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# Perceptions on Financial Inclusion

*Basabi Bhattacharya**

Financial inclusion is now a global agenda. The background of the financial inclusion drive in India has a much earlier origin. The endeavour for rural outreach to the unbanked had been largely observed during nationalization of commercial banks in 1969 and 1980 which gave a fillip to increasing the breadth of financial services in rural areas and was a major step that facilitated rapid expansion of the banking system to the then hitherto unbanked areas. There had also been initiation of the Lead Bank Scheme in 1970. Along with these, Government of India set up the Regional Rural Banks (RRBs) in the mid-seventies which provided simple, flexible and small-sized financial products in very large numbers. Further, NABARD was established in 1982, as an apex level institution to deal with the diverse credit needs and certain other issues related to agriculture and rural development. Thus, a multi-agency and multilayered approach to address the financial needs of the poor was adopted through the wide network of Commercial Banks, Regional Rural Banks and the Cooperative Credit Institutions. The mode of financial sector development in India until 1980s was characterized by a largely expanded bank branches to the remotest areas. It has come to be realized only a few years back that the earlier approaches could not effectively serve the desired purpose.

> The Indian banking system has passed through paradigm shifts in banking perceptions covering phases of class banking to nationalization and mass banking to globalization and profitability, each signifying changes in operational strategies. However, it gradually came to be understood that the growth process cannot run smooth leaving out or marginalizing a considerable section of the population. So the agenda of inclusive growth has been adopted with financial inclusion as an important component. A certain level of financial literacy is a necessary prerequisite to achieve 'effective' financial inclusion and not simply financial inclusion.

Another factor coming to the surface in the post liberalization India is that banks' involvement, in a competitive environment, is tilted more towards profitability and this led to a decline in interest to serve the unbanked, rural and poor categories. So the earlier focus on broad-based banking got blurred though the programmes somehow continued. The Indian banking system thus has passed through paradigm shifts in banking perceptions covering phases of class banking to nationalization and mass banking to globalization and profitability, each signifying changes in operational strategies. However, it gradually came to be understood that the growth process cannot run smooth leaving out or marginalizing a considerable section of the population. So the agenda of inclusive growth has been adopted with financial inclusion as an important component. This was expected to address yet another form of deprivation, namely financial exclusion.

It is in this backdrop that 'financial inclusion' gained coinage in India since the last few years. Financial inclusion is defined broadly as 'the process of ensuring access to financial services and timely and adequate credit where needed by vulnerable groups....at an affordable cost'. (Rangarajan Committee, January 2008). This drive is relatively aggressive in nature in the form of providing several forms of flexible financial services and directly approaching the unbanked through Business Correspondents and Business Facilitators. The endeavour has brought many unbanked households within the ambit of formal finance. The recently launched Pradhan Mantri Jan Dhan Yojana (PMJDY) scheme has promoted financial inclusion initiatives further. The schemes of 'financial inclusion' as being implemented raise several issues which are thought provoking.

The literature on financial inclusion as currently initiated recognizes both the demand and the supply side factors relating to financial inclusion. Not much recognition of demand side factors is found either in earlier studies or in the earlier initiatives undertaken. While this is surely appreciable in the recent

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financial inclusion endeavour, alternative ways to promote the demand side factors have remained less explored. In the Financial Inclusion Index (FII) as developed for having a measure of the extent of financial inclusion in a selected area, Sharma (2008) considers three components of financial inclusion such as Banking Penetration measuring the size of the "banked" population, Availability of Banking System measuring the spread of the banking system and Usage of the Financial System indicating how much the banking system has been used by its users. Usage component is proxied by the size of bank credit and bank deposits, relative to the GDP. It is the usage component where the effectiveness of financial inclusion from the demand side is indicated. The measure FII estimates the extent of financial inclusion which is the first step to start with. What is required for promoting the scheme is to develop methods for motivating the households encouraging them for being financially included. Unless the households feel the importance and necessity for being included, the enthusiastic scheme will not be effective.

