusing on linking sustainability awareness to training and development,

codes of ethics, rewards and compensation, human resource development strategy, and employee and stakeholder's recruitment eventually spread sustainability consciousness through organizational roots (Wirtenberg, Harmon, Russell, & Fairfield, 2007).

Power and control are significant aspects of an organization's culture (Alvesson & Willmott, 1992; Gilley, Callahan, & Bierema, 2003). However, within the Indian organizational context, power and control also coalesce with business and religious values, making it a unique organizational culture. Power and control are widely studied under the critical human resource development framework and allow for the examination of fundamental "justice" issues from this view. Using a critical human resource development lens, organizational power and control can be analyzed to define the impact of human resource development on factors such as trade union management and employee-employer relations.

Additionally, both management and human resource development scholars have recognized the link between sustainability and developing core organizational values that resonate with responsible social and ecological development (Alvesson & Willmott, 2003; Bierema, 1999, 2010; Bierema & D'Abundo, 2004; Fenwick & Bierema, 2005, 2008; Gilley et al., 2003; Spicer, Alvesson, & Kärreman, 2009). However, it is challenging to do so as non-financial outcomes are not recognized as valued outcomes. Factors such as effective governance, innovation, and flexibility (Diduck, 2010) are imperative for "true" sustainability and need to be reflected in organizational outcomes. Thus, linking organizational outcomes with human resource development activities is a significant aspect of sustainability implementation.

The Indian Family Run Business Context

India is an agrarian economy engaged in a rapidly industrializing phase, while also actively developing its nascent corporate social responsibility agenda (Ghosh & Chakraborti,

2010). Recent surveys of the Times of India (2010) and Karmayog (2008) conducted multi sector studies found that only 50% of Indian corporations engaged in corporate social responsibility initiatives, out of which the maximum percentage of funding for these initiatives was approximately 0.2% of their annual revenues.

Indian corporate social responsibility (CSR) is often in response to either labor and environmental standards or philanthropic activities (Prieto-Carrón, Lund-Thomsen, Chan, Muro, & Bhushan, 2006). A categorical analysis of the self-reporting CSR measures of 24 Indian corporations includes a) environmental policy, b) health, safety and environment, c) energy savings, d) environmental initiatives, e) sustainability reporting, f) waste management, g) water management, h) wind energy, and i) compliance requirements. These organizations often self-declare their CSR measures on their websites to gain a global competitive advantage (Malarvizhi & Yadav, 2008) and demonstrate their standards of ethical reporting, consistency across industries and sectors, and adherence to local/national and international laws.

Wilson (2003) views corporate social responsibility as a part of an organizational partnership with communities and corporate sustainability as a holistic framework that includes accountability, ethics, social, and environmental responsibility for all stakeholders. However, the key difference between sustainability and CSR has not been made in the Indian context and often one is submerged in the other. Moreover, to understand the critical need for sustainability in India, it is essential to understand the socio-economic status and disparities that exist between developed urban India and developing rural India (see table 1).

Given the existing disparities in the Indian industrial infrastructure, it is essential to understand the role industrial units and corporations can play in alleviating some social disparities and also encourage environmental sustainability. However, for organizations to

engage in “true sustainability”, aligning their mission, vision, and values to “true” socio-ecological responsibility is critical. The responsibility is then on human resource development professionals, who are change agents, and lead people, to look at the organization as a whole system (K. E. Watkins, 1991). Swanson and Holton (2009) further add that “HRD can be thought of as a subsystem that functions within the larger host system for the purpose of advancing, supporting, harmonizing, and, at times, leading the host system” (p. 9). Ruona (2000) emphasizes that the value of the human resource development profession lies in holding people and their service in the highest regard. That this stress on the holistic purpose of human resource development is provided in western scholarly literature while the role of human resource development in developing an organization’s culture is lacking in the Indian context thus warranting investigation.

Table 1: Disparities between Urban and Rural India

Urban India	Rural India
2 nd Fastest Growing Economy	Ranks 134/182 on the human development index
11 th largest GDP (Gross Domestic Product)	65/85 on Global Index Hunger
Per capita income of Rs.38, 000 (\$1000)@ 14.4% annual rate	42% of world’s malnourished individuals
2 nd largest technically qualified manpower	77% of population with less than Rs. 20 (0.40 cents)
5 th in terms of millionaires around world	93% unorganized sector employment
	67% of workforce below primary level education
	600 million dependent on agriculture as primary means of education
	1/3 rd of world population without water and sanitation

Additionally, Indian family run manufacturing businesses, are unique business houses, with values and beliefs rooted in the owners’ religious practices (Budhwar, 2004; Budhwar & Debrah, 2001; Budhwar & Varma, 2011). However, the role of human resource development

and organizational culture in these organizations is unclear. Additionally, as these businesses self report and publish their sustainability reports, investigating the role of human resource development and organization culture in Indian family run businesses becomes imperative.

Statement of the Problem

Indian business organizations are reporting their sustainability initiatives and practices through the global reporting initiative (GRI). The GRI serves as a global self-reporting platform for organizations around the world. Approximately 50 Indian corporations have chosen this platform to disclose sustainability practices such as human rights management, energy and water savings, carbon foot printing and other environmental sustainability initiatives. Even though GRI reports from Indian corporations have been encouraging and have provided them with a global competitive advantage, their implementation varies in degrees of effectiveness and eventual outcomes. These organizational efforts vary significantly because of their considerable lack of knowledge, skills, and expertise for generating appropriate sustainability solutions (Schaefer, Coulson, Green, New, & Skea, 2003). The sustainability implementations of an organization may further be influenced by the national and religious cultures especially in non-Western organizations. Additionally, sustainability performance indicators are divided into components such as managing the trade union-management relationship, labor practices, child labor practices, and other social sustainability practices. However, little scholarship exists that explores the role of human resource development in an Indian organizational context, specifically in regard to sustainability implementation.

Therefore, examining Indian human resource development and sustainability practices from this view can reveal the hierarchical nature of Indian family run businesses and how

organizational human resource development practices and culture can weave sustainability into everyday organizational life.

Purpose of the Study

The purpose of this case study is to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing systems manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

1. How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
2. How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

Significance of the study

The study is expected to make theoretical and practical contributions to the field of human resource development in the Indian context. Theoretically, the study will help scholars in understanding how human resource development practices are shaped in an Indian organization and will add to the existing knowledge base of international human resource development. Further, there are limited studies that identify both the social and ecological sustainability practices in the context of Indian organizations, thus warranting investigation. These considerations are significant because distinguishing *and* delineating the socio-ecological constructs require comprehending the simultaneous impact of organizations on social and ecological environments. Next, linking human resource development with a sustainability oriented organizational culture offers a unique perspective and opportunity to understand the strategic, social, moral, and ethical issues embedded in sustainability and thus contribute to

developing new perspectives in designing human resource development programs that are conscious of and sensitive to these issues.

For human resource development practitioners, this study is expected to inform the role human resource development can play in developing the adaptive capacity of an organization, given the continuously changing nature of the social and ecological environment. Practitioners can also propel the integration of sustainability with organizational operations, structures, processes, and culture through designing interventions and entering the strategic decision making realm of the organization (Boudreau and Ramstad, 2005). Also, this research aims to understand the linkages of sustainability through the perceptions of organizational employees. As the linkages and overlap between human resource development and sustainability become clearer, developing specific strategies for addressing these barriers would enhance organizational effectiveness. This information can be useful for human resource development managers aiming to develop recruitment, learning, education, and development programs that enhance the sustainability culture in their organizations.

Summary

This chapter discussed sustainability and its significance in the current industrial era. The Indian family run manufacturing business is a unique context in which the connections between human resource development, organizational culture, and sustainability have not been explored. Furthermore, with globalization, socio-ecological and economical sustainability is becoming a significant marker of corporate growth. This chapter has provided an overview of these factors and clarified the linkages between these seemingly different aspects of the business. In the next chapter, I will delve into the specific relationships between these aspects and examine the

inextricable linkages between sustainability and business specifically in the context of Indian family run manufacturing business.

Definitions:

Corporate Sustainability: A business approach that includes sustainability as one of the corporate goals. It focuses on creating long-term consumer value and employee value by creating strategies that aim toward conservation and stability of the natural environment and society.

Global Reporting Initiatives (GRI): A self-reporting sustainability tool created by a non-profit organization having the same name. It promotes economic sustainability and is one of the worlds most widespread and recognized standards for sustainability reporting. It includes environmental, corporate social, and economic governance. In the long run, it aims to make GRI reporting comparable to financial reporting.

Human Resource Development: “The field of study and practice responsible for the fostering of a long-term work-related learning capacity at the individual, group, and or organizational levels. As such it includes –but is not limited to training, career development and organization development” (Watkins, 1989, p. 427)

Indian business culture: India is arguably the most hierarchical society in the world and this characteristic is reflected in its business culture (Budhwar & Varma, 2011). It is also deeply influenced by the religious practices of business owners. People often do not question their positions in the organization, and instructions down the chain of command are issued in a fairly authoritarian manner. No decisions from superiors are ignored or questioned as the beliefs are rooted in British colonial culture.

Organizational culture: It is the collective behavior of the individuals who are a part of the organization and affects the way people interact with each other, clients, and stakeholders. It is significantly influenced by national culture as well.

CHAPTER 2

REVIEW OF LITERATURE

The purpose of this case study is to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

1. How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
2. How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

This chapter discusses the review of literature and is divided in three major sections: sustainability, organization culture, and the human resource development in Indian context.

Sustainability

Sustainability has been an oft-discussed topic in recent years. Often addressed as sustainable development it usually refers to the ecological effect of humans on the natural environment. Various searches through the Google Scholar for the term ‘sustainable development’ resulted in 23,700 results with inference to “greening” of business, biodiversity, governance, consumer behavior, tourism, education, technology, carbon-control, economy, capacity building to name a few. Similar searches conducted in Academic Search Complete, Business Source Complete, EconLit, ERIC, PsycINFO resulted in 44,866 results with like

inferences (Data Retrieved 6th October 2010). This indicates that the research in sustainable development is growing across multiple disciplines.

It is difficult to define sustainable development but the most commonly referred definition emerged from the World Commission on Environment and Development (1987):

“Meets the needs of the present without compromising the ability of future generations to meet their own needs. The concept of sustainable development does imply limits - not absolute limits but limitations imposed by the present state of technology and social organization on environmental resources and by the ability of the biosphere to absorb the effects of human activities. But technology and social organization can be both managed and improved to make way for a new era of economic growth” (p. 40)

Four immediate implications are apparent through this definition: a) need of innovation in technology and social organization b) scarcity of environmental resources and c) needs of future generations and d) economic implications of these changes. According to World Commission of Economic Development (1987) realistic goals need to be set for critical environment and development issues through international collaboration and commitment from individuals, voluntary organizations, businesses, institutes, and governments should be sought to achieve sustainable development goals.

Critical policy changes are required to conserve natural resources, innovate technology and investment to institutionalize conservation and develop essential social and political processes to meet the “needs of the present and the future generations” (World Commission on Environment and Development., 1987). These changes indicate a need for systemic overhaul for direct access to social, economical, environmental and political resources to people. Policy changes include, but are not limited to controlling population growth, enhancing food security, supporting natural environment for survival of species, managing adequate energy production

and consumption, managing and containing human and industry settlements (World Commission on Environment and Development., 1987).

Existing literature on sustainable development emphasizes that the all-encompassing definition of sustainable development as its strength as well as weakness. The ambiguity, lies within the environmental and social relationship and which can often lead to misrepresenting and co-opted interpretations (Kallio, Nordberg, & Ahonen, 2007; Lele, 1991; Nilsen, 2010; Springett, 2003). However, an all-encompassing definition is essential to explain that the environmental interests are primary and need immediate attention. Therefore, holistic societal sustainable development attends to social, environmental and economical dimensions of development. Next, each of these dimensions has been discussed in detail.

The environmental dimension. The planet earth is in dire condition and needs attention and care now if we want it to survive for the next generation (UN, 2010; World Commission on Environment and Development., 1987). Gradual environmental changes that required thousands of years of evolution are now happening within a matter of few years (Hawken, Lovins, & Lovins, 1999). Swimme (2001) states that the fastest way to think about the human impact on earth is in terms of the mass extinction. We are literally running towards it. The last sixty years of industrialization have increased the rate of extinction of animal species by 100 to 1000 times higher than prehuman levels (Union of Concerned Scientists, 2010). According to the Union, the human activity is a natural phenomenon, but becomes dangerous when it ignores a) the natural cycle of “nature” replenishing itself and b) the ecological dependency of all species on one another for survival. The human dependency on nature is not a choice but a necessity (Hawken, 1993) and that needs to be recognized here.

The environmental degradation is visible today as we deal with rising temperatures and water shortages around the world. Other indicators include destruction of world coral reefs, melting of the glaciers and other global warming catastrophes (Union of Concerned Scientists, 2010). A recent report released by NASA (2010) that the average temperatures over the last decade have been the highest. The climate change along with changing patterns of rainfall, drought, snow, storms present the full-scale impact of climate change. Scientists are now recognizing changes in plant and animal behavior and positively identifying the “human fingerprint” on nature, melting glaciers and rising sea levels (Union of Concerned Scientists, 2010). The documented changes reflect the impact of human activity on the environment such as deforestation and topsoil erosion.

Air, surface and underground water and land pollution singularly and in combination hold the capacity to disrupt human life. Air pollution through coal, oil consumption along with other benign sources has resulted in increased wheezing, asthma and other health problems (Union of Concerned Scientists, 2010). Surface and ground water pollution through fertilizer runoff, sewage, prescription medications, garden and agricultural herbicides and pesticides are seeping underground and eventually finding their way in the wetlands and oceans and our food cycle. These have been linked to increased heart and lung disease and developmental problems in children (Union of Concerned Scientists, 2010). Land pollution through plastic bags, landfill dumps of unused motor vehicles, deforestation, and also causing topsoil erosion. The degradation of these land pollutants releases toxic chemicals and is also finding its way into our food. This has been linked to endocrine and other nerve disorders and increased mutations for cancer and other grave diseases (Natural Resources Defense Council 2005; Union of Concerned

Scientists, 2010). The link between environment degradation and human health has been clearly documented and clearly require changes in our consumeristic lifestyle.

These facts paint a frightening picture for the current and the future generations. However, there is hope if humans can change their way of life. Over the past few years public protests and stringent legislations have been called for inculcating environmental and social justice into mainstream policy and decision making but more needs to done (Union of Concerned Scientists, 2010). Organic agricultural, rainwater collection, minimal waste generation and recycling are few of the suggestions which have been put to practice to combat with the growing environmental problems.

The social dimension. The structure of society is changing at a global level with increasing wealth disparity, population growth, urbanization, globalization and natural environment degradation (United Nations, 2010). According to the World Economic and Social Survey in the year 2005, 1.4 billion people were living on less than \$1.25 a day (United Nations Report, 2010). As the number of “absolute poor” increase, addressing this trend in the global economic divergence will be “essential to prevent its becoming a source of new tensions and insecurity” across the globe (United Nations Report, 2010). By year 2050 it is projected that world population will be 9 billion out of which 85% would be in the now developing countries. It is also projected that 1 in 4 living people in developed countries and 1 in 7 in now developing countries will be of ages 65 and older. Pension and healthcare systems will be pressurized because of changing mortality and population rates (United Nations Report, 2010). The aging population and higher cost of living, lack of shelter are some distressing factors that the young and the old have to deal with in today’s world.

According to United Nations Report (2010) population migration and urbanization is a concern for political and social stability. By year 2050, 70% of world population would be urban-dwellers and would need decent housing and jobs. Change in food and land use patterns along with need to expanding city limits (mega cities), poverty and inequality among urban dwellers will also be of great concern (United Nations Report, 2010). Other factors such as decrease in agriculture, increase in meat and dairy consumption, higher need for energy, deforestation, increased food shortage and pricing add to the gravity of the situation across the globe hold ramifications for the entire existing system (United Nations Report, 2010). Increasing abandonment of traditional agriculture and replacing it with high-density cash crops is a popular trend among farmers. Corporate control of the hybrid and genetically modified crops is a significant concern with respect to preserving biodiversity (Escobar, 1998; Shiva, 2009). *Also, power cornered by global industrial houses that are controlling food and wealth of the world (United Nations Report, 2010) is of great concern for world governing bodies.* Unfortunately, these concerns listed here will first initially affect people in the developing countries before they reach the developed nations (Lele, 1991).

United Nations has called for Global level institutional reform to dispel growing social unrest and political tensions. According to the Economic Policy Institute (2009) wealth disparity and increasing poverty are strings trends around the world. Social inequity and injustice through inability to access basic healthcare, increased teenage pregnancy, social instabilities are also on the rise in USA and around the world (Mishel, Bernstein, & Shierholz, 2009). The disparities of the social system are universally concerning and directly affect the political stability of the systems.

The current economic crisis and irresponsible globalization are all contributing to the increasing social disparity around the world (Escobar, 2004; United Nations, 2010).

Globalization offers immense power to organizations for making an impact of human society (Drucker, 1993; Senge, 1997). Educators, employees and society at large are apprehensive about the growing power of the global organizations and are concerned about its impact on the middle class and the marginal sections of the society (Bansal, 2002; Escobar, 1992, 1998, 2004). They also raise the fears of re-colonization of the world through the world's wealthiest.

The social and the environment dimension and their implications for society have been discussed in the above two sections. Societal sustainable development calls for achieving social equity and environment justice along with economic growth. The significance of social equity is apparent because of the cyclical nature in which they relate to each other. However, this cyclical nature has largely been ignored in literature (Lele, 1991). (Doppelt, 2008) clarifies the linkage between business activity and environment social conditions:

“When economic hardship and poverty exist, people will do whatever they believe is necessary to survive. This may include overcutting forests, selling endangered species, over-harvesting fish, draining surface and groundwater for agricultural or residential use, exhausting soils through over-intensive farming, manufacturing products and constructing buildings and infrastructure without concern for the environment . . . thus the stocks and flows of natural capital that we all rely on for survival will be threatened if society does not equitably share resources and provide basic goods, services, jobs and incomes.” (p. 50)

Research further reveals that the meaning and need of ‘sustainable development’ has often been misconstrued in literature and discussions turning it into “green-washing” leading to inadequate and inconsistent policy making (Lele, 1991). To be able to fully grasp with sustainability, discerning the concept of organizational sustainability is essential for two reasons

a) to establish a relationship between societal sustainability and organizational context b) to grapple with the concept of organizational role in sustainability.

So far, in this discussion we have established that societal sustainability addresses the “way of life” for all human life. The broad mandate of societal sustainability is difficult to grapple within the organizations context. The theoretical and analytical boundaries of sustainability need to be defined to have achievable objectives. These boundaries aim at setting objectives, which can achieve “environmental sound and socially meaningful form of development” (Lele, 1991, p. 14) specifically for organizations that can make a committed difference in the sustainability agenda (Alvesson & Willmott, 2003).

Scholars (Kallio et al., 2007; Lele, 1991) further argue that sustainability cannot be conceived without treating nature and humans as one and that nature has limited resources to support human life. The complexity of socio-ecological sustainability “require(s) deep structural changes” (Kallio et al., 2007, p. 11) which can only be realized in the long term through the inextricable and cyclical link between poverty; environmental degradation and population growth with significant economic ramifications (Kallio et al., 2007; Lele, 1991). Thus, the challenge is to arrive at a working and operational definition so as to achieve holistic meaningful progress. Though the socio-ecological sustainability and economic growth, important dimensions of sustainable development are recognized here, it is not the intention of the researcher to oversimplify a complex multidimensional problem, which has many unexplored paradigms hidden in it. Sustainability in the organizational context will now be discussed with environmental changes and social system benefits of the organization as the central theme.

Sustainability and Business

In this section sustainability will be defined and the researcher will discuss what sustainable businesses look like. The criticality of sustainability concept and its relevance to business will be discussed in the second part of this section.

The World Commission for Environment and Development (1987) first discussed the social and environmental responsibility of businesses. Since then, there has been considerable debate in literature in the addressing sustainable development and/or sustainability, even though many choose to use the terms interchangeably (Banerjee, 2003; Escobar, 1998). Proponents of sustainability detest “joining” the terms development and sustainability as they “feel” it diminishes its significance (Lele, 1991; Shiva, 2009). Literature differentiates between the two by “looking” at sustainability as primarily an ecological focus and sustainable development as primarily as an economical focus. However, the ultimate vision that should be strived by society would be sustainability (Lee, 2003). For the purpose of this research, I would be referring to sustainability even though both terms (sustainable development and sustainability) have been used interchangeably.

Various management scholars view sustainability differently. The concept of sustainability is one that achieves the desired economic state by integrating ecological and economic goals (Hawken, Lovins, & Lovins, 1999). Another way sustainability has been conceptualized is a “process of achieving human development in an inclusive, connected, prudent, equitable, and secure manner” (Gladwin, et al., 1995, p. 878). The other view of sustainability is a “conditional relationship” between human economic systems and the larger ecological systems (Costanza, Daly, & Bartholomew, 1997). Viewing sustainability as a state,

process or a relationship forces us to examine its ‘knowledge’ from systematization, transfer and dissemination stances and realize that it is a complex and evolving concept.

Organizational sustainability is the ability of the organization to remain socially and environmentally responsible while remaining economically viable. The organizational approach to achieve these needs to be holistic with broad mandates and open decision models to manage ecological, social and economic interdependencies (World Commission Economic Development, 1987). The sustainability oriented businesses follow few key principles as described by Hawken (1993):

1. Replace nationally and internationally produced items with products created locally and regionally
2. Take responsibility for the effects they have on the natural world
3. Do not require exotic sources of capital in order to develop and grow
4. Engage in production processes that are humane, worthy, dignified, and intrinsically satisfying
5. Create objects of durability and long-term utility whose ultimate use or disposition will not be harmful to future generations
6. Change consumers to customers through education

These principles though subjective, define the essence of the radical shift in business processes and thoughts needed for ‘true’ sustainability. They also represent several problematic aspects of the traditional business paradigms.

A general framework for sustainability based indicators for an industry showcase the sustainable practices for industry. The general framework is a simple and comprehensive set of indicators, covering all the three aspects of sustainability and is applicable across industry.

While more focused indicators for different sectors, this general framework allowed for a modular approach for a “gradual incorporation of the framework into the organizational structure. The life cycle approach ensures that the most important stages in the life cycle and their impacts are identified and targeted for improvements.” It provides a link between micro- and macro-aspects and serves as a “tool to assist companies in assessing their performance with regard to goals and objectives embedded in the idea of sustainable development”.

The integration of social, economic and environmental opportunities has a strategic motive on the part of businesses as it yields long-term shareholder value and marketplaces (Wirtenberg, Harmon, Russell, & Fairfield, 2007). This integration has been commonly called as the triple bottom line, which encapsulates the extended values and criteria of organizational success in society (Elkington, 1997).

However, contrasting this is the idea that fundamentally sustainability is to be rooted as a cultural change as opposed to focusing on profits as it weakens the sustainability argument (Nilsen, 2010).

The business sustainability literature has addressed few techno-economic factors of sustainable development but the cultural values and deeper socio-political changes have not been significantly dealt with (Lele, 1991). Large organizations have engaged in the sustainability practices (Rondinelli & Berry, 2000). However, a criticism of this kind of engagement in sustainability is that they do not take into account the cyclical system of nature’s replenishment and the added stress generated by unrestrained consumption of products and toxic biodegradation of products (Kallio, et al., 2007; Lele, 1991; Nilsen, 2010; Springett, 2003). It is here where a fundamental attitude shift is required by the organizations to engage in sustainable development (Lele, 1991).

