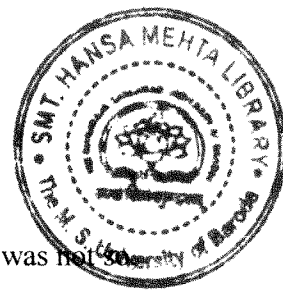


ACKNOWLEDGEMENT



Divine (and parental) blessings have curious ways of appearance. For, if it was not for this work would not have been undertaken by me possibly ever.

It was in 2007 that as President of Baroda Management Association (BMA), I had requested Padmashri Professor Dr. Pritam Singh (former Director, MDI, Gurgaon and IIM-Lucknow and currently Director General, IMI, New Delhi) to address valedictory session of its management convention. After the event, as we were proceeding towards Vadodara Airport, message about delay in flight to Delhi was received. Prof. GC Maheshwari, Dean Faculty of Management studies who was also accompanying, quickly saw an opportunity that could benefit students of his faculty and got Dr. Pritam Singh to address students of Faculty of Management Studies (en- route airport).

Later during the informal discussions in the office of Prof. Maheshwari it was almost like a lightning that Dr. Pritam Singh not only insisted that I register for a Ph.D. but suggested the topic of research too—MEANING OF WORK. Prof. Maheshwari graciously accepted to guide the research and Dr. Pritam Singh agreed to bless the work and share his wisdom on the subject. Incidentally both Dr. Pritam Singh (from his Administrative Staff College of India(ASCI), Hyderabad days) and Dr. Maheshwari (from the time MBA-Evening programme- was started by Faculty of Management Studies, The MS University of Baroda) have been my well wishers ever since we got associated with each other-the touch points being my professional roles from IPCL.

Dr. Pritam Singh, then (mid-eighties) coming from ASCI, trained me through various in-house Management Development Programmes at IPCL-which undoubtedly hosted some of the best talents, HR practices and also supported academic Institutions like IIM, ASCI and The MS University of Baroda in their endeavour of building human capital through education. Several IPCL executives-duly encouraged (occasionally compelled also) by the company and giving voluntary service- came to teach in the MBA Evening programme started by the MS University, for working executives. (This model of teaching management by practising executives--bringing advantage of blending theory with practice--and dedicated pursuit of excellence in this regard by

Prof.GC Maheshwari, as its programme co-ordinator and later as Dean of the faculty, in a large measure has brought the MBA programme of this faculty in reckoning at national level).

I consider it fortuitous that I was associated with this faculty-since its inception- as a 'visiting faculty' (courtesy Prof. Maheshwari) for almost two decades and now I am submitting a thesis as a student of the same faculty and under his guidance. During my corporate career spanning over almost four-decades, I had hardly imagined this to happen.¹ My grateful thanks are to Prof. GC Maheshwari and Dr.Pritam Singh for their continuous mentoring, guidance, support and critical evaluation of this work at various stages which has added value to me.

I am extremely thankful to about **seven hundred** executives from various organisations who responded to facilitate this study and make it for whatever it is worth. In reaching out to them, my friends and colleagues from HR profession in those organisations helped. Their support in this regard has been valuable and I am indebted to them. They all cared to share. In this context I am specially grateful to S/Shri SK Anand, Bhupinder singh, Himanshu Bhatt, Rajesh Shah, Amit Arora (RIL); SC pathak (GACL); Sandeep Purohit (GIPCL), VM Ranalkar, Arun Kumar, Shrikant Bhande (IOC), SK Jha, Anurag Mishra, Gopinath, VK Verma (ONGC); Ashok Boricha (ATUL); SR Kulkarni, (Ms.) Vimla Nigania (L&T); S. Bhattacharya, S.H. Khan (IFFCO); GK Pillai (HEC) ; Atul Shroff, Bimal Mehta, Anil Kapoor and Bhargav Parekh (TRANSPEK) and Dr. AN Pandey (Rightmen).

I owe my gratitude to innumerable friends, well-wishers, family members, professional colleagues, academics and executives(at all levels of hierarchy) who patiently tolerated my indulgence on the subject and attended to my questions which I selfishly used to throw at them to clear my own perspective or conclusions. Informal discussions thus have significantly contributed in deriving conclusions with confidence.

As the study-besides its empirical content- involved understanding the subject from philosophical standpoints as well, I was fortunate to have the benefit of interaction

¹ Jaisi ho bhavitavyataa, vaisi mile sahay;

Aapuni aavai taahi pahi, taahi tahaan le jaai---(Goswami Tulsi Das in Ramcharitmaanas)
(One gets help according to what is ordained to happen; either the help travels to the person or the person travels to the help).

with several religious teachers and practitioners- in particular Revered Swami Raghavanand Puri, Advaitswaroop Ashram, Bharmaur (HP), Swami Jyotirmayanand Saraswati, Divya Dham Ashram, Mangrol, Rajpipla (Gujarat), Swami Nikhileshwaranad, RK Mission Ashram, Vadodara (Gujarat), Sadhvi Gitakumari ji of Ajaramar Jain Sampradaay, Limbdi (Gujarat), Guru ji G. Narayana, Vadodara, (Gujarat); Father Joseph Mangalam of Gujarat Vidyadeep Centre of Theology,(Vadodara) and Dr.RN Pandey of Oriental Institute (MS University, Vadodara)- who sought to dispel the doubts that I expressed before them.

My colleague Mr. Rakesh Pandya from IPCL/RIL and Dr. Ashutosh Biswal from Faculty of Education and Psychology, MS University of Baroda, not only lent their helping hand in statistical analysis of data but also helped me in re-visiting and re-learning statistical concepts that I had originally studied only at IIM-Ahmedabad's two-year Post-graduate Programme that I had undergone during 1973-75.

My elder son—Dr. Pradyumna, teacher and researcher (electro-chemistry) based in Holland (Twente), after his Ph.D. from USA(Arizona) and post-doc from Sweden(Uppsala)- kept on asking (as a true researcher perhaps does)-**what is new in the analysis or idea or situation or outcome** (whenever I discussed the topic with him)? This helped me in remaining focussed and looking at issues from alternate perspectives to the extent I could. Younger son-Anuj (an entrepreneur)-brought in perspective of younger generation- impatient, willing to take risks and looking for opportunities to capitalise to get 'karma-phala'(results) perhaps too much too soon- and helped in challenging some assumptions of the study, from their view point. Lastly my wife -Shakuntala. She says: post-superannuation from corporate world, instead of taking life light, I have become busy without 'business'! As usual she was extremely supportive but questioning-in a male dominated Indian society would women ever get their due much less in corporate domain? On gender issues, my only escape came out of my genuine belief: 'Yatra naaryasu puhyante, ramante tatra devata'-(Divine bodies reside where women are worshipped). I salute motherhood- in all its manifestations-the fountainhead of life.

My personal secretaries- Sameer, Utkarsh and Santosh- and I was lucky to have such wonderful ones- helped in creating several drafts and corrections. Errors that may exist would be on account of me.

Will one ever be in a position to understand meaning of 'work' that gets universal acceptance? I do not know. But I am convinced: No one can define better than Lord Krishna (which he has done in Gita). We need to put that in practice. There lies the challenge and opportunity for future and that is what keeps the interest alive in life, living and 'working'!

This journey has been enjoyable (swaantah sukhaay) but I think it has just begun.....
in search of peace.....

March 2012

Vadodara



(AVADHENDRA P SINGH)