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ARE JOB TITLES REALLY IMPORTANT?

A Research conducted to ascertain the significance of job titles to employees

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ABSTRACT

Many management experts and senior industry leaders believe that the job titles are not important compared to the responsibilities. Their belief is purely based on assumptions rather than results derived from the scientific studies. The main purpose of this research was to find out whether the job titles are important or not. Since there were no previous studies conducted on this topic, the study was really challenging for the researcher. Under literature review, the researcher analyzed previously published articles on this topic and also assessed cases pertaining to the importance of job titles. The researcher covered topics such as the importance of job titles, flat organization structure, motivation theories supporting the importance of job titles, holacracy, title inflation, title negotiation and criticisms published by management experts on flat organization structure and holacracy. Also, the researcher interviewed four industry experts to know their opinion on this topic. The researcher used a combination of primary and secondary data evaluation and quantitative analysis in this study. From a population of 10000 people, 385 respondents were selected for the survey. The researcher calculated the sample size by using Taro Yamane formula with 95% confidence level. The respondents were surveyed through a questionnaire online through a Google form. The researcher understood by analyzing the data collected that the majority of the respondents irrespective of their age, gender, nationality, qualifications, years of experience and profession agree that the job titles or designations are very important. The data analysis has revealed that 93.2% respondents agreed that the job titles or designation are very important. 93.8% respondents have agreed that the promotions with a change in job title will motivate them. Out of 385 respondents, 78.7% opined that the flat structure without any job title is bad, and 21.3% respondents are willing to work in a flat structure. The research has generated a remarkable result that, 43.4% respondents favor title inflation and not against getting funny job titles. This evidently reveals that nearly half of the respondents like title inflation and funny job titles. 56.5% are against title inflation and funny job titles. The result revealed that 56.6% respondents are willing to accept a promotion without any increase in salary whereas 43.3% respondents are not interested in a dry promotion. After analyzing the data, the researcher understood that 66.2% respondents have mentioned that both salary and job title are important for them, 13.8% have mentioned that the job titles are important and for 20% the salary is important. 56.60% respondents are in favor of allowing employees to choose their own job title, and 43.40% have answered that allowing employees to choose their own job title is bad. The analysis revealed that 62.9% are in favor, and 37.1% are against title negotiation. 72.50% of the respondents said they don't want to join a company which doesn't have any job titles and 27.50% respondents were willing to join. 90.10% have agreed that the job titles are important, and it will enhance a person's social status. The Remaining 9.90% have disagreed.

Key words – Job title, Flat organization structure, Holacracy, Title inflation & Title negotiation.

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Table of contents	
	Page No
Chapter 1	
1.1 Introduction	8
1.2 Research Questions	9
1.3 Research Objectives	9
1.4 Hypothesis	9
1.5 Justification for this study	10
1.6 Scope of the study	10
1.7 Methodology of the study	11
Chapter 2 – Literature Review	
2.1 Do Job Titles really matter?	11
2.2 Motivating employees with Job titles	14
2.3 Flat organizational structure with limited job titles	16
2.3.1 Benefits of Flat Organization structure	17
2.3.2 Flaws of Flat structure	17
2.3.3 Few Leading Companies with Flat Structure	18
2.4 Holacracy	18
2.4.1 Advantages of Holacracy	21
2.4.2 Disadvantages of Holacracy	21
2.4.3 Known organizations currently using Holacracy	21
2.4.4 Criticisms by Experts	22
2.5 Title Inflation & Unconventional /Fancy Job Titles	25
2.5.1 List of few Creative / Fancy Job Titles	28
2.5.2 List of creative job titles published by Indeed.com	32
2.6 Job title or Salary, which is important?	34
2.7 Skills vs Job Titles	35
2.8 Allowing employees to choose job titles	38
2.9 Negotiate your Job title	40
2.9.1 Four Tips for Negotiating a Better Job Title	41
2.9.2 'Additional Qualifications', a tool for job title negotiation	42
Chapter 3 - Research Methodology	
3.1 Design of the study	42
3.2 Population of the study	42
3.3 Sample and Sampling Technique	42
3.4 Sampling Size	42
3.5 Instrument for Data collection	43
3.6 Validation of the Instrument	43
3.7 Reliability of the Instrument	43
3.8 Administration of the Instrument	43
3.9 Method of Data Analysis	43
Chapter 4 - Data Presentation, Analysis & Interpretation	
4.1 Introduction	43
4.2 Data Analysis	43
4.3 Industry Experts' opinions	99
4.4 Study of Promotions/Title changes in leading IT Companies	104
4.5 Summary	107
Chapter 5 - Discussion of Results	
5.1 Introduction	108
5.2 Major Results	108
5.2.1 Job titles are very important	108
5.2.2 Promotions with a change in Job Title will motivate the employees	108
5.2.3 Flat organization structure without any job title is good or bad?	109
5.2.4 Title Inflation or giving funny job titles are good or bad?	109
5.2.5 Is a Promotion without any increase in salary acceptable to the employees?	110
5.2.6 Salary or Job title, which is very important?	111
5.2.7 Allowing employees to choose their own job title is good or bad?	112
5.2.8 Are you in favour of Title negotiation?	112
5.2.9 Will you join a company in which no job titles at all?	113
5.2.10 Job Titles are very important, and it will enhance a person's social status	114
5.3 Findings of the study and Conclusions	114
5.3.1. The literature review uncovered that:	114

5.3.2. The research survey has revealed that:	115
5.3.3. Conclusions	115
5.4 Recommendations for further study	115
Appendix - A	116
Reference	118

LIST OF TABLES		
Table No.	Title / Particulars	Page No.
1	Age Group of the respondents	43
2	Gender of the respondents	44
3	Nationality of the respondents	45
4	Qualifications of the respondents	45
5	Work experience of the respondents	46
6	Profession of the respondents	47
7	Job Titles or Designations (example: Manager, Cook, Chief Cook etc) are very important.	47
8	Job titles are very important (Age group wise analysis)	48
9	Job titles are very important (Age group wise analysis). Chi-Square Statistic	48
10	Job titles are very important (Gender wise analysis)	48
11	Job titles are very important (Gender wise analysis). Chi-Square Statistic	49
12	Job titles are very important (Nationality wise analysis)	49
13	Job titles are very important (Nationality wise analysis). Chi-Square Statistic	50
14	Job titles are very important (Qualifications wise analysis)	50
15	Job titles are very important (Qualification wise analysis). Chi-Square Statistic	50
16	Job titles are very important (Experience wise analysis)	51
17	Job titles are very important (Experience wise analysis). Chi-Square Statistic	51
18	Job titles are very important (Analysis according to profession)	51
19	Job titles are very important (Profession wise analysis). Chi-Square Statistic	52
20	Promotions with a change in Job Title (example: promotion from Chief Cook to Location Manager) will motivate the employees.	52
21	Promotions with a change in Job Title will motivate the employees (Age group wise analysis)	53
22	Promotions with a change in Job Title will motivate the employees (Age group wise analysis) Chi-Square Statistic	53
23	Promotions with a change in Job Title will motivate the employees (Gender wise analysis)	53
24	Promotions with a change in Job Title will motivate the employees (Gender wise analysis) Chi-Square Statistic	54
25	Promotions with a change in Job Title will motivate the employees (Nationality wise analysis)	54
26	Promotions with a change in Job Title will motivate the employees (Nationality wise analysis) Chi-Square Statistic	54
27	Promotions with a change in Job Title will motivate the employees (Educational qualification wise analysis)	55
28	Promotions with a change in Job Title will motivate the employees (Qualification wise analysis) Chi-Square Statistic	55
29	Promotions with a change in Job Title will motivate the employees (Work experience wise analysis)	56
30	Promotions with a change in Job Title will motivate the employees (Experience wise analysis) Chi-Square Statistic	56
31	Promotions with a change in Job Title will motivate the employees (Profession wise analysis)	56
32	Promotions with a change in Job Title will motivate the employees (Profession wise analysis) Chi-Square Statistic	57
33	What is your opinion about flat organization structure without any job title (Example: No Manager, No Chief Cook, No Engineer etc):	57
34	What is your opinion about flat organization structure without any job title (Age group wise analysis)	57
35	Acceptance of Flat organization without job titles (Age Group wise Analysis) Chi-Square Statistic	58
36	What is your opinion about flat organization structure without any job title (Gender wise analysis)	58

37	Acceptance of Flat organization without job titles (Gender wise Analysis) Chi-Square Statistic	58
38	What is your opinion about flat organization structure without any job title (Nationality wise analysis)	59
39	Acceptance of Flat organization without job titles (Nationality wise Analysis) Chi-Square Statistic	59
40	What is your opinion about flat organization structure without any job title (Qualification wise analysis)	60
41	Acceptance of Flat organization without job titles (Qualification wise Analysis) Chi-Square Statistic	60
42	What is your opinion about flat organization structure without any job title (Experience wise analysis)	60
43	Acceptance of Flat organization without job titles (Experience wise Analysis) Chi-Square Statistic	61
44	What is your opinion about flat organization structure without any job title (Profession wise analysis)	61
45	Acceptance of Flat organization without job titles (Profession wise Analysis) Chi-Square Statistic	61
46	What is your opinion about Title inflation or giving funny job titles (example: Changing the title 'Cook' to Flavor Mixer', Changing the title ' Butcher' to 'Post-mortem specialist' etc?	62
47	What is your opinion about Title inflation or giving funny job titles (Age wise analysis)	62
48	Opinion on Title inflation or giving funny job titles (Age wise analysis) Chi-Square Statistic	63
49	What is your opinion about Title inflation or giving funny job titles (Gender wise analysis)	63
50	Opinion on Title inflation or giving funny job titles (Gender wise analysis) Chi-Square Statistic	63
51	What is your opinion about Title inflation or giving funny job titles (Nationality wise analysis)	64
52	Opinion on Title inflation or giving funny job titles (Nationality wise analysis) Chi-Square Statistic	64
53	What is your opinion about Title inflation or giving funny job titles (Qualification wise analysis)	65
54	Opinion on Title inflation or giving funny job titles (Qualification wise analysis) Chi-Square Statistic	65
55	What is your opinion about Title inflation or giving funny job titles (Experience wise analysis)	65
56	Opinion on Title inflation or giving funny job titles (Experience wise analysis) Chi-Square Statistic	66
57	What is your opinion about Title inflation or giving funny job titles (Profession wise analysis)	66
58	Opinion on Title inflation or giving funny job titles (Profession wise analysis) Chi-Square Statistic	66
59	If your company gives you a promotion without increasing your salary, will you accept? (Example - Promotion from Officer to Manager, Cook to Chief Cook)	67
60	If your company gives you a promotion without increasing your salary, will you accept? (Age group wise analysis)	67
61	Acceptance of promotion without an increase in salary (Age group wise analysis) Chi-Square Statistic	68
62	If your company gives you a promotion without increasing your salary, will you accept? (Gender wise analysis)	68
63	Acceptance of promotion without an increase in salary (Gender wise analysis) Chi-Square Statistic	68
64	If your company gives you a promotion without increasing your salary, will you accept? (Nationality wise analysis)	69
65	Acceptance of promotion without an increase in salary (Nationality wise analysis) Chi-Square Statistic	69
66	If your company gives you a promotion without increasing your salary, will you accept? (Qualification wise analysis)	70
67	Acceptance of promotion without an increase in salary (Qualification wise analysis) Chi-Square Statistic	70

68	If your company gives you a promotion without increasing your salary, will you accept? (Work experience wise analysis)	71
69	Acceptance of promotion without an increase in salary (Experience wise analysis) Chi-Square Statistic	71
70	If your company gives you a promotion without increasing your salary, will you accept? (Profession wise analysis)	72
71	Acceptance of promotion without an increase in salary (Profession wise analysis) Chi-Square Statistic	72
72	According to you, salary or Job title, which is very important?	73
73	According to you, salary or Job title, which is very important? (Age group wise analysis)	73
74	Importance of job title and salary to age of employees - Chi-Square Statistic	74
75	According to you, salary or Job title, which is very important? (Gender wise analysis)	74
76	Importance of job title and salary to Gender of employees – Chi Square Statistic	74
77	According to you, salary or Job title, which is very important? (Nationality wise analysis)	75
78	Importance of job title and salary to nationality of employees - Chi-Square Statistic	75
79	According to you, salary or Job title, which is very important? (Qualification wise analysis)	76
80	Importance of job title and salary to qualification of employees - Chi-Square Statistic	76
81	According to you, salary or Job title, which is very important? (Work experience wise analysis)	76
82	Importance of job title and salary to experience of employees - Chi-Square Statistic	77
83	According to you, salary or Job title, which is very important? (Profession wise analysis)	77
84	Importance of job title and salary to profession of employees - Chi-Square Statistic	78
85	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? - Analysis	78
86	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Age group wise analysis)	79
87	Allowing employees to choose their own job title (Age group wise analysis) Chi-Square Tests	79
88	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Gender wise analysis)	79
89	Allowing employees to choose their own job title (Gender wise analysis) Chi-Square Tests	80
90	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Nationality wise analysis)	80
91	Allowing employees to choose their own job title (Nationality wise analysis) Chi-Square Tests	81
92	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Qualification wise analysis)	81
93	Allowing employees to choose their own job title (Qualification wise analysis) Chi-Square Tests	81
94	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Work experience wise analysis)	82
95	Allowing employees to choose their own job title (Experience wise analysis) Chi-Square Tests	82
96	Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Profession wise analysis)	83
97	Allowing employees to choose their own job title (Profession wise analysis) Chi-Square Tests	83
98	Are you in favour of Title Negotiation (Example - If an employee is working as a receptionist but demanding the job title " Guest Relations Manager" - Analysis	83
99	Are you in favour of Title Negotiation (Age group wise analysis)	84
100	Acceptance of Title Inflation (Age group wise analysis) Chi-Square Statistic	84
101	Are you in favour of Title Negotiation (Gender wise analysis)	85
102	Acceptance of Title Inflation (Gender wise analysis) Chi-Square Statistic	85
103	Are you in favour of Title Negotiation (Nationality wise analysis)	85

104	Acceptance of Title Inflation (Nationality wise analysis) Chi-Square Statistic	86
105	Are you in favour of Title Negotiation (Qualification wise analysis)	86
106	Acceptance of Title Inflation (Qualification wise analysis) Chi-Square Statistic	87
107	Are you in favour of Title Negotiation (work experience wise analysis)	87
108	Acceptance of Title Inflation (Experience wise analysis) Chi-Square Statistic	87
109	Are you in favour of Title Negotiation (Profession wise analysis)	88
110	Acceptance of Title Inflation (Profession wise analysis) Chi-Square Statistic	88
111	Will you join a company in which no job titles at all (Example - No positions like Manager, Waiter, Waitress, Cleaner, housekeeper etc all are just employees only) - Analysis	89
112	Will you join a company in which no job titles at all? (Age group wise analysis)	89
113	Willingness of employees to work in a company which doesn't have job titles (Age Group wise analysis) Chi-Square Statistic	90
114	Will you join a company in which no job titles at all? (Gender wise analysis)	90
115	Willingness of employees to work in a company which doesn't have job titles (Gender wise analysis) Chi-Square Statistic	90
116	Will you join a company in which no job titles at all? (Nationality wise analysis)	91
117	Willingness of employees to work in a company which doesn't have job titles (Nationality wise analysis) Chi-Square Statistic	91
118	Will you join a company in which no job titles at all? (Qualification wise analysis)	92
119	Willingness of employees to work in a company which doesn't have job titles (Qualification wise analysis) Chi-Square Statistic	92
120	Will you join a company in which no job titles at all? (Work experience wise analysis)	92
121	Willingness of employees to work in a company which doesn't have job titles (Experience wise analysis) Chi-Square Statistic	93
122	Will you join a company in which no job titles at all? (Profession wise analysis)	93
123	Willingness of employees to work in a company which doesn't have job titles (Profession wise analysis) Chi-Square Statistic	93
124	So, you agree that Job Titles are very important, and it will enhance a person's social status? – Analysis	94
125	Job Titles are very important, and it will enhance a person's social status? (Age group wise analysis)	94
126	Job Titles are important & will enhance social status (Age group wise) Chi-Square Statistic	95
127	Job Titles are very important, and it will enhance a person's social status? (Gender wise analysis)	95
128	Job Titles are important & will enhance social status (Gender wise analysis) Chi-Square Statistic	95
129	Job Titles are very important, and it will enhance a person's social status? (Nationality wise analysis)	96
130	Job Titles are important & will enhance social status (Nationality wise analysis) Chi-Square Statistic	96
131	Job Titles are very important, and it will enhance a person's social status? (Qualification wise analysis)	97
132	Job Titles are important & will enhance social status (Qualification wise analysis) Chi-Square Statistic	97
133	Job Titles are very important, and it will enhance a person's social status? (Work experience wise analysis)	98
134	Job Titles are important & will enhance social status (Experience wise analysis) Chi-Square Statistic	98
135	Job Titles are very important, and it will enhance a person's social status? (Profession wise analysis)	98
136	Job Titles are important & will enhance social status (Profession wise analysis) Chi-Square Statistic	99

LIST OF CHARTS

Chart No	Name of Chart	Page No
1	Age group of the respondents	44
2	Gender of the respondents	44
3	Nationality of the respondents	45
4	Qualifications of the respondents	46

5	Work experience of the respondents	46
6	Profession of the respondents	47
7	Job titles are very important	47
8	Promotions with a change in Job Title will motivate the employees	52
9	What is your opinion about flat organization structure without any job title	57
10	What is your opinion about Title inflation or giving funny job titles	62
11	If your company gives you a promotion without increasing your salary, will you accept?	67
12	According to you, salary or Job title, which is very important?	73
13	Few companies allow their employees to choose their own Job Titles. What is your opinion on this?	78
14	Are you in favour of Title Negotiation	84
15	Will you join a company in which no job titles at all?	89
16	Job Titles are very important, and it will enhance a person's social status?	94

LIST OF FIGURES

Figure No	Name / Details	Page No.
1	Flat organization structure	16
2	Holarchic Org Structure diagram	20
3	Org Chart with Circle Overlay and Rep Links	20

CHAPTER 1

1.1 Introduction

“Although many people don’t like to be labelled, in the world of recruitment, we are all job titles.” - Catherine Vickery, Co-Owner and Director at MacKenzie King.