As the FII components indicate financial inclusion is not simply having a bank account. It is not a 'number game' where the number of accounts opened is the only indicator to be satisfied with. But the usage component has a wider connotation than indicated in the index. The frequency of usage, the nature of usage and also other dimensions of usage do emerge as issues to address. It is often found that rural people know about banks but they do not know about the various services provided by them. In general, amongst many uses, the local population is inclined to use banks to withdraw money from accounts, deposit and receive money into accounts, pay bills and the people owed, cash and deposit cheques etc, mainly focusing on transaction products while non cash transactions are low. To promote the demand side factors motivating the households towards effective financial inclusion, a broad spectrum financial awareness programme is to be strongly initiated. While financial inclusion has been defined very clearly in literature, perceptions on the aspects of financial literacy have not received due recognition though the terminology has surfaced of late. Financial literacy, by itself, has several dimensions. It covers knowledge on general financial issues, knowledge on varieties of banking services and the benefits derived from these and also understanding of the various financial inclusion schemes offered and choosing the appropriate ones suited to the customers' need. A certain level of financial literacy is a necessary prerequisite to achieve 'effective' financial inclusion and not simply financial inclusion.

Financial literacy drive, in addition to the basic awareness programme, should encompass financial counseling, promoting financial discipline, assisting in financial planning among others. This is important because a number of initiatives in the form of schemes and institutions are gushing in during the recent times. Ultra Small Banks (USBs), Payments Banks, Small Banks are to name only a few. Proper guidance is required so that the target group does not feel over burdened and confused with the enthusiastic initiatives of the authorities.

Among the financially excluded ones, there are broadly two groups 'kept out and opted out'. So the key question is whether people who lack financial products are excluded from access or they self exclude. Studies confirm both (Kempson & Whyley, 1999). The argument for financial literacy drive is further strengthened particularly for the second category.

Coming back to the supply side issues, many of the schemes launched are still not in full operation. Establishment of USBs, for example, in Indian villages has not been suitably accompanied with required services they are supposed to provide. Speeding up the operational part of the schemes in terms of efficiency and vertical and horizontal system coordination is required rather than offering the products half heartedly.

A glaring issue of current concern is making PMJDY a success. Reserve Bank of India has cautioned that "over enthusiastic" and "unbridled" financial inclusion drive could create problems and asked banks to take adequate safeguards in this regard (Economic Times, 29. 01. 2015). Going forward with 12 crore accounts opened under PMJDY, banks need to develop right business models and portfolio building through financial inclusion. Concerns have already surfaced about the ₹5000 overdraft facility provided under PMJDY and banks are scared to lend if they don't know the credit history of the borrower.

As a final word, financial inclusion is to be understood as a process with multiple gradations. At one extreme, there is financially excluded indicating core exclusion covering those who are denied access to even the most basic of financial products. At the other extreme there are 'super included' referring to those who have at their disposal a wide range of financial services and products. In between there are varying gradations of financial inclusion. The ultimate objective should be to help households to traverse the inclusive path.

Challenges in financial inclusion are therefore enormous. With a wide array of programmes and schemes launched during the last few years, time has come to focus on making financial inclusion effective and sustainable and to frame a comprehensive financial inclusion road map accordingly.

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# Does Innovation Lie in the Eyes of the Beholder?

*Devjani Chatterjee**

The terms radical, new to the world products, incremental, discontinuous, generational, continuous innovations etc. are omnipresent now and at the same time confusing and subjectively determined. Constructive, consistent and objective definitions for these innovation types are very few in the innovation literature. All innovations are not the same, they are frequently classified into typologies as a means of identifying their innovative characteristics or degree of innovativeness. One of the most popularly used typology for identifying the innovation of new products is based on a two-dimensional perspective known as the Booz, Allen and Hamilton typology as shown in Table 1 (Booz et al., 1982). It categorizes new products along two dimensions of newness: newness to the developing firm and newness to the market. According to this typology, six types of products are recognized, based on the degree to which they affect the 'world market' and the 'developing firm's already existing market'. New-to-world products are new to both the firm and the market and are the most innovative type. Cost reduction products provide similar performance as existing products, but at lower cost which affects both the dimensions at low degree. Between these two extremes are repositioning (existing products targeted to new markets), additions to existing product lines (which are somewhat new to the market and to the firm), improvements /revisions to existing products (which are somewhat new to the firm but not to the market), and products with new product lines (which are new to the firm but not to the market).