Table 2: Markers of sustainable development for industry: A General Framework (Adapted from Azapagic and Perdan, 2007)

Environmental Markers	Economic Markers	Social Markers
<p><i>Impact on Environment</i></p> <ul style="list-style-type: none"> • Resource Use • Global Warming • Ozone Depletion • Acidification • Eutrophication • Photochemical Smog • Human Toxicity • Ecotoxicity • Solid Waste 	<p><i>Financial Markers</i></p> <ul style="list-style-type: none"> • Value Added • Contribution to GDP • Expenditure on Environmental Protection • Environmental Liabilities • Ethical Investments 	<p><i>Ethical Markers</i></p> <ul style="list-style-type: none"> • Preservation of cultural values <ul style="list-style-type: none"> ○ Stakeholder inclusion ○ Involvement in community projects • International standards of conduct <ul style="list-style-type: none"> ○ Business Dealings ○ Child Labor ○ Fair Prices ○ Collaboration with corrupt regimes • Intergenerational equity
<p><i>Environmental Efficiency</i></p> <ul style="list-style-type: none"> • Material and Energy Intensity <ul style="list-style-type: none"> • Material Recyclability • Product Durability • Service Intensity 	<p><i>Human Capital Marker</i></p> <ul style="list-style-type: none"> • Employment Contribution <ul style="list-style-type: none"> • Staff Turnover • Expenditure on Health and Safety • Investment in Staff Development 	<p><i>Welfare Marker</i></p> <ul style="list-style-type: none"> • Income Distribution • Work Satisfaction • Satisfaction of Social Needs
<p><i>Voluntary Actions</i></p> <ul style="list-style-type: none"> • Environmental Management Systems • Environmental Improvement above Compliances • Assessment of Suppliers 		

Organizations are using strategic alliances motives with NGO, communities and employees and other stakeholders to engage in sustainable development (Rondinelli & Berry, 2000; Wirttenberg, et al., 2007). However, management practitioners need to be critical about these strategic motives and should not use the sustainable agenda to develop superficial technical quick fixes and generate brand value (Alvesson & Willmott, 1992, 2003). There is a fundamental leadership and culture process change sought here that requires incorporating sustainability into various facets of business management (Alvesson & Willmott, 1992, 2003). They also assert that this change can only result from rethinking traditional business paradigms and it will be the primary challenge of management researchers and practitioners to embrace true sustainable development.

According to Gladwin (1995) “modern management theory is constricted by a fractured epistemology which separates humanity from nature and truth from morality. Reintegration is necessary if organizational science is to support ecologically and socially sustainable development” (p. 3). Sustainable development is not merely an ecological concept but a moral and a socio-economic concept. The “modern management theory” inferred here is the non-reflective, performance oriented nature of management that assumes that the existing social and organizational relationships are unavoidable (Fournier & Grey, 2000). These notions point towards a need for change in the internal and external organization relationships. Hence, the change refers to the a) inclusiveness and connectedness between nature and human systems (Schaefer, 2004) and b) consisting of social and ecological sustainability that is also economically viable (Alvesson & Willmott, 2003, 1992).

Research indicates the organizational relationship with the environment is apparent for environmental managers who perceive no differences between social and environmental issues

and health and safety issues (Schaefer, 2004). Other factors that orient the organization-environment relationship include organizational learning, decision-making processes and personal and political motivations within the organizational culture (Marcus, 2004; Schaefer, 2004). This reorientation of the culture however requires a “new-sense making process by organizational systems which allows for learning for the complexity and ambiguity of environmental and social issues” (Schaefer, et al., 2003) outside the realm of existent organizational context and social norms.

Linking business and sustainability is one the most complex challenges. Making a case for keeping sustainability ahead of businesses would require an unconventional approach. Prahalad (2004), the proponent of social entrepreneurs and entrepreneurship question the business and social assumptions of businesses and challenged their limited creativity when it came to products and services for poor. A significant shift in the economic and business paradigms is required to put sustainability ahead of business motives and requires radical thinking for accommodating economic and social justice within a market system (Pralhad, 2004). Economic growth that accommodates community development, consumer as primary stakeholders, innovation, accepting nature's value as more than combined business value, recognizing the impact of poverty on society and business, efficiency of natural resources requires an outlook that reexamines the entire supply chain, products and processes (Pralhad, 2004). Social entrepreneurship is an innovative way of conducting businesses that treat profit as a secondary motive and seek to change market dynamics through reexamining the dominant ideology. By respecting natural, social, human, intellectual and cultural capital and seeking to change and innovate solutions for ‘problem areas’ such as poverty, long term benefits are sought.

Corporate Sustainability

According to Elkington (1997) the three pillars of corporate sustainability include corporate social performance (CSP), Corporate Financial Performance (CFP) and Corporate Environmental Performance (CEP). Wilson (2003) however, describes the core of corporate sustainability with four pillars of sustainable development, corporate social responsibility, stakeholder theory and corporate accountability. Another approach of examining corporate sustainability is in terms of effectiveness and efficiency of society, economic and nature (Armitage & Plummer, 2010). Business leaders on the other hand recognize that corporate social responsibility and environmental sustainability are two separate constructs (Gao, 2010). Regardless of how different scholars identify and examine corporate sustainability some very important and common underlying themes that emerge are the need for social justice, ecology, economics, ethics, strategy, moral philosophy and corporate law (Armitage & Plummer, 2010; Bansal & Kistruck, 2006; Gladwin, et al., 1995; Wilson, 2003).

The underlying themes of corporate sustainability represent challenges of the “prescribed” win-win paradigm of the desired outcomes of social and ecological sustainability. Recent literature on corporate sustainability offers a view that trade-offs are the only possible way that can truly allow organizations to engage in sustainability. The tradeoffs are related to individual motives and organizational outcomes, tradeoffs within organizations and their industry peers and at societal level between micro and macro level and inter and intra-generational equity (Hahn, Figge, Pinkse, & Preuss, 2010). While, this represents the current picture of corporate sustainability, it also represents the inadequateness of the current systems and strategies to deal with the implications of sustainability. But on the other hand, it also takes us away from an idealistic view of what sustainability would be towards how best can the current

decisions, tools systems and strategies be utilized to develop some reasonable measures of implementation of sustainability inside organizations and substantial sustainability gains at individual and societal level (Hahn, et al., 2010).

The substantial gains of sustainability can be achieved through reasonable and real measures of developing systems, tools and strategies. However, developing these would require organizational and individual beliefs and buy-in. This buy-in can only be obtained through a culture of corporate sustainability that reflects the sustainability values (Linnenluecke & Griffiths, 2010). The tradeoffs are at surface, value and underlying level of individual, organization, industry and society level. Technical solutions such as integration of sustainability measures with employee performance, evaluation or training on a surface level; on a value level through changes in employees values and beliefs for more ethical and responsible values and behaviors; on an underlying level, a change in core assumptions regarding the interdependence of human and ecological systems showcases the integration of sustainability within an organization.

“The different levels of corporate sustainability suggest a parallel to the different dimensions of organizational culture the observable culture (the visible organizational structure, processes and behaviors), espoused values (strategies, goals and philosophies), and underlying assumptions (unconscious beliefs and perceptions which form the ultimate source of values and action)” (Linnenluecke & Griffiths, 2010, p. 358). However, there are limited empirical studies that provide evidence for the role of organizational culture and human resource development in sustainability.

Wilson’s evolution of corporate sustainability frames the various philosophical orientations and disciplines that inform the corporate sustainability. However, historically

corporate sustainability is often considered a panacea of all ills that does not mean the same thing to everyone (van Marrewijk, 2003).

Dimensions	Societal Level	Industry Level	Organizational	Individual
Outcomes	Society's Economic/ Social/ Environmental trade-offs	Industry's Economic/ Social/ Environmental trade-offs	Organizations Economic/ Social/ Environmental trade-offs	Individual interests and preferences of different actors regarding economic/ environmental and societal outcomes trade-offs
Temporal	Intra-Inter generational aspects of development trade-offs	Present and future industry structures and activity trade- offs.	Short-term and Long-term trade-offs for sustainability orientation and activity	Short and Long term preference and interests trade- offs
Process	Resilient and efficient economic system trade-offs	Technological change and processes/ structural trade- offs	Strategic and governmental structural trade- offs	Perceptions of various actor trade-offs
TRADE-OFFS BETWEEN SOCIETAL-INDUSTRY-ORGANIZATIONAL AND INDIVIDUAL LEVEL				

Figure 1: Analytical framework discussing sustainability trade-offs

Adapted from Hahn et al (2010)

Even though the market and legislation have been the main reasons in the past for organizations to adopt sustainability, emerging trend is focusing on sustainability as a self-development tool for organizational synergism. This however will remain a futurist concept until changes in mental model of sustainability are not thought and reexamining our traditional foundations (Corning, 1998).

CORPORATE SUSTAINABILITY		
DISCIPLINE	UNDERLYING CONCEPT	CONTRIBUTIONS
ECONOMICS/ ECOLOGY /SOCIAL JUSTICE	SUSTAINABLE DEVELOPMENT	BOUNDARIES FOR A COMMON SOCIETAL GOAL OF SUSTAINABILITY
MORAL PHILOSOPHY	CORPORATE SOCIAL RESPONSIBILITY	ETHICAL DISCUSSIONS FOR SUSTAINABILITY GOALS AND CORPORATE ROLE IN IT
STRATEGIC MANAGEMENT	STAKEHOLDER THEORY	BUSINESS DISCUSSIONS ON CORPORATE SUSTAINABILITY GOALS
BUSINESS LAW	CORPORATE ACCOUNTABILITY	ETHICAL REASONS TO REPORT ON CORPORATE SUSTAINABILITY

Figure 2: The Evolution of Corporate Sustainability- Adapted from Wilson (2003)

Another important aspect of the corporate sustainability evolution has been the hiring of sustainability officers and/or teams. Recent survey of United Nations and Accenture revealed the CEOs of various large organizations are concerned with the challenges generated by sustainability (Kell & Lacy, 2010). While most CEOs are recognizing the primary significance of customers as stakeholders, social development and ecological impact were also high on their priority. These priorities are effected not only by regulations and compliance but also the needs and demands of consumers. Embedding sustainability in their core business is one of the primary concerns of these CEOs.

CEOs are furthering their belief of translating the sustainability agenda into tangible action for achieving environmental, social and corporate governance with a very high level commitment (Kell & Lacy, 2010). CEO's believe that hiring such an incumbent would be indicative of their commitment to environmental and social governance and also reduce their

operational costs by focusing on various aspects such as lean supply chain, lean packaging, reduced product packaging, reduced electricity and water consumption (Ladd, 2010). However, there are questions arising out of the sustainability effecting only surface issues but not actually being embedded in organizational culture (Tripoli, 2010). While, the nature of all CSOs, sustainability officers or executives is not same, few common denominators include “educating” employees and customers, develop strategic plans, manage financial reporting of ecological programs, management of ecological oriented programs and develop sustainability best practices as a part of the job description (Careerbuilder.com and Smolen, 2010). These officers directly report to either Chief Finance Officer/ CEO’s/ Director of Engineering or other senior level executive.

Two specific critiques for sustainability officers or executives that are emerging out of literature is a) the nature and the effectiveness of the sustainability programs developed officer positions and the programs they develop (Singh, 2010) and b) the lack of a “non-specific knowledge” required for the position holders (Dines, 2010). Both these critiques are significant because the existing knowledge base and organizational culture (Gao, 2010; Schaefer, et al., 2003) are being considered inadequate to develop “complex” sustainability focused initiatives that distinguishes and bring together the constructs of social and ecological sustainability.

Given the focus on sustainability in organizations, hiring of sustainability officers and/or managers; developing the global reporting initiative reports; considering moral, philosophical, and ethical values; examining sustainability in family run organizations is significant. In this section, I have first discussed sustainability, made the business case for sustainability, discussed the evolution of corporate sustainability, and discussed the trade-offs of sustainable development.

Organization Culture

An organizations culture is an encompassing phenomenon that is created, embedded, developed, manipulated and changed through everyday organizational behavior. The culture defines leadership and is rooted in the “customs and rights” of the organizational routine (Baumgartner, 2009). Schein (1985) discusses that culture is formed over a due course of time through various interactions between employees, external environmental changes, and adaptability to solve the problems arising due to the changes. A new employee relates to the organization at three levels a) Artifacts such as furniture, vision, mission, facilities and behavior of employees b) Values – The individual thought processes and behaviors impact on organizations culture and c) Assumed values – The basic, shared, hidden assumptions, facts, and beliefs, that guide the practices of the organization. The combination of these three levels allows the organizations members as individuals and group members to derive sense and meaning within an organization (Schein, 2010).

A strong organizations culture is an economic imperative to attain sustained competitive advantage in today’s global world. Managements create, configure and integrate knowledge in everyday organizational life by imposing behavioral norms and beliefs that drive this competitive advantage (Baumgartner, 2009; K. Watkins & Marsick, 2003). Various organizational cultures drive the organizational values. The competing values framework, differentiates between organizations through the culture they promote such as team culture (e.g. Toyota), innovative culture (such as NASA) or market culture such as (General Electric) or hierarchical culture (such as Power Utilities) (Quinn & Rohrbaugh, 1983).

On close examination of hierarchical organizational culture one understands the controlled and formalized environment stems from authoritarian leaders. This environment is to

generate stability, high efficiency, and productivity through “strategic means and end” to achieve the eventual organizational goals by enforcing rules and conformity (Quinn & Cameron, 1983; Quinn & Rohrbaugh, 1983). Most British organizations were designed with the ingrained “means and end” policies to achieve the requisite outcomes (Sorge & Warner, 1981). With the colonial invasion of Indian, British brought this thinking into India (Awasthy & Gupta, 2004; Budhwar, 2004; Budhwar & Debrah, 2001; b) and have left imprints that Indian culture still deals with in everyday organizational thinking and behavior. The British raj legacy in India is visible in Indian administrative traditions, which are alive till today (Budhwar & Varma, 2011).

India. India comprises of 28 states, seven union territories, is considered the largest democracy in the world; has 179 different languages (22 major), 844 different dialects, two official languages Hindi and English; many religious practices including Hindu, Muslim, Christians, Sikhs, Jains, Buddhists; with an average literacy rate of 53% over the last 15 years (Budhwar & Varma, 2011). Tracing the 6000-year history (see Hussain, 1992) Indian culture is a blend of ancient *Vedic traditions*, Buddhism, *Puranic culture*, Hindustani culture (a blend of Hindu-Muslim cultures), British culture (Budhwar & Varma, 2011). Indian society is deeply impacted by the blend of these religious traditions and various ethnic, religious, linguistic, caste and regional collectivities which impacts pattern of life, style of living, occupational pursuits, inheritance and succession rules (Budhwar & Varma, 2011). Additionally, there is a great deal of collectivism, caste consciousness, friendliness and clan orientation (Budhwar & Varma, 2011). These socio-cultural factors add to the uniqueness of Indian organizations.

Indian organizational culture. In India, traditional and family business structures have existed since late eighteenth century with exports of silk, spices, gold and precious stones being central to the economy and prosperity of the “Golden Bird” (Smith, 1993). India’s colonization

approximately 335 years ago greatly influenced everyday living including organization practices (Budhwar, 2004). Prominent cultural determinants of Indian organizational culture include religious and cultural values of owners, the national culture of collectivism, caste, and religion (Panjwani, Aggarwal, & Dhameja, 2008).

Indian business organizations have entered the global market in 1990. India however is plagued by challenges such as missing key physical and social infrastructure. Adding to these infrastructure challenges is the employment law framework that guides the laws for working conditions, industrial relations, wages & monetary benefits, and social security law (Budhwar & Varma, 2011). While these laws do provide for basic regulations, there is desperate need for labor law reforms that can update these laws with the changing economic times and needs of both employees and organizations. Additionally, while 60% of India is employed in agricultural sector, there are no laws applying to that sector leaving a wide gap of regulation for employees and employers of these establishments (Budhwar & Varma, 2011). Moreover variations in the federal laws and state laws add to the complexity of employment law making it ambiguous and difficult to interpret (Budhwar, 2004). Also, significant in the Indian context is the lack of key differentiation between human resource management, human resource development, personnel management, industrial relations etc. All of these streams have been enmeshed under one field of HR without any strategic differentiation or advantage to organizations (Budhwar & Varma, 2011; Panjwani et al., 2008; Som, 2010).

Hofstede's (1983) analysis of four dimensions of national culture found Indians worker's high on uncertainty avoidance (unwillingness to take risks and accept organizational change) and power distance (accept and operate of relative positions in hierarchy) and low on individuality (family and group attainment precede over work outcome) and masculinity dimensions

(emphasis on personal relations over performance). Other similar research in Indian context showcases the average Indians “resist change, hesitate to delegate, or even accept authority, are fearful of taking independent decisions, are protective of those of lower status, and frequently surrender to their superiors” (Budhwar & Varma, 2011, p. 50). Research further identifies the explanation of behavior in the long imperialist history of India, which is also combined with hierarchical social structure that emphasizes respect for elders. Females are respected, but this does not necessarily translate into equality of in the workplace or earnings (Budhwar, 2004; Budhwar & Debrah, 2001; Budhwar & Varma, 2011).

The impact of these socio-cultural nuances on Indian corporate settings is significant. Most management functions such as staffing, communication, leadership, motivation are strongly effected by these nuances (Budhwar & Varma, 2011). Familial, political, and communal considerations rule the staffing in top management with authority remaining one sided (Budhwar & Varma, 2011). An ironical aspect of Indian organizations lies in the dichotomy of its collectivist thing in social behavior, but in workplace behavior, the power-based hierarchy translates individuals working for self over group (D. Sinha, 1988; D. Sinha & Kao, 1988; J. B. P. Sinha, 1982). This in combination of autocratic management, loyalty to family authority figure or organizational superior, limited decision making, unfamiliarity with responsibility, emphasis on rules, complicated family ties, paternalistic managerial style add to the organizational behavior (Budhwar, 2004; Budhwar & Varma, 2011; D. Sinha, 1988). Strong familial values and extended family relationships attribute to nepotism as familial power earned through relationships is emphasized upon and often relegated for expert power (Budhwar & Varma, 2011; Panjwani et al., 2008; Singh, 2009). Also, Indian managers internalize and coexist with two sets of values, the traditional moorings and the Western education, professional and

technological training; this combination is used as a frame of reference depending on the nature of the problem (Budhwar, 2004)

Marwari Family Business Culture

The collectivist Indian family business culture is unique because of its combination of religious values and the business values. Various Indian communities often merge their business and personal lives to arrive at this culture that constitutes their everyday life. These business communities are often found through out India within various caste denominations such as Marwari, Jain, Sindhi, Aggarwal... and so on but all under the Hindu religion. One such prominent business communities is the Marwari community. Marwari community is noted for its high business acumen (Shah, 2007). It operates under a “network” i.e. they often establish their religious, family, and business, network simultaneously and support one another by either getting involved in each others family businesses either through investment, marriage or through employment (Jhujhunwala & Bharadwaj, 2002).

The Marwari personal values often crossover into business values. The high success of the Marwari community has been attributed to these values. Few important personal values and beliefs include *Ahimsa* i.e. non-violence, *Anekant* i.e. the truth has many facets, *Saiyam* i.e. Self-discipline, *Tapas* i.e. restraint in eating etc (Shah, 2007). These values are reinforced in everyday life through prayer and meditation. There are few other significant practices such as vegetarianism, kindness etc. that make Marwari business and family culture unique. These practices are freely interspersed in both their family and business operations (Budhwar & Varma, 2011; Jhujhunwala & Bharadwaj, 2002). To an outsider these characteristics “fog” business thinking and decisions, but for the Marwari community, they form the basis of interdependence

and foundation for their strong network. Next, I will be defining these characteristics and discussing their role in business culture.

Vegetarianism. Food is the “basis of being” according to traditional Hindu culture and permeates all cultural and religious beliefs across the length and breadth of India. Special attention is paid to the palette, combination of meals i.e. vegetables, proteins and carbohydrates, and spices with which meals are cooked. Each season deserves a special menu that changes along with the heat index and the humidity to aid digestion and maintain a pleasant temperament. While, both non-vegetarianism and vegetarianism is popular in India, within the Marwari community vegetarian food is especially revered along with avoiding “root vegetables” in accordance to the Jain religion. The community considers tobacco, alcohol, and meat eating, as “sinful practices” and is rigid about their beliefs specially advocating against the negative effects of these “sinful practices” on everyday life. This often translates into encouraging vegetarianism into the business establishments where the canteen serves freshly cooked vegetarian food mainly vegetable, lentil, and rice porridge (Shah, 2007).

Marwari Warmth, Kindness, and Humanitarian Approach. The community practices religious and spiritual way of life everyday. The Jain culture especially focuses on the humanitarian approach in everyday life and encourages all its members to practice this approach as often as possible. The community leaders are often encouraged through their religious masters to indulge in humanitarian way of life even in business practices. Marwari community is notorious for extending its warmth and kindness even to strangers. The community considers “Guest is God” philosophy as epitome of their everyday living. These practices are combined with their business practices and are looked at as a “way of life” (Shah, 2007).

Charity & Education. An important feature of the Marwari business and family community is contribution of funds and infrastructure for hospitals, and education of children. The community often constructs and maintains hospitals for providing basic physician services and childbirth care. They also maintain education institutions and consider these activities “pious.” The effect is also visible on their organizational setup with an intra-network built for blood donation, hospital care for employees and their family members, educational facilities and institutions within the network of the business for the employee children and so forth (Shah, 2007).

The aforementioned characteristics lend a unique essence to the Marwari way of life and business. These characteristics often lead to generating employee loyalty and long-term growth of the business organizations (Jhujhunwala & Bharadwaj, 2002; Shah, 2007). In postcolonial India, the influence of western practices is slowly eroding this unique way of Indian family and business life. With India emerging as an economic leader in a globalizing world, these practices are becoming difficult to maintain as individual choices supersede the collectivist thought.

Colonial Impact on India. The British ruled India by approximately 300 years. In these years cultural integration and transformation has been central in ruling of the Indian culture. The colonial impact on India has been on multiple facets of life such as language- both spoken and written, clothing, gendered thinking, food etc. Even though India is a Hindi speaking nation, it is also in terms of population the most populous country where English is used as a second and popular language. The British legacy in India is its old-fashioned education system, caste and color based system, a sense of superiority with White and anything non-Indian (Desikan, 2009).

An important legacy of the British Raj has been the attitude of colorism it has left among the colored people. As examined by Russell, Wilson and Hall (1992), rejection of one’s own

people due to the variation in skin tones has a negative impact on society. Thus, the “internal rejection” creates subtle discrimination among people of same race, adding to this rejection is the mentality that White and Western is better than their Indian counterparts (Desikan, 2009).

Thus, the legacy of the British Raj has effected all walks of life including commerce, business, management, language, an unspoken inferiority complex, issues of power, control, bureaucracy and privilege that cannot be defined. The amalgamation of these issues along with the corruption, redtapism defines the current postcolonial Indian culture and cannot be narrowed down to any single aspect. Plural complexities make the current Indian social and organizational culture that is further complicated by super economic power that India has become over the last twenty years. These factors provide a unique complexity to this case study.