This is the first ever extensive research conducted on importance of Job titles. There are arguments both in favor and against the value of job titles. After reading numerous articles published on this topic, I comprehended that most of the arguments, whether in favor or against, are grounded on the authors’ assumptions on this subject. Of course, many of the authors have endeavored to validate their claims by quoting subject experts or knowledge acquired from analysis of previously published articles. To my surprise, I have not found even a single book published on the significance of job titles. Due to this reason, I have decided to do proper study involving employees or job title holders and publish my findings in a research journal. In my opinion, it is only through a proper quantitative study a researcher can extract the opinion of employees.

The significance of job title is described in this book by citing the opinion of several management experts from their published articles. More than 160 articles, books and previous survey reports were referred to pen this work. I have endeavored to substantiate my claim by referring the motivational theories of Abraham Maslow, Frederick Herzberg, Clayton Alderfer, David McClelland, Burrhus Frederic Skinner and Douglas McGregor. These motivational theories will enlighten the readers in understanding its relevance to the job titles.

The study on job title is incomplete without explaining those organization structures, which affect the job titles positively or negatively. This study includes flat organization structure in which few or no levels of middle management between staff and executives exist. The flat organizational structure does not have many job titles, highlighting fewer and wider rows demarcating the hierarchy of jobs.

The ‘Holacracy’, is a self-governing system which was developed by Brian Robertson, the founder of Ternary Software in 2007. It is a very innovative concept which is being embraced by numerous firms now. There is no significance for job titles in a Holacratic system, which means there are no job titles at all. Holacracy is a new way of constituting and operating your organization that substitutes traditional management. Authority is allocated throughout a concrete organizational structure – offering people and teams autonomy while staying allied to the organization’s objective. Under this system, there are no bosses, and all are leaders here. This concept is rules-driven and lowers inadequacies, undercuts, and concealed power dynamics all over the organization. Both advantages and disadvantages of this concept are discussed and criticisms by management experts were included in this work.

Title inflation is a new trick played by many organizations to retain the services of their valuable employees. These organizations have realized the fact that many employees now value job title rather than the compensation and inflate the job titles to induce their employees. Instead of raising the compensation, they just inflate the job titles. This is a powerful tool to hold the employees. Many organizations now have started inventing new fancy titles like Chief Rockstar, Operations Ninja, People Partner etc to make their employees enchanted. The title inflation is studied with reference to the previous research results published on this topic and through quantitative survey conducted by the researcher.

There is one more debate often occurs between industry veterans on whether the salary or job title is important. This hot topic is also studied in this work. Many HR Gurus believe that the title progression without an increase in remuneration will not motivate

the employees. But many studies conducted on this topic prove that numerous employees are open for a promotion without any increase in their compensation.

The job titles are very precious to the employees, likewise the skills are very vital for the employers. The e-revolution has contributed a lot to the online learning system which has drastically expanded the knowledge base of the workforce. There are numerous organizations available for upskilling and reskilling purpose and plenty of online free educational courses for augmenting the qualifications. The main aim of an employee should be to develop knowledge and skills rather than piling up the certificates.

Another prevailing trend in today's world is allowing employees to choose their own titles and title negotiations by employers. There are studies which proved that those employees felt more gratified when they had a preference over their job titles because they felt an improved feeling of commitment. The millennial candidates are considering for a more exciting title for social status and for professional purposes. The reader will be surprised to understand that there are many studies on this subject which have confirmed that employees are highly motivated if allowed to choose their titles. This research also has also covered this topic, which has delivered an amazing result.

The job hunters of the modern era negotiate their titles for either career intentions or for gaining social status. Sometimes the employers have to budge to this demand due to the scarcity of competent aspirants in the talent market. To aid the job hunters when attending job interviews, tips for negotiating titles were provided in this research work.

1.2 Research Questions

The main aim of this study is to understand the importance of job titles. There are many HR & Management experts who claim that the job titles are not so important, and an organization can be managed without any structure. But the behavioral scientists have asserted in their motivational theories that the job titles play an active part in motivating an employee. Precisely, this study will be able to deliver answers to the following research questions:

- i) Are the job titles really important?
- ii) Will the promotions with a change in the job titles motivate employees?
- iii) Do the employees like flat organization structure without any job titles?
- iv) Do the employees like title inflation or fancy/funny job titles?
- v) What is important, salary or job title?
- vi) Few companies allow their employees to choose their own titles, do the employees like it?
- vii) Are the employees in favor of title negotiation?
- viii) Do the job titles increase the social status of employees?

1.3 Research Objectives

The main aim of this study is to know whether or not the job titles are truly important. Through this study, the below objectives will be achieved:

- To know whether or not the job titles are really important for the employees.
- To understand whether or not awarding job titles motivate the employees.
- To investigate the opinion of employees regarding flat organization.
- To know whether the employees like fancy job titles or title inflation.
- To understand employees' opinion about salary vs job title.
- To know whether or not the job titles will provide social status to the employees.

1.4 Hypothesis

The researcher has formulated the below hypotheses for effective completion of the research:

H0 – Hypothesis

- There is no significance for the importance of job title to age, gender, nationality, qualification, experience, and profession of employees.
- There is no significance for employees' age, gender, nationality, qualification, experience, and profession to promotion with a change in job title.
- There is no significance for acceptance of flat organization without job titles to age, gender, nationality, qualification, experience, and profession of employees.
- There is no significance for acceptance of title inflation or getting funny job titles to age, gender, nationality, qualification, experience, and profession of employees.
- There is no significance for acceptance of promotion without an increase in salary to age, gender, nationality, qualification, experience, and profession of employees.

- There is no significance for importance of job title and salary to age, gender, nationality, qualification, experience, and profession of employees.
- There is no significance to age, gender, nationality, qualification, experience, and profession of employees to their opinion on allowing them to choose their own job titles.
- There is no significance to acceptance of title inflation and age, gender, nationality, qualification, experience, and profession of employees.
- There is no significance to willingness of employees to work in a company which doesn't have job titles and age, gender, nationality, qualification, experience, and profession of employees
- There is no significance to age, gender, nationality, qualification, experience, and profession of employees to their opinion on importance of job title, which will enhance the social status.

Ha – Alternative Hypothesis

- There is a significance for the importance of job title to age, gender, nationality, qualification, experience, and profession of employees.
- There is a significance for employees' age, gender, nationality, qualification, experience, and profession to promotion with a change in job title.
- There is a significance for acceptance of flat organization without job titles to age, gender, nationality, qualification, experience, and profession of employees.
- There is significance for acceptance of title inflation or getting funny job titles to age, gender, nationality, qualification, experience, and profession of employees.
- There is a significance for acceptance of promotion without an increase in salary to age, gender, nationality, qualification, experience, and profession of employees.
- There is a significance for importance of job title and salary to age, gender, nationality, qualification, experience, and profession of employees.
- There is a significance to age, gender, nationality, qualification, experience, and profession of employees to their opinion on allowing them to choose their own job titles.
- There is a significance to acceptance of title inflation and age, gender, nationality, qualification, experience, and profession of employees.
- There is a significance to willingness of employees to work in a company which doesn't have job titles and age, gender, nationality, qualification, experience, and profession of employees.
- There is significance to age, gender, nationality, qualification, experience, and profession of employees to their opinion on importance of job title, which will enhance the social status.

1.5 Justification for this study

There are new theories evolving for a few years about the necessity of job titles. Many HR Gurus and Management experts claim that the job titles are not at all required to manage an organization. Brian Robertson formulated a new system called Holacracy in which there is no place for any job titles. Many global organizations have adopted flat organization structure in which most of the titles are eliminated. The leaders of these organizations have implemented the new structure thinking that the system will be embraced by the employees without any inhibition. Many organizations have published their success stories, and many have returned to their old structures

The above reasons have prompted me to conduct research to find out the opinion of both Human Resources and industry veterans and employees regarding the importance of job titles.

1.6 Scope of the study

The study is to understand the perception of employees regarding the importance of job titles. From the people the researcher would like to understand whether the job titles will motivate them, whether they are happy to work in a setup without any job titles, what they consider more important, salary or job titles? Their opinion on title negotiation and on fancy titles.

The methodology section will provide detail discussion of the sample population and the study area and justification for their choice.

1.7 Methodology of the study

To address the main research objectives, this research used a quantitative method and a combination of primary and secondary sources. The respondents were provided with a questionnaire and collected their feedback. Also, I collected and analyzed the data from books, articles and previously published research papers.

I have interviewed 4 HR and business experts as part of this study. Their feedbacks were included in this research.

CHAPTER 2 LITERATURE REVIEW

A literature review is an analysis of scholarly sources on a particular topic. It provides an overview of current knowledge, allowing a researcher to identify relevant concepts, methods, and gaps in the existing research. Writing a literature review involves finding relevant publications (such as books and journal articles), critically evaluating them, and explaining what you found (Shona McCombes, 2019).

A thorough review of literature was conducted, and the gathered pertinent information was presented under various subheadings. I have evaluated more than 170 scholarly articles and previous research papers for writing these chapters. Each subheading deals with different facets of the job title. The citations of eminent authors and HR specialists were included to strengthen the subject matter. Since the job title is adversely impacted in flat organization structure and Holacracy, these two subjects exclusively devoted to study and review decisively. Several case studies, previously published research papers and real stories were presented to illuminate the concept.

2.1 Do Job Titles really matter?

"Your job title tells you and everyone in the organization where you are on the totem pole," - Jewel Bracy DeMaio, job search coach and founder of Perfect10Resumes.com

Case 1

Stephen has been working as a housekeeper in a residential complex for 5 years, and he was always praised by the clients for his exemplary performance. Two months back his supervisor left the services with a short notice. Since the company is having financial difficulties, the management decided not to recruit a replacement immediately. As Stephen's performance and competencies matched the excited supervisor, the Building Manager asked him to handle this role. The Building Manager made it clear to Stephen that his performance would be observed for the next six months, and he will be promoted only if he proves his ability to handle this new role. Stephen was highly elated with his new responsibilities, but his excitement started dying within a few days. He was unable to get the respect from his colleagues since he is still a housekeeper. Even though he was asked to manage the supervisory role, his job title and uniform remained the same. As days passed, many senior housekeepers started to revolt against Stephen's authority. It was too much for Stephen, and he informed his Building Manager that he was no more interested in handling the new role due to the problems he is facing from his colleagues. The Building Manager notified the matter to his General Manager and HR Manager. The HR Manager after consulting Stephen understood that his main problem is defiance from his colleagues and not remuneration. He is very happy with his new role and even willing to wait one year for an increase in remuneration. After internal deliberations, the Management team decided to change Stephen's job title from Housekeeper to Team Leader without increasing the compensation. A communication meeting for all employees has been organized by the management and the new title of Stephen was announced. This action from management changed the professional hurdles of Stephen, and all his colleagues started obeying him and even respecting him a lot.

"What is in a name? Plenty, when it comes to job titles" says Beth Braccio Hering, eminent writer. According to Beth "though it is tempting to say that a job title is just a description of employee's position, the fact is that the official title for your job can impact both your present and future career in several ways". Leah Quesada, founder of Sumos, a security system for smart homes found that when she started to be promoted as a leader of a group -Director, Head, Vice President there is an inherent, simpler way to get things done. It has been proved that the Job titles are very crucial to an organization because the titles convey lot of vital information or details to others. Biron Clark in his article 'Are Job Titles Important? (This Might Surprise You)' which was published in Career Sidekick says "Job titles are important because they allow members of your organization to know the type of work you do and the level of experience you have. They also allow people from other organizations to better understand what your role involves, whether you're talking to a recruiter, a hiring manager, or someone else." The job title can act as an emblem of power. Beyond employees' formal job description and their day-to-day responsibilities, the title they hold at work can help define their responsibilities and the command they have to carry them out. The wrong job title can set an employee up for all kinds of failure, both in her/his current role and in jobs to come. In other words, job titles help people understand who is who. Andy Chan, Management writer says "Job titles have now become a controversial issue. For a few recruiters, job titles can affect the next job that you're going to get, and thus, place stress on getting your job titles right (or proposing a better one to your current boss)". "Job titles help employees

understand their organizational fit and the jobs they should apply for in the future, and it should also help companies organize and define the expectations they have for each employee” says Seamus Roddy, Content Writer and Marketer (2019).

Case 2

Fathima completed her bachelor's degree in Commerce with good marks and wanted to pursue a master's degree in Commerce but was unable to continue full-time education due to her poor financial condition. Her father had lost his job one year back due to ill health, and as he was the sole bread winner of the family, the family of Fathima is really struggling due to the financial crunch. Understanding Fathima's miserable situation, Dr. Ajmal Qurashi, Fathima's professor advised her to work and continue her post-graduation through a distance education mode. She sent her resume to Liberty International Limited and Jannat Trading Limited which are prominent companies of Karachi, and as she had secured excellent marks, both the companies called her for an interview. Since Fathima displayed exemplary performance during her interview, both the organizations offered her a job. Jannat Trading offered her a position as Accounts Clerk and Liberty International offered Accounts Associate. Even though the job responsibilities and remuneration are, the same, Fathima decided to join Liberty International because the job title attracted her a lot.

Now a days the candidates are more interested in job titles which are unique and look more professional. According to Rhys Metler, Toronto Sales Recruiter of IQ Partner's Inc, "A job title is the main thing job hunters see when considering the position, so it's important to get it right if you want to attract the best applicants." In order to attract the competent candidates many employers are creating attractive titles matching the job market needs. During my tenure as a Senior Personnel Officer in VGP Golden Beach Resorts at Chennai, India, I was instructed by my director to recruit Hotel Management Diploma holders to replace those employees who neither have any professional qualifications nor have satisfactory performance. I notified our vacancies to few Food craft institutes but failed to get any response from the students. When investigated the reason, I understood that the students are not interested because the job titles didn't attract them. To achieve our objective of employing professional Hotel management Diploma holders, we have decided to change the job titles matching the students' expectations. Few examples are: 'Trainee Cook' has been changed to 'Trainee Chef' and Waiter has been changed to 'F&B Assistant'. The response from the Food Craft Institutes was overwhelming.