Another very popular and important tool for differentiation amongst various innovations is the technology S-curve shown in Fig. 1 introduced by Foster (1986). As interpreted by Chandy and Tellis (2000), S-curve theory suggests that technologies emerge along a string of S-curves, which instigates introduction and development of product, until technical limitations cause research effort, time or resource inefficiencies to result in diminishing returns. The S-curves evolve because a new technology offers new benefits to consumers at

### Table 1: Booz, Allen and Hamilton Typology

| | | Newness to Market | | |
|---|---|---|---|---|
| | | Low | Moderate | High |
| Newness to Company | High | New Product Lines | — | New to the World Products |
| | Moderate | Improvements/ Revisions to Existing Products | Additions to Existing Product Lines | — |
| | Low | Cost Reduction | Repositioning | — |

an increasing rate when introduced in the market, and the rate of consumer benefits increases as it develops and gains more popularity; then as the technology matures it offers slowly increasing benefits. New innovations replace the old technology and a new S-curve is initiated. Fig. 1 will help us to understand the phenomenon better. $T_1$ represents an existing technology and $T_2$ signifies an emergent technology. They demonstrate the benefits derived from a particular product with respect to time. Assuming that at a point of time of the maturity of $T_1$, $T_2$ evolves indicating a new technology which drives the development of a new product called the technological break-through (A in Fig.1). Due to some entry level problems in the popularity and implementation of the new product and technology respectively, the benefits derived from $T_2$ is inferior to that of $T_1$. But, with due time and developments in research the benefits derived from $T_2$ increases rapidly and in future a point may come (C in Fig. 1) when $T_2$ surpasses $T_1$ in terms of benefits derived. At this point the market

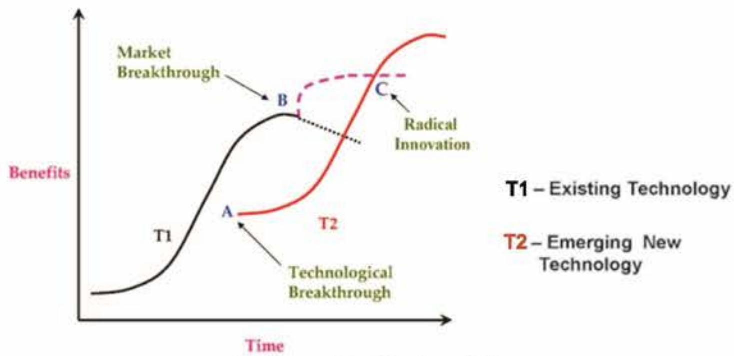


Fig. 1: Foster's Technology S-Curves

considers a new product based on technology $T_2$ as a radical product innovation. Sales volume of the product based on $T_2$ becomes more than the product based on $T_1$, and there is an exodus of consumers from the old technology (product) toward the new technology (product), thus effecting a decline in $T_1$. As a challenge to this decline in sales the believers in old technology $T_1$, makes a renewed effort to make it competitive. As a result of this renewed effort there may be some short term augmentation in the $T_1$ curve (B in Fig. 1) called a market breakthrough. However, investments in the new technology $T_2$ resulting to its developments crops more benefits than do technology $T_1$. Thus products based on $T_2$, outperform those based on $T_1$ and the old product line fades away giving place to new technology products. With time $T_2$ faces the same fate, and dies out of the market giving its share to some other newly evolved technology.

