

Penance is Seminal Excitement -An Employee's Perspective

SMS Journal of Entrepreneurship & Innovation
4 (1) 87-93
<https://doi.org/10.21844/smsjei.v4i01.10807>

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Abstract:

Looking to the today's work culture and informal work scenario in the most of the organization, employees seldom take work accountability and do self drive / initiative of the work. But barring very few employees like citizenship employees, who welcome the work accountability and enjoy the work. It is very much experience that, down the line of the hierarchy, employees are very much perfunctory on primary duties and reluctant to do assigned job perfectly on right time, forget about voluntarily inviting the work. The informal groups has very significant role of instigations and creating phobia on the doers / performer and commonly seen generating counter productivity in the organization.

Generally it is noted that, at the time of interview and even in the CV, the details of doing work or job whatever assigned by superior time to time and voluntarily assisting others in their work is indicated. But over period of time it gets diluted and employees became more selfish, self centric and some time instigators, under the preview of laws and supported by the not engaged employees of the organization.

The theory X and Y of Douglas McGregor published in his book in 1960 titled, 'The Human Side of Enterprise' has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y. It is universal truth that, an average human being has an inherent dislike of work and will avoid it, if s/he can. It means human being has the tendency of shirking the responsibility and buck-passing the onus of work to others.

Indeed, most of the organizations make the staff to work, by enforcing the work-culture-environment and modus-operandi of the organizations, which takes care that very employee must work and all must do all the functional work. For instance, it is given to understand that, teaching staff is exclusive preserve for class-room teaching and no-way connected to administrative, admission and other allied work of the Institute.

The modern work culture of management institutes are little bit different and it work on of the philosophy of 'Earn Your Own Bread' by inculcating practice of working in admission, administrative, academic, event's organizer, brand building events and lot more. In situation like this most of the employees do the work in penance (unwillingness) later on penance convergent into seminal in due course among the employees as major strength.

Hence the source of penance though it is negative at the beginning but certainly infuses as seminal for the development of faculty in their growth path in due course of their career. Hence in nutshell doing all the Institute work along with the class-room teaching may makes them more fruitful and meaningful to the

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institutions in this present scenario as well to the teachers, in long run.

Keywords: *Buck-passing, assisting others, work-culture-environment, Earn Your Own Bread' instigations and creating phobia.etc.*

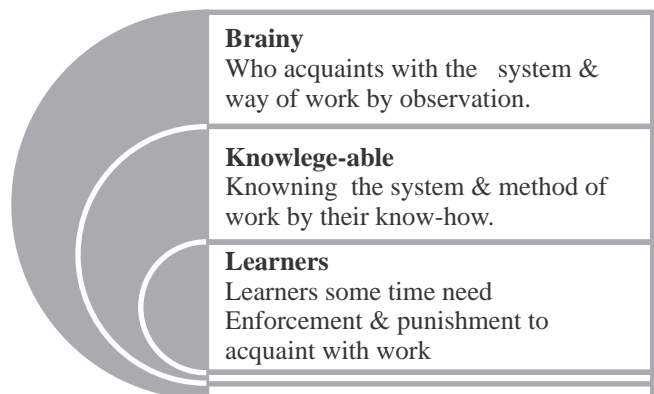
Introduction:

It is very necessary and essential to know the primary meaning of the title of the paper. Penance means *'something that (work) you have to do even though you don't like doing it (work)*, in short doing work because of enforcement, for instance children don't do study but sit for study due to incentivized and enforcement measures. In general it is observed that, teachers / professors are buckled with the classroom teaching and they don't want to be a part of the admission process or office administrative work or individual handling of event portfolios etc., but they do it because they have to *'Earn Their Own Bread'*. Seminal means *'very important and having a strong influence on later development'* in precise seminal reflects the impact of earlier work on the developments of own at later stage. For instance sound learning practice and gaining of knowledge at childhood certainly pay the best dividends and a main instrument in our progress. Excitement means *'Strongly feeling happiness, satisfaction of accomplishment something that keeps delightful'*. Therefore the real meaning of the title is; *'working on the task, generates inputs and strengths for the developments and due to that, a person will become seasoned and comprehensive master to tackle the situations'*. Even the theory X and Y precisely summarize the same definition. Of late in the most of the MNC, the motivation and learning is a self driven rather than done by the organization (on job training concept). If any employee want to progress s/he need to have the *'Fire in the Belly and Stars in the Mind'* to get self motivated, self driven and self intuition are the primary characteristic. Most of the time it has been experienced that habitual procrastination among the employees is the very common practice. Hence as a human it is but