When selecting a job title or when you are advertising a job, you need to think like an applicant. The behavioral Scientists spend a large portion of their day advising their clients on the best / least searched job titles. It is HR Professional's job to ensure you are aware of what job titles will work and what job titles will not work. Job titles are valuable instruments to tell your career story. It is up to the job hunter to learn to narrate his or her career story and personal brand in a way that informs the hiring manager of job qualification and fit. Titles are not fate. Instead, they are conditions and tags that can act as shorthand to formulating value when interwoven into someone's career story.

Every employee or a job seeker should pay keen attention to his or her personal brand. A job title is only one aspect of somebody's personal brand. Job titles can create the feeling that we're matching apples to apples when we're really looking at a bowl of oranges and an aardvark. Job titles help to determine a hierarchy within a business. Always a role is senior to a different role. An employee will have to work under another employee. Pay increases may happen and new tasks may be added over the course of time until your job title no longer signifies the role you're performing, nor the level of responsibility you carry. "Job titles are generally good indicators of experience, expertise and responsibilities," says Andrew Morris, Director of Robert Half. "They are often used as a form of shorthand, categorizing and simplifying work histories into an easily understood form."

The importance of job titles is always a matter of debate. Some believe that the titles are meaningless, and achievements should inform career outcomes. Others give high value to it, claiming they convey identity and satisfaction, as well as the role they perform in the organization. The research indicates that job titles can influence mental enervation and employee individuality. Irrespective of how much significance you give your job title, they are one of the earliest methods we represent to others what we do at work. Their lucidity, then, holds some level of value. Many career experts also opine that job titles are essential for not just the hiring managers, but also for employees' peers and their clients as well. A job title is not just a description: it is an indication of career evolution, of stature and accountability.

As mentioned earlier there are many management experts who believe that the job titles are not so important, but remuneration and job responsibilities are. The people should be developing their competencies and professional achievements which are the steps for attaining professional success. They feel a challenging, lucrative role will help the candidates rather than a role with an impressive job title. Biron Clark mentioned in his article 'Are Job Titles Important? (This Might Surprise You)' that the job titles are not so important as your salary and job responsibilities. He said that "Let your colleagues and coworkers worry about job titles while you focus on the things that really matter: Pay, responsibilities, learning new skills, building your resume with achievements, etc. That's what will grow your career and income in the long run!. Recruiters and future employers will see through an inflated job title in two seconds. Your future career opportunities will be based on your skills and accomplishments. So choose a challenging, high-paying role rather than a role with an impressive job title." Abhilash Savidhan, Head of Fuel System & EV Power (2017) stated "It is extremely important to avoid job moves by looking at titles alone. Believe me that is something I learned the hard way, particularly at the mid-to-upper levels of management. A change in title is not the indication of things to come. Moves, be it lateral or vertical need to be carefully and strategically studied and weighed. Sometime even lateral, or even lesser roles, be the 'right decision' and many a time what you 'perceive' as a vertical move can be a disaster."

Even though the employers have shifted the focus from job titles to skills, still it carries lot of weight. Job titles are still favorite to the employees and a change in title always have a psychological impact on them. Willingly or unwillingly, Generation X employees had to work for more companies on average than their predecessors, the baby-boomers. Similarly, Generation X, the new generation, Generation Z (the 'post-Millennials') are infatuated with job titles and moving up into the next role. "There's a tremendous

importance placed on job titles. And rightly so, since so much can hinge on those precious few words. Along with the prestige of a powerful job title can come a higher salary, the ability to negotiate for work perks, and so much more” said Jennifer Parris (2016).

A study conducted by Pearl Meyer & Partners in 2018 revealed that employers can use job titles to retain and reward high performing employees. The survey indicates that many employers title jobs with great flexibility and permit for alternate job names. For example, many companies assign titles of Manager, Director, and Vice President to not just personnel with managerial duties but also those that have major duties in the company and are personal contributors. Like this, employers can reward non-supervisory or non-managerial employees.

In this survey, nearly three-quarters of companies found job titles to be vital and assumed that they expressed power and accountability. Second, the Job titles form the company hierarchy. Being identified as someone of a higher level in the organization is unique, permitting for better contact and appreciation. To add on, job titles have sentiments and expectations affixed as persons have a need to feel intelligent, prominent, and valuable. Lastly, they can enable personnel to enlarge their responsibilities in the company. The titles can even trigger encouraging behaviors like taking additional initiative or demonstrating superior leadership. Due to all these reasons, enhancing job titles can be exceedingly encouraging to employees.

Case 3

Once I was contacted by Director of a leading Management Institute of South India asking my assistance to conduct a lecture session for their students by one of our Senior Management team members. The lecture session was for students of Human Resources Management and being head of human resources department of Sodexo Qatar, I conveyed my willingness to address the students. But the Director informed me that they need only members from Senior Management Team to speak and expected me to nominate any leaders holding job titles of Director, General Manager or above. I told him that even though my job title is Human Resources Manager, I am heading the Country HR and the reply I received was they are looking for holders of senior management positions like Director, General Manager, Asst Vice President, Vice President etc. The title 'HR Manager' in India is generally considered as middle level management role, hence they are not interested in me.

According to Elizabeth Koraca, Executive Career Coach “Not only does your job title matter because it reflects the value that your company places on you, but also it impacts the value that society put on you. From your title, people can often tell how much money you have and how much you make. I’m not saying this is right, but it is the reality.” (Cameron Huddleston, 2019). A Job title can impact positions like Salesmen and holders of this job. Those personnel with a word such as “senior” in a job title have more achievement rate when approaching potential clients. “The more senior you are, the more credibility you have and the more likely someone is to buy from you” said Karla Reffold, founder and managing director of international recruitment firm BeecherMadden..

Many employees are proud to display their job titles especially those holding senior positions to outside world. In order to get recognition from the world, they share their job titles on social media platforms like Facebook , Instagram, LinkedIn etc. If you don’t have your desired job title, it impacts how you value yourself, Elizabeth Koraca said. “Whether we like it or not, there’s a hierarchy in our workspaces, and if we don’t feel like we are where we could or should be, it will impact our self-worth and can lower our self-esteem”.

Job titles are directly related to corporate values. The same job can have different titles depending on companies’ policies and corporate values. According to Susan M Heathfield (2021) “Organizations come up with all sorts of titles that they believe demonstrate their corporate values, define the responsibilities of a position, and designate the place the job holds in the organization’s hierarchy. It’s worth noting that the same job can have different titles depending on the company, the industry, the location, and the size of the company”.

Few management experts feel that the job titles are very important outside the organization especially in business point of view. As mentioned earlier, the job titles indicate what is your position and responsibility in an organization. “Titles become important outside the company for the same reasons they exist at all. They quickly establish tone and tenor of business transactions and convey level of authority. That said titles can be arbitrary, and often do not adequately convey scope. A vice president in one industry may equate to mid-level management in another; but they provide a starting point for business conversation” says Dawn Bugni is a Certified Master Resume Writer and owner of The Write Solution (HRbarattender 2014).

The level of career progression attained by employees indicated through the job titles held by those employees from the day they joined that organization. Job titles are signs of that progression as long as they are accompanied by job description and achievements that back up the title. Recruiters determine career progression by job titles. It is plausible to see a career progression move from entry-level job titles to more senior level. Jeremy Shanfield from Miller Bernstein LLP said, “A title can be a measure of influence within the organization; it is a way to gauge career advancement and ambitious employees will naturally want to have their titles evolve to reflect their growth”. It does not matter how experienced a candidate is if his/her latest job title doesn’t match up with the

job he/she is applying for, he/she very well may not be considered for the job. A more impressive title can thus go a long way towards giving an employee a feeling of safety about his/her future, it does not matter when he/she might prefer to cash in on it.

After analyzing the remarks of many management experts, articles and books related to the importance of job titles, I would like to conclude this chapter by asserting that the job titles are very important and really matter. According to Cindy Penchina, President of Hudson Fusion (2018) “job titles matter, they matter to the individual that holds the title, to the employer that determines the course of the employee’s career path, and to the prospects that may or may not become clients based on their perception of a team.”.

2.2 Motivating employees with Job titles

“It's always a good idea to give positive feedback when employees are doing a great job. To keep them motivated, consider a new job title” - Mandy Gilbert, Founder & Chief Executive, Creative Niche

Case 4

Lawrence and Ganesh have just completed a master's degree in Human Resources Management from the School of Social work in Mangalore, India. After sending CVs to many organizations and writing several competitive examinations, both were successful in getting jobs in very good companies. Lawrence joined Hindustan Aeronautical Limited, a leading public sector company as a Personnel Officer and Ganesh joined as a Labour Welfare Officer in Harrisons Malayalam Limited, which is the largest plantation company of India. Both Lawrence and Ganesh were happy because the compensation package was also very good.

After joining Harrisons Malayalam Limited, Ganesh understood that even though his job title is Labour Welfare Officer, he has to manage the entire HR functions of a tea estate with four assistants. The plantation where he joined had 1500 employees and their families. Also, the estate had four labour unions and was known for continuous labour unrest which Ganesh took as an opportunity to learn industrial relations. Ganesh started managing the entire personnel-related functions like recruitment of plantation workers, training, performance evaluation, salary administration etc. The workload was very heavy, and tasks were very challenging, but being an ambitious young man, he enjoyed his work. Being an industrious person by nature, Ganesh enjoyed his heavy workload. At any cost he wanted to climb the ladder of success.

Lawrence was also very happy because he got an opportunity to work with HAL, which is considered one of the precious jewels of public sector companies. His company is into the manufacture of air crafts and parts. He was posted in one of the manufacturing plants in South India. He was placed as a Personnel Officer in the recruitment division reporting to the Personnel Manager. He was assigned the task of advertising the vacant positions, collecting the CVs, shortlisting the CVs along with Personnel Manager, doing preliminary interviews, technical tests, arranging final interviews and preparing and sending offer letters.

Hindustan Aeronautics had a performance-based promotion system, and due to this Lawrence was able to get promoted constantly. After two years of service, he was promoted as a Senior Personnel Officer and after five years as an Assistant Personnel Manager. But Ganesh continued in the same position with only an increase in salary and perks because the organization structure in the estate was flat with few job titles. Even after five years of service, his job title remained Labour Welfare Officer. Despite getting frequent salary increases and performance-based incentives, Ganesh was unhappy because he was holding the same position which he took five years earlier. Whereas Lawrence was very happy because his job title changed twice in five years and will be able to become Deputy Personnel Manager after 8 years of service. Finally, Ganesh decided to quit Harrisons Malayalam Limited, and his manager could not stop him because due to the flat structure of the organization, he will not be able to promise any change in the job title to Ganesh.

If employees feel stuck in their present position and see no possibility of evolution, it will surely lead to a feeling of bitterness toward the company and their job. In such situations, these people may commence to search for other job openings. One of the ways the organizations can prevent this is by boosting employee motivation through internal promotion and changing job titles. A promotion can include progression in terms of job title, salary, and benefits, and in a few companies the type of job activities may change a great deal. It is usually embodied with a change of job and title. Miller and Wheeler (1992) found that employees' intention to remain in one organization is substantially affected by the presence of opportunities for promotion with higher job titles. Promotion opportunities not only give the employees a feeling of admiration and gratefulness but also will sway their determination on retention or resignation.

Besides, money, employees value completely a change in job title with career prospects proffered by their organizations. “A promotion is viewed as desirable by employees because of the impact a promotion has on pay, change in job title, authority, responsibility, and the ability to influence broader organizational decision making” says Susan M. Heathfield (2019). A promotion with higher job title enhances the level of the employee who gets a promotion, which is a visible sign of esteem from the employer. It is mentioned in an article published by Power 2 Motivate (2019) that “When you think of traditional employee rewards and incentives, you might picture a gift card to a restaurant, a fancy watch, or a catered lunch for the entire team. But as far as intangible rewards go, job titles are sometimes overlooked as a way to motivate certain types of workers.”

In a recent survey of office workers, a stunning 70% replied they would take a better job title over a rise in compensation. There is an apparent disconnect between the importance people place on the value they bring to a company and how they are seen within that company. The study also found that the majority of those queried felt that people whom they meet outside of work would judge them by their job titles. So, the need for a professional sounding headline to impress others can be the driving factor in working towards a promotion or looking for a new role.

Many corporate leaders don't believe in job titles because of their low level of knowledge in HR subjects, especially lack of understanding in motivational theories developed by behavioral scientists after many years of research. Let us examine the employee promotions which normally elevates the job titles with reference to a few major employees' motivational theories.

Abraham Maslow in his Hierarchy of Needs theory explained that human beings are influenced by 5 needs, and they are: physiological needs, safety needs, need for belonging and love, social needs or esteem needs, and self-actualization. The Esteem need is directly related to employee promotion. Esteem needs are related to an individual's need to get appreciation, status, and feel admired. After someone has satisfied their love and belonging needs, they seek to achieve their esteem needs. The workers of a company strive for recognition, rewards, appreciation from their leaders and management that play an significant role in fulfilling their esteem needs of self-worth. Organizations comply with the esteem needs of employees by other means too, like by providing them the opportunity of promotions for elevated positions, through job enrichment and job enlargement, i.e., by expanding their

roles and responsibilities in a similar type of work or by allocating cross-functional tasks. According to Maslow, the self-actualization need will follow only after attaining esteem needs.

According to motivation-hygiene theory of Frederick Herzberg, there are certain factors in the workplace that cause job satisfaction (motivating factors) while a separate set of factors cause dissatisfaction (hygiene factors), all of which act autonomously of each other. Hygiene factors are those job factors which are vital for the existence of motivation at the workplace. These do not lead to encouraging satisfaction in the long-term. But if these factors are missing / if these factors are non-existent at the workplace, then they lead to discontent. The hygiene factors are: Compensation, Company and administrative policies, fringe benefits, physical working conditions, status of employee in the organization, interpersonal relations and job security. The motivational factors generate positive satisfaction. These aspects are essential in working. These factors motivate people for a higher performance. These essentials are called satisfiers. These are factors engaged in executing the job. People find these factors inherently rewarding. The motivational factors are: Recognition, sense of achievement, growth & promotional opportunities, responsibility and meaningfulness of the work (Herzberg, 1966). Alikira Richard (2012) says, "Reward loyalty and performance with advancement. If you do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved".

Clayton Alderfer's ERG theory on employee motivation looks at three levels of need: Existence, Relatedness and Growth. The ERG theory is a variation of Maslow's theory on the hierarchy of needs. The category 'Growth' includes the need for self-development and personal growth and advancement. These needs are related to those desires in which the employees want self-development and professional growth. The employees expect to grow professionally through promotions and by getting better job titles. Suparna Kapoor (2018) says "Growth needs can be met through promotion, job enhancement and job rotation, training and other developmental opportunities". Someone who is exasperated by the absence of growth prospects in his/her job and slow progress toward career aspirations may regress to relatedness needs and start devoting more time socializing with one's coworkers.

Psychologist David McClelland advocated the Need theory, also known as the Three Needs Theory. This motivational theory says that the needs for achievement, power, and affiliation significantly impact the behavior of an individual, which is useful to understand from a managerial viewpoint. The first need 'achievement' is directly related to promotion and elevation of job titles & roles. The people with high attainment needs are very much motivated by competing and demanding work. They look for promotional possibilities in job.

American psychologist Burrhus Frederic Skinner or B.F. Skinner was best known for his groundbreaking theories on behavior. Along with his associates, Skinner proposed the Reinforcement Theory of Motivation. It states that behavior is a function of its consequences—an individual will repeat behavior that led to positive consequences and avoid behavior that has had negative effects. This phenomenon is also known as the 'law effect'. It identifies positive reinforcements as promoters that increased the possibility of the desired behavior's repetition: praise, appreciation, a good grade, trophy, money, promotion, or any other reward (Gordon, 1987). In a management perspective, reinforces include promotions and changing job title, bonuses, increments, variable incomes, flexible work hours, and paid sabbaticals.