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# Values for Leaders

*Biplab Datta**

## Introduction

It is widely accepted that leaders influence others towards attaining a vision while managers implement and routinise the steps required to attain the goals and missions towards that vision. As leadership is a value laden construct (Heifetz, 2010), a leader must choose and imbibe universal values that will ensure that his vision is consistent with human flourishing (Fives, 2008). So which values must the leader espouse? What follows, is a discussion of the values that a person willing to lead must pursue.

## Mastering the Self

According to Kouzes and Posner (2007), the leader must first lead him/herself as the self is the "instrument of leadership" and "mastery of the art of leadership is the mastery of the self". Mastering the self consists of five steps including a. becoming aware of the latent traits and animal instincts that have been motivating his/her actions, b. identifying the vices that he/she has learnt or acquired, c. choosing universal values/ virtues and using them to resolve intra and inter-personal conflicts, thereby constructing a value laden character for him/herself, d. giving voice to his values/ virtues, and e. practising what he/she professes. These steps are discussed in detail.

## Identify and Eliminate Personal Vices

Aristotle (384-322 BC) wrote about virtues and vices in the Nicomachean Ethics. Aurelius Prudentius Clementis (237-394 AD) authored the Psychomachia. It describes the development of human personality throughout life in terms of a continuous conflict between human rationality and basic animal nature with an underlying trend towards a resolution in which reason will ultimately reign supreme. Prudentius divided his battling entities into two armies which he referred to as Virtute (virtue) and Vitium (vice). St. Thomas Aquinas (1225-1274) wrote about virtues and vices in Summa Theologica. Medieval Christian Monks drew the tree of virtues (see Figure 1) and the tree of vices to illustrate the relationships among the virtues and those among the vices (Aleksinas, 2006).

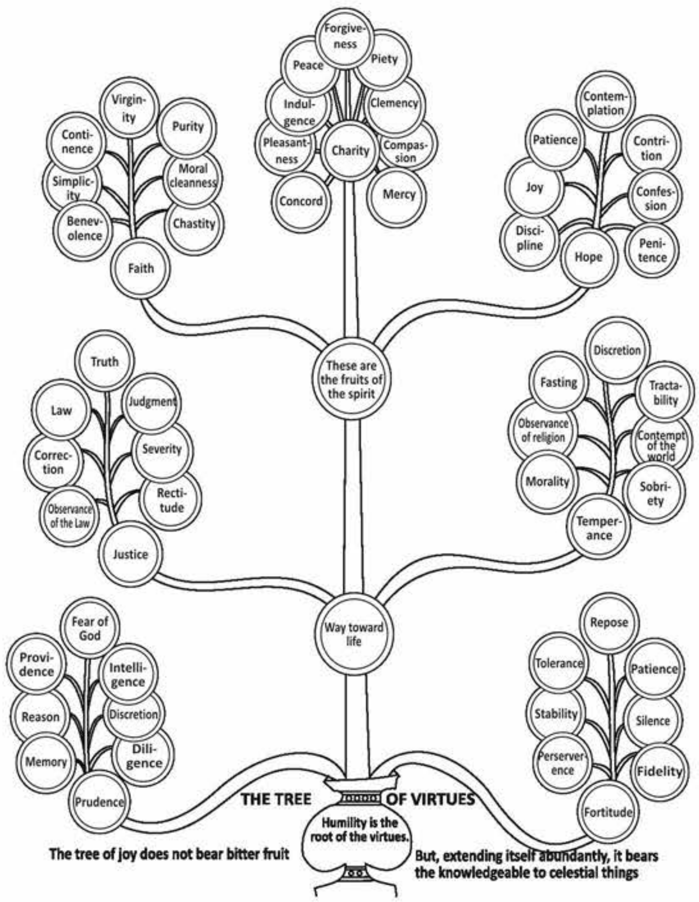


Figure 1 : The Tree of Virtues

Taylor (2006) has written about the seven deadly vices including sloth, envy, avarice, pride, anger, lust and gluttony. Slothful people implicitly assent to bear moods of boredom and indolence. Envy can be directed towards a good that others possess or the possessor of a good. Envy leading to thoughts of destruction of the goods and advantages possessed by another is contrary to human flourishing as this attitude can, at best, lead to the envious person gaining at the cost of the other, and, at worst, both losing energy in reducing each other.