Connections Between Power and Organizational Culture

Critical management studies (CMS) allows for examining power within the organizational context (Clegg, 2006). Critical human resource development, an important subset of CMS allows for examining power within the organizations and developing an human resource development with conscience (Bierema & D'Abundo, 2004). Power in organization is related to influence over people, place and even things. Foucault examines power and control in organizations through the panopticon metaphor and includes organizational infrastructure within this metaphor. Foucault did not view power negatively, however believed that individual freedom is regulated in everyday organizational life through people, things, place and even infrastructure.

What is Panopticon? Jeremy Bentham designed the Panopticon, an institutional building that consists of a circular structure from which manager or staff of the institution, watches the prisoner's from the perimeter. While, Bentham designed this structure for multiple “care” based

institutions such as hospitals and schools, many prison structures were eventually constructed by partially incorporating this idea in the architecture. Social theorists and philosophers including Foucault, use the panopticon metaphor when examining various people, places, and things, in the context of power.

The regulatory mode of power allows organization's build of infrastructure by using modern day technology of see through "glass walls" or placement of cameras. While the superficial reasons for the existence of these "glass walls" and/or cameras is for transparency or security, there is a simple regulatory effect on human psyche, which manifests itself in self-regulated human behavior. According to Foucault (1977), through the panopticon a powerful and sophisticated internalized coercion is engineered, through constant vigilance and isolation acting as a control mechanism and a generating a consciousness resulting in internalization of surveillance.

The panopticon metaphor thus allows examination of relationship between social control and power. The social control is in relationship to people and a disciplinary situation. The power is in relationship to knowledge generated and the subsequent usage of that knowledge. According to Foucault (1977, 1980) the danger does not lie in the existence of knowledge, but in its usage. If repression was carefully fabricated in the social order by inculcating it in everyday individual behavior, then the misuse of power is taking place. It is at this juncture oppression can exist.

Impact of panopticon on organizational culture. Organizational culture is the organizational values, behavior and ethos describing everyday organizational patterns and behavior (Schein, 1985). Through the panopticon metaphor, the role of power is built in the organizational infrastructure and can be teased out to describe everyday organizational behavior

and hierarchy. Gabriel (2005) extends the panopticon metaphor to a glass cage metaphor “for the formidable machinery of contemporary surveillance, one that deploys all kinds of technologies - electronic, spatial, psychological and cultural” (p. 18). Through the panopticon view, glass walls in modern organizations not only represent aesthetics or flow of movement; but also represent “caging an individual” for intrusion of privacy.

Organizational culture when influenced by the surveillance mentality impinges on individual freedom (Powell & Gilbert, 2007). This can lead to erosion of trust, fear and perceived lack of professional authority in individuals and affects the micro-political activities within the organizations, giving rise to ethical tensions among “professionals” or “specialists and experts” leading to their faster exit from the organization (Powell & Gilbert, 2007; Sewell & Barker, 2001). By imposing the panopticon metaphor on traditional family run business, nuances of organizational culture including individual meaning making of their work is brought to forefront. Workplace spirituality that is significant in the Indian context is deeply affected (Pawar, 2008), as loss of privacy obscures individual ability to make decisions and sends ambiguous messages to these individuals who value personal and professional freedom as significant to their success (Brooke & Parker, 2009).

Linking Organization Culture and Sustainability

The Indian family business is greatly influenced by multiple factors such as colonialist thought, religious values, collectivist norms (Budhwar & Varma, 2011). This makes the Indian family business unique. With the advent of globalization, the Indian family business also struggles with its western counterparts for global production, efficiency and economic prosperity. In addition to these challenges, sustainability is becoming an everyday organizational imperative to survive and gain competitive edge in the global marketplace and also consider

social and ecological stability. Sustainability is a complex concept requiring deep examination of organizational practices to be truly integrated as organizational mission. Given the impact of organizations culture on everyday individual employee behavior, it makes sense to examine the relationship of the organization's culture in relationship to sustainability.

Ehnert (2009) indicates that sustainability and HR are practically relevant with each other as HR strategies for organizational successes such as knowledge development, blurring of boundaries between work and private life with changing social and psychological contracts between employees and organizations become more intertwined. Scarcity of developed human resources and side effects of business cycle are paradoxes that require immediate attention of HR if organizations are to remain competitive in the long term (Ehnert, 2009). Boudreau and Ramstad (2005) have highlighted the need sustainability approach for talent attraction, development and retention.

Time Period	Evolution of Sustainability	Application of Sustainability
400 BC	At household economic level	Household as a consumption and production oriented unit
12 th to 19 th Century	As an economic concept	Resource consumption and reproduction balance
1970's	As a ecological and development aid concept	Club of Rome declaring limits to growth
1980's	As a strategic context	Sustained competitive advantage
1987	As a societal concept	Intra and Inter generational justice
1990's	As a corporate concept	Balance of resource consumption and reproduction
2000's	As a concept for HRM	As a moral and ethical value

Figure 3: Evolution of notion of sustainability and its diffusion into HRM – Adapted from Ehnert

(2009)

While Ehnert (2009) has examined sustainability as a concept for HRM, its significance for human resource development and organization culture is yet to be explored specifically in the international context. Additionally, in Hatcher's (2003) view human resource development has not yet "fully acknowledged and resolve its inability to enhance global sustainability and fundamental responsibility to society" (p. 42).

Linnenluecke and Griffiths (2010) present an integrative perspective of sustainability oriented organizational culture that places high emphasis on open system values through the competing values framework where in the ends of growth align with means of adaptability, change, communication and flexibility in decision making. The research also accounts for the existence of subcultures and impact of national cultures on the sustainability oriented organizational culture. Scholars (Armitage & Plummer, 2010; Baumgartner, 2009; Norgaard, 2006; Sharma & Starik, 2002) also emphasize the organizational adaptability, openness, resilience, and capacity building as fundamental to developing the sustainability oriented organizational culture. Without conscious, critical, and integrative human resource development (Bierema, 2010; Bierema & D'Abundo, 2004; Dirani, 2007), building such a culture would be challenging.

Summary

It is clear that sustainability is a moral, social, psychological, ecological and economical challenge. It is also clear that organizations striving for it are also searching for "right things" to do when it comes to environment and society development. The general framework of sustainability indicates the width and depth of the need for sustainability integration. The trade-offs for sustainability presents the picture that removes false hopes for the immediate evolution of sustainability. However, it is also clear that while fundamental changes in philosophy and

practice of management are required to integrate corporate sustainability with everyday organizational life, moral, and ethical practices and philosophies also cannot be ignored in the long run. The large-scale change requires challenging the “mental models” of our thinking and seeking to re-understand the way society and business are linked together. With these aspects, the researcher first presented the social and economic dimensions of sustainability, then discussed the link between sustainability and business and discussed the current evolution of corporate sustainability. Each of these aspects highlights the multi-dimensional nature of sustainability. Based on this in-depth analysis it makes sense for organizational culture to inculcate sustainability agenda in everyday organizational life.

Organizational culture and sustainability initially appear as different constructs. However, on closer examination, the underlying values, principles, mission and vision of the organization decide the interaction between the two. Examining sustainability as a core organizational vision, the alignment between mission, goals and organizational culture becomes obvious. In the above sections, I have examined sustainability from various perspectives and dimensions and also included the trade-offs that are currently needed to thrust sustainability into mainstream organizational behavior. I have then examined organizational culture, the role of national culture and religious culture in organizational culture specifically in the Indian context. I have also provided the linkage between organizational culture and sustainability through the open systems approach and explained the significance of sustainability oriented organizational culture.

CHAPTER 3

METHODOLOGY

The purpose of this case study is to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

- 1) How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
- 2) How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

The sections in this chapter discuss the following aspects used in the methodology of the study: design of the study, sample selection, data collection and data analysis and ends with the trustworthiness of the study, assumptions and limitations and a summary.

Design of the Study

The study used a qualitative research design as a mode of inquiry to gain an in-depth understanding of the organizational culture and sustainability of an Indian family run business. The culture and sustainability practices were explored through the views of the participants and also helped in uncovering the meaning of sustainability for these participants. The case study approach helped in exploring the organization under study.

Qualitative research helps us “understand and explain the meaning of social phenomena with as little disruption of the natural setting as possible” (Merriam, 1998, p. 5). According to

Denzin and Lincoln (2005), qualitative research is a “situated activity that locates the observer in the world (and) consists of a set of interpretive, material practices that makes the world visible” (p. 3). Merriam (1998) emphasizes that qualitative research is a naturalistic approach setting it apart from quantitative research. As the goal of research is concerned with “understanding, description, discovery or hypothesis generating” (Merriam, 1998, p.9), it allows viewing the phenomena like implementing sustainability in a holistic manner. Using qualitative research methods for this study helped the researcher understand and interpret the perceptions of the participants within this phenomenon.

Characteristics of qualitative research include a) the researcher as the primary instrument b) is trying to understand the meaning and the lived experiences of the people c) is inductive research i.e. the data builds concepts and/or theories d) the research is richly descriptive i.e. words are used to convey about the phenomenon and e) gathers the “emic” perspective i.e. gathers information from the participants point of view (Merriam & Associates, 2002).

Patton (1990) further asserts the phenomenon being studied in qualitative research is a complex relationship between various variables that make sense based on its wholesomeness within a dynamic system and thus places the findings of the study in a “social, historical and temporal context” (p. 40). Uncovering challenges of implementing sustainability require “emic” view of the key informants. A holistic picture is built in a qualitative research that analyzes words with the idea of reporting detailed view of the informants (Creswell, 1998).

Case Study

A case study is a qualitative research method and is used with “a) how or why questions are being posed, (b) the investigator has little control over events (c) the focus is on contemporary phenomenon within a real life context” (Yin, 2008, p. 2). The phenomenon used

for a case study can lead to individual, group, organizational or social knowledge contribution and allows for retaining the holistic and meaningful characteristics of these events. According to Patton (2002) a case study is essential to the research when a particular problem or situation is to be understood in great depth. In Merriam's (1988) view a case is "an intensive, holistic description and analysis of a single instance, phenomenon, or social unit" (p. 21)

The idea behind a case study is to develop an insight and to uncover the meaning of the phenomenon or events. It also helps the researcher in making sense of individual's interactions with the world within that particular phenomenon or event. Thus, a case is essential to understanding this phenomenon as it focuses on the process on the whole; its context and discovery of its meaning (Merriam, 1998). An essential characteristic of a case study research is "delimiting the object of the study, i.e. the case" (p. 27). Both Stake (1995) and Merriam (1998) view a case as a single entity around which there are obvious and commonsensical boundaries.

In this research the researcher seeks to understand the "wholeness" of implementing sustainability in the organizational context. Furthermore the boundaries of the human resource development managers' perception and the employees will allow the researcher to investigate in depth the phenomenon of implementing sustainability and the relationship of human resource development. This case study used multiple data collection methods such as documents, interviews, and observation of participants for data collection in the direct context of the phenomenon of implementing sustainability (Merriam, 1998). In a case study, it is not possible to separate the variables of the phenomenon from its context (Merriam, 1998; Yin, 2008).

Sample Selection

Merriam (1998) advocates purposeful sampling, as it is the most effective method of selecting a sample for maximum learning and appropriate for discovering and gaining insights. There were two levels of purposeful sampling: first the case – an Indian family run business organization, that used global reporting initiatives (GRI) for self reporting of their sustainability measures; was the unit of analysis that was to be investigated. Second level was the individuals within the unit of analysis. Convenience sampling was used as the primary choice of sampling based on restrictions of location and availability of site and respondents, even though it is not a preferred method of sampling (Merriam, 1998).

Details for sample selection are described next with level one describes the criteria used in identifying the case and level 2 briefly describes aspects that helped in identifying individuals to serve as participants in the study.

Level 1: Identifying the Case

The first step for achieving a purposeful sampling was to first define criteria for selecting the organization and then selecting an organization based on that. Below are the three criteria and their rationale for the choice of sample selection.

According to the global reporting initiatives website, only 10% of US based companies (globalreportinginitiative.org, 2011) self report their sustainability initiatives. Compared to US based firms, the numbers are far less in India. So far, only a handful of Indian business organizations have used the GRI self-reporting tools to report their sustainability initiatives in over a decade, since the time the reporting has become available.

(1) This organization is in India, has multiple businesses, employing over 5000 people on their payroll and their activities range widely from manufacturing products and other energy related ventures.

India. The decision to choose an India based business was deliberate due to the following reasons: First, there is a lacuna when it comes to Indian based business organizations and their human resource development practices when compared to their Western counterparts such as UK, USA and their Eastern counterparts such as China, Korea, Malaysia. This is significant especially since India is currently the second largest super economy in a globalized world. Secondly, Indian organizations when entering the global marketplace often find the Western/non-Indian organization culture “shocking”. Additionally their employees, who enter these markets for bridging the parent and subsidiary organizations, suffer many setbacks while adjusting to an open work environment and autonomy. This study can provide an insight into the traditional nature of Indian family run businesses. Thirdly, management and human resource development practices of Indian businesses have been sufficiently influenced by the historic British colonization of India that ended in Indian independence in 1947. The amalgamation of traditional Indian culture and the British colonial influence significantly impacts the Indian socio-cultural context and subsequently its business ethics and norms. Additionally, the study of this influence will add to the knowledge of international human resource development practices. Lastly, since I am from India and appreciate the socio-cultural nuances of my culture, reflecting on it from an insider and outsider perspective as a researcher has enriched the research process. Also, I had the ability to use my human resource development work experience in India and use my network to identify a willing organization for data collection. Also, a professor at Ross School of Business, University of Western Ontario, at the end of the study, commented on the

difficulty of finding a willing organization to give access to one of their own (a fellow Indian), unless they came from a “foreign country” and appreciated the difficulty gaining access to India based organizations.

Specialized Sector. In the year 2010, the company Diaz Inc, was the first organization to submit a GRI report from the specialized manufacturing sector in India. Industrialization of various small and large special sectors is taking center stage in India, after two decades of signing the world trade organization treaty that opened the Indian markets for foreign investment. With globalization, market challenges have increased and caused Indian companies to foray into and capture foreign markets to remain competitive. Secondly, very few Indian businesses have established their leadership and shown a steadily increased turnover when compared to other homegrown or foreign multinationals. Also, poor Indian infrastructure adds to the inefficiency and decreased capacity of Indian specialized manufacturing based organizations (Shiva, 2004). It is also unfortunate, that the recent spate of suicides from the Indian cotton farmers has darkened the specialized sector mainly due to lack of regulations and laws (Abichandani and Johnson-Bailey, 2011; Shiva, 1999). Overpopulation and rural Indian living conditions further add to the woes of people working in the specialized sector. Diaz, uses and advocates efficient water management practices and often act as necessary intermediary between government and lawmakers and the people operating in this specialized sector.

(2) The organization is a family run business and employs more than 5000 people on its payroll. Most of its employees are illiterate or less educated. Comparatively, few employees are professionals in functional areas such as finance and accounting; human resource; engineering, biotechnology etc. Being a family run business, the business is mainly managed by the founder and his sons.

(3) The organization is actively engaged in using the GRI tool for self-declaring their sustainability initiatives. Furthermore, they have an active team in place, that works simultaneously on the energy and water management initiatives and also developing the GRI report for the next fiscal year. I also had an opportunity to immerse myself in this team and analyze the human rights component of the sustainability reporting procedure and attend a sustainability workshop that discussed reporting and the “true” impact of sustainability measures on the organization.

Diaz Inc, in Tilla, a town in India met all the above criteria. Diaz Inc, is family run manufacturing business and actively engaged in sustainability and uses GRI tools for self-declaring their sustainability initiatives. The company is mainly located at two corners of the same town. In one corner, the manufacturing plant is located and in the other corner of the town, the perishable product-processing unit is located. For the purpose of simplicity and identification, I assigned the following location numbers - Founders Office (Location 1), the administrative office (Location 2) and the manufacturing facility (Location 3). Both Location 1 and 2 are adjacent units and are in the same corner of the town located on the 573 plus green acreage land. Location 3 is in the other corner of the same town. I spent my time commuting between the locations depending on interview schedule and time given for observation.

Level 2 – Identifying the sample within the case

The second phase of purposeful sampling within the case, i.e. within the organization was based on few factors. There were 12 participants, 10 full time employees, who had worked with the organization for a minimum of 6 months to a year and 2 consultants. I chose to interview individuals who had at least worked for a minimum of 6 months with the organization as they had gained familiarity with the organization culture. Other factors included their ability to speak

at least simple English, since I am not comfortable with the local native language. For these reasons and since it was difficult to sift through the participants among the 5000+ employees, the company, nominated few of the employees among who I chose to speak to my participants. Furthermore, since my study involved factors such as organization policy and culture, illiterate workers were not interviewed.

Data Collection

“Data collection in a case study is a recursive, interactive process in which engaging in one strategy incorporates or may lead to subsequent sources of data” (Merriam, 1998, p.134). I used all the three typical methods for data collection: interviews, observation and documents. While, interviews and observations fit well to explore the research questions, the documents served as indicators and evidence of the practices the organization was engaged in. Documents such as HR recruitment forms, progress reports on rural development, a handout on the changing ecological landscape of the land, press cuttings gathered by the communications department, were explored for additional and new information.

Semi-structured interviews

Merriam (1998) views, interview's as purposeful conversations to find what is in and on someone's mind. The semi-structured interviews also allow the researchers to gather opinions on certain topics in detail on a limited time making it preferred method of data collection (Patton, 2002). Interviews served as a good technique for this study, as the willing participants were able to recapture past experiences that illuminated the influence of organizational culture on sustainability and vice versa. Each interview lasted for about an hour.

According to Patton (2002) the key to collecting good data is asking questions that uses language and manner that is easily understood by those being interviewed and is critical to

alleviate good responses. The researchers in-depth knowledge helps in asking meaningful questions as well. I followed an interview guide (Appendix 4) to steer the questions towards sustainability, influence of organizational culture and human resource development practices. The questions were flexibly worded in the semi-structured interview guide, as this allowed me, the researcher to respond to the emerging views of the respondents, as the key idea is exploration instead of using predetermined exact words and order of questions. Thus, the interview questions offered a wide range of coverage for the respondents but within the focus of the inquiry. Participants brought the unique personal experience based on their education, work and learning experiences, and background. Hence, flexible open-ended questions were used, to be sensitive to diverse aspects, also prompting unplanned probes for more clarifications and information and also were not planned earlier. However, I used consistent and specific terms with the interviewees to help with the flow of the conversation.

I began conducting the interviews one week after the initial site visits for observation. This established a basic level of familiarity with the participants. I spent about 2 weeks of observations and interview visits each at three separate locations namely the Founders Office (Location 1), the administrative office (Location 2) and the manufacturing facility (Location 3). I also spent a week's time for training and orientation sessions for new employees and another week at the Gandhi Research Foundation (GRF) within the Founders Office (a different section of location 1). These periods allowed me to establish a level of familiarity with the participants at each of the locations. Further, depending on my familiarity with the participant, the interview process often began with a casual introduction of myself. Then, I explained the topic and the purpose of my study, offered and gave them time for reading and signing the consent form. Four participants chose to sign the consent form at a leisure pace and returned the form to me about a

day or two after the interviews. However, before beginning the interview I would clearly point them out information on confidentiality and their rights as a participant. All the interviews were recorded on a digital audio-recorder along with notes or comments. Recording allowed for listening to the conversation several times that helped me to pay more attention to details that I may have ignored initially. Esterberg (2002) suggests that one should transcribe the interviews immediately, to preserve the “flavor” of what was said. Patton (2002) asserts that to increase the quality of the interview, one should transcribe and assess data soon after the interview. I transcribed verbatim as soon as possible after each interview, and that also helped with modifying questions based in how participants responded, further modifying when sufficient answers were not generated or if I thought additional information was needed. Also, I jotted brief notes during the interviews to record the body language or any interesting reaction. The following is an excerpt from an expanded field note I had jotted down during one interview that described how the participant’s spoke:

Participant: AK

Date of Interview: July 19th, 2011

AK: He is speaking very slowly and appears stressed. The overhead air conditioner and fan combination is making it harder for me to listen to him. He got agitated at the beginning of interview, when I mentioned that I was there to interview him. “They,” had given me “his time” without asking him, I realized during the course of the conversation. I then asked him why was he agitated (followed my hunch), and he responded that he thought I was there to evaluate his work. After confirming that I was not a representative of the organization, but rather doing my own research, he calmed down. He then signed a consent form after the interview was over and he felt “safe”. This interview was in the

native Indian language, Hindi.

Another thing he mentioned was you “people” from America have no idea what it is like to live in India at the beginning of the interview.

Participant: SS

Date of Interview: July 10th, 2011

SS: “See in your western ways of thinking....” Both interviews, though apart a week, made me feel like a foreigner, in my homeland. Even though I was careful to dress in traditional Indian wear and had no/minimal accent in English, both interviewees’ made me feel that the only reason I had access was because I was “from” United States of America.

Observations

“Entering the founders office, I noticed a vast hall, with various glass enclosures. Through these “glass walls,” one could always see what was happening at the other side.”

“As I walked into the Location 1; I saw about 50 men working there, with only one female human resource development executive. I later came to know her as Piya who was my point of contact for the entire project.”

These were my first two observations as I entered Diaz Inc. Observations are the first hand encounters with the phenomenon (Merriam, 1998) and interviews are a second-hand account of the same. However, Patton (2002) suggests that “rigorous preparation and training” (p. 260), is essential for conducting quality observations and checking against the observations based on researcher interests, biases, and backgrounds. Creswell (2003) suggests a “binocular approach”, that means starting from a broad overview and then focusing more narrowly to gather specific information. Furthermore, Merriam (1998) suggests observations based “by the focus of

the study and by being open and sensitive to new ideas and insights as they emerge in the process” (p. 139) and not attending to everything in observations. These strategies served the observations in this study. I would spend between 4 – 7 hours everyday at each of the locations. Below is a description of my observation.

Location 1. The first week of July, I spent on general observations at Location 1. This helped me to gain familiarity with the routine of the organization and the people grew. The observations were done during the data collection phase thus balancing out interviews and observations simultaneously. Being on the site for a long time also ensured me of developing a rapport and trust among employees, as they started “seeing” me around during lunch hours and as I walked upto and from the office. From the second week of observations, I had started using a protocol (see Appendix 5) for my observations. The protocol helped me narrow my focus on the topics I needed to focus on, look at the tone and body language when they interacted with each other, which person interacted with whom for what purpose, how little gestures and formal nature of conversation reflected on the culture of the organization, the topics of discussion, what was not discussed etc. Being on the site also helped me with casual conversations with other employees, who were not formally interviewed but did offer insights into the nature of the organization. A formal “circular” was sent around at both the locations describing the “title” of my study and the time duration I was there. This “circular” also set the dates and times I was meeting the people. However, there were delays and changes in the schedules as the study progressed.

I also had the opportunity to occupy the carousel here to work on my observations and make field notes during and after my interviews. I would then have lunch with the only female executive of this office. I took this opportunity to connect with few other employees. The

canteen for this location was at a 7-minute uphill walk. The canteen *Raja Bhoj* (meaning King's Diner) was an open hall, with tin roof. The open hall was approximately 60 feet X 80 feet. The farther hand of the hall had open washbasins. In the center there was a cashier who would sell coupons for the food. The right hand side of the hall was an open kitchen where the food was cooked. The central portion of the hall was divided in two sections. The left hand side had steel dining tables and stools for seating, often reserved for farmers and other common laborers. The right hand side had 12 rows of tables and chairs, often reserved for "senior" level employees. Here, Piya and I, had lunch with few of the other male colleagues. The mood was often collegial and humorous as the group was quiet "young."