Douglas McGregor suggested two theories, Theory X and Theory Y, to describe employee motivation and its consequences for management. He split employees into Theory X employees who avoid work and dislike responsibility and Theory Y employees who enjoy working and exert effort when they have control in the workplace. Theory X companies work on a 'carrot and stick' basis, and performance appraisal is part of the overall mechanisms of control and remuneration. In Theory Y organizations, appraisal is also frequent and significant, but is usually a separate mechanism from organizational controls. The theory Y companies also give employees numerous chances for promotion.

Employees who feel little prospect for growth and no compensation for their excellent performance generally don't feel motivated to continue to perform to the best of their capabilities. Employers who do not acknowledge employee talent and performance through promotion and a rise in job titles may risk losing a hard-working employee, says author Lauren Cannon in an article for Inc.com, a magazine and website for business owners and entrepreneurs. According to executive coach Maureen Moriarty, in an article for her website, the clients she coaches who seek to leave their jobs often experience lack of autonomy and feel as though their talents are being underutilized. "Increased autonomy is often linked with promotions, as employees promoted to higher positions of responsibility usually gain the chance to work more independently, with less supervision and with more authority" says Ashley Miller (2017).

A promotion with the rise of job title is not just valuable for employees but is also exceedingly vital for the employer or business owners. It enhances the morale of promoted employees, inflates their productivity, and therefore enhances the total gains earned by the company. According to Anastasia Belyh (2020) "There, are many types of promotions – while some guarantee advancement in the job position, rank/job title, other may guarantee an increase in the pay or salary. In some organization, a promotion may result in a just change of duties and responsibilities".

The most significant motivating factor, which revives an employee with more excitement and accountability, is "Promotion". Promotion means evolution and rising up the professional ladder. If an employee understands that there are no further possibilities of progress or promotion, his/her passion and excitement are destined to deteriorate enormously and irreparably. When seeking professional advancement, obtaining a professional designation may help to set an individual apart from the competition, especially when other qualified individuals have similar education and experience. The professional job title not only reveals perseverance to progress oneself professionally, but it also helps to prove that the person is a specialist in their area and can cope with important related topics.

2.3 Flat organizational structure with limited job titles

“A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role that is understood by other members” – Dr. Meredith Belbin, Veteran Researcher & Management consultant.

A flat organization (also called as horizontal or flat hierarchy) has a structure with few or no levels of middle management between staff and executives. A flat organizational structure is a flat hill. In this structure there is no seniority or executives, and there might even be an absence of job titles. A structure of an organization signifies to the nature of the allocation of the units and positions within it, also to the nature of the relations among those components and positions. In a flat organization, the quantity of people directly controlled by each manager is enormous, and the number of individuals in the chain of command above each person is little. A manager in a flat organization retains more accountability than a manager in a tall organization as there is a larger number of people immediately beneath them who are reliant on direction, help, and support. Furthermore, leaders in a flat organization rely less on assistance from supervisors because the amount of superiors above the manager is limited. “In a flat organization, there are little to no management levels between "superiors" and staff. It promotes an increased involvement in decision-making with less supervision” says William Craig (2018), founder and president of WebFX.

The term "flat" is in reference to the way an organizational structure chart looks when it does not have many job titles, highlighting fewer and wider rows demarcating the hierarchy of jobs. The flat line management structure offers fewer bureaucracies than a traditional organization hierarchy. Lower-level managers have a more amount of decision-making authority, which allows the company to make changes swiftly. This can permit the company to react to customer needs and change professionally. In a flat organization, workers have more power to make decisions on the job, which can enhance the effectiveness of the company. According to William Craig (2018) “A flat structure elevates each employee's responsibility inside the organization and eliminates excess management layers to improve coordination and communication. Fewer levels between employees improve the decision-making process among staff”.



Figure 1 – Flat Organizational structure

Companies normally adopt either a hierarchical or a flat organizational structure to break down their internal processes and how the job will be carried out among teams. Several factors, including scope, objectives, skills, and number of workers, determine the type of structure that fits a company. Too much organizational operating cost can slow down productivity and put off creativity. To avoid this, companies like tech company GitHub, gaming software developer Valve and W.L. Gore, the company that created Gore-Tex, have embraced a "flat" organizational structure that has incredibly few (if any) middle managers or official job titles. Rather than depending on a hierarchy of supervisors, these firms intend to give people the talent to organize themselves around missions that need to get done.

The flat organizational structure is most popular in new startups and small firms. Some founders do make a deliberate decision to have a flat organization, but it normally happens organically when a small team of professionals come together to engage in a business plan. Abhishek Agarwal, Co-Founder, Globepanda told Entrepreneur India that “designations don’t really hold a lot of importance in a startup as all the hired employees are assigned tasks according to their skill at first but then as the situation demands they find a way to deliver. Since the startup is constantly changing and moving it becomes clear who will sink and who will swim when presented with new challenges that test their mettle and with every success employees take over the role which is casted when the business takes off.”

There’s a lot of movement towards the flattening out of organizational structures. Jacob Morgan, in his book, talks about businesses moving from conventional hierarchies to flatter organizational structures –, and this shift is by far the most common, and thus the one you should be most aware of. Business hierarchies have turned into flatter over the past two decades, according to a new study from the NBER which was conducted by Raghuram Rajan and Julie Wulf. Rajan and Wulf present proof from top managers at more than 300 U.S. companies represented in the largest private compensation survey, done by Hewitt Associates, a leading human resource consulting firm.

Like many existing organizations, a video game company called Valve has executed a flat structure for managing employees and clarifying roles and responsibilities. In fact, the gaming startup has put increasing stress on the choice to travel totally boss-less. Although the firm does technically have a founder and CEO, Gabe Newell, his role is way more hands-off than that of the common executive.

“Everybody is expected to essentially vote on what is most important to our customers by the projects that they work on,” explains Newell to Cameron Nouri, Director of Pingboard. “So none of them are working on those projects because somebody else told them to work on them. Everybody’s working on those projects because they thought they could make the largest contributions to our customers by working on them. People move around all the time.”

2.3.1 Benefits of Flat Organization structure

Since the decisions in a flat organization structure were mainly taken by the employees themselves due to significant authority, they have with little to no supervision, the productivity increases, and operational costs are reduced immensely. Flat structures normally remove all managers except executive-level managers, so the organizations can run a leaner operation and make more out of their staff, which raises output comparative to the number of people employed.

As there are no intermediaries, the communication between the top management team and employees is direct and quick. This not only speeds up communication, but it also makes the communication clear and explicable because lucidity deteriorates when more individuals are engaged in the communication process. What generally happens when information is passed on through a sequence of ears and mouths is that it ends up either misleading, wheezed up, or deflated. When communication is passed through several organizational levels, there is a great possibility of miscommunication. Flat organizational structure helps avert this by letting the top management take direct feedback from employees, and vice versa.

Due to less dominance and supervision, the employees become more responsible, innovative, and productive, which ends up with a higher level of profit. Experience and knowledge are better shared, and creativity is nurtured in a flat organization. According to David Ingram, "Ideas come from a wider range of sources in a flat organizational structure than in companies with many layers of management. By giving everyone in a company an equal voice in submitting new ideas and feedback on operational processes, products, services, business models and company policies, companies can discover new ideas that may lead to competitive success".

The actual control in flat organizations lies in joint agreements. It is distributed all over the organization with a stress on viable self-control and problem-solving. Staff are required to be self-managing, self-organizing, self-designing. "They are trusted to take personal responsibility for satisfactory outcomes. By pushing decisions downward, flat companies aim not only to boost accountability and morale but also to remain competitive in the face of increased competition and pursue a streamlined, efficient organization that can respond more quickly to customers." Says Andy MC of Conduit Consulting.

2.3.2 Flaws of Flat structure

Many management experts believe that the flat structure is ideal for startups and small organizations but not suitable for large firms. The structure can create a conundrum to the entire organization when the proportion of employees to managers becomes too out of ratio. Louise Gaille (2017) says "This structure works well for small organizations, but what happens if a company experiences

high levels of growth over a short period? This structure isn't scalable, so fast growth in an SMB or startup can cause the C-Suite to lose control over their workplace. That can lead to poor decision-making experiences, unproductive behaviors, and other negative workplace experiences". Dana Griffin (2019) in her article 'Pros & Cons of a Flat Organizational Structure' mentioned that flat organization is very successful in small organizations or when applied for small sections of larger businesses. For small companies, empowering staff with the power to make quick decisions leads to improved customer interaction and enhanced flexibility. Those similar qualities become counter-productive in large organizations because the offices are too different and have difficulty in interacting.

Flat organization structure is a 'Bottom-up' type of hierarchy, and there is enormous dependence on the expertise of the front-line workforce. If any of the employees doesn't have the required expertise and the top management takes a decision on his/her false expertise, it can lead a company down the erroneous way very rapidly.

There will be a lot of time wastage in flat organizations as the employees have to consult the top brass for all crucial decisions, they are going to make and these proposals to be reviewed carefully by the leaders. Even though the employees have the access to approach the C suite, a lot of time is wasted discussing with others to make sure that an idea is not being replicated before it is presented. Even though access is an advantage, as there are not constant lines of communication between varying departments or teams, a lot of time can be lost when striving to be innovative.

Due to the lack of close supervision, the productivity of employees can drop down. Though there are monitoring systems that can chase productivity or worker presence, that cannot substitute a manager be responsible for team productivity. Also, due to the large number of employees, the leaders will not be able to get connected to all of them, which can cause a relationship issue.

Due to the absence of close supervision, unhealthy competitions can sprout among the workforces. When the top leaders are not available, a power vacuum is created, and this can lead to resentment, thus affecting the productivity.

As the middle-level management positions are either absent or very limited, employees don't have an opportunity to grow. In the previous chapter I have explained the necessity of growth opportunity in motivating employees, which is very much lacking in a flat organization. Lack of advancement in career will surely demotivate the employees, and this will trigger high employee attrition. According to Louise Gaille (2017) "Highly-skilled workers also like having opportunities to advance upward through the chain of command. Because middle management positions are naturally limited in this business structure, there are fewer advancement options. An employee who needs something fresh or new to do may find few options available to them, which encourages them to seek out a new job instead of staying put". Due to the high level of employee turnover, the organization will incur additional expenses in recruiting and training new employees. "In a flat organization, there exists no supervisory or management role to signify the company's reward for high-potential employees whose performance exceeds company expectations. In turn, employees who are unhappy with the lack of upward mobility may seek opportunities elsewhere, which presents additional issues for flat organizations: turnover costs, job dissatisfaction among employees and low morale" says Ruth Mayhew (2018).

An employee may join a flat organization assuming to fulfill a definite role but find out later that he or she requires to do several fragments of other jobs. Due to this, employees find it hard to concentrate on their tasks and specialize in their jobs.

2.3.3 Few Leading Companies with Flat Structure

The few leading organizations which have flat organization structure are: SquareSpace, W. L. Gore & Associates, Valve Corporation, Nike, Inc, Gumroad, General Electric, Qamcom, Satalia, Semco SA, Tata Motors, CloudFlare,

2.4 Holacracy

“*Holacracy is not a governance process “of the people, by the people, for the people”*—it’s governance of the organization, through the people, for the purpose.” - Brian J. Robertson

Holacracy is a technique of decentralized management and organizational governance, which claims to disseminate authority and decision-making through a holarchy of self-organizing teams rather than being entrusted in a management hierarchy. Holacracy was developed by Brian Robertson, founder of Ternary Software in 2007. Robertson later developed the "Holacracy Constitution", which sets out the core principles and procedures of the system. According to Brian Robertson “Holacracy is not a model, idea, or theory. Holacracy is a practice. A practice is something we engage in, something we do, and something which affects us when we do it - like weightlifting, or meditation, or any of the thousands of transformative practices we engage in. Unlike those, Holacracy is a practice for organizational entities, not for individual humans or even groups of humans. And even though it’s not directly about them, the practice benefits them and is expressed through them – they are the muscles for the organization’s weightlifting.”

Holacracy is a system of essential practices for companies, and it aims for incessant progress to create new viable levels of individual, team, and business performance by aiding and utilizing transpersonal states. Jessica Safran, founder of VitalSignage

Coaching & Consulting and Bob Huff, a leadership and organizational development consultant say in their article ‘Holacracy™ in Action: Theory to Practice’ that “A key aim of Holacracy is Dynamic Steering. Most traditional management is based on predict and control. “It’s kind of like riding a bicycle by pointing at your destination off in the distance, holding the handlebars rigid, and then pedaling your heart out to get there”.

Holacracy is a very new concept which is being introduced by many companies now. This system reconnoiters a new tier of organization and culture only just instituted and still emerging. It is a form of organizational governance in which there are no leaders or subordinates. There are no job titles or positions in this system but the same is replaced with term “role”. When performing a particular role, an employee is empowered to make autonomous decisions that make sure and enhance how that role is fulfilled. “Holacracy, which originated with a former software company founder turned consultant named Brian Robertson, eliminates formal job titles, managers, and traditional hierarchy in favour of a series of overlapping “circles” where people can have several different roles” (source:www.CNBC.com). “The philosophy behind holacracy—that power needs to be distributed throughout the network—makes intuitive sense, particularly in the age of emerging blockchain technology” says Aimee Groth, Journalist, author and a strategist.

You need to actually experience Holacracy to understand it. According to Arturs Gedvillo, a well-known Project Management Expert “To understand the concept of Holacracy, consider the human body for a moment. Its basic building block is a cell – an independent unit with a specific function. The nucleus of a cell contains genetic information, or DNA, that determines the responsibilities of that cell. A collection of cells forms tissues, while tissues make up organs. Finally, a collection of organs is a healthy and functioning organism. Notice how there aren’t any “bosses” to order or supervise everyone’s work, and yet everything seems to function perfectly well and in harmony.”.

There is no significance for job titles in holacracy. “In Holacracy, the title of a role becomes secondary, merely a label – the real meat that describes the role becomes the list of explicit accountabilities.” says Brian Robertson. The aim is to raise the level of accountability because people are held accountable by their peers rather than a particular boss. According to Brian Robertson “Roles in Holacracy hold multiple related accountabilities in a cohesive container. The list of explicit accountabilities is detailed and granular, so we avoid the “title trap” – thinking we’ve made expectations explicit just by creating a job title or a place in the management hierarchy.” While roles are not precisely attached to the people filling them, roles can be renamed as needed to attain key organizational goals or acclimate to tasks as they occur. According to Nicholas R. Larche, Corporate HR Counsel “The structure of a holacracy is fluid. Employees don’t have titles. There are no managers, but each circle has a leadership role. Not all decisions have to be approved by that individual and, since it is a role, the individual in that role can change.”. Laura Reston, author, and former metro editor of The Harvard Crimson said “Holacracy” is one of the most radical methods for reworking the office experience. Rather than simply shaking up workplace bureaucracies, it dismantles them altogether. The concept is simple. No one has a title. Everyone can work on whatever they like”.

According to Joyce Kettering (2020) “Holacracy is first and foremost a system that allows organizations to steer clear of pyramidal hierarchies and implement self-managed teams and individuals.”. Under holacracy the hierarchy has been replaced with a fractal “holarchy” of self-organizing teams or circles. Every circle link to each of its sub-circles via a double link, where a member of each circle is assigned to sit on the other, creating a bidirectional flow of information and instant reaction loops. Each circle administers itself by revealing the roles required to attain the aim of the circle and designating circle members to fill them. The organization chart of holacracy is more tenuous and the work itself is structured. The roles are entrusted with authority but not the individuals who work for it.

The Holacracy clearly differentiates between roles and people. One person can hold numerous roles at a given point in time – just like in their personal life, where, for example, there are roles as a Husband/Wife, mother/father, community member, neighbour, friend and relative. And just as you make decisions independently and on your own initiative in those roles, Holacracy assumes you can do the same at work. Sometimes the organizational conflicts are not between people but among the roles they hold. We often forget that the people holding the roles have emotions, values, and purpose. At times, our current organizational ethos concludes lowering everyone to being little more than the role they fill in the business, losing completely the soul behind.

The teams are replaced with Circles in holacracy. The circles are self-governing teams with an authority to define goals, roles and accountabilities. Every circle has a range of scope it aims on, and a few circles are dedicated on executing projects, others on managing a department, and others on complete business processes. Irrespective of circle's level, the same basic rules apply. Each circle is a holon – a complete self-organizing unit, and a component of a larger circle. Similar to all holons, every circle conveys its own consistent distinctiveness, and it has autonomy and self organizes to achieve its aim. Each circles makes its own policies and procedures to govern the level of scale. All circles produce or doing something and collects feedback from the doings or in other words 'measures.