Covetous people may be greedy or miserly. While greedy people like to take more than their fair share of wealth depriving others of their share, misers hoard money as an end instead of a means to making purchases. Gluttony is greed for gustatory pleasure which is outside the domain of one's awareness and will. Lust is the greed for sexual pleasure using a partner's body without equivalent love or commitment towards the partner or that required for giving birth or raising children as part of a family.

As a negative attitude, pride can take the form of vanity, conceit and arrogance. Arising from excessive love of oneself and disregard for others, arrogance has been indicated as the root of all vices. Taylor (2006) opined that, since arrogant people take themselves as the sole standard of value, they act only as per their own desires, sometimes

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even equating themselves to God, and result in being mere wantons instead of being genuine agents of creating and conserving goodness required for human flourishing. Pride could lead to openly aggressive anger, while resentful anger has been identified as a deadly vice by Taylor (2006). Resentful people keep their feelings of injustice and retaliation private and festering in their minds when they feel undervalued by others and their thoughts roam around in self-nourishing, self-frustrating vicious cycles leading them to spend their energy in negative outcomes and resultant self-destruction.

People whose thoughts are guided by vices are mere wantons who act on the basis of their desires without awareness of the viciousness of their thoughts (Taylor, 2006) and/or intentionally take vicious routes to achieve their goals. In both cases, they do not qualify as intentional, fore-thinking, self-directed and self-reflective human agents (Bandura, 2006) who can cause changes required for human flourishing (McKinnon, 2006).

## Imbibe the Virtues

On the other hand, humility has been upheld as the root of all virtues. According to Snow (1995) humility could be of two types: (i) narrow humility, which is appropriate (but not inordinate and self-obsessed) pain felt from the awareness of personal deficiencies, and (ii) existential humility, which is the awareness of the smallness of one's personhood and humanity in general before the greatness of nature. Humility can prevent the formation of vanity, conceit and arrogance. Humility can help an agent accept and forgive other's follies and recognise oneself as equally gullible as others. It can help one to relate well with others and to work with them, thereby increasing the probability of success. This, in turn, can enhance self-respect and self-confidence and can encourage the agent to pursue virtuous thoughts, intentions and actions. Humility allows the leader to remain firmly grounded with the reality and the flexibility to take corrective actions and change direction while employing his pride in the achievement of the vision rather than hankering after personal aggrandisement. According to MacIntyre (1999), humans can flourish by living in a community structured by relations of giving and receiving where just generosity is a pervasive virtue and a widely accepted principle. Just generosity is the combination of the single virtues of justice (which involves giving others what they are due) and generosity (which involves giving from sources that are somehow personal) (Butts and Rich 2005).

Doing the right thing consistently and habitually can build fortitude and a virtuous character. Josephson (1991) stated that what leaders achieve is shaped more by the collections of their dispositions, habits and attitudes that make up their character than by their education and skills. Leaders must endeavour to cultivate virtues and abstain from vices to build their own character. Leaders with character have been identified as authentic leaders (Sarros and Cooper, 2006).

Fear can lead to a person being self-protective (lonely and asocial), malevolent (non-cooperative and irritable) and taking autocratic decisions as he or she is afraid of trusting others. These characteristics have been listed as universal impediments to leadership effectiveness as a result of the Global Leadership and Organisational Behaviour Effectiveness (GLOBE) research programme (Javidan et al., 2006). In order to eliminate the nine vices, leaders can practice the nine virtues including humility, patience, love, chastity, charity, temperance, diligence and honesty, in turn, leading to courage.

Allio (2009) concluded that good leaders have good character and high competence in establishing the purpose and clarifying the values of the organisation, developing a vision, articulating a strategy, adapting to change, creating a community that is committed to the enterprise and its strategy, monitoring strategy implementation and developing future leaders. A skilled manager without good character would be characterised a scoundrel and fail to elicit trust from people in the long run, whereas an unskilled person with good character would be called a fool (Allio, 2009).