natural and intrinsic element s/he needs some sort of monitoring and enforcement. Hence it needs hierarchy to promulgate the delegation of work as well monitor the progress.

The study has notified that, in any organization the general classifications of the employees are in three types;

**Figure / Chart No. 1
Types of Employees**



Source: Primary data

The substantiation of above diagram shows that, generally 10 percent brainy employees in the organizations knows the system of working by observation tools and they get acquainted with the way of working. Further 40 percent of employees get regularize with the system of work by their individual know-how, knowledge and experience. And major chunk viz 50 percent of employees accepts / follows to the system and way of work only on enforcement and punishment, reasons thereto may be many (illiteracy, rude nature, just not to do, lack of interest, don't care masters, habitual, etc.).

In nutshell the major basic tools in the organization are by which most of the employees get acquainted to the modus operandi of work are;

- Observation
- Experience
- Enforcement

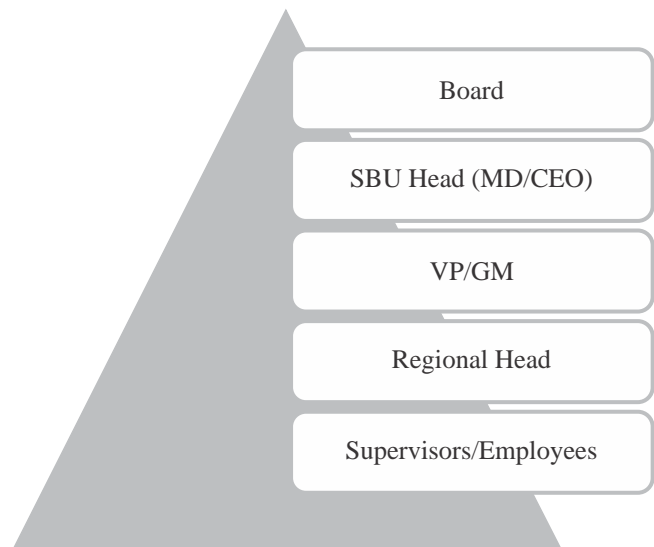
Dr. Laurence J. Peter and Raymond Hull, The Peter Principle:

Why Things Always Go Wrong, said that, Having formulated the Principle, I discovered that, I had inadvertently founded a new science, hierarchiology, the study of hierarchies. The term hierarchy was originally used to describe the system of church government by priests graded into ranks. The contemporary meaning includes any organization whose members or employees are arranged in order of rank, grade or class. Hierarchiology, although a relatively recent discipline, appears to have great applicability to the fields of public and private administration.

Hierarchy is a way, system of working culture and structure of an organization / Institution / Firm using different levels of authority and a vertical link, or chain of command, between superior and subordinate levels of the organization. Higher levels control lowers the levels of the hierarchy autonomy. You can think of an organizational hierarchy as a pyramid. The highest level of authority is at the top of the pyramid, and orders flow from this top level down to the next level where it continues to move on down until it reaches the level where the order is supposed to be carried out (executed). Thus most of the Management Institutions working on hierarchical base with delegation of work autonomy. As matter of fact the modern 'Management School of Thought' strongly recommend the SBU models for the business organization, wherein effective hierarchism gives speedy results.