The below figure displays how a typical Holacratic structure looks like;

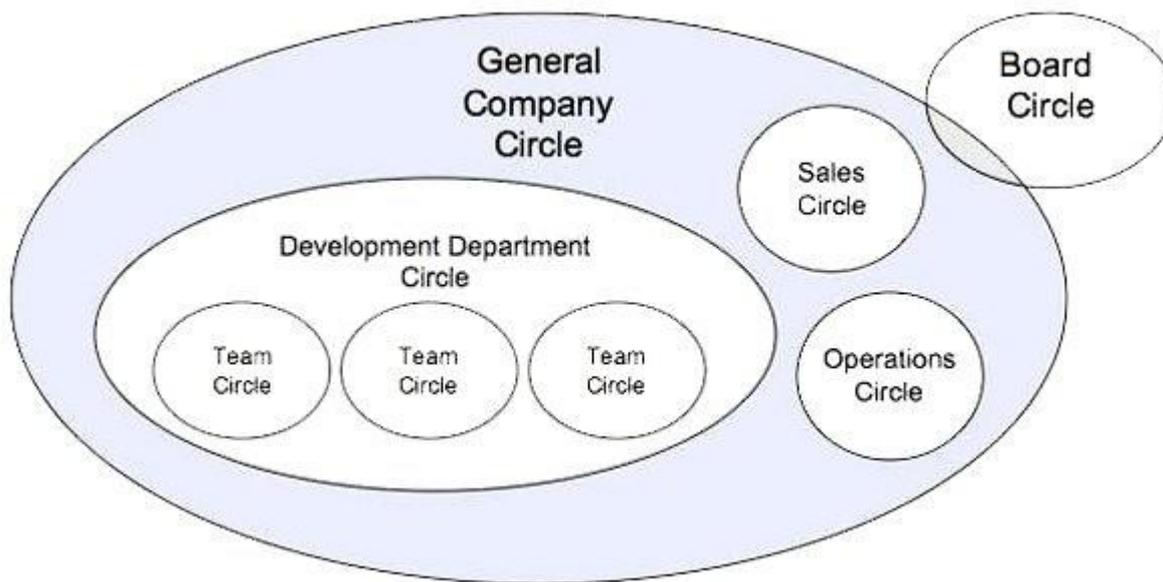


Figure 2 - Holarchic Org Structure diagram (image credit - Brian J. Robertson)

Since whole circle is also a part of a wider circle and shares its environment with the other functions and sub-circles of that broader circle, the decisions, and functions of one circle are not completely autonomous of others. Due to this a circle cannot be fully autonomous and requirements of other circles to be considered in its self-governing process. To accomplish this, a sub-circle and its super-circle are all the time connected by at least two roles (and two individuals filling those roles). Each of these two link roles takes part in the governance and operating activities of both connected circles. One of these two links is appointed from the super circle to connect to a sub-circle, and this is called 'Lead Link' and this position is like a traditional manager but differs functionally and culturally. A Lead Link is responsible for allying the sub circle's results with the super-circle's requirements.

The other half of the double link is chosen by a sub-circle to connect to its super-circle. and this is termed a "Representative Link" role in Holacracy, or "Rep Link" for short – like the Lead Link, the Rep Link forms part of the membrane or crust between two circles. A Rep Link is responsible for guaranteeing that the super-circle is a favorable environment for the sub-circle, by carrying vital perspectives from the sub-circle to the super-circle's governance and functions. This double linking endures all through the holarchy of the organization.

Double Linking - Example

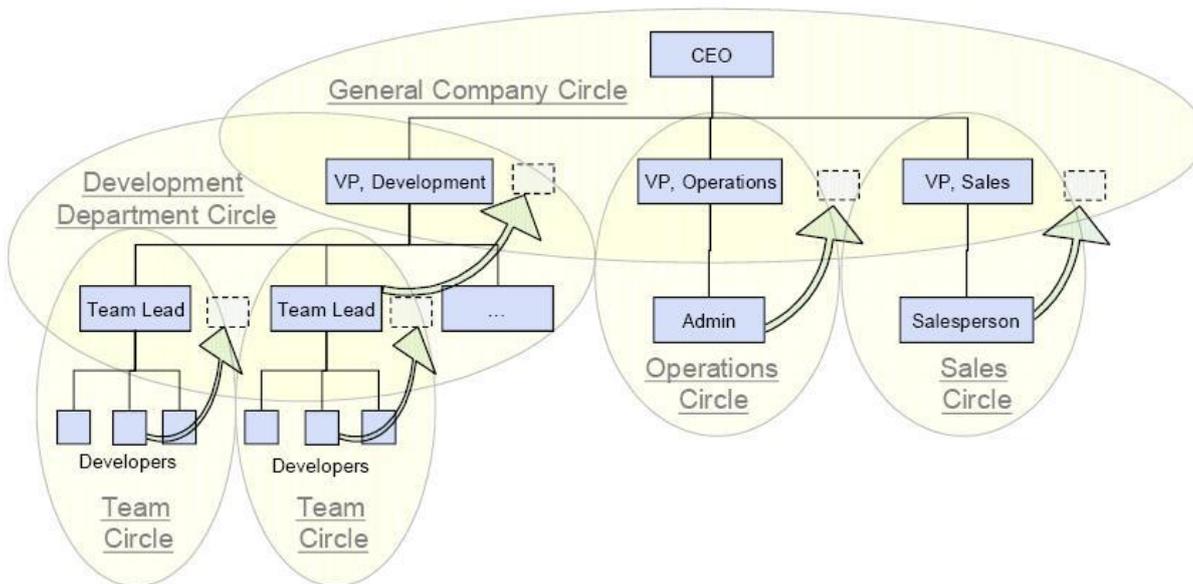


Figure 3 - Org Chart with Circle Overlay and Rep Links (image credit - Brian J. Robertson)

2.4.1 Advantages of Holacracy

- Supporters of holacracy claim that it enables team members to liberally contribute ideas much like in an idea meritocracy.
- Increased transparency and fewer conflicts in the organization.
- Elimination of all job titles will avert the threat of conflicts between employees and managers, which is reason of hostilities and inefficiencies into a company.
- Enhanced commitment from the employees.
- As all the employees are equally responsible and empowered, higher level of employee engagement.
- Rise in productivity and competitiveness.
- Swifter decision-making process that enhances customer satisfaction.

2.4.2 Disadvantages of Holacracy

- Since it is a totally new concept, transition from hierarchy to holacracy can be a challenge.
- Extensive training is required to help employees adapt to new structure and process. The management need to hire Holacratic experts to impart training.
- Since the holacracy is a new management concept which is going to challenge the behavior of employees who are accustomed to traditional organizational structure and process, will be a risk the management is taking.
- Holacracy is not suitable for all types of people. It is suitable only for independent thinkers and good self-managers. Regrettably, not every person can match that profile and not all may be ready to adapt and change to a new system of functioning.
- Holacracy may not be viable for larger organizations what with the total number of circles and teams that need to be formed. Furthermore, when it comes to bigger projects that call for coordination across functions, it can be contentious and time-consuming to accomplish alignment.

2.4.3 Known organizations currently using Holacracy

ORGANIZATION	ORGANIZATION
HolacracyOne	EMPAUA
iGi Partners	SocialSquare
Structure & Process	Findasense
Evolving Organisation	AFCA
Zappos.com	LIIP
Downtown Project	Euforia
David Allen Company	CINTEO

Undercurrent	VSE
Future Logic	People's Playground
AdScale Laboratories	Lab.Coop
Wonderworks Consulting	bol.com
Springest	Spindle
BoP Innovation Center	Purely Poultry
Impact Hub Amsterdam	encode.org
Impact Hub Vienna	evolution at work
Impact Hub Company	Business School Lausanne
Waterschap de Dommel	dwarfs&Giants
Streamit	CompassPoint
Center for Human Emergence	Valsplat
CHE Synnervate	Viisi
Kolibri	Green-Acres
The Integral Center	Connectis
Conscious Brands	Butterfly Works
Outformations Agile Collaboratory	Rockstart
Three Coins	Smart Hotel
Trillium Awakening Operations Circle	PRO6 Managers
Washington's Strengthening Families Collective	Durabilis
Becoming Parents Program	VillageOffice
BC3—Boulder Conscious Community	Paramount Software Solutions
Precision Nutrition	LIIP – Agile Web Development
Beratergruppe Neuwaldegg	Ticketfrog
Moveline	MySign
ITX Wireless	GrantTree
liv.it	Target Teal
Concept7	Oliver Valves Nederland B.V.
talkSpirit	Mylo
ARCA	Unic
Netcentric	Future Considerations
Buddhist Geeks	abiturma
Washington Technology Solutions (WaTech)	LernArena
OZ	FREITAG
Voys	Swisscom
cidpartners GmbH	Arcadie
Colman Knight Advisory	Action Verb
Scarabee Biocoop	rising systems
Energized.org	kuehlhaus
soulbottles	webweit
CourageLabs LLC (Ngerntidlor
MankindProject USA	Hypoport AG and Subsidiaries:
Xpreneurs GmbH	Dr. Klein Privatkunden AG
ACNV-BF	EUROPACE
Die Wertschätzer	SmartInsurtech
Doctusoft	Boldare
FinanceFox	
Source: http://structureprocess.com/holacracy-cases/	

2.4.4 Criticisms by Experts

In current scenario, many organizations believe that the traditional pyramidal hierarchy has become obsolete and doesn't scale well in a precipitously changing world where rapidity and receptiveness are key to staying competitive. The New World of Work steering in the direction of decentralization. As spreading authority and decision-making from the center to the periphery and throughout the whole business is almost mandatory, many organizations have inclined towards implementing holacracy for growth and sustainability in the market. "Companies are adopting the top-down hierarchy and favor decentralized management models. Zappos, Medium, AirBnB, Uber and other famous companies are striking examples of successful Holacracy system implementation. The adoption of this fresh model made them more flexible, adaptable and responsive to change. Holacracy is claimed to increase agility, efficiency, transparency, innovation and accountability within an organization. The approach encourages individual team members to take initiative and gives them a process in which their concerns or ideas can be addressed." Says Akriti Verma, Editor, OpenGrowth Content Team.

The Holacracy is ideal for Millennials as they are not interested in traditional hierarchies and rigid responsibilities but keen on flexibility and full participation. As the holacracy is about making the work environment a more social, more upwardly mobile and more democratic place to spend our time, the new generation adapts to this system effortlessly. Holacracy makes it simpler for the millennials to guide the culture, footprint, and mission of the company more closely, they work for more closely.

The setup of Holacracy provides an opportunity to all members to become leaders and prove themselves. This drives drive innovation, without encountering the impediments of politics, bureaucracy, or management logjams. "Leadership, in Holacracy-powered environments, is not considered to be a personal attribute. Instead, it is available to anyone who chooses to take action to serve the interest of the organization." Says Mohammed Ali Vakil, a Master Trainer and a Holacracy coach.

Michael DeAngelo, Washington State Deputy Chief Information Officer commented, in an April blog post: "I love the concept in the Holacracy model that employees, who are closer to the customer and delivering on the purpose of the organization, are empowered to incrementally improve and test the design of the organization and that the changes come from real gaps actually experienced. The idea that a single leader is omniscient and can craft the perfect organizational structure now seems ridiculous."

After 10 years of entering the business world, Holacracy has become a very prominent and promising system. The companies which have implemented this new dynamic organizational operating system have reported about the benefits of improved responsiveness, ingenuity, and involvement while decreasing organizational waste, overhead and bottlenecks. Though the Holacracy is spreading fast and making its rounds through the media as a comprehensive alternative of the top-down command-and-control management hierarchy, it is not free from criticism and opposition.

Dennis Wittrock, Holacracy coach and Co-founder Integral European Conference says "One could say that Holacracy is a bitter medicine. Taking it evokes all kinds of resistance and antibodies, mostly caused by human and organizational inertia. It is an entirely new ballgame which turns many things upside down and takes effort and practice to learn to play well. Some people need to wake up and train their atrophied participation muscles, while former managers will have to unlearn their micromanaging habits. Real change is hard work."

The first concern raised by the critics of Holacracy is the rigidity of the rules set which is also complex. There is no room for personal issues in the meetings. Many feel that the meetings are highly disciplined and mechanistic. According to Dennis Wittrock "Holacracy is very supportive and useful if you have an issue concerning work that is related to the organizational purpose, but if you "only" try to address your own personal item it swiftly excretes it out of its digestive process. While this makes it super fast and effective, it means that Holacracy simply puts the ball back in our court to deal with our personal stuff outside of the organization's processes." Simon Mont, who is a consultant, facilitator, and coach in service of holistic organizations and leadership said, "People I have spoken to in a wide range of positions in for-profit and nonprofit organizations have reported that holacracy is mechanistic and dehumanizing, and that the model does not in fact have the potential to create the kind of workplace and world they want to see."

Those who worked in companies which follow traditional hierarchy will find it difficult to adjust to an environment of holacracy. For beginners, the holacracy is a strange and heavy system. According to Adam Pisoni, co-founder, and former CTO of Yammer, "Holacracy "feels" weird to most newcomers. It's often described as "heavy." It was even confusing to me why a system meant to empower people would need so many rules. It was only after witnessing it firsthand that I realized why."

Critics feel that the Holacracy is best suited to good times and while the organization is experiencing growth but unsuitable during critical periods wherein the top management must take decisions on laying off staff, cutting expenses etc. It may very well trigger difficulties when the time comes to make a hard decision. Cris Burnam, President of StorageMart asks "The ideas behind holacracy work perfectly when things are running smoothly and there's enough resources to go around. But what happens when your organization hits a bump in the road? What if you have to lay people off, cut hours or trim expenses? Who decides which team members need to go, and who delivers the news?"

Every organization has people who simply don't contribute to get the job done or can be called shirkers. These types of individuals are very difficult to manage without having bosses who monitor the performance. As no bosses are there to monitor these lazy people under holacracy, their under-performance will be unnoticed and will be paid like good performers.

In a contradiction to the Holacratic procedures published in Gallup Business Journal, there seem to be two major faults connected to the loss of the human element. First, employee engagement is lowest when people feel ignored; in reality, managers can create or break their experience, accounting for some 70 percent in variance among engagement scores. Good leaders' emphasis on strengths: employees that know their strengths are 8 percent more productive, and such teams have some 12.5 percent higher

productivity. Second, Gallup has discovered that evident anticipations are a fundamental human need. Away from a self-founded job description, people need to communicate with someone about tasks and improvement. The significance of a manager in offering constant communication, confirming responsibility, and aiding foster progress is among the great drivers of organizational triumph—particularly in the long-term.

The absence of a leader or a boss empowers the employees to work independently in a Holacratic system, but as per the leadership theories laid down by the behavioral scientists, the organizations need leaders to become successful in achieving their goals. Nate Swanner, veteran writer said “Conceptually, it’s awesome. You won’t have random people who are technically senior to you assuming they’re your boss, and you’re free to work unfettered and dip into projects that may have once required permission from an equal. Unfortunately, Holacracy just doesn’t work. The Evolutionary Leadership theory posits that large groups just aren’t effective without leadership, and leaders aren’t effective without the ability to manage smaller groups. Top-down management may be critical due to our behavioral heritage.”

Adopting holacracy is a big challenge to those organizations which are operating under the traditional structure because of the absence of boss, titles, and a structure in the Holacratic system. Lenmark Anthony Baltazar in his article ‘Is Holacracy Failing?’ which is published in Sage HR mentioned “Not having the traditional job title hierarchy may incite feelings of uncertainty and lack of proper structure which can be very challenging to start-ups and even to established businesses practicing the corporate hierarchy style of management. In Holacracy you can’t boss around. You can’t reorganize a department when you want to and you can’t even set the sales target for next month! Holacracy is all about self-management and self-organization. That means even as a CEO, you don’t have the power to dictate (or control, if you want to use word) what your departments are doing.”