Location 2. Observations were daily happenings when I travelled to the site of the study. This included a one-week orientation session, everyday office functioning, and a GRI training session. In these sessions I did notice how the topic was initiated, how the members interacted, and what solutions or decisions were proposed. I did not see impromptu meetings between and among the teams, except for one impromptu meeting where I was meant to give feedback on the GRI human rights reporting activity, prior to my leaving that site and moving to the location 3. However, I did look for the explicit and implicit routine of communications among members and often looked for subtle and conspicuous factors that influenced the processes. At this location, which was also the HR administrative hub, I also got an opportunity to observe the interview protocols for recruitment "through" the glass walls. I also had an opportunity to exchange few words with the potential candidates, while waiting on my appointments of the day. Additionally, when these candidates were asked to wait for follow-ups I also had an opportunity to speak with about the interviewing experience they just underwent. This also added to the richness of my observations. Often, there would be delays (from 15 minutes to sometimes even 2 hours)

between the given time and the actual time I would get to interview my next participant. This window, however added to my observations. I also had the opportunity to have lunch at this locations canteen. The canteen at this location is a medium sized common room (approximately 20 X 15 feet) at the far end of the office. I did not see a cashier here, but a register that employees signed based on the honor system. Employees signed the register after they had their meal. The hall had about 5 rows of tables and seating. The lunch hour here too was between 12 noon to 2 pm. The male employees occupied the first four rows and the female employees often occupied the last row. Very rarely, I did observe male and female employees sharing the same table. Here, most employees were “young” and the mood collegial.

Besides these meetings, I also had the opportunity to spend working time with the core sustainability team for 2 weeks to help them process information for developing the next GRI report. This was a part of the “mutual benefit” where my input helped them understand the human rights category on the GRI report. This also gave me an opportunity to observe the functioning of the sustainability team. While I was not able to follow most exchanges among the members because of my lack of fluency local native language, I was able to follow simple activities and directions involved. Additionally, members realizing my inability to speak the local language, often offered what was said and updated me on the daily happenings. As an additional opportunity, I also got to observe the cross-functional sustainability team (members from various sections of the organization) during the training session that could help them develop their next GRI report. Thus, while my individual meetings and observations within the core sustainability team, I also had an opportunity to observe a cross functional team during the training session. This session also offered me to connect with participants who I would later meet at Location 3.

Location 3. The location 3 is the manufacturing facility where pipes, drip irrigation equipment and other goods are manufactured. This location also serves as the corporate headquarters for the entire organization. My first visit at the location 3 was with the new employee orientation program. This allowed me to tour the entire manufacturing facility, without being treated as a “foreigner.” After the tour we were offered an opportunity to visit the “accomplishment room”, where the various awards won by the company are placed. Then, we were offered an opportunity to have lunch. This was a part of the orientation training, where the new sets of employees are always offered lunch when visiting the location 3. This is an important part of organization induction. I took this opportunity to eat lunch at the canteen with other employees and also meet few people I had already acquainted at the GRI training at location 2. This also offered me an insight into everyday workings of the organization. Most employees prefer bringing their lunch. However, there is an option to buy lunch if one does not get it. The “Indian culture” was evident in the seating at the canteen. The canteen hall is a 40 X 20 feet hall, with the cashier sitting near the door. Employees purchase their food coupons from the cashier and then go on to take the food towards the other end of the hall. On the right hand side is the washbasin to wash hands, separate trash cans to handle organic waste and plastic/paper waste and the middle of the hall 8 rows of tables, where in the first seven rows are occupied by the male employees and the last row is occupied by the female employees. Since, lunch hour is between 12 noon and 2 pm, most female employees wait for other women to “vacate” their seats to take their lunch. Very few women ever ventured to go to a different table to eat. Customary exchange of food items for “tasting” is common at the women’s table. During my “stay” here, I observed that the mood was often collegial but formal.

Observation helped this study in the following way. One, I understood the routine occurrences that led to a better understanding of the organization culture. For example, the water bottles were provided at employee tables to minimize “breaks.” No tea/coffee was provided as a part of organizational policy. Guests were often offered “juice,” processed at their agro plant. I also noticed that employee breaks were rare and “long” breaks were often frowned upon, as I learnt from my casual discussions with various employees. Second, the observations provided information of the context on specific incidents and behaviors as they occurred; for instance, during the first week of being at location 1, I was unable to carry the traditional scarf “*dupatta*” with my traditional Indian dress. It was immediately pointed out and I was requested to always carry the scarf. Another incident, few weeks later when of the woman employees who had recently joined the organization “complained” to me that she missed wearing trousers for work, which she was so used to in her previous organization. Third, observations helped me to triangulate findings with the other data sources. Finally, instead of solely depending on others interpretations from interviews, the observations allowed me to interpret occurrences of what I, as researcher, observed (Merriam, 1998; Patton, 2002). For example, in his interview, Vishnu Kumar’s (VK) emphasized the role of the informal approach was essential in maintaining the approachability within organizational members. VK’s comment corroborated with my observation, that employees would often approach the HR Manager or the Founder without apprehension for solving their problems.

Descriptive and reflective field notes served as records of my observations, taken during the observations and also helped me in organizing my thoughts as a researcher (Creswell, 2003; Esterberg, 2002). I used the field notes as quick memos to pursue questions, or to record

anecdotes, or important and/or interesting information. At the end of the day, I would often expand my field notes to capture more details of the day or to reflect on the day's occurrences.

Documents

Document is an umbrella term to refer to a wide range of written, visual, and physical material relevant to the study at hand" (Merriam, 1998, p. 112). Documents provide valuable information even though they are not generated for the sole purpose of research. The documents are either public/private records or can be research generated (Creswell, 2003; Merriam, 1998). The documents I used were provided by the organization. The documents I was provided included a picture book of the barren land that was converted into a green valley, progress reports on the rural development projects, the GRI report for year 2008-2010, a book compilation of the founders accomplishments published in national and local papers, a copy of the recruitment forms and a copy of the organizations newsletter discussing the accomplishment of various employees. All of these documents were in English as well as the local language. These documents added information about the organization culture and sustainability practices of the organization. I analyzed these documents along with the other data that was collected during the research.

The study used documents, observations, and interviews, the three commonly used methods in qualitative research. The documents contributed to developing a holistic picture of the organization mission, the observations helped me build a mutual relationship of trust and rapport with the participants and also provided me a basis to be inquired during the interviews or confirm the findings and the interviews, themselves provided for an in-depth understanding of the organization's phenomenon i.e. how people interpreted and experienced their context. I could thus develop an overall understanding of the organizations functioning, its mission,

programs and services rendered.

Data Analysis

“Data analysis is an interactive process throughout that allows the investigator to produce believable and trustworthy findings” (Merriam, 1998, p. 151). In qualitative research, the emergent design of the study allows for the data to be analyzed as it is collected and then help in further exploration. Thus, the data analysis is “recursive and dynamic” (Merriam, 1998, p. 155). The “data analysis involves moving back and forth between concrete bits of data and abstract concepts; between inductive and deductive reasoning, between descriptions and interpretations” (Merriam, 1998, p. 178). To manage the data from becoming overwhelming and to avoid repetitious, unfocused analysis, I used the constant comparative method.

Constant Comparative Method

According to Merriam (1998), “The researcher begins with a particular incident from an interview, field notes, or document and compares it with another incident in the same set of data or in another set. These comparisons lead to tentative categories that are then compared to each other and to other instances” (p.159). Thus, the strategy behind constant comparative method is what the name implies, i.e. categories that are derived from the data are compared to each other and as Merriam (1998) implies, the categories are not data in themselves. Additionally, Ezzy (2002) suggests by using the constant comparative method, the process of comparison allows for categorizing events that may have seemed unrelated at the beginning and vice versa.

Open coding is the suggested step for the data analysis. This first step allows for the researcher to uncover, name, and develop concepts, by “open[ing] up the text and expose the thoughts, ideas and meanings contained therein” (Strauss & Corbin, 1990, p. 102). Charmaz (2006), suggests two ways to optimize the open coding phase i.e. spontaneous and speedy initial

coding and using the gerunds and *not* nouns to stick to the data and detect processes.

To start the data analysis, I transcribed the interviews as soon as I could and then through scrutinizing each interview for key ideas. This was the first step of open coding.

I open coded through small paragraphs, sentences or segments depending upon one/two main ideas that were resonated. To do this I analyzed the transcripts for the participant understanding of the phenomenon and looked for meanings, understandings or concepts that illustrated their understanding. Depending on the similarity or dissimilarity of ideas, the coding was done under a new or old label. I often used the same term as the participants to describe the idea. Similar ideas had similar codes and new ideas had new codes. Table 3 gives an idea of the open segment/ paragraph coding.

Open Code	Data Source	Line Number	Segment
Humanitarian approach	AB	235-240	So I need to work with people. Likewise other person needs to work with his team members. So unless he builds a teams however efficient he is, he can't work. You are not the only person, you need to work with the team. So you need to be a good HR person whether you are handling a small group of 2 persons or small group of persons
Sense of belonging	AB	355-359	It's very important. I feel very safe, I feel taken care of, I feel that God forbid anything happens then my family will be supported. And this feeling of safety, this feeling of peace of that of my mind and not just for my mind for everybody.
Modeling	AB	310-313	Likewise if chairman can bend down and pick up something that is do work with his own hands. This automatically means that everybody needs to work with their own hands.

Table 3: Sample Open Coding

After the initial line-by-line, segment, or sentence coding, I moved into focus coding.

According to Charmaz (2006), focus coding helps in sifting, sorting, synthesizing data and leads to conceptual arising by integrating this data through most significant or frequently found codes. To organize the codes in a bigger theme, similar labels in open codes were clustered. I also scrutinized the setting and the whether they conveyed similar meaning regardless of the initial code. For example, both the codes “relational attitude” and “approachability” in the above sample infer to the common idea of informal organizational structure even though they were stated in different contexts. Likewise, the code “sense of belonging” infers to the bigger idea of informal structure. Thus, I compared codes with other codes and let them be developed in bigger ideas with the categories from the two research questions as the frames.

Initially I identified 36 codes (see Appendix D) to describe the data that addressed the two research questions. Gradually these codes began to coalesce by comparing and collapsing, these codes were reduced to 11 codes. The interview transcripts, observations and the field notes and documents were reanalyzed using these 11 codes. Data were then sorted, cut and paste on each theme on each research question. This helped in developing categories and subcategories. Then, I used quotes from the interviews to serve as reference list and serve as evidence. Then in the final grouping the similarly coded data was put in categories and formulated the study findings.

Trustworthiness of the Study

To assure the quality of the research appropriate mechanisms that can be incorporated will assure the quality of the research both for the researcher and the reader. It is also a fundamental concern in any research study. According to Lincoln and Guba (1985) “how can an inquirer persuade his or her audiences (including self) that the findings of an inquiry are worth

paying attention to...?” (p. 290). Four ways through which trustworthiness of the study can be sought are Credibility, Transferability, Dependability and Conformability.

Credibility – Credibility involves showing that the findings that “have been arrived at via the inquiry are credible to the constructors of the original multiple realities” (Lincoln & Guba, 1985, p. 296). That is the trust value of the findings can be assured and accommodates the need to understand the complex phenomenon in a holistic manner. I, the researcher sought to establish the credibility of the findings through triangulation and persistent observation. By using organization provided documents, my field notes, memos and observations and interviews, I was able to establish the credibility of the findings. Furthermore, these findings were presented to the methodologist along with the data to corroborate. While, I was interested in prolonged engagement at the research site, I was limited by time; resource and distance from research sites and participants. Thus, I completed the study in 3 months from July to September 2011 by being at the site for 8 weeks at least for 4-8 hours depending on the situation of each day.

Triangulation of the study was done through collecting data from multiple sources of data collection such as documents of annual reports, website information, interviews, direct experience of interaction with the organizations etc. I sought to triangulate the data to support the holistic perspective on the phenomenon. It also helped me reduce the “researcher bias” and helped corroborate the findings to assure accuracy of facts and interpretations. I have also presented “quotes” from the sources to ensure the triangulation. I also, checked findings with the key informant to assure that the “data, analytic categories, interpretations, and conclusions” (Lincoln & Guba, 1985, p. 314), reflected their key ideas.

Transferability – Generalization of findings in qualitative research is context dependent, and is not possible. According to Yin (2003) in a case study, the “case” is comparable to a single

experiment in quantitative research than to the entire sample. Further, the congruence between the original and new context decides the transferability of results and “is not the naturalist’s task to provide an index of transferability; it is his or her responsibility to provide the data base that makes transferability judgments possible on the part of potential appliers” (Lincoln & Guba, 1985, p. 316). I, the researcher have a case study database that includes notes from observations, document analysis and original documents and the notes from interviews and transcripts of the interviews. According to Yin (2003) for a reader to have recourse for wanting to inspect the raw data that led to the case study’s conclusions, the case study database is necessary. Also, I have maintained a chain of evidence for allowing an external reader to trace the steps one takes from the initial questions through the database and the report and the interview protocol.

Dependability – Lincoln and Guba (1985) recommend an audit inquiry that assesses the dependability of a report. The dependability of the report is based on the process through which the research will be conducted. The committee chairperson, co-chair and the methodologist will provide this audit. The auditor(s) will be given access to various aspects of the inquiry process, and will seek to find if the researcher bias is sufficiently taken into account and if all the data collected has been accounted for. The auditor(s) will also seek to find if the researcher found both negative as well as positive data.

Confirmability – The audit inquiry will also then account for the research findings to establish confirmability. Based on the audit trail, the categories of raw data, product of data reduction and analysis, data reconstruction and synthesis products, process notes, materials related to intentions, and information about instrument development (Lincoln & Guba, 1985) will be checked. Furthermore if all the findings are thoroughly grounded in data and if both the negative and positive data are included in the findings will also be checked by the auditors. The

researcher will provide a chain of evidence, case study protocol, the case study database and field notes and observations to the auditors for the conformability.

Assumptions and Limitations

All researchers initiate a study with some assumptions. The following are my assumptions that can influence the study. I assume that socio-ecological sustainability is a political, economical, emotional as well as a business activity. This activity has the capacity to influence individual beliefs, values and attitudes and can be both positive and negative.

Sustainability is an emotional issue for me. The concept of “mother earth” is very dear to me, as I almost equal it to my mother- the way I grew up with her. My mother “forced” me to think about earth and pollution from a young age, manage food and food waste, see the connections between availability of food and scarcity of food, poverty and food and psychological security related it all, so the combination of this is my bias which I wish to clearly state in the assumptions that may effect the data collection and analysis of this study.

My own experiences and observations as an HR specialist and training manager in India in the capacity of large organization’s employee has provided me with a deeper understanding of subtle yet strong influence of organizational grapevine, culture, and unsaid rules that impact an individual employee in terms of their behavior. I have also observed and experienced that more often than not workplaces often offer a little scope of the holistic understanding and linkage of their mission, vision and eventual organizational policies and culture.

I am also assuming that the Indian cultural context (specifically both social and political norms) has a significant impact on individual and business practices. These norms are inculcated from birth and the social observation of a child of their surrounding environment. For example, the Indian mentality and practices of Jugad (making it work anyhow and anyway) and Chalta

Hain (anything goes- take it easy) permeate subconsciously in an adult personal and professional life. Another example is respect for authority and loyalty, which is an important characteristic given the “age” of the person as well their “socio-economic status”. It is highly difficult for an individual to speak for causes of concern given these aspects of loyalty for “age and socio-economic status”. Therefore, I may overlook other possible reasons of when individuals may not speak up on various causes of concern.

My five years of experiences as a human resource instructor, consultant, manager, and recruiter, in India dominate the study as I believe that though India has grown as an emerging economy, the basic business mentality (profit at any cost) remains the same. Moreover, my experiences as a graduate student and as well as HR Coordinator in USA also has led to incorporating new and non-Indian ways of thinking about professional and transparent organizational culture, individuals, professionals, HR Managers and Executives, professional practice and life in general. These assumptions will strongly influence my study. It is also obvious to me as a student and a teacher that human resource development managers and professionals, especially in India, do not carry holistic knowledge of the link between culture, policy, individual behavior and subsequent organizational vision and mission. My personal beliefs and experiences of what constitutes “good human resource development practices”, and what I perceive to Indian and non-Indian way of doing and thinking pervades the study through these beliefs and experiences.

During this study, I used English as a medium of data collection and communication as I am proficient and comfortable using the language. Initially for two interviews, I did use translators, but these interviews were lost in translation and could not be used due to the background noise rendering the recordings corrupt. Hence, I did choose to use simple English to

communicate with participants who are not comfortable in using English fluently with few words/sentences from the national language Hindi, which I am proficient and comfortable in, for capturing the participant's ideas and discussions. However, to maintain a validity of the simple English, I used a peer debriefer to guide me through the process and have attached the letter (see Appendix C).

The limitations of the study are as follows: Patton (2002) asserts, “the validity, meaningful, and insights generated from qualitative inquiry have more to do with the information richness of the cases selected...than with sample size” (p. 427). Since the company nominated participants, the freedom for possible thick rich descriptive interviews was immediately limited. Most participants were very familiar with the organizational “unspoken rules and regulations” and provided a their view keeping in mind of their “role” in the organization. Secondly, while these participants were experts in their respective knowledge and result activities, they spoke with caution about their understanding of the organizational culture. Thirdly, qualitative research is not made for broad generalizability and this generalizability is further determined by the users of the research and not by the researcher themselves (Merriam and Simpson, 2000). The users of this case study have to account for the generalizability in context of the uniqueness of the Indian family run business and determine their own unique situations for further determining the generalizability of this research for their own context. The study is limited for these three reasons. However, the insights gained from this study have prompted recommendations for future research that does include sample selection, size, locations and national cultures.

Reflections

The research topic is of my personal interests and is based on certain assumptions and limitations. However, the process of data collection was a challenge given the unique situation of this case study. The first issue was navigating the conservative mindedness of the rural town I was living in. The fact that I had arrived from USA for my research was given importance that provided me a privilege. While, this privilege did make the access to the organization easier, participant access became a challenge for two reasons. First was the obvious language barrier. Second, the company nominated employees who would keep theirs and the company's "best foot forward" thus limiting the rich thick descriptions I may have otherwise obtained. Additionally, the authoritative and the paternalistic nature of the organization and the patriarchic nature of the society added to the data collection limitations.

As I understood the culture and the working style of the organization, I began to relive my experiences of the "manufacturing culture" of my earlier work experiences in India. While, I had initially envisioned my role as neutral party as a researcher, I started examining the power relationships in the organization within the patriarchic culture of the organization. Adding to this the higher male to female ratio in the organization, the lack of personal freedom for clothing or for that matter anything else, the presence of glass walls, the presence of security cameras and/or personnel everywhere added to a sense of invasion of privacy. Furthermore, everybody knew everybody. Amongst the personnel, I was quiet "talked about" and every time my point of contact in the organization spoke to me, I got the feeling she knew my whereabouts even without me having to inform her. I felt these aspects provided a sense of control to the organization. As a researcher, examining power and control nuances in an Indian organization made me appreciate my American style of living and working a tad more.

Summary

This chapter provided an insight into the design of the study, the sample selection through the two levels of the case study sample selection, the data collection process through interviews, observations and document collection. Furthermore, I have provided a detailed insight into the data analysis. Analysis was done through constant comparative method. Trustworthiness of the study was established & assumptions and limitations of the study were described in detail.

CHAPTER 4

CASE DESCRIPTION AND PARTICIPANT PROFILES

The purpose of this case study is to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

1. How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
2. How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

This study employed a case study design to study an Indian family run business. The business met the criterion set for the case study that included a) An established family run business b) located in India, c) Used global reporting initiative (GRI) self reporting tool to report and publish their sustainability initiatives.

¹Diaz Inc. met all the established criteria for the study. 12 participants were interviewed for the purpose of the study. 2 interviews could not be used due to corrupted recordings and also were lost in translation due to the use of the local language, which I could not understand and the translators were not effective in translating the native language into simple English. Other interviewees used simple English and to establish the credibility of the interviews, I used the assistance of a peer-debriefer. The letter is attached as Appendix C.

¹ Pseudonym of the Indian manufacturing based organization.

This chapter is divided in two sections. The first section describes the case and the participant profiles. The next section focuses on the findings of the study.

Case Description

Entering the rural town of Tilla² in India, one is greeted by the hustle and bustle of a small town. Overcrowded, shoddy sidewalks, overflowing drainages and burst water pipes are few things among the many-many chaos one will notice. I used the famous Indian railway system to reach Tilla. Emerging out of the train station, I am greeted by street vendors street foods, wide streets crowded with public transport such as buses, autos (three wheelers), rickshaws (manual tricycles) to take people to the city and/or the factories located near the city outskirts. The hustle bustle of the station jolts me out of my American silence and the luxury offered by the airports and cars. The main city boulevard also has large political and Bollywood movie hoardings and new central mall is also coming up near the station. A little further I see the large signs of the company *Diaz*. A boat shaped flowerpot road divider greets me at the entrance of the city. It holds many plants and intermittent advertising boards of the company *Diaz*. During the evening, the focus lights around these plants and the water fountain are turned on. Also, the plants are manually watered at this time. After entering the city further, one finds many such road dividers and circles throughout the city carrying the *Diaz* name and providing a plush green look to a very hot and humid city. Typically, in the month of June temperatures touch as high as 39°C i.e. approximately 102°F. These hot days combined with little or no transportation make it difficult for me to visit *Diaz* everyday. I then make arrangements with extended family members to be dropped and picked up at the company premises.

² Pseudonym of the Indian town where the organization is located.

The company is a homegrown Indian multinational with offices operating internationally and is located in a small rural Indian town. The founder is a Marwari and manages the family business along with his sons. The Marwari community is one of the most affluent and networked family business communities in India. The company has multiple businesses that complement each other within the manufacturing sector. They manufacture pipes and other specialized products, etc. The processing unit of the company processes perishable items. The waste generated from the perishable item processing is used in their other waste management plant to generate electricity and organic fertilizer used for in house needs. They have developed an industrial benchmark that uses water as a refrigerant for cooling. Earlier ozone refrigeration was used for refrigeration and has been phased out in favor of water-cooling technology. Due to security reasons, I was not taken on tour of these sections of the manufacturing units. The company has more than 5000 employees and is growing at a rapid rate.

The company has a distinct role in the local economy as their outreach programs help educate the local people use the vast variety of their products for maximum yields. Additionally, the company has its own research and development center, that provides with the requisite material to their contract workers to “manufacture” products to the specific requirement of the company. These products are bought back used for processing and also provides for better control for the quality standards of the company. The waste generated, in then redirected to the company’s biogas plant for energy and fertilizer generation and usage within the company, with plans for surplus being sold-off in the market. Also, the company runs its own residential school, thus providing for educational needs for locals and its employees.

Additionally, the company is networked with various hospitals, charities, sports club, and cultural associations, leading to an influential name within this community. The company is

located at 3 distinct locations. Diaz Inc has three locations. Both location 1 and location 2 are situated in 573 acres of green Neem valley (*Azardichta Indica*) – (India's famous herbicide plant). Location 1 is where the founder's office is located. Location 2 consists of three units. The first unit is the administrative offices that where the accounts, finance, sustainability, HR administration, and perishable item processing administration are located. The second unit is the actual processing plants. The third unit is energy manufacturing plants. Location 3 is the manufacturing plant.