The smaller span of hierarchy means more delegation of power, accountability, effectiveness and greater level of efficiency in the assignment. A standard hierarchy flow chart is shown below,

**Figure / Chart No. 2
HIERARCHY CHART**



Source: Secondary data

Each Level with autonomy will delegate related part of task to the respective department heads who may, in turn, delegate some tasks to their supervisors. Once the task has been completed, the information will flow back up through the hierarchy to where it will be assessed and further decisions will be made. In entire process of hierarchy zig-zag the penance will work.

Thus, in a hierarchical structure the role of employees is clearly defined within the organisation and defines the nature of their hierarchical relationship with other staff. Hierarchical organisations are often tall with narrow spans of control, which gets wider as we move down the structure. They are often centralised with the most important decisions being taken by senior management.

2. Statement of the Problem:

The depleted admission (which is basically source of revenue) in the professional private Institute, further private institutes are self managed or self financing institutions, hence the admission is only the way out to have proper and major revenue. Fewer malpractices, dynamism and cut-throat competition has posed lot of challenges in the field of education. In such a scenario survival is the major crunch and creates 'penance environment' among the staff. Looking to the foresight and insight of the situation, it tinkled me to write this paper- *Penance is Seminal Excitement*.

Being hand-on-approach (working in the Management Institute) author has made an attempt and earnest efforts to recognize and realize the importance of title of this paper. The scope of this study is confined to management institutes in one taluka place of Pune-Dist.

To study five MBA Institutes of Baramatitaluka Pune Dist in Maharashtra State, is syntheses to evaluate the significance and to measured the tool of 'Penance' and its Seminal impact. It is experienced that in the same vicinity one or two MBA institutes are performing well than other institutes. To understand insight of the issue, this study is carried out and to made it more applicable.

Table No.1
Admission Awareness Program

Institute	Within Taluka	Out-side Taluka	Total	Faculty Members*
A	5	7	12	15
B	4	2	6	14
C	4	-	4	08
D	3	2	5	13
E	4	-	4	07
TOTAL	20	11	31	57

Source: Primary Survey *Tentative

And to keep morale of the institutions on high profile the name of the institute has been decoded in A,B,C,D and E. Such de-codification, helping the researcher to keep the findings of the study more open and applicable without any bias

It is evident that by and large the entire institute has been organizing 'Admission Awareness Program' but the number of program varies and that's also one of the main variables in this study. The reasons for the variation are because of the human being. Human by default gets into the theory of X and Y. Hence most of the population without any doubt is into the theory X, which needs expeditionary force and hierarchism tenterhooks to make them to work. The sample size in the study is 5 MBA Institute and 57 faculty members.

3. Objectives:

The simple and obvious objectives of the study are as follows,

- To study the existing scenario and role of teachers.
- To analyze the impact of the 'Penance work culture' in Management Institutes.
- To identify the inculcation of penance and its seminal impact.

4. Research Methodology:

This is indeed a working paper, a blend of actual happenings, experience and practice in the functionalities of the Management Institutes.

Author of this paper has undergone an extensive study of literature and has used enlightened hand-on-approach, since he has a personal association with the management institute.

The secondary data and basic primary empirical information have been gathered from proper primary sources and judiciously used to arrive at a

meaningful findings and fruitful conclusion. A simple statistical tools, such as means, average, tables etc., are been used wherever necessary to right size the sample.

Crux of the Study:

This is the main part of the study, in some taluka of Pune-Dist, few MBA private Institute (Five MBA Institute in the study area) are facing the admission problem, as everybody know that, admission means in precisely finance to manage the Institute, including salary to the staff. The admission just can't be layoff just like that, because admission is 'life line' of institution as well as 'survival source' for the staff.

To keep staff on muster and strengthen the Institute, full strength admission is only answer. By involving all with proper allocation of work the admission process may work effectively. Nonetheless the teaching staff in general reluctant to carry out the admission works, since it is cumbersome and sag the status of 'Faculty'. When the question of survival and sustenance comes the working for admission becomes sine-qua-non and most important is that, the whole market (education Institutes) is in the same tone only. Now the faculties are naturally running after pillar to post to get the admission and to see their existence. Even they don't want to do that work but need of hour is to do the work, on the philosophy of 'Earn Your Own Bread' by inculcating and practicing go-getter working culture.