Jurgen Appelo. A well-known management author in his article ‘Holacracy Is Fundamentally Broken’ explains that instead of human beings, the roles are authorized in a Holacratic system, in other words, it doesn’t empower people, it empowers processes. Under holacracy work is delegated to roles, not to people. The management experts say that the social systems can work only when there is a trust. Companies can only shift from hierarchies to networks, and from management to leadership, when power and influence are acquired through reputation rather than titles. He further says “Delegating the governance process itself, in other words, acknowledging people’s freedom to decide how they are governed at the local level, is often referred to as the Subsidiarity Principle. It is widely seen as a crucial pillar of good governance. A governance structure and process that is adequate to deal with local issues should not even exist at a higher level. Holacracy ignores this important principle. It mandates the entire governance process, in a command-and-control manner.”

Implementation of Holacracy is very expensive because HolacracyOne is the only company presently assisting organizations transition to the system. As per an article published by Touro University, the HolacracyOne charges from \$50,000 to \$500,000 to implement the system. This becomes tough for small firms and a big risk that might not pan out.

In Forbes, contributor Steve Denning discussed in detail his concerns with holacracy, main among them a lack of customer focus. Denning complained that “customer” is not mentioned once in the holacracy constitution, and thus holacracy is a bad idea for customer-facing organizations. He believes that without “feedback mechanisms from the customer ... the customer is simply not in the picture.”

The Economist investigated why “no big company had taken holacracy seriously” before Zappos. The article indicated that the total number of circles and teams makes the process unfeasible for large organizations. It also rejected the system as a fad, mentioning other well-received policies that have gone by the wayside.

Todd Wasserman in his article ‘My Company Adopted a Holacracy. It Kind of Sucked’ pointed out few issues with the Holacracy. The system’s constitution is long and difficult to understand. Its rule system that invites interpretation and variation, yet is policed actively by a group that represents the ‘original’ author? Check. Tons of jargon that create alienating boundaries between practitioners and outsiders. For anyone with an even minor aversion to dogma and blind faith, holacracy will turn you off. Best case scenario, you’ll be a skeptic and a laggard. The most disturbing and extricating about holacracy was what happened when it forced his company to clarify sole leadership of key responsibilities. The selection of teams was a tough task which the CEO is carry out. “Each team leader, beginning with the de facto uber-team leader, the CEO, personally selects which team members will fill each of the roles within the teams that they lead. In our organization of approximately 25 people, we had effectively six main teams: the management team (of which I’m a member), marketing, operations, talent & recruiting, business development, and client-facing work. For slackers at the edges of an organization, the process of explicitly naming role-fillers in each team could mean that either a) the expectations of them are now glaringly obvious to everyone along with their shortcomings, or b) the fact that no one expects them to do anything makes everyone stop and wonder why the person even has a job. On the other hand, when folks are spread thin across teams and responsibilities, the process can feel like a crash diet where all the stuff that was filling up your calendar and inflating your relative worth is trimmed suddenly. This was my experience. When the team leaders -- or “Circle Lead Links” in holacracy jargon -- were selected to lead the critical functions of operations, business development, and our client-facing work, I didn’t make the cut. Instead I ended up leading our marketing team. Many might argue that that’s as critical as any others, but regardless, it didn’t feel that way to me.”

Another point raised by Todd Wasserman is about the various meetings under this system. “For months, I found myself colliding with holacracy’s meeting process and short-circuiting my own thinking process. I’ve seen the same thing happen to many others, and still feel like it’s one of the most difficult aspects of Holacracy to get past. ---- It took Undercurrent approximately three months to roll holacracy out across our entire company, and today we use it to organize teams, set goals, and clarify expectations. It has influenced all aspects of our work and has evolved our culture. It’s also a pain in the ass. Holacracy’s underlying principles can be transformative. But, adopting it can be too big of a change for many organizations to metabolize. Improving the way you run your company shouldn’t be this hard.”

Writer, Steve Denning in his Forbes blog post, mentioned that by erroneously focusing on its supposedly “management-less” structure, the media propaganda has actually concealed some of holacracy’s flaws. Even though it’s true no one in a Holacracy system has the title, “manager,” it is far from open or structureless. Holacracy has burdensome complicated procedures and possibly far more bureaucracy than a traditional management system. Denning also points out that the importance of Holacracy is completely on employees; the needs or wants of the customer do not factor into the system at all.

According to Dwight Mihalicz “While Holacracy may work for organizations like Zappos, even the basic ideas behind such a system may simply be too contrary to the culture of more traditional organizations to be implemented on any scale. Your organization has its own unique structure and culture. The question to ask is not whether Holacracy works in theory, but whether it is right for your organization. You need to determine if the benefits would outweigh the costs. In many cases, especially in large organizations, Holacracy is likely to pull your employees and your company in too many different directions. The benefits of Holacracy can be better achieved through the far less radical practice of right-sizing your organization.”

Another problem raised by the critics is regarding compensation fixation and review. Under this system the compensation is reviewed by the circles. It is very difficult to determine compensations when there are many employees performing many roles at the same time and changing continually.

2.5 Title Inflation & Unconventional /Fancy Job Titles

“I get called all kinds of things - an investigative comedian, a comedian activist - I've lost track of what my job title is” - Mark Thomas

Case 5

Stephen George has worked as a Finance Manager in a manufacturing company for 8 years, and as growth beyond the current position is impossible, he was searching for a higher position. One day he saw an advertisement for the position of Asst. General Manager – Finance in a large manufacturing company and instantly applied for that position. Within a month he was called for an interview by the General Manager – HR and after attending a preliminary interview and also a psychometric test, was shortlisted for the final interview.

As Stephen is a Chartered Accountant and has more than 15 years of experience, he was very confident during the final interview. He was interviewed by the General Manager – Finance and was told during the interview that he had been selected as Assistant General Manager – Finance with a 15% increase in his current package. Stephen was excited as he got a higher job title with a 15% hike in his current package, which is impossible in his current company. He accepted the offer immediately and agreed to join after serving two months’ notice period with the present company.

It was Stephen’s first day in the new company, and he was very much excited while attending the HR induction. After spending the whole day in the HR department, he was told that the next day he would spend one full day in Finance to get to know the team members, and after that, he must undergo a one-week orientation in all departments.

On the second day Stephen was introduced to all the Finance team members, and during this process he understood that he had met with a professional blunder. He was shocked to know that the General Manager-Finance in the new organization is actually a Finance Manager and other team members were known as AGM– Accounts Payable, AGM – Accounts Receivable, AGM – Internal Audit, AGM – Payroll. Stephen was allocated the role as AGM – Finance (Internal Audit) due to his qualification and vast experience. In his previous role as a Finance Manager, all team members including the internal auditor were reporting to him, and in the new organization he is going to handle the role of an internal auditor with a fancy title ‘AGM – Finance (Internal Auditing)!’

One of the most intriguing developments over the last few years has been job title inflation. Job title inflation is the rising number and size of extravagant job titles in corporations and organisations, without a consequent increase in pay. The trend may be caused by employers who want to cajole their employees in a way that doesn't involve paying them more. It is a process in which the names of employees' jobs are regularly changed to make them sound more important than they are.

Peter Cappelli, director of Wharton’s Center for Human Resources, says “the original title inflation goes back to the 1970s during wage and price controls when you couldn’t give employees an increase higher than a certain level, but you could give them a promotion. Your compensation wasn’t going up, but your [job title] was. That began to die in the 1980s when we started restructuring and flattening the organizational chart. There just weren’t that many promotions anymore. Then, in certain industries, when labor markets got tight, you began to see title inflation again.”

Case 6

Ragesh Koshi recently joined as a recruitment officer in Talent Source Inc, which is a well-known executive placement company of India. As Ragesh is a new employee without any experience, he was placed under Rita Kuruvilla, Senior Talent Sourcing Executive. Ragesh was an enthusiastic learner who loves talent sourcing function to the core, and this was well-appreciated by Rita who had assigned him the task of checking the resumes against the job profile and shortlisting the candidates for a preliminary interview.

One day Rita gave an important task which is shortlisting the CVs for the Chief Executive Officer (CEO). He was provided with the necessary competencies required for this position. Ragesh checked the CVs received in response to the advertisement and from the

data bank. He shortlisted 5 CVs for this requirement and 4 candidates are currently working as CEOs and 1 as COO. When Rita evaluated the shortlisted CVs, she found that the candidate who holds the position of 'COO' is actually not a 'Chief Operating Officer' but a 'Chief Obedience Officer'.

The Title inflation is really a headache for the recruiters as they can be easily fooled due to some of the fancy titles held by the candidates. If the candidate's resume is littered with inflated titles, it will be very hard for a recruiter to draw a straight line from the candidate's first job to this role.

Title inflation can make the early phases of job hunts a hit-and-miss affair. With job titles and even job descriptions at times only ambiguously representative, it's difficult to understand whether or not a position is really what we consider it to be, both in terms of role and level. Perhaps companies do this intentionally in the expectation of enticing more candidates. Caleb Kaiser, mentioned in his article 'Those Inflated Job Titles Aren't Fooling Recruiters' that "If your resume is sprinkled with inflated titles, it can be hard for a recruiter to draw a straight line from your first job to this role. For example, if you're applying for a job as a design associate, but previously held titles like CMO and Head of Design, the recruiter isn't going to know why this role makes sense for you. Were those previous roles legitimate—making you somewhat over qualified—or were you at your friend's startup for a short time, where you could choose any title you wanted? If so, what design work did you actually do?"

A few organizations promote fancy titles not only as a substitute for compensation hike and also to block candidates from joining other companies. An employee with the job title 'Director of First Impressions' will not leave the current organization for a title 'Office Manager' in fact the functions of both the positions are the same.

Beth Armknecht Miller in her article 'The Title Inflation Trap' said that "So if you find yourself in a position where you want to give someone an "important" title but the job doesn't fit the title, think twice. And if you do think, that because of external reasons, you need to have the big important titles, have the conversation upfront with the person that is getting an inflated title. Show them exactly what the gaps are between the two titles and create a plan to get them up to the performance of that position over time."

Often employers are enticed to inflate job titles for various reasons and several of them very reasonable. One reason is younger personnel are eager to feel they're making career growth, and if their titles are big and attractive, the better their prospects in the future are of getting a big job. Also, the employer may have felt compelled to terminate the majority of its lower levels of staff, like clerks, secretaries, and assistants. The impact of that is to enlarge the duties of middle level managers; so, employers wish that by enhancing employees' job titles, they'll be more eager to take on the additional responsibilities/work.

According to Wharton's Center, for Human Resources, this fad hit a high in the 1970s when companies couldn't pay their workers further than a point, was brought down by organizational restructuring in the 80s, and has started rising again since then.

A few employers have become fixated on laying off higher-level managers with big salaries in order to save significant money. These employers give impressive job titles to middle-level managers and enhance their responsibilities in order to save personnel cost. Title inflation has an impact on both employers and employees, as it gives employees a misleading feeling of achievement and safety, while it misleads employers into selecting candidates who are unfit for the role.

A report published by the Resolution Foundation says the trend of job title inflation has been rising in recent years, which is to say there is a growing percentage of people who have high-ranking job titles but who still earn middle-ranking wages.

Companies with very limited budgets for compensation every so often seek ways to reward exemplary performers. For example, that you have a substantial group of personnel with the same job title but 20 percent of them are exemplary performers, 40 percent are good performers, another 30 percent are truly average, and the last 10 percent are close to valueless. If they all have the same title, an employer may think, why not give higher titles to 10% exemplary performers and lay off 10% extremely poor performers.

Fisher Philips in their article 'Are You Guilty Of Job Title Inflation?' mentioned "Inflating job titles is nothing new. In fact, similar practices took place in the 1980s, as employers attempted to compensate overworked and loyal employees during a tough economy. However, the pitfalls and legal liabilities associated with this practice may outweigh its perceived, short-term financial benefits. While employers may desire to reward hardworking employees, they should think twice before giving "title-only" promotions. Such actions could end up doing the company more harm than good."

The title inflation has become very common in tech industries, sometimes very ridiculous. The tech industry leaders invent fancy job titles to motivate the employees and boost their morale. Even though the job titles add value to employees' status, it is the organization's reputation which is more important than the title. A 'Finance Manager' title of Google is more valuable than 'Chief Finance Officer' of a small local company. Phil Bennett says, "Your job title contains value; it's a currency. The value of currency depends on the country, the US Dollar is more valuable than the Pakistani Rupee.

According to Sharon Yeo, co-founder of TalentTribe, millennials seek more professional job titles rather than unconventional ones. She had mentioned in her article 'How Millennials Feel About: Unconventional Job Titles' "Imagine that job title on my name card or LinkedIn. I would be a joke. It may be surprising for some to realise that millennials actually want something more professional. The more career-savvy millennials are also concerned about the impact that unconventional job titles may have for their future career prospects: What would future employers think when they see this job title on my CV? Would recruiters be able to hunt my LinkedIn profile without the critical keywords? Compared to fancy job titles, they prefer "inflated" job titles. For example, if a third-year Associate is instead called a Senior Manager at your company. "It is also noticed that a fancy or new job title introduced by a company can become famous in the world that other employers also start implementing the same job titles in their organizations. For example, Starbucks very successfully uses the title "barista" to portray their customer-facing roles. "Barista"

is derived from an Italian word (non-gender specific) for “bartender,” who usually works behind a counter, serving all kinds of beverages and snacks. The title has been so popular that it is currently rampant in the business and included in salary surveys.

Title inflation by companies is very rampant in countries like China, Singapore, and India, and it is done in order to impress clients and also to motivate the employees. Those who deal with the clients directly tend to get impressive titles. The bigger employee’s title, the bigger his/her value, which also connects to his/her authority. Not all organizations inflate the titles in India and China. Organizations like Deutsche Bank, TVS group etc. They are very strict in changing the job titles. The promotions are based on need and competency of the employee for the higher title. Jeffrey Law Lee Beng in his article ‘The upside to ‘job title inflation’ mentioned that “I fully understand that such fancy designations can create unnecessary status-consciousness. However, they give people a sense of pride and confidence in their work, which can translate into better job performance. When placing a job advertisement, job title inflation also makes a difference as it can attract a much better response. Singaporeans are status-conscious. As long as they are keen on the job, giving impressive job titles is an acceptable practice.”

A typical example for title inflation is North Korea’s leader Kim Jong II. The Economist carries an interesting piece on the runaway inflation of job titles: “KIM JONG II, the North Korean dictator, is not normally a trendsetter. But in one area he is clearly leading the pack: job-title inflation. Mr Kim has 1,200 official titles, including, roughly translated, guardian deity of the planet, ever-victorious general, lodestar of the 21st century, supreme commander at the forefront of the struggle against imperialism and the United States, eternal bosom of hot love and greatest man who ever lived.”

America’s International Association of Administrative Professionals—previously the National Secretaries Association—reports that it has more than 500 job-titles under its aegis, varying from front-office co-ordinator to electronic-document specialist. Paper boys are “media distribution officers”. Binmen are “recycling officers”. Lavatory cleaners are “sanitation consultants”. Sandwich-makers at Subway are called “sandwich artists”. In France now a days the cleaning ladies are called “techniciennes de surface” (surface technicians).

The same has occurred in the UK higher education over the last few years. Numerous universities now use the titles such as Assistant Professor and Associate Professor in place of Lecturer and Senior Lecturer. And in the administration, although most titles were used to be Administrative Assistant, Assistant Registrar, Senior Assistant Registrar or similar, these have now been substituted by a plethora of Officers and Executives, and we seem to have more directors than Hollywood.

Sometimes the title inflation can land the organization in serious legal issues. According to Darrel John “Some legal practitioners are also cautioning against the rampant conferral of bloated job titles, and one reason they cite is the tendency of this practice to misdirect employers into believing that the change of job titles to something that sounds more superior equates to a status change of employees from exempt to non-exempt, a mistake that have dangerous legal ramifications. In-house practitioners should be very familiar with the various differences between non-exempt and exempt employees. Non-exempt employees are those who are literally not exempt from FLSA regulations (e.g., overtime pay). In contrast, exempt employees are not within the ambit of FLSA regulations. Usually non-exempt employees are lower-level employees with very limited or no managerial responsibilities and authority. Meanwhile, exempt employees are mostly professionals who are entrusted with managerial responsibilities or at least hold a position that are in the mid-level of the organizational hierarchy. The fear that some legal practitioners have with respect to inflated job titles is that some employers (who may not have the privilege of having an in-house counsel) might view such titles as equivalent to a status change from non-exempt to exempt, when in fact more than just a title change is needed to legally change an employee’s status. This can be a very slippery slope that may drag the organization into government investigation and potential lawsuits.”