The leader must always act in alignment with universal values to become trustworthy. This gives the leader the courage of conviction (fortitude) and professional will to take prudent decisions and actions in leading his team to work towards the vision. This kind of ennoblement would be a prerequisite to formulating a vision, as a vision without morality is nothing less than self-interest (Kakabadse et al., 2005).

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# FACULTY ACHIEVEMENTS

### Award

**Dr. Rachana Chattopadhyay** received the Best Paper Award for the paper titled "Role of Parental Transformational Leadership for Developing Leadership Skill and Life Satisfaction of Adolescents" in the session on Social and Emotional Development of Adolescent at the National Conference on "Adolescent Development: Issues and Challenges", organized by Psychology Research Unit, Indian Statistical Institute, Kolkata between January 29 -30, 2015.

### Conference

The paper titled "Challenges of Sentiment Analysis of Micro-blogging Sites and its Implication for Business" by **Dr. Sudeep Mallick** was presented at the International Business Research Conference themed Emerging Trends in Management organized by IMI Bhubaneswar between February 6-7, 2015.

### Publication

The paper titled "State Government Accounting and Financial Management – Due for Reform" by **Dr. Suvendu Bose** is published in the book "*Government Accounting Reforms – An Overview*" issued by the Institute of Chartered Accountants of India, New Delhi. Reforms in Government's financial management systems and processes are becoming critical in response to increasing demand for greater transparency and accountability in the management of public finances. There are a number of issues and challenges associated with the Government Financial Management and Accounting System. However a cautious yet committed approach for a phased transition, which will enable the changes in financial management and accounting system proposed to keep pace with other organization initiatives of modernisation has been set in motion by the State Governments.

A paper titled "A Tri-Component Model of Parental Attitude: Acceptance of Child's Role in Family Decision Making" authored by **Dr. Rituparna Basu** (co-authored by Dr. Neena Sondhi of IMI Delhi) has been accepted for publication in the forthcoming issue of *International Journal of Indian Culture and Business Management (IJICBM)*, an inderscience publication. The paper aims to understand the tri-components of parental attitude to assess the evolving decision making role of the child consumer while considering the moderating effects of the child's age and his level of involvement with the product. The positive correlation between the child's age and his level of involvement in the purchase decision is also re-established with the present study. The present study contributes with the novel use of the affective-conative-cognitive components of attitude for more categorical modeling of the parent-child dyadic relation to understand the growth and development of the child consumer in the context of an emerging market.

# ANNOUNCEMENT

## Call for Articles for *IMI Konnect*

*IMI Konnect* is an open access Scholarly Management Magazine published every month from International Management Institute Kolkata, with ISSN No. 2321-9378. It started its journey in December, 2012. It publishes original research articles by scholars in the field of management and firsthand perspectives from business thinkers and practitioners on contemporary issues. *IMI Konnect* provides an intellectual platform for the national and international scholars and the industry experts to discuss and debate their opinions and thus contribute to the knowledge of management.It also publishes interviews with eminent personalities in the field of business. The publication caters to academicians and practitioners in corporate and government organizations and departments.

### Themes

The issues are themed on Marketing, Finance, Organisational Behaviour & Human Resources (OB & HR), Information Technology & Operations (IT & Operations), Strategy, Economics, Management Education apart from special themes in two special issues every year. For past issues of *IMI Konnect*, visit http ://www.imi-k.edu.in/index.php/imi-konnect/.

We are inviting original articles from academicians as well as practitioners for *IMI Konnect* on any of the aforementioned areas. Students pursuing Masters, M. Phil or Ph.D. are also encouraged to send articles on the aforementioned areas. The articles will go through a review process before publication.