Location 1. Location 1 is off of the national highway at the outskirts of Tilla. Two large roller gates welcome vehicles and pedestrians into the property. The left hand side has a large water fountain that is turned on when special dignitaries or the owners of the company pass through these gates or the area. On the right side, there is a large shiny brass water pot, a symbol of water storage – earthen pots are often used for water storage in India. After a medium sized (approximately .25 acres) open-air parking space, at the right hand side about 50 feet from the entrance is the security office. Four large steps lead to three security windows and registers for signature and security check. The security personnel enquired about mobile phone and laptop that I used to carry to the premises. I had obtained written permission to carry these to the locations. The security personnel also would check the lunch boxes and other packages carried by common laborers to the location. The checks would include looking for tobacco, cigarettes or other intoxicants. From the left side of the security was the in and out paths for vehicles and pedestrians. The entire path is covered with trees. 200 feet on this path, the right side was a cow ranch. Cows are sacred in traditional Indian culture. Their milk is considered a complete food and essential part of everyday Indian cuisine. The dung is used for making pathways, strengthen foundations of houses and streets and the cow dung cakes are used for fuel. On the right side,

there was the horse ranch with 4 horses grazing in their stables. This section also acted as the greenhouse for various plants and saplings. Approximately 100 feet further are about 100 steps that take me to founder's office. The founder's office is at the 4th level of the building. The 3rd level is the Gandhi research foundation. After reaching the 4th level, the glass walls and large windows give a distinct look to the founder's office.

As one enters the Chairman's office from the double glass main door entrance, a large 60 X 80 feet hall makes up the combined office for the founder, human resources and other administrative personnel. Upon entrance, one is struck by a huge hall, which is demarcated by glass walls, white walls and blue laminated office storage. This was a common theme across Diaz. The founder's corner office was on the left side of the entrance. It is a glass walled office approximately 40 feet X 20 feet in length. At the right side of the entrance of the founder's office is a "large executive glass table" which could seat about 16 people. On the left hand side there is a wall length glass wall overlooking a lush green *Neem* valley. One could see parrots, monkeys and other wildlife that is allowed to roam freely through these walls and windows. The CEO's love for nature was evident through this spacious and naturally well-ventilated office. Very minimal indoor lighting was used. About 20 steps inside the CEO's office on the left hand side is the founder's desk with a 32" apple monitor on the wall. Above the monitor were 6 portraits of famous Indian personalities like Indira Gandhi, Nehru, Mahatma Gandhi, the founder's mother and 2 other people I could not recognize and neither could ask about them. From the founder's chair, he could see the entire office. In front of his office were cubicles that seated multiple personnel. On the far right corner was the office of Vishnu Kumar (VK) and adjacent to him was the office of the company spokesperson.

Vishnu Kumar's office also had four glass walls. The glass wall he faced over looked the white balcony (porch) with marble floors. The left hand sidewall overlooked the lush green *Neem* valley. These plants thrived in this humid weather and provided ample protection to the wildlife in surrounding areas. I later learnt around a company visit that after the conversion of this dry arid land into *Neem Valley*, it had encouraged the migration of 50 new species of birds and animals. The other two glass walls, looked into the office. Few feet away from VK's office was a shared cubicle set up, where Piya worked along with two other colleagues.

Many times it would happen that my family could not come to pick me from one of the locations and there would be no public transport in this hot weather. The company was generous enough to send me in one of their many transportation cars. The drivers would often be generous in talking and narrate to me stories of how long they have been with Diaz or how they ended up becoming a driver from a factory worker. Many people through this case study have confirmed that not once an employee has been fired from this organization. Most often, if they did not follow rules or were unable to complete a certain task, as they had no interest in it, they would often be transferred. The transfers were within various departments, offices and factory sites including the school and other "non-corporate" settings. Not once had an employee been asked to go.

Location 2. The location 2 is a set of various administrative offices that houses the accounting team, sustainability team, HR recruitment and training team, administrative team and offices of senior managers and personnel's of the food division, energy division etc. Like location 1 the entire building is made up of glass walls and concrete. The entrance of the location 2 also acts the main entrance for visitors and dignitaries. Two large doors guard the entrance. The security office is on the right side of the entrance, about 50 feet away. On the left

hand side a security personnel stands to direct pedestrians and guest vehicles as they enter the premises. After the security checks with me for mobile phone and laptop, they hand me a visitors card. The security would offer to drop me to the office on their golf carts or jeeps since the office is about a mile away from the entrance. The entire building has glass walls and concrete walls. From the open parking space, one has to walk about 30 feet and take four stucco steps to get to the office. Right before the entrance, on the right hand side is the restroom and the water fountain. After entering the office on the left hand side is the reception usually manned by a receptionist or peons looking after the guest register. Everyday, I would write my name in the register and then am asked to wait for meeting my interview participants or join the sustainability team depending on the day's schedule. Earlier during my initial meetings with Vishnu Kumar, a circular was issued notifying key personnel of my arrival and subsequent interest in meeting with them. Piya scheduled my meetings with each of the personnel at all locations.

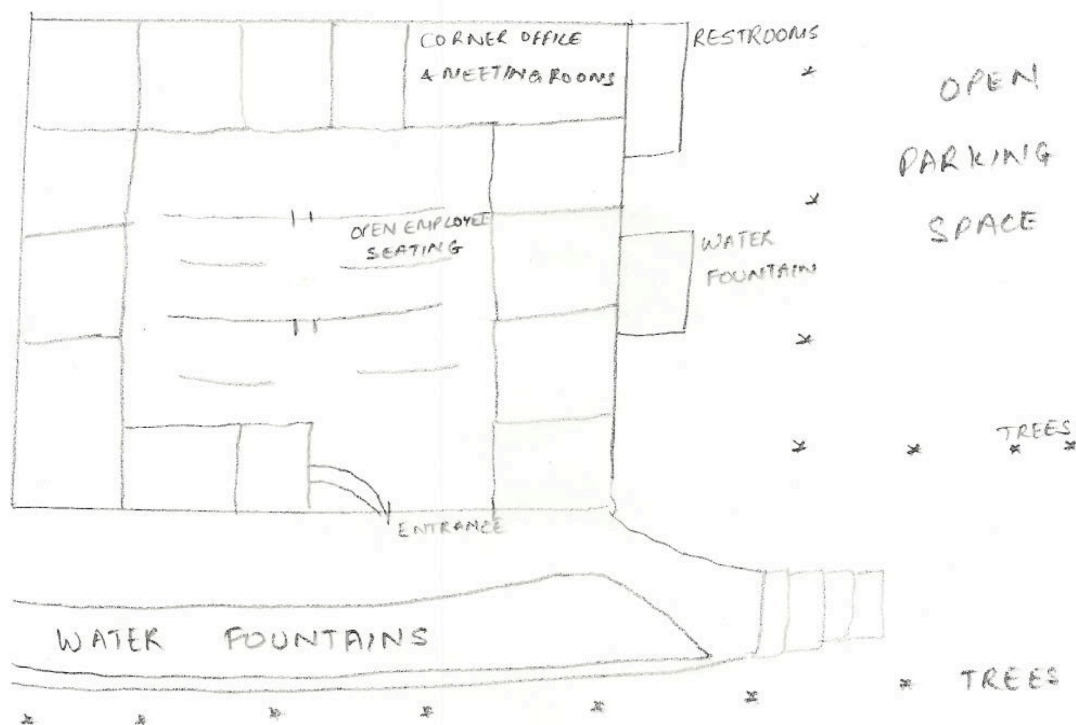


Figure 4: Location 2

The right side corner walls of the entrance is divided into four halls, an average size of 20 X 20 feet and partitioned by laminated walls and glass doors. The first hall was used as a waiting area by contract laborers and other everyday walk-ins. The second hall was used as a waiting area for recruits and other people. The third hall is the computer hub. The fourth was a meeting room with about 20-30 chairs. The next seating space after the meeting hall was occupied by the HR team and included two cubicles and two open seating spaces. The sustainability team occupied the space after that. This pattern repeats itself through out the office. The center office space is an open hall with no cubicles and employees sitting with four open “laminated” walls.

Location 3. This location also acts as the corporate headquarters and is also the manufacturing factory. The industrial entrance on the outside is flanked by the open parking space for cars and two wheelers all along the length of the factory. Outside the entrance, few feet from the gates are trees that house the white migratory Egret’s for about 6-8 months in a year. Employees, do not park under the shade of those trees to “save” their vehicles from bird droppings. The offices located at the right side of the entrance are large open spaces built in traditional Indian architecture of open central courtyard and surrounded by two floors of office. These offices are corporate headquarters and seat the Joint Managing Directors, Company Secretary and other senior personnel. The left hand side of the entrance is the security office, small central courtyard and the office of the public relations officer and waiting area. After the security check and surrendering of mobile phones, I am finally shown directions to the office of the HR manager, which is a part of this complex. Among other sections of the security complex house a large open hall dedicated to the awards and nominations received by the company. The hall next to this section is the canteen. The entire factory site is located about 100- 300 acres

land. The HR manager's office is located within this security complex about 100-150 feet away. The office is an open space with furniture placement and cubicles deciding the layout. The right side of the entrance is a glass enclosure used as computer center with one manned computer. The next cubicle space belongs to the HR Manager. The central space is divided into three areas.



Figure 5: Location 3

The area closest to the entrance has 3 sofas that act as waiting space. The next two open cubicles act as seating space for about 6-8 personnel. The other cubicles and corner offices are meeting rooms and used as needed.

Points to consider

I was viewed as a “*Westerner*” entering an Indian organization. Two participants in their casual conversations said that since I was from “America” I had forgotten my Indian culture and

may not be sensitive to the nuances of Indian culture. The chiding of these participants came in the light of me wearing trousers on one occasion to work and on another occasion forgetting to carry a traditional Indian scarf *dupatta*. Since the participants were already at unease because of my background and inability to speak, the local native language, I sensed their distancing and a barrier developing between the participants and me. To close the barrier and develop a comfort level, I ate lunches and talked about casual stuff such as life in America, life after marriage or even about kids become one of them. With the idea of upholding cultural boundaries and maintaining friendliness for continuous access with the participants, I was cautious of asking their age (as it is considered rude and disrespectful) and also refrained from asking their qualifications. However, the participants, many a times hinted of their qualifications, which are noted in their individual profiles.

Code/ Gender	Designation	Age range	Years employed
IK (M)	Manager	45-55	15+
RK (M)	Executive	35-40	7
AB (M)	Manager	45-55	8
AR (F)	Executive	25-35	2
VK (M)	Manager	45-55	5
AK (M)	Consultant	45-55	20
SK (M)	Manager	45-55	5
MR (M)	Manager	35-45	7
PZ (F)	Executive	25-35	1
RM (F)	Executive	25-35	8 months
SS (M)	Executive	25-35	5
AJ (M)	Executive	25-25	5

Table 4: Participant Profiles

I also had an opportunity to discuss (Personal Communication, 2011) the study with Dr. Oana Branzei, from University of Western Ontario, Ross School of Business. She mentioned that she is a Romanian and has similar problems of access in her country of origin. She also mentioned that Indian organizations (she has been consulting with multiple Indian companies) often treat “outsiders” or “westerners” with better access to the participants and the organization. Since my study touched on organizational culture, she did expect that “deep data” would be challenging in research like mine, since traditional businesses do not like their “values” being examined. The recording of this discussion is available for committee members to hear.

Participant Profiles

Imran Khan (IK)

IK is one of the senior professional’s in the company. He has been associated with the company for at least 20 years and has seen the company grow and become a reputed international giant over the last two decades. IK was recruited from Delhi and says that he enjoys living in the small town. IK understands the uniqueness of the family run culture but is unsure of its stability and long-term value to the organization. He said, “recently sometimes I feel that large family culture is not something which is going to survive in future and in some instances it doesn’t even today but largely I think it is still there.” However, he believes that the company has a good mixture of both western professional practices and Indian family based values and use the “desired face” when needed and appropriate according to the situation.

Ranbir Kapoor (RK)

RK has been associated with the company for last 7 years. He has been living here in Tilla for the last 18 years and believes in education is the only way out from poverty. He started working with the company in an administrative position and has assisted with establishing two of

the educational institutions under the Diaz educational initiatives and charity. He dreams of opening his educational institution and believes that working with Diaz will give him the necessary experience to achieve his dreams. He firmly believes in second chances and believes that the Diaz philosophy aligns with his own. He says “ there is some difference in what I am telling you...to tell you the truth if they were only running a family business or were doing so just to earn money, they might have not so many people chances, authorities, and opportunities, to develop themselves also.”

Amitabh Bachchan (AB)

AB has been with the company for the last 8 years, managing the food division of the company. He and his wife, both of them work for Diaz. She is a teacher in the company’s residential school and he manages the food division. He believes in managing human relations over resources is the right approach for managing people. He discusses his approach to managing, “machine is programmed to do something, human being is not programmed to do...something. It is programmed to do everything. And mind is...you can always run riot with your mind and think differently to do same thing differently. So even if you have a most efficient machine you will need somebody to run it. So everything is dependent on people who are involved.”

Aishwarya Rai (AR)

AR has been associated with Diaz for less than 2 years. She works in the HR department managing recruitment and the training. After attaining her management degree in human resources AR worked in the industry for once year before joining Diaz. She thinks that there is considerable difference between what is taught in management schools and what actually is practiced. She feels like many practical aspects and entry-level issues are not taught during the

MBA program. She stated, “We are taught HR functions, it is for manager, but when you are entering in the organization, so on entry level you have to do lot of clerical work, like making the file and doing this and doing that and that thing is like clerical...so many times people feel what are they doing after doing MBA.” AR views were very helpful as she saw provided me with insight on management from a newcomers point of view.

Vishnu Kumar (VK)

VK was in retirement and was invited to join Diaz five years ago. He moved from Bangalore, a fast paced Indian city and four years later his wife also moved to Tilla. VK also grades 7th and 8th at the company school and a sister institution of Diaz. He also resides there with his wife. He heads the human resource development division at Diaz and sees himself to be well aligned with the Marwari culture. He also helps with the company PR activities, school newspaper and other services as needed. VK believes that main reason he is associated and stayed on with Diaz is the founder, his generosity and his work philosophy.

Aamir Khan (AK)

AK has been associated with Diaz for the last 20 plus years. He is a consultant and has watched the company go through its growth phase and financial crunch. In his association with Diaz, he has managed multiple roles including that of the architecture, graphic designer, vendor consultant etc. Like VK, he is deeply affected by the founder’s humility, work philosophy and generosity. He believes that Diaz is a humane company and that is what sets the company culture apart from western management based organizations. He dislikes the invasion of western food habits in India and says, “ I think a country like India can certainly do without the Cokes and Pepsis...or whatever...or for that matter without the pizzas...I think...all the junk food that is coming in by way of MacDonald by way of...pizza hut...we don’t need it...I mean which is

country like India...which is a developing country....you don't need all this....particularly when you are in small town like this...you realize how alluring and how insidious it is these kind of things can be...to a villager who will see this and find this so glamorous.”

Salman Khan (SK)

SK joined Diaz about 5 years ago. He was an independent industrial relations and HR consultant before he started working for Diaz. Having worked for other labor intensive and western practice based organizations; SK finds the culture here at Diaz rooted towards Indian values. He believes that labor-intensive organizations need to develop new ways to engage their employees and the obvious limitations of western-based management practices can hinder the growth of Indian organizations. SK was the 6th person I interviewed in the company and his interview gave me the inside view of the happenings at the factory and the shop floor.

Mohammed Rafi (MR)

MR heads the sustainability team at Diaz. A doctorate in energy and water management from an Indian university, MR joined Diaz before he finished his PhD. He then took a sabbatical to finish writing his thesis. MR is insightful of his own strengths and weaknesses as a supervisor and a human being and quiet frank about them. He says he has achieved his position today because of his perseverance and frank nature. Born in a farmer's family, MR faced difficulties because of drought, as rain is the only source of water. He understood the “significance and symbolic meaning” of water for human life at a very young age, when his drought effected his family stopped his education and he had to repeat few years of his schooling for lack of funds.

Preity Zinta (PZ)

PZ is the youngest member of the sustainability team and had joined the organization just about a year ago. This is her first job. She finished her B.Tech in energy savings and

management. Being new to the sustainability team and the organization, she provided me with a newcomer's insight to the organization. She belongs to a nearby village and stays in a workingwomen's hostel near Diaz. She commutes to Diaz mostly on her two-wheeler or common transports such as an auto. PZ views GRI as an important step in developing and achieving sustainability goals. PZ sincerely believes that the future is in energy savings and is inquisitive and curious about linkages between sustainability and society.

Rani Mukherjee (RM)

RM joined the organization 8 months ago. Her husband also works for Diaz and she values working in the same company as her husband. She is newly married and joining Diaz has been a different experience for her compared to working for other organizations that have western-based management practices. She is very traditional in her approach to life and work and often consults her husband in making any decision regarding her work. She believes that her husband's insights in the Diaz work culture have helped her tremendously in stabilizing herself in the company.

Summary

This chapter discussed the profile of the participants and the organization. Descriptions and drawings explaining the locations have been provided to draw a clearer picture of the researcher-organization interaction. Some challenges the researcher faced have been mentioned as points to consider allowing the reader an insight into the complexities of Indian culture and organization access.

CHAPTER 5

FINDINGS

The purpose of this case study is to explore the role of the organizational culture in an Indian family run manufacturing company. The organization selected for this study is a large manufacturing organization with sustainability as its core mission. The study is guided by the following research questions:

- 1) How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business?
- 2) How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company?

The following section provides a synopsis for the two research questions. For the first question, on the organizational culture of an Indian run family business, the findings showed that the culture of the organization was influenced by religious culture and values of the founder, structured through modeling in the organization, and weaved through Marwari business culture through functioning of the organization. In response to the second question, sustainability challenged everyday thinking of the organization and created a personal impact on the employees of the organization.

SYNOPSIS OF FINDINGS

I) Organization culture of an Indian Family Run Business

1. Shaping Employee Behavior
2. Business Culture based in Marwari Values
 - a. Humanitarian approach

- i. An effort to take care of employee and their family
 - ii. An effort for local good will and charity
- b. Business Acumen
- i. Optimize local workforce
 - ii. Ambiguous nature
 - Delegation of roles and responsibilities
 - Impact on decision making
 - Impact on professional employees

II) Sustainability implementation of an Indian Family Run Business

1. Raising sustainability consciousness

Table 5 : Data Display/ Findings – Logic Model

Categories	Sub-Categories
Organization Culture	
1) Employees	1) Managing Employee Behavior
2) Religious Values	2) Rooted in Marwari Values
3) Inherited Business Acumen	3) Optimizing Workforce
Sustainability	
1) Consciousness based practices	1) Strategic practices
	2) Marketing Tool
	3) Employee and Organizational Consciousness

Organization Culture of an Indian Family Run Manufacturing Business

The first question determined what was the organizational culture of the family run business. The participants were unanimously influenced by the Marwari culture. The table lists two broad categories and their subcategories derived from the data that shows how the

participants experienced the organizational culture. First, the organization culture was experienced through the “a model”. This included exchange of “stories/tips” between employees to navigate everyday organizational functioning or acting as a model organization for the stakeholders of the company i.e. the contract farmers, distributors etc. Second, the business culture based in Marwari values permeated everyday organizational life. This included a humanitarian approach towards their workforce and local population. Lastly, the Marwari business acumen has established the culture of ambiguousness of roles and responsibilities of the employees and optimized usage of the local workforce.

Shaping employee behavior. Shaping employee behavior through modeling is an important criterion in everyday organizational life. It was well established through organization routine and everyday practices. The Chairman and his sons shape the behavior through a paternalistic attitude and encourage senior managers to do the same. Shaping of behavior was done through I saw one of the photographs where the employees were being gifted the “Nano Cars” (small cars made by an Indian company). I was told during this conversation, the Chairman had decided to reward these select employees the car...because they have been with the company during the tough financial phase. 100 such cars were awarded (see field notes dated Sep 6th 2011). No criteria for selection were mentioned except that one-day the Chairman called the select people to give them the car keys in an impromptu function. In another observation, I observed the Chairman talking to people who walked in to meet with him (See field notes July 12th 2011). I later learnt that the employees were contract farmers and distributors and wanted to discuss few challenges with him. These farmers were welcomed and allowed to meet with the Chairman after a few minutes of wait.

IK commented about the Chairman's behavior as a model that encouraged the employees to follow his footsteps.

But here it is a part of the culture, because the chairman himself is big example, you know what he does 16-18 hours a day given to the business, but he is not drawing even a single rupee remuneration since beginning.

AK also mentioned the emotional impact of the Chairman's humility, that the employees often considered him their role model.

I have never seen it, you know anywhere, and so it is also very touchy, to see the chairman of the company with a worker, puts his arm around the worker and just asks them generally about his wellbeing whatever and then moves on.

Furthermore, AB also honed in one the humble nature of the Chairman and how his actions often influenced the employees.

Likewise if chairman can bend down and pick up something that is do work with his own hands. This automatically means that everybody needs to work with their own hands.

There is no invisible barriers like just because he is a chairman he wont do this, if he can do this, I as a manager also has to do it...I have to do much more than him.

The Chairman as a role model, inspires everyone to work has a friendly and approachable nature.

The routine of the Chairman's day included a 6 am walk, where any employee of the organization could join him and discuss their issues with them. I observed some pictures that showcased this morning walk. This approachability acted as an essential catalyst to keep the employee's approachable to the top management. IK said,

He just stood up...as if we are meeting after 20-30 years...he greeted me...chatted with me...made me sit and wanted to find out about my background. And he said at the end of

the interview ...ok when do you join!! I said we have not talked about anything and I have to give some notice and all you cant straight away join...he said no-no you must join...what is it that holds you back.

VK recollects the impact of the Chairman's thinking and behavior:

Chairman is generous with a Capital G...you know generous even with time...because money is something you can always loan...time is something you cannot loan...but in an large company like this...say an organization, time is imperative...you want an associate doing something...associate just not something...a particular associate... and assume there is resistance on his personally...for whatever reasons...he resists the idea of...falling in line with the requirement with the organization...on many occasions I have found him (Chairman)...giving him (the associate) time...giving him space....and trying to convince...this is the requirement of the company...the organization and we find that you are the right person to do this and that you have some objection to do this and what is the reason why this....is objected...we still want you to do that....I mean generosity is being much more than being kind and considerate...it is also being patient...it is also showing a lot of understanding...it is also checking the other persons view...which will count...can we work together...despite the fact that we hold two distinctly different openings...can we still work...it is a model that he tries to work with.

From the Chairman, this approachable attitude percolates down to senior employees who view team management as essential. AB comments on his role as a senior manager where in he displays an understanding of managing his team members...

I cant do all work. I am not God. I have not got 10 hands to do everything. So I need to work with people. Likewise other person needs to work with his team members. So

unless umm...he builds teams however efficient he is, he can't work. You are not the only person; you need to work with the team. So you need to be a good HR person whether you are handling a small group of 2 persons or... small group of less as one or you are handling a large group of say 1000 people.

MR comments that he was clearly told by top management that his attitude towards his team was unacceptable...

I need people to be replaced...then Joint MD said...you are squeezing the people and that is why the people are leaving you...Ok...there are two things I learning... that I am squeezing the people...that is good for organization...but as a human being...I am doing something wrong...I should not do...and I should balance things...so my changed my attitude...should work as team...means with one word...we should be optimistic...and the other things that people like that attitude that people should be positive and optimistic.