Aleynikov v. Goldman Sachs, case is a classic example for legal dangers pertaining to title inflation. This legal case involves a Goldman Sachs employee who was prosecuted for embezzling computer source code before leaving his job. He spent over \$2.3 million defending state and federal criminal charges relating to the theft, and, according to Aleynikov, Goldman Sachs was obliged to cover the expenses of his criminal defense. Why would Goldman Sachs probably have to pay to defend the person who apparently stole its own source code? And the reason is ‘Title inflation’.

Aleynikov worked as a computer programmer, and he did not manage other people, did not transact business on behalf of Goldman Sachs and did not have any management or leadership duties. But he was given the title of Vice President in the Goldman Sachs equities division, and under its by-law, Goldman Sachs is required to indemnify officers for their legal expenses.

The court studied several aspects to ascertain whether the employee, as a Vice President, is eligible to indemnification under Goldman Sachs’ By-Laws. The court understood that Goldman Sachs has thousands of employees and that nearly one-third of them hold the title of Vice President. Due to the obvious ridiculousness of the employee’s position, the court ruled that additional facts are required before a final verdict can be made. In other words, Goldman Sachs, the victim, still faces the possibility of having to pay the defense costs for its ex- employee, the offender.

Though this case is intense, it underlines a major risk linked with title inflation. Employees must be given job titles that are coherent with their tasks and accountabilities because employees with exaggeratedly inflated titles, even those without unlawful intentions, can generate considerable risks and endanger businesses to significant legal responsibility.

2.5.1 List of few Creative / Fancy Job Titles

Ambassador of Buzz (Corporate Communications Associate)
Aspiring Novelist (Copywriter/Copy Editor)
Brand Warrior (Brand Manager)
Colon Lover (Copywriter)
Conversation Architect (Digital Marketing Manager)
Conversion Optimization Wrangler (Marketing Analyst)
Copy Cruncher (Copywriter)
Digital Dynamo (Digital Marketing Executive)
Direct Mail Demi-God (Direct Mail Account Manager)
Direct Marketing Demi-God (Direct Marketing Account Manager)
Director of Fun (Director of Marketing)
Director of Storytelling (Copywriter/Marketing Director-type position)
Editor Extraordinaire (Copywriter/Copy Editor)
Grammar Fascist (Copywriter/Editor)
Head of Growth (Head of Customer Acquisition)
Marketing Rockstar (General Marketing Position)
Oxford Comma Destroyer (Copywriter/Copy Editor)
Punctuation Prodigy (Copywriter/Copy Editor)
Rockstar Copywriter (Copywriter/Social Media Manager)
Wizard of Light Bulb Moments (Marketing Director)
Appointment Getter (Business Development Manager/Representative)
BD Ninja (Business Development Rep)
BD to the Bone (Business Development Manager)
Collector of Business Cards (Business Development Rep)
Creator of Opportunities (Senior VP of Business Development)
Head of Schmoozing (VP of Business Development)
Meeting Getter (Business Development Manager/Rep)
Cast Member (Retail Sales Associate)
Educator (Retail Sales Associate)
Guide (Retail Sales Associate)
Head of "Show me the Money!" (Sales Rep)
Lead Door Knocker (Outbound Sales Rep)
Master Handshaker (Sales Rep)
Muse (Retail Sales Associate)
Rainmaker (Sales)
Sales Rockstar (Sales Rep)
VP of ABC ("Always Be Closing") (VP of Sales Team)
Chief Inspiration Officer (Head of Operations)
Chief Rockstar (COO)
COO: "Chief of Other" Stuff No One Wants to Take Care Of) (COO)
COO: Chief Obedience Officer (COO)
Culture Operations Manager (HR Officer)
One of the Main Maniacs for Sure (COO)... This was on an unnamed COO's business card
Operations Ninja (Operations Generalist)
People Operations Generalist (Operations Manager)...JUUL Labs used this
Chief Chatter (Call Center Manager)

Geek Squad Agent (Customer Service Agent)
Genius (Customer Service Person)...Apple uses it at Apple Store
Happiness Hero (Customer Service Representative)...Buffer
Head of Customer Wow (Head of Customer Service)
People Partner (Head of Customer Service)
Champion of Office Happiness (HR Director)
Chief Happiness Officer (Head of HR)
Chief Heart Officer (HR Manager)...Vayner Media
Chief People Pleaser (Head of HR)
Culture & Geek Resource Manager (HR Manager)
Director of Attracting Talent (Director of Talent Acquisition)
Employee Experience Designer (Candidate Experience Manager (post-hire)
People Champion (Head of HR)
Rockstar Recruiter (Recruiter)
Senior VP of People Operations (Head of HR)...Google (Laszlo Bock served this role)
Vibe Manager & Head of all things Awesome (Head of HR)
C3PO - Chief Power Plugs & Patches Officer (CTO)
Chief Geek (CTO)
Computational Wizard (General IT)
Director of Spam Reception (Spam Data Engineer)
Director, Ethical Hacking (White Hat Hacker)...Predictive Systems, Inc.
Dr Fix (IT Helpdesk)
Electromagnetic Wrangler Extraordinaire (General IT)
Emperor of Bit-Land (CTO)
Head Unicorn Wrangler (CTO)
Interwebs Mechanic (Webmaster)
King of Signals (General IT)
Logic Gate (Operator)
Lord of All Things Technical (CTO)
Mass Bit Manipulator (IT Manager)
Mr Computer (Helpdesk)
Paranoid-in-Chief (Chief Information Security Officer)
Professional Technology Manipulator (IT Manager)
Security Princess (White Hat Hacker)...Google position held by Parisa Tabriz
Señor System Administrator (System Administrator)
Software Ninjaneer (Software Engineer)
Tech Monkey (Tech Support Analyst)...Edwin Rivera, Gilt Groupe
Techno-Bull (General IT)
Wiz Kid (Webmaster)
Brogrammer (Masculine Developer)
Codeling (Software Developer)
Full Stack Magician (Full Stack Developer)...Influence Health
Full Stack Pancake (Full Stack Developer)
Guru (Developer)
Hacker (General Developer)
Kick Ass Developer (Developer)
Lead Code Wizard (Lead Developer)
Ninja (Developer)

Random Engineer (Developer)...Albert Sheu, Quora Software Developer
Rockstar (Developer)
Ruby on Rails SCAP (Super Crazy Awesome Programmer) (Ruby on Rails Developer)
Software Ninjaneer (Software Developer)
Creative Job Titles for Social Media/Digital
Community Wizard (Community Manager)
Conversation Manager (Social Media Specialist)
Digital Overlord (Web Site Manager)
Digital Prophet (Market Research)...AOL used this
Digital Sorcery/Sorceress (Social Media Manager)
Dynamic Social Integrator (Social Media Specialist)
Social Inventor (Social Media Manager)
Social Mediaholic (Social Media Coordinator)
Social Media Composer (Social Media Specialist)
Social Media Engager (Community Manager)
Social Media Rockstar (Social Media Coordinator)
Social Media Sith Lord (Social Media Manager)
Social Sensei (Social Media Manager)
Social Solutionist (Social Media Specialist)
Social Visionary (Social Media Executive)
Tweeter (Twitter Manager)
Head of PR and Other Fun Stuff (PR Director)
Facebook Wizard
Facebook Engager
Head of Facebook Engagement
Facebook Friend Finder
Facebook-aholic
Captain of Multitasking (Assistant)
Chief Image Officer (Assistant in charge of making their Exec's image look great)
Executive Sherpa (Assistant)
Indentured Rockstar (Assistant)
Lead Enabler (Assistant)
Manager of Codependence (Assistant)
Manager of Office Operations (Administrative Assistant)
Scheduling Wizard (Administrative Assistant)
Workflow Guru (Administrative Assistant)
Creative Job Titles for Business Owners
Bootylicious Boss (CEO)
Boss Lady (CEO)
Chief Amazement Officer (Founder)...Shephard Presentations
Head Cheese (CEO)
Head Honcho (CEO)
Creative Office Manager Titles
Captain Under-Appreciated (Office Manager)...A maker of business cards told me about this (he kept the name of the person who held the position anonymous)
Captain Underappreciated (Office Manager)
Chief Coffee Orderer (Receptionist)...Houghton Mifflin Harcourt
Director of First Impressions (Office Manager)
Herder of Helpless People (Office Manager)
Toilet Paper Messiah (Office Manager)
Vibe Manager (Administrative Assistant)
Creative Executive Titles (C-Level)

Chief Cheerleader (CEO)...Mid America Motorworks
Chief Digital Evangelist...Vala Afshar, Salesforce
Chief Ego Operator (Any executive)
Chief Future Officer or Chief Futurist (An executive who guides the vision and future of a company)
Chief Guru...Ed Popielarski, QTA Machine
Chief Happiness Officer (Customer Experience)...Google had a "Chief Happiness Officer" position (also known as Jolly Good Fellow) filled by Chade-Meng Tan. 72 companies are listed on LinkedIn as having a Chief Happiness Officer).
Chief Happiness Slayer (Any executive)
Chief Heart Officer (HR Executive)...VaynerMedia
Chief Listener (CEO)
Chief Ninja (CEO)...Seth Priebstach, - SCVNGR CEO
Chief of Idea Stalling (Any executive)
Chief Pillow Officer (CEO) ...Pillowpaker Inflatable Travel Pillows CEO uses this funny job title
Chief PlayMonster (CEO)...Bob Wann, PlayMonster LLC
Chief Play Officer (In charge of playing/testing toys)...ToysRus
Chief Troublemaker (CEO)...Matrix Group
Dr. No (CFO)
Head of Out of Touch (Any executive)
Master of Coin (CFO)...Tesla's finance chief, Zack Kirkhorn recently took on this new title
President and TeaEO (CEO)...Honest Tea
Technoking of Tesla (CEO)...Tesla co-founder and CEO, Elon Musk, recently took on this new title
Certified Party Antidote (CPA)
Director of Beancounting (Accountant)
Master of Coin (CFO) - Zack Kirkhorn holds this and the CFO title at Tesla
Money Maestro (Accounting Manager)...Delivering Happiness uses this
President of Revenue (CFO)...Adam Bain, Twitter CFO
Creative Job Titles for Designers
Arts and Crafts Designer (Designer)...Method
Clue Shredder (Lead Game Designer)... Kate Reynolds, SCVNGR Lead Game Designer
Comic Sans Annihilator Graphic Designer
Connoisseur of Pantone (Graphic Designer)
Crayon Evangelist (Graphic Designer)...InteQ Corp.
Director of Kerning (Graphic Designer)
Dream Alchemist (Head of Creative)
Head of Quietly Judging (Graphic Designer)
King of Sneakers...Adrianna Gutierrez, Artist and Owner of King of Sneakers Footwear
Transparent Wall Technician (Window Cleaner)
Chief Chair Tester (Ergonomics Specialist)
Cube Guru (Space Planner)
Creative Job Titles for Jack of all Trades
Generalist (Generalist)...Many startups
Jack of All Trades (Generalist)
Jack of All Trades/Master of None (Generalist)
Polymath (Generalist)...Stewart Brand of Whole Earth Catalog has been called a "Polymath" (someone of widespread learning)
Practitioner (Generalist)
Problem Solver (Generalist)
Swiss Army Knife (Generalist)
Tinkerer (Generalist)

Source: <https://blog.ongig.com/job-titles/funny-job-titles/>

2.5.2 List of creative job titles published by Indeed.com

Unconventional/Fancy Job Title	Actual Job Title
Wizard of Want	Marketing Director
Penultimate Master	Deputy Director
Number Ninja	Accountant
Mediamaster	Social Media Manager
Chief Beverage Officer	Bartender
Herder of Canines	Dog Walker
Chief of Chatting	Call Center Manager
Boss of All Things	Chief Executive Officer
Creator of Light	Light Designer
King of the Nerds	Tech Support
First Impressions Director	Receptionist
Healer of Magical Creatures	Veterinarian
Potion Master	Pharmacist
Clothes Curator	Retail Specialist
Weather Prophet	Meteorologist
Flavor Mixologist	Chef
Randomness Manager	Administrative Assistant
Transportation Troll	Tollbooth Operator
Alchemy Merchant	Perfume Salesperson
Champion of the Sun	Helioseismologist
People Trainer	Teacher

Not all management experts and researchers agree with unconventional or fancy titles. Spherion Staffing Services and Research conducted a [survey](#) (2016) to understand how employees viewed and perceived their role, job title and responsibilities. The [survey](#) was conducted online is a part of the WorkSphere survey by Spherion Staffing, and was conducted along with Research Now, a market research data collection organization.

After the rigorous study, the experts have found that:

- 25% of the respondents considered non-traditional job titles unprofessional and are not in favour of having the same for themselves. 23% said that such titles do not 'accurately capture' the roles and responsibilities of the job assigned to them.
- Overall, 42% of the workers surveyed admitted to feeling that their job title is misleading and doesn't truly reflect what their work actually entails.
- 14% considered that titles like 'project manager' or 'specialist' are too generic in nature and do not correctly show what their work is.
- However, despite a general dissatisfaction with their job title, 89% of the respondents felt confident in their ability to correctly and aptly explain their job in an easy and understandable way. The ones who felt otherwise here said that their role is too complex for anyone outside the industry to fully understand.
- Excitingly, 27% respondents feel that their professional and personal networks would consider their work boring if it was precisely described to them. 53% said that their descriptions changed with the audience, whereas 11% admitted to seldom lying about what they do for a living.
- Those respondents in the age group 18 to 34 years have felt that there was more pressure to simplify their role, while older workers in the age group 45 and above were comfier explaining their role in detail.

- 31% of the employees felt that their work or industry is too comfortable place to explain in simple terms, whereas 29% admitted to avoiding the use of jargon and technical terms in casual conversations with friends and family.
- 45% of the workers between 18-34 years felt that popular culture significantly forms how others view their job, whereas, for the entire population, this number was down to 30%.
- Workers in the age group of 18 to 34 years believed that a creative job title might indicate innovation or culture in their organization, but 45% of the same respondents also believed that their job title is not precise.

This Research indicated that:

The survey shows that creative and unconventional job titles that have made inroads in the HR and IT sectors might not be working the way they were expected to. If the concept is giving the impression that such titles fail to relay what the real work is, there is probably a need to relook at the entire exercise. Furthermore, the fact that old and generic titles are considered generic as well point to the fact that companies need to do a careful balancing act before they proceed.

The survey shows that organisations need to put a lot more thought and effort in ensuring that their employees feel valued, and in turn value their role, and definitely need to do more than repackage the job profile by changing a word or two. In the HR domain, new and creative titles are increasingly becoming the norm as well, but there needs to be an assessment of how aptly such titles are able to convey the job roles, to the intended candidates, and the public at large. So before you jump onboard with this trend, make sure you fully realise if the trick fulfils its purpose.

When few organizations adopt either flat structure or holacracy, most of the IT and creative organizations invents new fancy titles either to motivate them or to convert the working environment to an amusing place. The inflated titles or fancy/funny titles have helped these organizations in retaining their talents. As discussed earlier, human beings need social recognition which will surely derive from title inflation.

2.6 Job title or Salary, which is important?

“The perception of job titles is that they’re extremely important. I’ve seen people get their dream job offer in terms of salary, but they were unhappy because the title wasn’t what they wanted” - Biron Clark, Founder, CareerSidekick.com

A recent study of office workers assisted to prove that the title is more important than the salary. The 70 percent of respondents said they would choose a better job title over an increase in their remuneration. There are many reasons for that eye-opening reaction (Judy Geller 2017). Ariel Schur, CEO of ABS Staffing Solutions, said one of the candidates with whom he had worked was not willing to accept a position even though the remuneration was very good. Later Ariel bargained on her behalf and secured the job title of “specialist.” Which she accepted on the spot”.