### Instructions for Authors

The article should be non-technical and should be of around 700 - 800 words (very short) or around 1500 - 1600 words (short). It should be typed in MS Word in Times New Roman 12 with paragraph spacing 1.5. Figures and simple, small Tables can be incorporated. There should not be any notations or equations. Full forms of each abbreviation should be mentioned at first instance. **Upto eight references can be included in the article. Limited number of short footnotes may also be included if necessary.**

Send your manuscript along with your name, designation, institutional affiliation, email ID and contact number to the editorial office at imikonnect@imi-k.edu.in mentioning the area viz. Marketing, Finance, OB & HR, Economics, Strategy, IT & Operations, Management Education and Others.

# Life-Work Integration

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Work-Life Balance is not a fleeting term, in fact the dichotomy traces its roots back to 18th Century, when the term was conceptualized, as an end result of various studies and researches revolving around the multiple roles that women played. Later, during 1970's, the term found a pervasive position in the corporate world for itself, when it got directly linked with employee productivity, performance and job satisfaction. It became a well-established fact that "Work-life balance is meant to articulate the desire of all individuals - to achieve and maintain a 'balance' between their paid work and their life outside work, whatever their 'life' involves, from childcare and housework to leisure or self-development".

While the term 'Work-Life Balance' was recognized in the corporate world for many years, the actual concept or what it really means to the organization and the employees has been changing with passage of time. This article attempts to view the changing perspectives of work-life balance in the corporate world over a period of time.

Initially, organizations had taken work-life balance in terms of quantity of time spent by an employee at his or her workplace and outside. With this perception, organizations had started to work on initiatives creating awareness about work-life balance and its importance for effectiveness of the workforce. Organizations believed that the awareness will drive employees towards creating work-life balance by effectively and efficiently completing their job within the shortest time periods. Organizations also started looking in the aspect of work-life balance while designing employee engagement and productivity related policies. Few policies specifically to create work-life balance like flexi-time, work from home, different types of leaves, etc. also came in existence as a result.

While efforts were made to create work-life balance based on the above perspective, organizations started to realize that quantity of time spent at work place and outside cannot be equated or compared. This led to the replacement of 'quantity' with 'quality', where the definition of work-life balance was reworked as quality of time spent by an employee at his or her workplace and outside. Organizations, therefore started encouraging employees to spend quality time both at work place and outside with family and friends.

If we look at both the above definitions and perspectives of work-life balance, they are focused more or less on the physical aspects of work-life balance. The focus of work-life balance, as the term denotes, is on work and how life can be fitted in to it. It also means that trade-offs are required to be made to ensure balance between the two entities. Also, in both these definitions, the basic belief is that work and life are to be viewed as separate entities. Therefore, the goal of organization and employees should be to create a balance between work and life in terms of quantity as well as quality in a sustainable manner.

Evolution is an inevitable process which is ingrained in human beings. One of the apt examples would be the evolution of human brain. It has been scientifically proven that the frontal lobe of human brain is responsible for all executive functions viz. decision making, judgment, etc. Moreover, frontal lobe is the most recent addition to the human brain and this part has evolved over a period of time. The definition or concept of work-life balance is undergoing evolutionary changes today. The new concept focuses on integration of work and life and how both can complement each other. Therefore, the terminology needs to be re-coined from work-life balance to 'life-work integration' as quoted by Steward D. Friedman[1]. The focus here is on life of an individual and how various domains like work, family, society, etc. are aligned so that life can be more fulfilling and meaningful.

Steward D. Friedman talks about four main aspects of life which need to be integrated, viz. work, home or family, community (friends, social groups, etc.) and self (body, spirit). He also says that there are three principles which are key to integration of the four aspects.

The first principle is how one can align the values, goals, results in each of the four domains. Integration is only possible to the extent of alignment between values and goals in each of these domains. If the values and goals in these domains are opposite to each other, then the integration is not possible. More alignment between these domains would create complementing and fulfilling effects to other domains. For example, if the goal at home or family is to provide good education to children, the goal at workplace is to get enough salary to sustain good education for children and to be in a place where the education facilities are available.