Another area where the modeling is displayed is the way employee "seating" is arranged. There are no cubicles or private workspaces for many employees except for few senior managers.

There are glass walls in the offices for senior managers or executives. Employees are seated in adjacent rows one next to the other. However, the lack of private spaces is created to model "transparent" organization with little no hierarchy. IK describes the *transparency*...

We have such a transparent office...anybody can walk into anybody's room without any permission that includes chairman's office.

AB describes the lack of cubicles in the following manner.

There are no hierarchies, there are no...so-called...invisible barriers of designation and cubicles and offices...so...and for all of these there is a role model.

Thus, three aspects of a model for employees come to light from the above comments: a) the Chairman role modeling attitude and behavior towards all employees, b) encouragement of team work within a flat “organization structure and, c) Openness of space and glass walls signaling flat hierarchy and approachability.

Business Culture based in Marwari Values

Marwari values consider the humanitarian approach as essential to a normal way of life. While, humanitarian values may mean different things to different people...according to Marwari values, humanitarian approach is making a person feel wanted and crosses “individual boundaries” and creating the feeling of belonging to a community. Various dimensions of this approach include friendliness, kindness but are marked by authoritarian approach with by stressing on respect and distancing. Often the laborers or blue collared employees were addressed as “small people” or (“*chote log*” in Hindi) to emphasize their class. Given the restraints of colonial culture, classism, and rural background, the humanitarian approach mentioned here is an encompassing phenomenon but within the boundaries of arriving business benefits such as long term employee retention.

An effort for humanitarian approach. The concern for employee well being and caring for family is an important aspect of everyday organizational life. The Marwari values permeate their business practices and employees are made to feel secure, loved and cared for through everyday interaction in the organization.

“Firing.” All employees commented on how no one was ever “fired” from the company. The most salient examples expressed their comments on firing...
MR’s commented on the Indian family culture...

See no one gets fired here...so if there were professional people here, the firing would also have been there...since that is not there.

RK also commented on the nature of holding on to the employees and nurturing them.

I have heard that the Chairman has in his 30 years yet; he has not said anybody to GO. He has not kicked out anybody, so anywhere suppose I am making some mistake, give him another chance, give him another department, instead of taking him out...such type of giving him chances and all and opportunities, he has developed that persons, ability that thinking that I am able.

VK substantiated MR's and RK's comment by saying:

Some of the associates...who have been caught red handed doing financial in-appropriation and he told me I have taken them back...he is much against the pleading and requests of many of my well wishers I have taken them back...because I believe that I always...feel that you should always give once chance to people...and he always such people mostly give better than what they got in the earlier state...so that there is a sense of loyalty...I know that I have done this to the company...so I know they know it and despite that...they have taken me...that means there should be sense of goodness here...which I need to retain by myself...what is goodness by the way...goodness is that which troubles the other the least.

My conversations with drivers and peons (who would either drop me to the main gate or back home) throughout the organization said the same thing. Many a times they mentioned, that if you do a mistake you are transferred from one location to another or one position to another, but no one is ever fired.

Generating loyalty. There were abundant examples of employees who continued their stay through financially tough times with the organization, when remuneration was paid two months after it was due. The founder had addressed a letter in a local newspaper to all his employees and stakeholders, taking full responsibility of the financial catastrophe and sought “forgiveness” from everyone. AK commented,

They didn’t lose a single customer and they didn’t lose any employee, that says a lot...you try to name...and if you have to name the reason why, it is because of the genuineness of the organization, everything is transparent, everything is open, everyone knows, what is happening, there was no, hiding anything, you know...I mean, when they went through that crisis, the chairman wrote a letter to his, associates, to his stakeholders, all stakeholders, stockholders, an open letter in which he apologized...that is saying something, to accept, I was wrong, I made a mistake.

This was triangulated by other data...i.e. the letter in newspaper wherein the Chairman owed his mistake and apologized for the loss.

“Being cared for.” The majority of comments that capture the feeling “being cared for” at individual and family level...

AB: Even for the smallest person in the hierarchy maybe just a worker, if something happens to him, but his family, not only people from the given HR department which is a small department, but also company as a whole rush to his aid because that feeling...relationship that I need to help...sorry but this is a very...I want to give.

I attended few funerals of colleagues or colleague’s family members and every time I felt his is a funeral, which is happening of my colleague some family member, and I see more number of company people than their own relatives. More number of company people

involved in consoling or doing ... things than the relatives of or the immediate family of that person.

Its very important. I feel very safe, I feel taken care of, I feel...that...God forbid anything happens then my family will be supported. And this feeling of safety, this feeling of peace of that of my mind and not just for my mind for everybody. Really you know this is something very important. I feel such a feeling ensures that the person stays with the company for a much longer time and motivates person to give his best to the company.

SK substantiates this comment of AB...

SK: You see, dealing from the people is very important...the employees are rest assured that tomorrow if something goes wrong...that time if I approach the management, that time they can guide me how to get out of this...go through face this problem...and also the sufficient manpower is available who will guide them...who can take them through the tough moment, who can be with them...that confidence, that peace of mind is very important...the continuous efforts on various grounds of our addressing all their needs, all their express or implied...wishes what they were and that was also...involvement of the top management.

Another comment by IK substantiated that the employee's family was given significance as well.

Not only that...my family...my wife and daughter were sent abroad because I couldn't have come here for about 6 months continually travelling abroad all the time so the chairman was kind enough to send them umm...to London to umm to meet me and give me about 3-4 days of time with then...and they came back ...they came alone and they came back alone...this was 96-98...sometime...6 months of time.

A significant portion of life is managing work life balance. AB comments on how conflicts are managed at home to achieve this...

If the culture of the company is good most of the time a person is able to resolve the conflicts on his own. Or is open to seeking help to resolve those conflicts whether those conflicts are at the work or at the ...at home. Many times we carry home conflicts to work and work conflicts back home. And I feel this is a culture where it helps resolve conflicts because everybody faces conflicts.

SK's comment in scholarships to employee's children, discloses how the employee family needs are met...

He work as was a loader, umm, truck loader and actually he worked on his own, come take the load or download the stuff and go back...so mostly on contract and never directly employed with us. He approached us for guidance. His son has secured so much marks (good marks) and for the education of his son and his umm wanted to go to Indian Institute of Technology (ITI). And he wanted us to guide him how admission can be procured in ITI. When we saw that this his son has scored so much marks, even he was worth going to engineering, he wants to go to ITI...but his...that time he went to our Joint MD for guidance...and he showed him how to admission in engineering in ITI...he then also helped them take care of all the expenses, but not only the big expenses, even...all college expenses...even his shirts, pants and all that, yeah that was given by the company and that time... one idea struck his mind (the MD's mind) that there might be other cases who are not approaching us for guidance and the scholarships scheme took place....We started approaching people with circulars...there are many such cases... who are

deprived of education....due to non availability of the finances ...please let us know.

Come to us...we will take care of them.

MR's comment on the financial assistance for the education as also demonstrates the kindness.

I went for long leave, went on leave for 6 months to write my thesis, company permitted me, company helped me and even company paid me a stipend when I came back, see since it is related to education, let us do that, because I asked for a loan at that time to my Joint MD but they said, you asked as a loan, but we will give it not as loan, you have spent some amount on this study, company will provide it, so that was the kindness shown by the top management, and that is the way they look into especially education, it is not related to me, they really see, the spark if they see, if they see, they never let you go, the kindness, they have shown towards me, that is the kindness that retained me.

The aforementioned comments display individual acts of kindness, that are common in everyday life. Also, employees are helped with navigating addictive habits by getting involved in their life after work hours. The practices start by discouraging tea/coffee/ cigarettes and tobacco at workplace

AR: you cannot see it here so that is a major thing and the different things are what we called that tobacco, cigarette, tea, things are not there.

SK: They are taken care like family members and you might have notice many things that you generally you don't come across, generally we call that approach, that they are here only for work and that after there work hours...they can do anything what they want...since we look at them as family members, we insist that after work hours...they don't develop bad habits...we try to imbibe in their mind...this is something they are doing...like what they are doing in terms of chewing tobacco, alcoholism and all that and

even taking tea...when it is bad, it is bad...you cannot count it by degree, that this is less bad or more bad...anything bad is bad and you should not go by that....that is what also we are following here...this is about being a family members...we do not want them to do this...whether they are doing this inside the company or outside the company...and...for this we have succeed even though their has been initial resistance...but slowly they come across the good impacts of leaving these bad habits and all that and they also fall in the line with these practices providing for both employee emotional and physical safety and wellbeing, through family tours, sponsoring education of their children through scholarships have been foundational for generating this loyalty.

Marwari values. Since the Marwari culture values vegetarianism, the premises only serves vegetarian food at all the three locations. The guests are also served only vegetarian food and informed about abjection of alcohol, tobacco, and cigarettes. VK's comment sums up the organizational objective behind the vegetarian and restrictive culture.

I believe it is most agreeable people...and it is hard to find at this level and this fiscal level people who are so informal....see for example many of this...dinner parties...which require to drink...I am teetotaler and non smoker...and as a matter of fact I don't drink tea or coffee and as a matter of fact they don't encourage it and serve it...nobody gets tea or coffee and you get water...for about 40 years I am like that...so that aligns with me...I am a vegetarian basically so I don't even eat egg...I did not become a vegetarian to join Diaz...hahahaha...I don't wear anything made up of any animal skin...not even wallet and even belt..so I am more than a Marwari (religious affiliation)...so what I am saying is when it is in alignment with their thought...it is easier to work with them and they will also find it easier to work with me...however for people who carve these things who

when on campus don't do it or suppress it and then when they go home they do it...nothing against that...but you are at an emotional disadvantage with yourself when you do that...because I don't get to do this because I have a job...I have to be with Diaz...where as I feel that I am right place for me.

RM substantiated VK's claim...

They follow all such religious things very well and very strictly... so their culture is about give only...keep your hand in giving position...so all the Jain rules are followed here in this company...but it is not forced on anybody.

Many aforementioned comments indicate a "thin separation" between employee personal life and professional life and the larger Indian culture supports this lack of separation. While, there is "value judgment" involved in abjection of alcohol, tea/ coffee and vegetarianism, here these comments have been used to demonstrate the influence of religious values on the organizational culture.

Employee their family wellbeing is a multi faceted dimension that cannot be explained with a single action/comment. The combinations of acts and behaviors that generate the feelings of kindness, loyalty, care, and employee retention, within the boundaries of Marwari values make this category and its descriptive comments unique and a significant part of the Marwari humanitarian approach and business culture.

An effort for local goodwill and charity. Charity in the Marwari culture is important for religious reasons. Religious gurus encourage the followers to provide educational and health based charity as much as possible. On one of my visits to the factory, I witnessed a blood donation camp that encouraged factory employees to donate blood (see field notes August 13th). Other conversations with the company doctor and health care worker provided me with an

insight of how they care for the medical wellbeing of their employee. The health care worker, at that time was organizing blood for an employee's parent who was in the hospital (see field notes August 8th). They have an employee database, which has health information of each employee. Upon matching a number of people the required blood group, the health care worker called multiple employees, and finally one employee was ready to donate blood to this particular employees family member.

IK's comment substantiates their charity work.

We have had some kind of charitable activity...I believe going way to the 90's...early 1990's...that was Diaz foundation, hospital, school, clinics...so it was there...so it was not on a scale...it was haphazard...so in the last 4-5 years we have given some kind of shape...to our vision...we now know how to utilize our funds...infact we are short of money...5% is also less...

AK's comment demonstrates their commitment

So he has been developing that town with schools, hospitals and what not has been done...but he wants...umm...them to contribute...and not just keep giving...by...by...largess you know... he wants them to be involved in running the school, administering, teaching and etc...he involves the local people from there...
...I think that goes in the same spirit of making people grow...along with.

IK's comment about the below poverty line school also attests their contribution to the educational efforts for the local people.

The below poverty line school...things in place...so we have our purpose...behind it and a structure behind it...which is ready to utilize the money which is allocated to the corporate...you have to have that first...I think people should first make an effort.

RK was helpful in the starting of the school and mentioned that he has been “allowed” to manage the school, which has given him tremendous confidence.

MR substantiated the impact of the below poverty line school on the local community...

The children from really down trodden family, even meals, two meals in a day is difficult, then if that child is intelligent how will that child progress...that in pity condition when that farmers are not able to give their children food, by sending them to school, they are giving minimum necessary things...

Engaging in rural development projects is common within the Diaz work community.

Additionally, they support local sports and cultural activities engaging the local population who would typically not have access to these activities.

MR’s comment on the local sports activities described Diaz engagement in developing the local goodwill...

What the local community needs include, ground development, sport development, coaches, throughout the year...essentially all sports activities for local community for about more than 40 sports...for state level we are doing good for chess, badminton, cricket... good club in future for sports...just initiation for Diaz sports academy, again we are also looking for cultural activities, folk culture and but classical culture also...related to music, theatric aspects...those are part and parcel of human being...so personal life that is also very important...so we support those kind of activities, so ceremony and everything.

When walking to or back from work, on the main street, I would often witness runners wearing canary yellow colored shorts and vests, running with a “number” pasted on their vests. For many days I did not know that these runners belonged to the Diaz sports academy and they were

training for an upcoming event. Towards the end of my stay at Tilla, I overheard a group of college students (on the main street while waiting for a bus) mentioning the Diaz sports persons. IK comment substantiated MR's comment about adopting local sports persons and also supporting the local people through developing the infrastructure at Diaz.

Like we have adopted so many sports persons from the city or surrounding areas...for giving financial help and support...support and you know and all the logistics...support and all the mechanism if we have in place...only then things will be utilized...like you know in the first year...we did not have the things in place...the thought process must have been that ok we have our allocation...but how to use it...that is how that separate wing was constructed.

Diaz specifically pays attention to their rural development initiative by developing nearby villages including developing the birth village of the founder. Few documents showcase the investment made in the rural development of one village. MR further commented in his interview that an Indian social science institution was developing a formal impact report of their charity work in rural villages.

Business Acumen

The Marwari community is marked for its business acumen. The community is known for its remarkable business sense, calculated investments and networking, their business acumen has been well documented in the news media. In many everyday stories and fables, it is often quoted that the Marwari learn business from a very young age, and workings of the Marwari business community are referred as "Marwari Business School" in popular literature.

Optimizing Local Workforce. Diaz, is located in a small town, where management and other professionals are scarce. Even though much of the organization work is dependent of daily

labor that does not require special skills or education, recruiting and retaining the remaining educated professionals is a challenge especially given the growing economy where opportunities are abundant and the isolated location of the company adds to resource scarcity.

Selection. IK discussed the impact of the location on the professionals who found it a challenge to stay in a small town...

And you know the other side is this org. has grown or based out of [Tilla] all the time um...we don't have professionally qualified people here in [Tilla] ...here and you know no body would come and settle in a city like [Tilla] because only recently we have had a multiplex or a outlet and professionals look to spend their time and money on these and we don't have these here and in the last two years ...in last two years we have got that...but not before ...so most of them even if they came here...they could not adjust to the life of the city ok...inside the company they were possibly trying and but out side they could not and their family it hurt, so most of them they had several issues which they faced and they decided to go back to their own places.

To manage the lack of availability of professionals, the business acumen “dictates” recruiting among the relatives and network of the employees as a time-tested strategy. The following comments showcase this “open invitation” and strategy.

AB comments on the family network of employees...

No that is prevalent in the company because company encourages...work culture...a family type work culture so ...if you are working you can bring in your brother, your sister your daughter, son and company would be most willing to find a job for him or her ...and ...unlike many companies where they don't encourage ...two people from same family to work here, this company encourages entire family to work. And ...I find

that...certain families where the entire family is working in Diaz, at different levels, in different departments and they are very happy about it.

VK comments on this HR strategy of recruiting people through employee recommendations...

Basically we go by word of mouth...we attach great importance to recommendations by our own associates...our well wishers...people who have been with us, people who know us...people who appreciate...our ways of functioning...and we also encourage each associate...to bring in another associate...of-course we take n people from the family...not necessarily senior people...if it is there yes...again I can say this is a long term investment in human resources for example if a son or a daughter of an associate if he or she is showing interest in tool designing...molding and all that...we send them for training ...we tell them...when you come back...you have a job ready ...you don't have to worry about...it...it is financial and emotional assurance for everybody.

The selection process focuses on the candidate background and information. It is grounded in a detailed employment application that covers professional and personal details for employment and also asks employees for a quick assessment of their relationship with self, family, friends and professionals.

RM discusses the selection process ...

You noticed that a person...whether they are not much very much qualified...but they are getting the job here...they are not like...they are not going out and robbing other people...not like that...the company is also making a point...by helping people...to get them job...by giving them a job where they will learn itself...see no one is born with management technique or anything like that... they will get trained here....they are not much more qualified... yet we keep them.

AR substantiated RM's comment and mentioned that the selection was dependent on few members of the selection committee.

See the person if you have gone through the recruitment application, their entire birth chart like his nature, from his background and all those things, overall you know we avoid the people who are short-tempered.

We feel the person in the personnel or the human resource development round, these are the most experienced persons, these people are here from 10-11 years or even more than that so these people you know daily they have maintained, so they have an idea who is what, how they are and these people can judge, that their thinking is positive and negative is, in which sense, so that on basis also we select.

The one who fits with the company.

The recruitment of family members offers an *emotional assurance* that VK commented about. RM mentions commuting with her husband saves time and money...

For me staying here is also comfortable in terms of timings, comfortable distance, commuting with my husband.

SK comments on the organizational strategic view of the local workforce...

This company follows the son of the soil approach for all our associates of the company in real manner for them to feel...we don't treat them as merely our employees, all our associates have them, they are an asset, we do treat them as an asset...and if you add the whole days work...earlier the company was going through financial problems and all that...I was not a part of the organization at that time...it went through trouble...that too in such times also...the company...did not cut on the associates...though compared to the turnover and all that...the number was high...the company decided to go with them...and

with more efforts and all that...take the challenge...face the challenge and faced it successfully without cutting down the number...that is also a bigger feedback on how company treats them...because otherwise speaking is very easy...but when it is...comes to that...how the company acts...that is very important.

AK substantiates SK observations...

As I said it is a mix of professionalism and what we call the “son of soil” theory ...people that have been internally developed internally for a job and many of our people who are manning the positions today have been you know made have been made, what we call all rounder...

I think most of the other sons of soil have been in different positions different departments and they have gained experience, they have learned out of it, they have become a better person today they have enriched their knowledge.

Individual capacity. Developing individual capacity is essential in the Chairman’s view.

AB’s comment captures developing individual capacity is dependent upon their interests...

We had a colleague who used to work in a division and...he was qualified to do that work but he would absent himself many times and over a period we found that he had no heart in the job what we assigned. Umm...quite a few people came to say that we don’t need him and...that time I was very new and...I had an opportunity to talk to chairman...and...without being very specific I said what do you do in such situation where a person is not giving his 100%. You are burdened with that person, you can put anybody else there, your job is suffering, so...he said I don’t blame that person, I blame you...Because you have not found what is the potential in him and it is you incapability that you are not able to find potential in him, you find out...what he is good at .and...I

found that he was good at ...photography. And he was to absent himself to do photography outside...he was SAD...and then we changed his job. We made him a photographer. He has excelled in his work. He does excellent and memorable photography for the company...He is happy. Company is happy. Or we would have lost him.

VK's comment on the ensures the viability of long term investment in HR...

Take people in from family...long term investment in HR...for example son/daughter of associate...if they show interest in tool design and training.... and when you come back you have a job...emotional assurance.

This comment represents the human resource management view managing and retaining employees, and also generates a loyalty among employees. Additionally, the individual acceptance within the organization is given significance. IK made a comment that describes this.

For example I can say in accounts, a relative of the chairman but doesn't hold any qualification, not even passed 10th standard I think and he handling the banking and finance portfolio here, not only for the company but also for the family so people have been like that.

AB also commented on the individual ideas and developing organizational capacity...

Because the thinking is that everybody has ideas. And there is a saying in our company; small ideas make big revolutions... so the ideas can come in from anybody. They need not come from me, they can come from workers on the job and most of the time the ideas from them. because day in and day out they are working there.

VK substantiates this by discussing how the needs of each employee are different and the organization tries to match those needs...

Some people want designation, some people want money, some people want position...just people just need a job...some people need space to disagree...people needs are different...so what matters here how well are you aligned with the organizational objectives...that is what matter here.

MR comments on company grooms their employees based on their *right attitude*...

They really see the spark if they see, if they see, they never let you go...The company culture is like that they believe in the right person...in the right attitude...1st thing...right person/ right attitude...which is...eventually good...for the health of the organization.

The workforce is selected through a rigorous selection process. I observed several interview rounds of candidates, while waiting to meet my next interview participant or while working with sustainability team or while attending the orientation program. The employees were asked to give a written test and then were subjected to interviews by 3-4 senior employees. These forms where then filed in the employee records or personnel files. The above comments note on the significance placed on the person-organization fit and the network of employees for further recruitment.

Manage ambiguous nature- delegation of roles and responsibilities. The ambiguous nature impacts employees through “unset” rules inherent to the company’s culture. According to the participants, many are to seep in the culture of the company for the initial two months without any particular work being assigned to them. According to VK...

2 weeks after joining, he (Mr. XYZ) told me this is unsettling to work here...I asked him - why is it hard? He said no it is unsettling, since I have not been asked to do anything here...since I am used to working for targets, monthly, weekly and even daily targets...So I relayed it to the Chairman this is what he feels!! Chairman said that

although you know the answer tell him that ...they have to find the job for themselves...because there are lot of things which they can do themselves and what they can do best...and tell him and as time goes...if he is better somewhere else...or we require him somewhere else...we will put him there...you know initially both of us are judging here...like even you will do that...is he knowledgeable enough, does he do enough, know enough...that is what in every relationship...both parties tries to assess each other.

Another participant, AR substantiated VK's comment by saying...

See when I joined, I was sitting ideal for two months. As such there was no work for me to do. Orientation was also I could do little bit only at that time. So after two months, they started giving me work, like what to do in recruitment what else can training be done on, orientation also completely (whole and sole) they gave me so that way I started.

Many participants often mentioned the two months gap between being assigned their "work," and eventual time when they started becoming productive. Through the two month window, they felt odd, but few months into working with the company, realized it was an unstated policy. VK specifically said, that it could not be done for all levels of employees, say the shop floor, but for most key employees and employees they were "testing," to finally be able to work productively. In many cases this depended on the individual and the circumstance. Many participants unanimously felt that the organization responded to their needs "individually" rather through company policy.

A comment by SK attributes signifying ad-hoc response to employee needs...

See that is the key difference between professional and family based organizations...for them there is a book called policy manual...and that is Bible of that...so all

problems...whatever the book says...this is the solution, there is no flexibility, not the organizations problem...so that is where is you see the difference...see one policy cannot take care of the all the individual needs... or cannot address all the points...so it has to be flexible...and that flexibility cannot come from so called professional companies... that flexibility very important.

MR captured the difference between work hierarchy and position in the company...

One thing is here, hierarchy is not there nothing like that responsibility work hierarchy is there, but post hierarchy is not there...this is the work he is going to head, and these are the people who he will be helping.