If speak strictly admission is the back bone of the institute and hub of every activity. If faculty does not work on it, they may not know the real ground problems and why students are not having choice for their Institute. The students' enigma hovers on any one or more of the following points, before they decide about their admission;

A. Activity:

- i. Admission awareness activity
- ii. Reaching to student and Counseling
- iii. One to one discussion
- iv. Placement activity
- v. Student development activity

B. Resources:

- i. Good Faculty (qualified, experience, students centric, sharing etc.)
- ii. Institute library-modern class room
- iii. Location of the Institute
- iv. Fee and it payment system
- v. Soft skills
- vi. Institute's history

C. Era Trend:

- i. Infrastructure of the Institute
- ii. Pristine environment
- iii. Co-head education
- iv. Free time in Institute Timing

It is observed that a good student (who really wants to learn) gives more important to 'B' (Resources) and decides his/her admission, whereas the admission of fickle nature students is by the 'A & C' parameter as well influenced by their friends..

Table No.2
Commencement of Admission Activity

Institute	I semester	II semester	Total
A	8	4	12
B	1	5	6
C	-	4	4
D	1	4	5
E	-	4	4
TOTAL	10	21	31

Source: Primary Survey

Basically the term begin in the month of July, naturally the admission tentacles in the form of events, program, inter-collegiate competition,

workshop etc., makes the students mind towards admission for a particular Institute. Hence the admission tentacles need to be implanted right from very first day of the term and it slowly promulgate down the line among the students (aspirant) through word of mouth.

Table No 3
Working Trend Among Faculties

Institute	Self Drive	Need Drive	Total
A	12	03	15
B	02	12	14
C	04	04	08
D	05	08	13
E	01	06	07
TOTAL	24	33	57

Source: Primary Survey

The staff is the main strength of the Management Institute; a good staff has the mettle of self drive and doing the work on the element of 'citizen employee'. In the above table A, D and C institutes have better staff, they work on the assignment on their own and other institute's-B and E-staff need push and pull. Further it is noticed that, a self drive staff always enjoys the work as well as get the job satisfaction. Whereas expeditionary force required for other staff (X theory employees) and they may feel job stress, boredom, work load, victimization and harassment while doing the work.

5. Findings:

1. It is found that, human natures to avoid work and do comparison of work allocation with other staff, meaning thereby concocted and fabricated story of work load, victimization, health issues etc.
2. It is revealed that, the work culture and enforcement of work compel the employee to do work, on various yard stick, such as incentives,

regularization, approvals etc., makes employees to work in 'Penance' means *'something that (work) you have to do even though you don't like doing it (work).'*

3. When employees understand the concept of *'Earn Your Own Bread'* they themselves stimulate for the work and they will start planning and working on that.
4. It is found that, when employees start working with involvement that 'Penance' will be a seminal strength over period of time. And such seminal excitement some time may fetch very lucrative position.
5. Out of 5 MBA institute only 2 are doing well in their admission work and other 3 needs lot of follow-up and expeditionary force. And one who early start the admission work, he will be leading in the admission.
6. Study indicate that, the students' enigma of admission can be envisage and right size with the help of counseling and one to one discussion on various issues. Here faculty plays very vital role to shape the decision of admission.
7. Study finds that, Institute must have brainy and knowledgeable employees comparing to the learners. Because later (learners) may need time and training as well some time enforcement for the work.

6. Conclusion:

It can be concluded that, by saying no most of the employees fall into work culture (by virtue of various reasons) and as the time passes the 'Penance' convert into the seminal strength and later on it work as mettle to fetch best position. And as well as employees become more seasonal and master in the handling any complex situation and

sporadic happenings diligently for better results. Over period of time and years the seminal strength make employees for 'Do First: Do Right' and with this approach they encash lot more from the market as well as from top and down the line.

Note: The author is grateful to the anonymous referees of the journal for their suggestions to improve the overall quality of the paper. Usual disclaimers are applicable.

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