The second principle is how one can utilize and apply the knowledge, skills and resources in one domain to another domain. The awareness about and practice of this principle will truly enrich the work and life of an individual. For example, if you have developed the skill of planning in some project related work at office, the same can be applied in your personal life while planning for future for the family. It is also possible that certain skills which are learned in the family and social settings can be applied effectively in the organization settings. This aspect would bring lot of efficiency in the four domains for an individual.

The third principle is being innovative in all the four domains. This would mean that one should continuously look for better ways of doing things in the four domains. Various techniques like brain storming can be used in family, social or work settings for creating new ways of doing things which are more efficient and fulfilling. In this regard, it is also said that to have a hobby which

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can be aligned with work can also be fulfilling.

It is now worthwhile to look at the reasons for evolution of this new concept of 'life-work integration'. The first and foremost reason is the advent of e-enablement in the business world. The e-enablement has almost removed boundaries of work and boundaries of organizations. It has rather amalgamated the boundaries where in segmentation of professional and personal life has become difficult. The more viable and sustainable solution seems effective integration of professional and personal life.

Second and the most obvious reason is the inadequacy in earlier definitions of work-life balance. While the awareness of work-life balance was available with employees in terms of quantity first and then quality, more often employees end up spending more time for work. The segmentation of work and life therefore was creating more ambiguity than harmony for individuals.

Third, the advent of virtual offices and office hours has amalgamated the office and personal space. The virtual offices have removed the physical boundaries of professional and personal workspace. This would mean that the work-life balance based on quantity and quality dimensions is not relevant.

Fourth, the focus of assessment of performance has shifted from 'hard working' to 'smart working'. Earlier, the perception was that more time an employee spends in office, the better performer he or she is. Today, the focus in on how efficiently and effectively you are completing your targets and therefore giving more outcomes within the time span. And life-work integration concept actually complements smart working like bringing skills from other setting to work settings, looking at work from the perspective of family, society, etc.

> Initially, organizations had taken work-life balance in terms of quantity of time spent by an employee at his or her workplace and outside. While efforts were made to create work-life balance based on the above perspective, organizations started to realize that quantity of time spent at work place and outside cannot be equated or compared. This led to the replacement of 'quantity' with 'quality', where the definition of work-life balance was reworked as quality of time spent by an employee at his or her workplace and outside. The goal of organization and employees should be to create a balance between work and life in terms of quantity as well as quality in a sustainable manner.

Fifth, there has been a change in focus of knowledge workers and sustainable workers. The talent composition has changed in business over the years. Today, human resources is considered as the most important talent. The knowledge, skills, innovation which employees bring to the organization is the key part of talent. Organizations are also looking for sustainable performance from these talent. The concept of work-life integration seems to be more suitable solution for the knowledge workers to have a sustainable performance.

The sixth reason is the focus on gender diversity. The concept of life-work integration can bring new perspectives to manage gender diversity at workplace. For example, there are a lot of companies which promote 'work from home' concept for female employees who are expecting or recently had children. The concept of work-place integration can create value addition to this target group thereby managing gender diversity.

Now that we have seen the viability and suitability of life-work integration, we need to look at how organizations can create mechanisms that can enable this concept for employees. First, organizations need to create awareness about life-work integration among employees. The employees need to understand this concept from the right perspective and then only can work towards it. This will enable employees and their families to look at life and work from different perspective, a perspective where both complement each other.

Second, organizations need to create self-assessment mechanisms which employees can utilize to understand and assess where they stand in terms of life-work integration.

Third, HR teams in organizations need to enable mechanisms for effective life-work integration for employees. With the inputs from self-assessment mechanisms, HR teams need to focus on providing road maps to individual employees or individual who fall at a particular level of integration. HR needs to become an enabler for effective life-work integration for employees.

The life-work integration seems to be an evolutionary remedy to a sustainable happy, healthy and meaningful personal and professional life in the years to come. It is time that organizations, especially Human Resources fraternity take the initiative of creating life-work integration among the workforce in a structured manner.

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