At location 3 I observed several people walked into the HR manager's office to request assistance. They would often cite limitations of personal nature to request financial assistance or to seek professional guidance in multiple matters. I observed that these people would often come into the office to find the "status" of their request during lunch hours or break time during the afternoon. The walk-ins were often encouraged and multiple times of the day the HR front office at location 3 would be occupied to its fullest capacity.

Impact on decision-making. This refers to the decision-making "rules" which included getting everything cleared by the top management. SK's comment that the problems are often escalated to the top management for the resolution...

This is a practice here...if anybody is in problem...they can approach anybody over here...and since he reach the HUMAN RESOURCE DEVELOPMENT department and since HUMAN RESOURCE DEVELOPMENT was not sure what to do with him...what to do...they approached the MD for the guidance...that is how it should be done...since he was a daily loader, we were not sure...that what should be done...

AR also mentioned that they often relay everything to the seniors and then decisions are taken and employees are subsequently informed...

That will be wrong, according to me, because I am not directly an authorized person to do that. So I have to take some approvals for that so for that reason you know I have to discuss it with my senior, so that is a formal procedure which I think, so another reason I think is we have some ideas, which I think we cannot implement, because you know here the culture comes.

MR who had to consult the top management for recruiting new members for his team substantiated this...

They both left and I was left alone with a colleague...when they left I went to Joint MD and said...I need people to be replaced...

According to IK, often the Chairman, or one of his sons gets involved in the decisions making process...

Often we try that the HR people will manage it...but ultimately ...one of the brothers will get involved looking at which area of developing him...and he will decide...

The decision-making is central to the “lack” of positional hierarchy of the organization. The top management takes all decisions or they are informed constantly about the ongoing activities of the company.

RK's comment substantiates this...

It is my duty I should inform them and I should go to them because after all every thing with directly that can effect, I can't implement, minor things we should tell them.

Because if something else happens in future so they can handle it...for that I am going every time to management.

In my observations, I came across several employee files; where in their increments, leaves and other issues were “signed” off, by one of the sons of the Chairman. Very rarely, but often he too was approached for approvals of decisions made...

Impact on professionals. IK describes the impact of the location and the impact of the family run business on professionals...

Because you know in the professionals the expectation is that the organization should also be a professional one and it should be compartmentalized we should have disciplinary approach or what they “teach” in the management schools and they don’t find it here because here it is not the criteria, if somebody is competent to do the job he is given the job...even though he may not be professionally qualified to do that.

On the discussion of designations, most participants said that there were no designations. Many visiting cards only had the employee name and the company contact information on the cards. When asked about designations VK informed...

Again we have no sanctity about the designations...designation do not at all matter here...don’t at all matter here...if you want designation I will give you one...but it does not really matter...

When I checked with another senior member AB about their designation...

I have no designation. If you see my card, I have no designation.

While, I could not delve into the reasons of lack of designation with AB, further analysis of most visiting cards of the employees revealed that they did not have a stated designation on their visiting cards. This substantiated VK’s comment on informal structure in the organization...

No, there is no structure and I asked the same question to the Chairman in 2007, he said there is no structure and this no structure is not by default, but by design...so recruitment,

training, take place... mechanically and that is got nothing to do with structure...because there is no hard and fast structure here...which is hierarchical and not barriers and it is now always professional...but the founder himself says that...that is unstructured and willingly unstructured...and he says...reluctantly, hesitantly, unwillingly, I will agree to have an structure...but you know ...that is because it is unwillingly not because I want it so... again what I mean by being unstructured it is minimally structured and not that no means no...it just means less.....you see.

IK substantiated this lack of structure and designations with the following comment. He has been with the organization for about 20 years...

I don't think there is a process here to upgrade anybody with a designation. The work, which you do, and the responsibilities, which you carry it, is. It has just continued that way.

However, an impact of the lack of structure and lack of charted growth in the organization has high attrition rate of professionals. IK's comment on the attrition rate describes the trend...

That's when you know over the period I think I have lost count but maybe about 50-100 professionals would have come here but would have gone away ...um...yeah....not even spending two year or maybe just under or over two years...the recent case a very senior level person who have just spent about two years or just under two years so I don't think professionals except I am the lone outside professional here.

During one discussion, when I spoke to VK about the continuance of the another colleague who had found the two months period unsettling he mentioned...

You see, he has worked for two years and he joined a consultancy...that is not the reason however

AR's comment on relationship between being patient and prolonging the employee engagement substantiates IK's comment...

A person requires, needs actually a lot of patience to stay over here In what sense you can say, say take example...my salary is little bit, let us say you know that I am not satisfied with my salary, I am just saying, and so I have to prove myself for say 1year or two years, so we have a policy we give increments and all those things are after two years of joining, so we have that policy only, but in comparative, in comparison to the other industry.

The globalization of the Indian economy however forces the organization to navigate between the professional and the family based culture of the organization. This was cemented by IK's comment...

Internally we are a large family but when you are there to represent to the outside world we present whatever they need, if they need a professional face we provide the professional face if they want a family face we provide a family face.

SK's comment on comparing his work experience with other professional run organizations he was associated with before...

All of them (older organizations) following the typical approach of professionalism and all that...initially it was very difficult for me to understand how this company operates...but once you get the point...then it is very easy to mold yourself...whenever you accept this approach from the bottom of your mind....if you are ready to accept this approach, then this is the best company to work with.

The aforementioned comment also highlights the “difficulty” in accepting this organizations culture that also corroborates AR’s comment. Also, RM’s comment substantiates the adjustment phase here in the company...

I already had some background knowledge of this place I knew about this company...that was a plus point for me... to stay... otherwise would have been difficult.

This section discussed the ambiguous nature of the organization. Three unstructured dimensions of the ambiguous nature were focused upon including delegation of roles and responsibilities, impact on decision-making and the impact on professionals.

Sustainability Implementation of an Indian Family Run Business

The next section discusses the sustainability category. Raising sustainability consciousness is an ingrained organizational value and is evolving into formal organizational strategy. IK comments on the environmental consciousness being at root of sustainability...

You can see the factory layout here, you wont see such a green factory anywhere in India because consciously it has been when it has been developed we have left out spaces which are entirely green, devoted to the greenery...and water harvesting. Things like that have been there since the design right from the day 1.

One more report from a 3rd party which went into the carbon footprint in the sustainability model...they came out with a statement...this is something which we have not seen anywhere else...such a care for environment, your surroundings and consciousness with the business goals being met, you are still conscious about the environment, your surroundings and society etc, something which is not found anywhere, not even in India at least ...

...I think it was not the starting point, I do agree...It was not the starting point...but at some point...it must have stuck that...what we are also doing is also making efforts towards sustainability maybe in the noise which is made by the press, by the leaders, political leaders, social leaders, maybe it...umm...this has come up later the early part of 2000 and now this last 10-12 years ...it has you know come to the foreground but it always there in the background somewhere maybe it was not exploited or talked there...the though process was always there....otherwise you know ...it wont come with such a force which you see now.

VK addresses the environmental consciousness as well...

This word sustainability...I feel like puking at times...for me it is...a touch you know...so I feel token word...which even a cigarette company uses...so if you look at the linguistic meaning of the word sustainability what does it mean...it means... something which has a long term...sustaining over the years...so when I say sustainability, generally we mean...sustainability of my profits...sustainability of my amenities, sustainability of my pay, promotion and perks...but is not what you talk about...will you be able to sustain this standard of living for long and if so how long...and is it desirable in the long run...and if it needs to be possible in the long run...

So...decide for yourself...what you want to sustain...sustainability for me is not sustainability for you, but if we agree for a common code, as we talk about goodness...it is least injury on the nature...it is least injury for society at large, it is least injury for the people around you...not just people, all the beings around you...in that way, I believe we can sustain more, we can sustain longer...and sustain more meaningfully...

SK comment on preserving the migratory birds at location 3 also reflects environmental consciousness...

Previously I couldn't see any birds... they are coming from last 3 years...and you see the policy of the organization and the religion of the Jainism...though they are very problematic for us, with their droppings and all, we don't try to move them out...we have to bear this 6-8 months of the year...only during summer they are not there...we actually had to move the parking area from there

AK also mentioned the uninvited "aviary" at location 3...

The 1000's upon 1000's of birds that live in the factory, it is a like a Aviary, when you go inside in the evening you cant hear yourself, I mean...at 6 o'clock...literally there is a racket ...so many birds...and that is because so many trees that are planted there, I don't know what those birds are...there is a ...there is a video shoot of that...and it is what seen because of that...and millions of birds circling the factory, when they come and settle on the trees.

Stemming from the environmental consciousness is the impact of sustainability that affects the employees and the stakeholders. Diaz manufactures products related to drip and solar irrigation. These are "green" products due to their efficiency and effectiveness of energy and water savings. Diaz's, organizational outreach program provides these training sessions. AB discusses the vision behind these programs...

Actually company conducts formal training programs not just for the employees but also farmers and maybe I think to this date we must have imparted knowledge and training to more than half a million farmers. This is a you can say part of the company thing and all of these trainings not only comprise of specific related to job but also there is a big part

which conservation of environment and of the resources. The idea is that all of this needs to be translated or ingrained into the person so that not only he practices this here but also this back home. And not only does this at his home but also imbibe this in his family and in his neighborhood.

IK's captures the awareness and substantiates the voluntary nature of their environmental friendly practices...

Of course when they come here they see all the initiatives which we have in place for sustainability, they get influenced and some these they carry in their organization, but we don't force anybody to go green. It is their choice. And once they see, they get influenced so much that they think in those terms and also introduce the same in their own organization but at the employee level I think it creates a lot of awareness.

Similarly sustainability practices have affected the personal thinking and actions of employees, where they have become conscious about products and technology the use in everyday life. SK substantiates this with the following comment.

My personal responsibility also lies with when I choose electronic gadgets and all that...then I look at CFC and energy savings and all that...then definitely we started seeing all that...earlier we used to see it...but did not know what it was...but now we know...and started understanding...though the other goods are cheaper...somewhere by 300-400 Rs...even then...it is better to look at these goods...and find that their impact on environment is less, so let us not go that...let us go for this...so I do think twice before buying a product.

AB also demonstrates similar thinking...

If I am throwing half of the pizza there, then I'm doing injustice. Yes. I have money ..ok... once in a while I go to pizza hut, enjoy pizza...But am I doing justice to that money? Am I wasting food? Yes, my daughter likes to eat all of these things but ...thanks to the culture here that she...thanks to the culture here in our family and in the school, she wont waste food anytime. If you go and see our school dining...we don't even collect...in 250 children, we don't even collect ...aaaaa... 1 kilo of waste. You should see the...dustbin that we keep...you don't see even 1 kilo of waste. So... it never strikes to me that I should waste food. Yes sometimes I can go to a restaurant and eat food but sometimes it is too much because it is not in your control but that feeling of guilt in you that I am wasting food...the precious food that somebody else would have had it. So you know again deters me from going again or if I go the first thing I tell is you take away half of this because I cant eat so much...

RM discusses the collective impact of sustainability consciousness...

See for example about wasting food, I am not wasting food now...through my husband also...I must give him some credit...when we got engaged...from that time he has been telling me also... umm... see even in our canteen Raja Bhoj if you go and see, "we will agree to everything you are saying, but in return we need a promise from you, that you wont waste a single grain of food. " Even then, people do it...I am not saying that everybody follows, but many people follow...many people try...see moral values we read in books...but no one knows how to follow them, how to implement them... yeah...that is what I am surprised that they get implemented... see for yourself and feel for yourself is the only way I can tell.

Participants have expressed the impact of working in a green zone through the interviews and consider the “greenery” as a part of sustainability consciousness of the organization. AR describes her personal experience of working in green environment...

One thing I can tell you, when I was not working here, I would often fall sick, at least once a week I would take off. However, once I have come here, maybe it is being at home, my mothers cooking, and probably this place. See I hardly spend any time say 5 hours at home, majority of time I am here, and that is about 8-10 hours and I have not been that sick. There is a definite impact on health and this is my personal experience.

MR also speaks of the greenery and its relationship with carbon foot printing...

First time somebody told, because I have lots of guests coming here...they told you have such a greenery, if you are going for carbon foot printing you will be carbon negative and such...I was told go for carbon foot printing...we calculated that ok...total carbon foot printing is really passing what you are consuming but annual sequestration is divided by the age of the plantation, it was very less. So management was nit ready accept that. I said that those are the facts...that is the truth...I cant tell what is not truth...so they accepted that...and hence forward I never heard that we are carbon positive company...which company was earlier telling that we are carbon positive ... but when I calculated, even for me it was hard to believe that we are not carbon positive... this is the different thing and we have to do lot of things, other things...so...I am not saying due to me or due to my inputs they are doing something, but knowledge inputs are very important...that is my responsibility...that is the right thing...that is the right thing to do.

The impact of sustainability on the employees has been a personal experience. They have demonstrated in their discussion that they carry this influence home and have become

aware – environmentally and socially of their impact on their surroundings. In this section, we have discussed the impact of sustainability on an employee personal thinking; its influence on stakeholders, and the root of sustainability lies in the consciousness towards environment and social issues.

Summary

This chapter looked at the findings to answer the two research questions. The first research questions uncovered the role of larger religious culture influencing the organizational culture. The Marwari culture of warmth and kindness influenced employee treatment including the practices that affected their wellbeing, involving the entire family into employment, modeling behavior for employees, and developing resources for local goodwill and charity. The Marwari business acumen optimized on the local workforce, but the ambiguous nature affected the every day work life through decisions, higher attrition rate of professional employees and distribution of roles and responsibilities

The second research question of how employees made meaning of the sustainability practices thus affecting the organizational culture. Data showed that the sustainability practice raised individual consciousness – creating impact on their personal life, purchases and other everyday decisions. The impact on stakeholders was creating an influence to model sustainability within their means. However, the overall presence and involvement in sustainability based products and services added to the *ease* of integrating sustainability to the organizations bottom-line, even though sustainability was an unstructured component of the organizational growth with no-specific accountability measures in place.

CHAPTER 6

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

A qualitative case study was designed to explore how the organizational culture is used to foster sustainability and its implementation in a large family run Indian business. The following research questions guided the study: 1) How does the organizational culture of an Indian family run manufacturing company reflect the larger religious community culture of the family that owns the business? 2) How do the members of the organization make meaning of sustainability within an Indian family run manufacturing company? In response to these findings two sets of interrelated findings were inductively derived from the data using constant comparative method of analysis.

Findings of the study suggest that engaging in sustainability has raised employee consciousness. The consciousness was raised by organization's culture of managing energy, waste, engaging in recycling, managing water, and allowing for the "cyclical" nature of businesses thus outputs of one business section provided inputs for another section. Participants' identified being engaged in sustainability had impacted their personal thinking. It was also found that the Marwari culture significantly impacted the organization's culture. The underlying philosophy of Marwari for conservation vs. consumerism drove the organizations sustainability engagement. The final chapter begins by presenting the three conclusions prompted by findings of the study and the study of the literature. The chapter then continues to deliberate the implications and ends with suggestions for conducting the future research on this topic.

Conclusions and Discussions

The three conclusions of the study are the result of exploring the organizational culture of the Indian family run business over a 2 ½ month period, through on-site observing the community, analyzing documents and interviewing 12 participants (2 unusable due to corrupted recorded data) all within the family run business. The participants represent various backgrounds that includes career span from 8 months to 15 plus years working with the same company. The participants are currently “seeing” the company growth through expansion phase. In this phase, they are currently watching the company grow through the development of various eco-system friendly and related manufacturing units and also setting up of waste, energy, and water management plants. The two conclusions are: 1) The linkage among human resource development, organizational culture, and sustainability is problematized in the Indian corporate setting because sustainability is ensconced and dependent in Western cultural strategies that are in direct contrast to Indian corporate values. 2) The modeling of espoused Western individualistic values that critical to personal success in a Western organization setting are in opposition to Marwarian tradition where collectivist values of this manufacturing business that was grounded in a centralized hierarchical power model. Additionally, the larger religious culture is impacted by socio-cultural constraints including the legacies of the British Raj.

The conclusion and the discussions are “founded upon” the sense of community central to the Marwari philosophy and needs a special mention. Each participant is deeply affected by the religious beliefs, values and/or ethos of the Marwari community. In spite of the large size of the organization, relationship to people is emphasized. Additionally, certain routines, roles and structures shape the organizational culture. These routines allow for the organizations members to understand the unstated beliefs and values, which in turn guides their behavior. New

employees are inducted to the Marwari way of thinking during the orientation program. Overall the organizational culture is rooted in post-colonial Indian thinking.

Sustainability in the Indian context is constructed differently from its Western construct. In India, sustainability is a way of life as in nature friendly agriculture and food practices are central to the Hindu/ Indian way of life. Recycling food, using herbal medicines and home based medicine, feeding animals of all kinds including cows, dogs, cats etc (stray and pet) is essential to the Indian way of life and is not considered strange as compared to the Western lifestyle. For example, cow-dung is essential to farmers as farming land manure, women make and use dried cow-dung cakes for cooking food and also acts as mosquito repellent, Neem (*Azardicta Indica*) is considered as a natural herbicide and pesticide. There are multiple examples where sustainability is a way of life and ingrained in traditional culture (Elgin, 1993).

Conclusion One

The linkage among human resource development, organizational culture, and sustainability is problematized in the Indian corporate setting because sustainability is ensconced and dependent in Western cultural strategies that are in direct contrast to Indian corporate values.

As the study found the culture of the organization was rooted in Marwari religious beliefs. I conclude that the organizations approach towards sustainability is embedded in these religious beliefs. Integrating sustainability in the organizational culture is a Western concept. Corporate sustainability is an integrative approach guided by political, philosophical, moral, ethical, and strategic roots bounded by the common societal goals (Wilson, 2003). The study deviates from the original integrative vision of corporate sustainability as proposed by Wilson (2003) and Senge, et al. (2008). The complexity and lack of common skills, knowledge and

expertise of corporate sustainability (Schaefer, 2004; Schaefer et al., 2003) have been discussed in literature as one of the most significant reasons for variations in approaches towards sustainability. Adding to these limitations of the common corporate sustainability is the inflection of Indian cultural values, which are in direct contrast to the western cultural strategies that define corporate sustainability as an integrative approach. The study is of an organization that has an evolving sustainability strategy. However, the strategy is its nascent stages and requires an in-depth understanding by the organizational leadership to fully embrace the inputs, tradeoffs and outcomes of true corporate sustainability initiatives.

It is essential here to clarify the role of human resource development and its relationship to organizational culture. While, organizational culture and individual commitment to organization as well as job satisfaction have been correlated (Dirani, 2007, Marsick and Watkins, 2003), the immediate relationship between human resource development practices and organizational culture has not been brought to surface. Scholars (Bierema, 2010; Dirani, 2007; Watkins and Marsick, 2003) have reiterated that organizational culture has its roots in human resource development practices, which are in turn guided by the organizations beliefs, values, and leadership. While, these scholars have looked at Western management practices and/or Arabic management practices, other scholars (Budhwar, 2004; Budhwar and Varma, 2011) have also spoken to the similarities in the Indian context. However, an organizational outcome such as sustainability has not been examined to organizational culture in the context of an Indian family run business.

In this conclusion, I first identify similarities in the organization's approach to sustainability to what the literature identifies as few essential elements of corporate sustainability. This comparison helps to establish this organization as a corporate practicing

sustainability. Next, I identify how the Western cultural strategies are different from Indian corporate values that problematize the linkage between human resource development, organizational culture, and sustainability.

Similar elements of sustainability

Wilson (2003) and Elkington (1997), identify organizational approach to sustainability consisting of moral, ethical and philosophical roots. Fenwick and Bierema (2008) further identified seven categories of corporate social responsibility including “environmental sustainability; enhancing local community well-being; promoting rights of employees as well as suppliers, competitors or customers; transparent and honest accountability; legal and honest operations; and global citizenship to promote social and environmental justice” (p. 25).

The participants in the study recognized the efforts of the organization through local charity efforts such as opening/ managing charity hospital, operating and managing a food scheme cum educational effort through their below poverty line school, waste recycling, water management and recycling through watershed development program, energy savings and management program are evolving processes in the organization. While the longevity of the programs is affected because of turnover and frequent change in policies and procedures, introduction of the GRI (global reporting initiative) measures has provided much needed infrastructure and boundaried approach for the organization to make sense of its efforts.

The organization also conducts extension training to develop an understanding of their own products and increase their knowledge of water conservation and energy management. They have managed to eliminate the use of ozone gases for refrigeration by mimicking nature’s cooling through water, and overcome environmental challenges such as drought and agriculture in rain shadow region of India through increased consciousness and conservation of natural

resources. Additionally, even though the organization has 500+ acres of greenery, the carbon foot printing report is negative because of the sequestering age of the trees. Also, the green zone have provided home to wildlife in what was a barren land before. Furthermore, employees who understand sustainability as an approach have been personally impacted by the environment sensitivities and socially responsible approach of the organization that is often carried back into their personal life.

Sustainability according to Western cultural strategies is the combination of plural approaches and emerges as a complex phenomenon. Within the Western cultural strategy of sustainability are its inextricable linkages between organizational culture and human resource development. One of the fundamental linkages is the socially conscious nature of human resource development (Bierema & D'Abundo, 2004) that centrally links individual and organizational development. Additionally, Western cultural strategies focus on integrative human resource development that enables organizational culture, structure and strategy to operationalize sustainability. Fenwick and Bierema (2008) discussed a western organization that reaped the benefits of integrative human resource development approach. Additionally, scholars suggest the essence of achieving complex sustainability goals is through an interdisciplinary approach by developing integrative solutions to everyday limitations of sustainability (Bierema, 2010; Bierema & Cseh, 2003; Ehnert, 2009; Fenwick & Bierema, 2005; Gilley et al., 2003; Lee, 2003). Additionally, by using and manufacturing non-biodegradable products, trade-off as discussed in the literature (Hahn et al., 2010) is also taking place.

Problematizing the linkage among human resource development, organizational culture, and sustainability

The literature discusses the linkage between human resource development, organization culture and sustainability as central to developing the adaptive capacity of the organization (Armitage & Plummer, 2010). However, this linkage in the Indian context is problematized mainly because of two reasons: 1) the western cultural strategy to align organizational mission, vision and goals clashes with the ambiguous nature of Indian management strategy which is rooted in hierarchy and familial relationships. 2) the approach towards sustainability is rooted in philosophically following the founder's religious practices, where as the organization is not conscious about the strategic aspects of sustainability such as accountability, ethics and eventual linkage to the organizational outcomes.

Findings show that the ambiguous nature of management style deeply impacts the professional retention, decision-making and delegation of roles and responsibility. Furthermore, respect for age, emphasis on familial relationships and respect for authority all make for the unsaid cultural nuances in the organization. These cultural aspects make for the various inconsistencies of the organizational culture as discussed in the literature (Budhwar & Varma, 2011).

Western cultural strategies reflect high on individualism, masculinity and uncertainty accepting and low on power distance (Hofstede, 1983). This makes for independent thinking and high individual decision-making. Thus, the clarity on organizational goals, employee policies and labor laws is essential in Western organizations. Also, the linkages between culture, sustainability, and human resource development in organizations are essential given the nature and impact of sustainability on organizational outcomes (Armitage & Plummer, 2010; Hawken, 2007; Senge et al., 2008). Given the difference in the cultural orientations, the linkage between sustainability and culture is problematized.

Conclusion Two

The modeling of espoused Western individualistic values that are critical to personal success in a Western organization setting are in opposition to Marwarian tradition where collectivist values of this manufacturing business that was grounded in a centralized hierarchical power model. Additionally, the larger religious culture is impacted by socio-cultural constraints including the legacies of the British Raj.

The organization is marked by a higher attrition rate of professionals. Qualified modern Indian managers and professionals identify individual freedom as an essential part of their success within the organization. Many participants referred to the employee turnover as an integral part of everyday organizational life. Also, other participants referred to individual lack of freedom as a part of package of working with the manufacturing company and often cited it as a challenge of working with the company. One of fundamental measures of successful employee engagement in today's knowledge economy lies in providing individual freedom on the job that is perceived by the employees through organizational support and procedural & distributive justice. The outcome of this perception reflects in the employee satisfaction, organizational citizenship, commitment and intention to quit (Saks, 2006). This analysis of antecedents and consequences is rooted in Western thought of individuality and individual freedom on the job.

Scholars (Bierema, 2000; Dirani, 2007; Marsick & Watkins, 1994, 1999; Watkins & Marsick, 1993) further narrow down the employee engagement as one of the moderators to developing a learning organization that further organizational performance through individual development. The scholars believe enhancing individual commitment yields long-term organizational benefits that can be felt beyond the obvious performativity outcomes of the organization.

The Marwarian collectivist thought and organizational way is based on the positionality of the Marwari culture that values family over individual success. Within the family based thinking power becomes an important denominator. Power within an organization can be analyzed through different lenses and is not necessarily a negative presence. However, the power rooted in collectivist thought may fail to harness individual ability to contribute towards organizational success.

Additionally, the larger religious culture is impacted by various social and cultural constraints. Among many social-cultural constraints two most significant that affect the organizational practices are inequality of gender and the legacies of British Raj (Budhwar and Varma, 2011; Desikan, 2009). The family run business is often conservative with special restriction of women employees. The women employees are not “allowed” to stay after 6pm in the organizational premises. It was often pointed out to me that we are not allowed to stay back even in case of work. Secondly, the lack of freedom of clothing reflects the conservative nature of the organization. Two women colleagues on separate occasions mentioned that they missed wearing trousers to work. I had met these women during my visits to the organizations and they were not my participants. I was often appreciated for being “fully covered” and looking traditional in case I applied bindi (a dot on forehead) or sindoor (a red mark on forehead signifying I am married). Also, the male/female differences while eating lunch, being “gazed” at when asking for a ride on a two wheeler from a male colleague are considered signs of modernity and not appreciated in the work environment. Additionally, I would often receive a “comment” pointing out my behavior from previous days or visits indicating the wide grapevine.

Gender. India is the second largest populous country in the world with 891 girls for every 1000 boys. Mainly a patriarchal society, Indians prefer the male progeny to females.

This has resulted in female infanticide and the imbalance in the male female ratio. Girls are not educated in few urban pockets in India although in the urban settings women and men get similar opportunities. In the factory and the manufacturing units, I mainly noticed higher male to female ratio. However, for traditional jobs such as collecting yard waste, planting seeds in the fields, I noticed many female employees over male employees.

My first observation at the founder's office was the working of one female executive among almost 50 male executives. While, this ratio was different at different locations, it was uneven. I did notice women were in more traditional jobs such as reception, administration and HR with male managers as being the norm in almost all departments. The location of the organization is a rural town. Given the socio-cultural influences of the local culture, where in women are considerably open compared to women in southern India, I was surprised to notice that many of the young female employees were from nearby smaller towns, were staying in hostels and visited home on the weekends or other holidays. This practice was unheard of about 15 years ago. The young female participants in my study had an open worldview compared to their senior counterparts who I spoke with at different occasions. I could refer this to the generational difference as well as impact of the Western thinking on the newer generation.

Seating among the male and female employees at the workplace or in the canteen showcased physical distancing. This distancing is considered as a marker of respect difference between genders. Additionally traditional Indian upbringing does not encourage intermingling of genders in public spaces and is looked down upon. However, I did observe the female colleagues getting friendly with each other, indicating closeness in relationship. Although the customs are slowly changing, the company does not encourage the intermingling between genders. While, I did not get access to the male female ratio in this 5000 plus company, my

observations indicate higher male to female ratio with a conservative estimate of 90 males to 10 females.

The Legacy of the British Raj. The British rule of India for about 300 years has left imprints on everyday individual and subsequently on the organizational culture and life. I elaborate three areas that are related to organizational culture and are still visible and have influence on the practices of Diaz. First, I discuss the role of personnel management in the organizational system, which was set up by the British in the 19th century. Second, I explain the influence of the English language and its dominant status in India, and third, the superiority of anyone who is white and anything that is Western.

The British set up an administrative system in 1920 and even today many administrative and constitutional affairs follow British tradition (Budhwar & Varma, 2010, 2011). The Indian administration and management system lacks a unified system, further marked by inconsistencies and contradictions due to the hierarchical nature of the organizations (Singh, 2009). In 1980's the human resource management function emerged from the personnel and administration system to make processes efficient (Budhwar & Varma, 2010). The professionalization and development thrust of human resources came from the economic liberalization of India in 1990s (Budhwar & Varma, 2010). While, the significance and role of human resource development has increased over last two decades, it is yet to be established in family run organizations (Budhwar & Varma, 2011).

Various socio-cultural aspects, legal system, societal culture, affect the corporate culture, managerial values and behavior. One such effect is relegating the expert power over position power and often makes collective decision with the final decision resting with top management (Budhwar & Varma, 2011). Rampant nepotism i.e. family members tend to occupy higher

positions in organizations particularly in private businesses (Budhwar & Varma, 2011). Findings show that encouragement to help entire family work in the organization through various levels was embedded. Other issues congruent with the literature include perceived lack of personal freedom due to hierarchy; impact of British system of administration and management in personnel management decisions with emphasis on efficiency and relationship maintenance; ambiguous management decisions with subsequent impact on modern professionals, decision-making and delegation of roles and responsibilities.

The second legacy of the British raj is the English language. India has 22 official languages, with most people fluent in at least 2 regional languages. Hindi is mostly spoken in North and Western India and to a little extent in south India. English is often spoken most middle and high-income families, with other socio-economic strata's catching up on the English speaking trend (Desikan, 2009).

Diaz is a large community with 90% of its employees at the daily laborer or workers level speaking only the local language and/or Hindi, the national language. The remaining 10% of its employees include engineers, biology experts and other professionals who are fluent in simple English, Hindi and most of the time the local language. I lost the essence of two early interviews mainly because of their maximal usage of the local language during the interview with "broken" simple English by the participant and the translator. Diaz members manage everyday operations and communication mainly through the usage of the local language, Hindi and sometimes English. For instance, security guards at the Main gate who welcomed international guests often spoke English and were also well versed with two regional languages. This proficiency in languages allowed in reaching out to people from various levels in the organizations and the guests.

The third legacy of the British raj is the superior attitude towards anything that is white. The British exuded a sense of superiority and it has left a strong psychological residue effect on the Indian mind (Desikan, 2010). Indians usually have brown skin, but they consider anything white as superior. Furthermore, this attitude is towards anything that is Indian. The color complex, that is the presence of colorism amongst colored people is well-discussed phenomenon in the Western literature (Russell, Wilson, Hall, 1992) however this aspect of social discrimination is almost considered “acceptable” in the Indian everyday living (Desikan, 2010). This includes western education and management practices. I was myself, as a researcher recognized as a Westerner, and it was implied quiet a few times in conversations that I mainly had access to the organization because I belonged to a “foreign” university.

Many of the study participants hesitated in answering questions and replied in negative when questioned on cultural aspects of the study. VK attributed these responses as to possible insecurity of new job or inability to identify with the organizations culture completely. Additionally the presence of glass walls, security cameras, and constant vigil added to this insecurity.

Foucault panopticon thinking refers to being constantly visible as a trap that causes power-knowledge disequilibrium. The disequilibrium acts as a string to control individual ability to exercise freedom. The central tenets of the panopticon thought combine power and freedom as two critical markers of modern society. Thus, the dominant Marwari positionality of collectivist thought contrasts with the individual need of freedom impacting everyday decision making and leading.

In this section, I discussed two conclusions. The first conclusion is the contrasting of Western strategy to Indian organizational culture problematizes the linkage between human

resource development, organizational culture and sustainability. I discussed the similarities and the dissimilarities of sustainability practices and its impact on the organizational strategy. I then discussed the difference between espoused individualistic values and Marwari collectivist thought. The collectivist thought also provided a platform for discussion of panopticon power and control within the organization's culture. Then, in the second conclusion, I discussed the role of socio-cultural constraints such as gender and the British Raj legacies that impact the larger religious culture and is operational in the organizational culture.

Implications for theory

Human resource and organizational development theory is continuously evolving and is striving to include multitude frameworks that allow for inclusivity in the development of organizations. Bierema (2010), Ruona (2008), Swanson (2004) have often discussed the various philosophical foundations of human resource and organizational development from critical, strategic and capital stance. Yet a gap still exists. Based, on this study, I contend that sustainability oriented human resource and organizational development allows for that inclusivity and co-existence of paradoxes pushing it towards holistic human resource development.

In this study participants clearly identified the role of religious culture in determining the organizations culture and its subsequent impact on sustainability. Organizational culture is an emotionally charged topic that questions the values, beliefs and ethics of any organization. Additionally, a highly charged political climate can make it difficult to address disparities obvious to an outsider when it comes to sustainability. While, the self-preservation mode of the organizational culture is constantly *on*, getting out of the comfort zone is difficult and often

requires an insight into the impact of power and control in an organization. Theory that allows for inclusivity and a holistic approach will close this gap in current theory.

Through critical human resource development (Bierema, 2010) offers the first tool for consideration to the management and offers an insight into the role of power and control in developing an inclusive organization. Additionally, sustainability oriented human resource development allows looking beyond the obvious performativity measures and practices of human resource development and offers insight into nurturing side of organizations culture. Given the nature of sustainability oriented organizational culture, visionary education that strives for including the complex nature of sustainability, can be used to achieve this. Future theoretical perspectives that underline the sustainability oriented organizational culture are emphasized.

Implications for Practice

The study has implications for family-run businesses and leadership in organizations as well as the field of education specializing in Human Resource and Organization Development. I consider these settings for implications. This study revealed how members of an organization learn culture from each other and organizational hierarchy and are impacted by larger religious culture and socio-culture constraints. The study also showed the impact of sustainability on the consciousness of its various stakeholders.

Family-run businesses rely on their religious philosophies to guide their business acumen. However, understanding the nuances of culture – both implicit and explicit markers of culture can yield insight into an organizations ability to develop itself strategically and also manage employee attrition and retention rates. To understand the concept of organizational culture, family run businesses can carefully examine factors such as attrition rate. This can help these

businesses to maximize opportunities in a globally competitive marketplace where expert power can be harnessed provided the experts get the right professional environment.

Professionally run organizations in India while provide individualistic work experience may harness the familial ties to develop high retention rates. This study showcased that the Indian work thinking rooted in familial thinking often provided stable work environment, which maybe significant for some employees. Harnessing the emotional assurance factors by dual careers as followed in many American universities is an anchor for employee retention (Hite & McDonald, 2008).

The study points out the importance of congruence between religious culture, national culture and organizational culture. One of the obvious benefits of maintaining familial relationship in the organization was the employee loyalty at the time of financial crisis. The ability to generate trust among various stakeholders highlights the accessibility of the founder as an important factor in this approach. Scholars (Epstein, Buhovac, & Yuthas, 2010; Kobia & Sikalieh, 2010) emphasize on leadership as a significant factor in maintaining the organizations culture.

The implications for the field of human resource development – both practitioners and academicians are many. Understanding organizational culture in traditional non-western organizations provide an insight into how human resource development is designed in these organizations and the influence of the socio-cultural aspects on the human resource development. Based on this study, human resource development academicians can design curriculum inclusive of the multi cultural organizational practices. This can provide an insight into the organizational development practices in non-western settings.

Recommendations for Future Research

In reflecting on the study and the goal to understand the role of human resource development in sustainability can be fostered in an organizations culture, I identified several suggestions for future research. Although this qualitative study explored a family run business some findings lend opportunities for future research.

First, the study perceived sustainability as an organizational initiative. However, sustainability is a new initiative in the organization where the culture is being formed. Subgroups within the organization were involved in developing the sustainability initiatives and were not explored in depth. A future study can investigate these subgroups role in sustainability implementation and its impact on the organizations culture.

Secondly, the study focused on multiple employees and diverse professionals within a family run business. However, focusing on the human resource development experts and examining their view in developing a sustainability oriented organizational culture can be beneficial. Human resource development experts with their specific knowledge and skills can provide an in-depth understanding in the linkage of culture and sustainability

Thirdly, the study focused on perspective of employees and its role in sustainability efforts. Examining the organizations culture from different views such as leadership, communication styles and other strategic perspectives can be explored as well. Identifying and studying these perspectives can provide insights into a family-run business culture. An in-depth understanding these provide an understanding how the organizational culture can be optimized for linking human resource development and organizational strategy in such cases.

Fourth, the study was done in India and identified multiple socio-cultural factors that influence the organizations culture. Similarly, each culture is different and these cultures shape

an organizations culture. Future research can explore other cultures and identify what other socio-cultural factors can effect the impact on organizations culture and its role in sustainability. Studying different cultures in the context of sustainability will help develop models of human resource development to meet the diverse needs of today's workplace.

Methodological recommendations include future research that uses multiple case studies or cross case studies rather than one organizations culture, as done in this case study. Cases representing the same profession of human resource development in different settings can provide insight into complexities' of organizational culture and sustainability in different settings. Also, examining human resource development practices in non-profit organizations that act as mediators of sustainability or environmental recycling or social outreach organizations can provide more insight. Revisiting the same organizations culture at a later date to investigate what changes have occurred over time will provide for a good longitudinal study.

Summary

This study began with three conclusions and discussions. The first conclusion is that the linkage of human resource development, organizational culture and sustainability is problematized. The discussion provided for the similarities and dissimilarities between the Indian organizations culture and its role in sustainability. Secondly, individual values critical to personal success in organization are in opposition to the Marwarian collectivist thought. The discussion explicates the traditional Marwari culture, its role in hierarchy and power within the organizations culture. Thirdly, the larger religious culture is further impacted by national culture, the legacy of British, gender, and language constraints. The discussion provides the role of multiple socio-cultural factors that impact the organizations culture.

The second part of the chapter focuses on implications and recommendations for future research. I suggested future research should investigate several topics related to sustainability and organizational culture and also include the study in other cultures.

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APPENDICES

Appendix A

CONSENT FORM

Dear Participant,

You are invited to participate in a research project conducted as part of the dissertation requirements for a doctoral degree in Human Resource Development in the College of Education at the University of Georgia. For this project, I will be doing interviews and collecting information to examine the experiences and perceptions of personnel who are responsible for implementing the sustainability initiatives within the organization for which they work. The research will be supervised by my major professor, Dr. Juanita Johnson-Bailey, who can be reached at jjb@uga.edu or 706-542-6600 and Co-Chair Dr. Khalil Dirani, who can be reached at dirani@uga.edu or 706-542-2490.

I would like to conduct a one-on-one interview with you about your knowledge and experience of sustainability implementation in your organization. The duration of the interview will be 90 minutes and I request your permission to record the interview on a voice recorder. I also ask your permission to contact you again during the course of our research for follow up questions. These questions would be in the same format as the initial interview. All individually identifiable information obtained will be treated confidentially. I will collect documents from your business organization and you are not responsible for providing me any documentation.

If you agree to an interview, I will schedule a time to meet with you at your organization. Your participation is voluntary. You can refuse to participate or stop taking part at anytime without giving any reason, and without penalty or loss of benefits to which you are otherwise entitled. You are free to withdraw your participation at any time that you become uncomfortable and doing so will require us to remove all record of your participation from our unfinished research and delete your interview record. By permitting us to talk with you and observe activities of your choosing, you are acknowledging that you have read the attached form and that you consent to take part in this project.

There are no identifiable risks or discomforts associated with this study. However, if you feel uncomfortable at any point of time during the interview, you are free to withdraw your participation at any time that you become uncomfortable and doing so will require us to remove all record of your participation from our unfinished research and delete your interview record. The perceived benefit for you and your organization will be in developing HRD practices that enable your employees to be better engaged in organizational sustainability.

If you have any questions or concerns, feel free to contact me at 9440467705 or yogita@uga.edu. I hope you will enjoy this opportunity to share your experiences and viewpoints with me. Thank you very much for your help.

Sincerely,

Yogita Abichandani, Doctoral Candidate, College of Education

Signature of Researcher _____

Date _____

Signature of Participant _____

Date _____

Please sign both copies, keep one and return one to the researcher.

Additional questions or problems regarding your rights as a research participant should be addressed to The Chairperson, Institutional Review Board, University of Georgia, 629 Boyd Graduate Studies Research Center, Athens, Georgia 30602; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu.

APPENDIX B

Semi Structured Interview Questionnaire

1. Tell me about your background and your role in the organization?
2. How did you learn about the company culture? What is your view on your company's culture?
 - Describe for me a time, as a new member you felt that you were part of a group of people working together for a common goal.
 - How do you try out new ideas in your work practice?
3. What are the human resource development practices of your organization?
4. What in your view is the link between human resource development practices and company culture?
5. What are your views on the link between sustainability and company culture?
6. What do you think has been the impact of the company's sustainability initiative here in the local area and nearby villages?
7. How has taking part in sustainability initiatives affected you professionally and personally?

Observation Protocol

- 1) Places where HRD activities are carried out?
- 2) Places where sustainability team gathers.
- 3) How do the sustainability team member's talk with each other?
- 4) Who meets whom/why?
- 5) What work related topics are discussed in casual interactions?
- 6) How do these participants relate/not relate to those in other sections?
- 7) What is body language of participants during interactions?
- 8) How do they behave during lunch and other casual times?

For Observations of Training Sessions

- a) How many attendees? Where is the meeting held? Planned or impromptu?

- b) What is the agenda?
- c) Who initiates it/what is the mood of the participants?
- d) How do others sustain/extend the discussion?
- e) How is sustainability (social/environmental) discussed?
- f) What routine/non-routine practices are observed?
- g) Which reflect the organizational culture?
- h) Which reflect the Marwari/ Indian culture?

APPENDIX C

Letter from Peer Debriefers

This letter is to verify my role as Yogita's peer reviewer for her dissertation data analysis. Peer reviewing happened in three phases. In the first phase I analyzed one interview on my own and came up with codes and few points that required clarification. In the second phase Yogita and I shared each other's analysis of that interview. We compared, confirmed or questioned our respective perspectives and conclusions, debating and deciding on codes. The third phase of our interaction was planned for after Yogita completed coding of all interviews and developed overarching themes. To substantiate we also decided that each theme will be linked to relevant quotes from different interviews. This phase comprised of the following three sub-steps – (a) independently I reviewed the flow chart Yogita had developed which grouped themes under three broad headings. I added my comments and questions for her to respond (b) Next, she walked me through the modified chart questioning my comments, and explaining to convince me satisfactorily on the points she wanted to retain. (c) Finally, we restructured themes under the headings to make a comprehensive analysis.

Yogita is a fluent Hindi speaker. She is also familiar with the Indian rural population that is not very fluent in English. Her interviews in Hindi and "Hinglish" and transcriptions were done well capturing the essence of what the speaker wanted to convey. As the peer review process progressed I found Yogita's understanding of the data mature as well as her conviction of what she saw in the data develop.

Regards
Nalini Desikan

APPENDIX D
List of Codes

Culture	Sustainability
<ol style="list-style-type: none"> 1. Sense of belonging 2. Informal Structure 3. Religion – Marwari 4. Loyalty- Generating 5. Jain Philosophy 6. Local employees 7. Employee Wellbeing 8. Family employment-Dual Career/ Multiple employees from same family. 9. Modeling 10. Location 11. Authority 12. Humanitarian Approach 13. Family based culture 14. Mentoring for farmers 15. Relationship emphasis 16. Marwari Warmth 17. Kindness 18. Attrition of professional employees 19. Founders vision 20. Comfort of staying at home 21. Role model 22. Employee Wellbeing 23. Caring 24. Humane culture 25. Spark/ Potential of employee for work 26. Local Goodwill 	<ol style="list-style-type: none"> 27. Consciousness 28. Environmental consciousness 29. As a strategy 30. Mimicking nature 31. Social Consciousness 32. Impact of local areas 33. As a marketing tool 34. Impact on employees 35. Long term growth plan 36. Hierarchical decision making

Coalescing the codes

Culture	Sustainability
<ol style="list-style-type: none"> 1. Informal Structure 2. Modeling <ol style="list-style-type: none"> a. Role model b. Modeling by chairman 3. Marwari Warmth <ol style="list-style-type: none"> a. Jain Philosophy/ Marwari b. Sense of belonging c. Loyalty- Generating d. Employee Wellbeing 4. Family employment-Dual Career/ Multiple employees from same family. <ol style="list-style-type: none"> a. Commitment b. Humanitarian Approach c. Family based culture d. Mentoring for farmers e. Relationship emphasis f. Marwari Warmth g. Kindness h. Employee Wellbeing i. Caring 5. Humane culture 6. Founders vision/ Business Acumen 7. Local goodwill 8. Local employees <ol style="list-style-type: none"> a. Location b. Attrition of professional employees c. Comfort of staying at home d. Ambiguous roles and responsibility 	<ol style="list-style-type: none"> 9. Consciousness <ol style="list-style-type: none"> a. Environmental consciousness b. As a strategy 10. Mimicking nature 11. Social Consciousness <ol style="list-style-type: none"> a. Impact of local areas b. As a marketing tool c. Impact on employees d. Long term growth plan

<p>Culture</p> <ol style="list-style-type: none"> 1. Shaping Employee Behavior <ol style="list-style-type: none"> a. Role model b. Modeling by chairman 2. Marwari Business Culture <ol style="list-style-type: none"> a. Humanitarian Approach <ol style="list-style-type: none"> i. Marwari Warmth ii. Jain Philosophy iii. Sense of belonging iv. Loyalty- Generating v. Employee Wellbeing vi. Family employment- Dual Career/ Multiple employees from same family. vii. Commitment viii. Family based culture ix. Mentoring for farmers x. Relationship emphasis xi. Kindness xii. Employee Wellbeing xiii. Caring xiv. Humane culture xv. Founders vision b. Local goodwill and charity 3. Business Acumen <ol style="list-style-type: none"> a. Local employees <ol style="list-style-type: none"> i. Location ii. Informal Structure iii. Comfort of staying at home b. Ambiguous nature <ol style="list-style-type: none"> i. Attrition of professional employees ii. Roles and responsibility iii. Decision making 	<p>Sustainability</p> <ol style="list-style-type: none"> 4. Consciousness <ol style="list-style-type: none"> a. Environmental consciousness b. As a strategy c. Mimicking nature d. Social Consciousness e. Impact of local areas f. As a marketing tool g. Impact on employees h. Long term growth plan
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Appendix F

Final Codes

I) Organization culture of an Indian Family Run Business

1. Shaping Employee Behavior
2. Business Culture based in Marwari Values
 - a. Humanitarian approach
 - i. An effort to take care of employee and their family
 - ii. An effort for local good will and charity
 - b. Business Acumen
 - i. Optimize local workforce
 - ii. Manage ambiguous nature
 - Delegation of roles and responsibilities
 - Impact on decision making
 - Impact on professional employees

II) Sustainability implementation of an Indian Family Run Business

1. Raising sustainability consciousness