During the course of a professional career, it is normal to experience a promotion that comprises a rise in title but not in salary. Sometimes this is because the management has a desire to appreciate performance but lacks the budget to increase remuneration. In an article published by Robert Half International (2019), it is mentioned that “Conversely, some employers will use title bumps as an alternative reward to pay rises or promotion. Instead of giving you the pay rise you clearly deserve, here’s a new and more impressive-sounding job title. This can be an asset to your resume but can also work against you”.

BambooHR corroborated that 1 in 5 employees would prefer to receive a promotion with a higher title without a 3% raise, rather than getting a raise without a promotion. This is because the evolution of a job title can be seen as a means to standardize an employee’s value-add to the organization and a way to determine career advancement.

Many business leaders and management experts believe that the employees will not be motivated if a change in job title is not accompanied with a hike in compensation. Andrew Morris, Director of Robert Half, stated that “Job titles are generally good indicators of experience, expertise and responsibilities, A promotion without a corresponding salary increase can significantly impact an employee’s short-term motivation, which can fuel their desire to leave the organization”. The SEEK [research](#) uncovered that two in three employees (66%) agree a job title change without a salary/wage increase is “pointless”. The employers should ensure that the concerned employees have to be informed the reasons for not getting a salary increase along with a change of job title. The employers should provide clear-cut regulations on when their compensation will be reviewed together with firm yardsticks that need to be achieved in order for them to have the benefit of a salary uptick.

Even though lots of debates happen between the experts on this topic, both title and compensation are important to an employee’s professional growth. A good job title is very much required for career growth and a good remuneration is required in order to meet our day-to-day survival. The concerned employee needs to consider his/her distinctive condition to decide which of these two preferences should be of main concern to him/her.

When I was working as a HR Manager in Golden Palms Spa & Resort, one of our Purchase Assistants approached me to tendering her resignation. During the discussion, I understood that she got a job in a similar organization with a job title of 'Purchase Officer' with 5% increase in her total package. I tried to convince her that we give 10% increase every year, and she asked me whether or not I could change her title to Purchase Officer, and my reply was negative. She explained to me that she holds an MBA with materials management specialization and is expecting a very good title than the remuneration. As she is an only child to her parents, and both her parents are working, money is not so important to her.

When the recruiters receive thousands of CVs for an advertised position, the shortlisting process will take lots of time. In case the position is to be filled on an urgent basis, the recruiters will not have much time to go through the CVs in detail. In such situations the recruiters shortlist the profiles which match the advertised position. Example: If the vacant position is Accounts Officer with three years of minimum experience required, the recruiters will shortlist those candidates who hold the title of Accounts Officer. Maybe one of the candidates' titles is Accounts Assistant but handled the entire gamut of accounts position will lose the opportunity to attend the interview.

If the package is very lucrative, will the candidates compromise on the job title? My answer to this question is 'yes'. If the compensation is two or three times more than the current package, many candidates might take up the lower title. I have seen many friends of mine who had worked as engineers in O&GC in India moved to Qatar as operators! The reason is very attractive compensation. The Qatar Petroleum and Qatar Gas pay very high remuneration, which is almost impossible to get in O&GC India.

Many people say that money is not everything. But sometimes, it is all just about money. Remuneration plays both existence and motivational roles in the life of an employee. We must critically evaluate the compensation vs job title. Normally the current package is the yardstick for compensation negotiation during an interview. The future employer will surely try not to give the candidate very high compensation as a business strategy.

The advantage of a candidate with a higher job title with less compensation is that the chances of getting a similar position is very high. Always the employers prefer to recruit candidates who have held the same position with adequate experience and will be overjoyed if the expected compensation is less.

The higher salaries, especially basic, are very important because it is the base for calculating gratuity, leave salary etc. During a lay-off, the employees with higher salaries are always benefitted. In many countries the employer normally obtains an insurance policy to cover the layoff compensation, and the employees with higher salaries are highly benefitted during the layoff. I have observed some of my friends getting an 11-month salary when they were laid off in Canada.

In India, many candidates join government services/ public sectors even if the compensation is less than the private sector. This is due to job security and growth opportunities available in government services. When I was working as a Personnel Manager in Fortune Hotel South Park in Trivandrum, our Accounts officer told me that he was resigning his job to join the Government service as an Office Assistant. He told me that the salary and position is less when compared to his current job, but the job security and growth opportunity inspired him to accept this offer. The Government sector employees have 30% waiver in marks while writing tests for higher positions. Also, a very good pension is guaranteed after retirement, which is impossible in private sectors.

Those people with high aspiration or, in other words, highly ambitious might accept higher job titles with lesser compensation. A friend of mine who was an Operations Manager in Compass Group decided to join a small Food Service Company as a CEO with a lesser package. When I asked him the reason for this decision, he told me that his aspiration was to start his own food service company, and his new position as a CEO will give him exposure which will really help him when he starts his own enterprise. After a few years of stint in his new company, he started his own business in India and is now a very successful entrepreneur.

Most of those who migrate to Western countries like Canada, Australia, New Zealand etc., from third world countries will surely compromise on their job titles, at times even accept unconnected jobs to survive. I have come across many of my colleagues who have migrated to Canada, have taken up either junior roles or even took up jobs which are irrelevant to their qualification and experience.

Those who work in project-based contractual positions often compromise on either job title or remuneration. Many international projects are temporary in nature, and sometimes those who work in these projects, especially seniors, will be jobless for a few months after the end of the current project. During this period, they end up signing employment contracts with new companies for either lowered position or remuneration.

A few employees sacrifice their job titles and good remuneration for the sake of gaining more exposure in their work areas. When I served as HR Head for a Pharmaceutical Company, I had recruited many scientists as Research Assistants from our competitors. Since our facility was recognized by the local University as a center for conducting M Phil & PhD, we were getting many applications from candidates working in our competitors. The Research Assistant in our company can enroll for M Phil/PhD and study while working.

The company in which I currently work has a huge business operation in the offshore. We provide hospitality services to vessels, rigs, barges, and platforms. Our employee retention in the offshore division is very low because most of the staff leave their services after two years of sea experience. Most of the candidates whom we recruit as General Stewards are educated/trained freshers, and they join our organization to gain experience of two years and also port/immigration stamp on their seamen book (CDC), which is very useful for them to join cruise lines. Even though our compensation package for GS is very low, the freshers join us to gain experience and certificates for their career progression.

The argument about which is more invaluable between job title and compensation will remain there. But the fact is that every situation presents distinct certainties. The burden is on the employees to look at the situation enveloping their own position and determine. Being in the correct (or wrong) job title currently can impact your career path in the future. So, enforce your job matches your title to ensure career growth success.

If you've continually dreamed of yourself in a certain role or employed for a specific organization, taking the job might be worth it even if the salary is lower than at your current position. At Times, candidates may be inclined to take a pay cut because they can't find a job that pays what they used to earn.

2.7 Skills vs Job Titles

"Remember, you're more than just a job title, so don't hesitate to let prospective employers know just how much you can bring to their table" - Caroline Zaayer Kaufman, Author

If job titles are vital for the personnel, they are the skills which are essential to the employers. Also, the approach of the people has also been transformed in recent years. Today's generation is more fascinated with learning new skills as the same is necessary in development. According to Jennifer Parris (2016) "Highlighting all of the skills for a position, is a new approach to posting job descriptions, but it can affect both job seekers and employers in surprisingly positive ways. For example, as a job candidate, you might see a job description but are scared off by the job title and as a result you don't bother applying for the position".

Case 7

I started my career as a Labour Welfare Officer in a plantation of Harrisons Malayalam Limited, which is considered to be India's largest plantation company. When I received the offer letter from the company, I was in cloud nine because the position is equivalent to Assistant Manager. Many of my friends started their career only as Assistant Personnel Officer or Personnel Assistants. But after a few months, I understood that as my functions are limited to welfare and industrial relations, I am unable to gain experience in other functions of HR like recruitment, compensation management etc. After completing two years, I started applying for senior positions, but I was not successful in getting a senior position because of the lack of exposure in all areas of HR. Though I have excellent theoretical knowledge in HR, it was zero in practical. Later I joined as a Personnel Assistant in Reed Relays and Electronics Limited in Chennai. I got a lot of supports from my Personnel manager who was also a Company Secretary. I gained experience not only in HR areas but also in the capital markets/shares department. With this personal experience I understood that only skills gained develop your career and not job titles. A senior job title without much experience or exposure will not assist you in developing your professional skills.

It is always better to take up a job in which you can gain new skills and knowledge. A mere job title will not assist you in growing further. While applying for a job, the candidates should always assess whether they will have the opportunity to gain knowledge and skills through this new position. The titles without any opportunity to learn new skills are mere waste. The candidates should evaluate whether the new role will assist them in achieving their career goals or not.

As mentioned in the previous chapter, many companies give senior job titles like Vice President, General Manager etc, but the actual job will be just a Manager. Yes, when you introduce yourself as VP or GM by default, you gain respect from the society, but if you don't develop your skills, growing further is impossible. Today's world is full of opportunities for learning and development as all materials available on the internet. What the candidate needs to do is either read professional books or go through the modules available online. Also, attending professional meetings and seminars will enhance the knowledge. Upskilling and reskilling is very much required to stay alive in the professional world currently.

Currently, the opportunities for those who want to upskill or enhance their knowledge are very easy because of the e-revolution. You need not go to libraries and search for books, instead, with just a click, you can access the online libraries. There are online free courses available from famous universities like Harvard. Millions of lectures available on YouTube on various subjects. The only thing required is enthusiasm to learn and acquire new skills. Sugandh Bahl, Sr Correspondent with BW Businessworld and BW People said in her article 'Enhance The Skills, Not Job Titles' that "Looking at the way the world is facing one disruption after the other, employers are now looking for people who bring along skills and qualities like resilience, agility, and the ability to manage ambiguity. New-age competencies are very different; organisations need people who can build tomorrow, who can enable the organization to future-proof itself. Even on the employee side, people are now seeking different things from their jobs. People want to work the way they want to."

Upskilling is a good approach to stay relevant in the current professional world. By adding up additional skills or augmenting current proficiencies, the candidate can add significance to his/her marketability and make his/her skillset further recession-proof. Upskilling or reskilling will always give an upper edge for you to over other candidates. In 2019, the Society for Human Resource Management reported that 83% of recruitment managers and recruiters polled reported having difficulty recruiting suitable candidates. About 75% of those polled blamed a workforce skills shortage.

A study by the U.S. Chamber of Commerce Foundation found that 74 percent of recruitment managers admit that a skills gap presently exists in the workforce, and this dearth of adequate skills is one of the major hurdles in hiring. Normally, employers take up the responsibility of upskilling or reskilling of their employees considering the future business needs. By enhancing the skills of existing employees, the skills gap can be bridged. Furthermore, both employees and employers will gain from better retention, increased growth prospects, and improved work output and satisfaction.

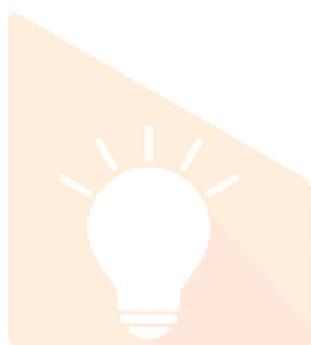
By upskilling or learning new skills pertaining to a different department, the concerned employee can take up additional responsibility which will enhance the chances of promotional prospects. The employee will have a bright chance to get a superior job in another company as well.

Yes, a senior job title surely will brighten your chances of career growth. But added competencies are very essential to develop further. Also, your presence should be felt by the professional world. You need to project yourself as a competent professional by writing articles, delivering speech on social media like Linked in / YouTube, visiting educational institutes as visiting faculties etc.

Your main aim should be to attain knowledge and skills rather than pile up certificates. The employers are not much interested in your educational certificates but in the knowledge, you have gained through such courses which will deliver results to the organization. While attending the interview, your knowledge should be displayed during the conversation.

The current employers are more interested in recruiting candidates with leadership skills, and in today's digital world it is not difficult to acquire these skills. The below-mentioned skills are crucial in getting senior positions.

1. Relationship Building
2. Agility & Adaptability
3. Innovation & Creativity
4. Employee Motivation
5. Decision-Making
6. Conflict Management
7. Negotiation
8. Critical Thinking
9. Focus & Results Orientation
10. Communication
11. Time-Management
12. Quick Feedback Ability
13. Cultural Intelligence
14. Command Responsibility
15. Commitment
16. Self-Awareness
17. Delegation
18. Organization
19. Consistency
20. Honesty
21. Team Building
22. Emotional Intelligence
23. Ability To Train Other People
24. Ability To Go Above and Beyond
25. Confidence



For those who want to enhance their skills and knowledge, abundant courses and materials are available online including free courses. Two prominent websites which offer free learning courses are ALISON (www.alison.com) and Saylor Academy (<https://www.saylor.org/>). Also leading universities of UK and US conduct online free courses for enhancing competencies of professionals/students. Few such universities are: Harvard University (<https://online-learning.harvard.edu/catalog/free>), Stanford University (<https://online.stanford.edu/free-courses>), Cambridge University (<https://www.edx.org/school/universityofcambridge>) etc.

Accessibility of free, superior-quality, and educational videos online on platforms like YouTube are an instinctive adjunct to contemporary learning environments. Video-assisted learning is a brand-new fad in the education business as it offers learners an exciting way to learn and comprehend intricate theories and subjects.

There are websites from which the learners can download free articles, books, research papers etc. The learners can visit websites related to their profession to read articles and research papers etc. Below are a few professional websites for reading and updating your professional knowledge.

- Human Resources** - The Balance Careers (<https://www.thebalancecareers.com/>), HumanResourcesEDU.org (<https://www.humanresourcesedu.org/what-is-human-resources/>), Fairygodboss (<https://fairygodboss.com/articles/human-resource-management#>), HR.com (<https://www.hr.com>), GenesisHR Solutions (<https://genesishrsolutions.com/peo-blog/>), HR Bartender (<https://www.hrbartender.com/>), TLNT (<https://www.tlnt.com/>), SHRM in the News (<https://www.shrm.org/about-shrm/press-room/pages/shrm-in-the-news.aspx>), TalentCulture (<https://talentculture.com/>), HR.BRL.com (<https://hr.blr.com/>), Fistful of Talent (<https://fistfuloftalent.com/>), HR Morning (<https://www.hrmorning.com/>) etc.
- Finance** - Forbes (<https://www.forbes.com/>), Bloomberg (<https://www.bloomberg.com/asia>), Reuters (<https://www.reuters.com/>), CNNMoney (<https://wikifinancepedia.com/benefits/cnnmoney>), Wall Street Journal (<https://wikifinancepedia.com/benefits/wall-street-journal>), TheStreet (<https://www.thestreet.com/>), Financial Times (<https://www.ft.com/>), MarketWatch (<https://www.marketwatch.com/>), Kiplinger (<https://www.kiplinger.com/>), This is Money (<https://www.thisismoney.co.uk/money/index.html>).
- Supply Chain Management** - Supply Chain Digital (<https://supplychaindigital.com/>), Supply Chain Brain (<http://www.supplychainbrain.com/>), SCMDOJO (<http://www.scmdojo.com/>), Supply Chain Management Review

(<http://www.scmr.com/>), Supply Chain Matters (<http://www.theferrarigroup.com/supply-chain-matters/>), Supply Chain Movement (<http://supplychainmovement.com/>), MaterialHandling 24/7 (<https://www.materialhandling247.com/>) etc.

The above-mentioned websites are for HR, Finance and Supply chain Management. Similarly, there are numerous organizations/websites available for other functions as well. Also, LinkedIn has an article section from where the professionals can read and develop themselves.

Learning & Development - American Society of Training & Development (ASTD) (<http://astd.org/>), International Society of Performance Improvement (ISPI) (<http://ispi.org/>), The e-Learning Guild (<http://elearningguild.com/>), Society for Technical Communication (STC) (<http://stc.org/>), e-Learning Learning (<http://elearninglearning.com/>), Articulate e-Learning Heros (<https://community.articulate.com/>), Training Industry (<https://trainingindustry.com/>), Elearning (<http://2elearning.com/>).

Engineering – Efunda (<http://www.efunda.com/home.cfm>), The Engineering Toolbox (<http://www.engineeringtoolbox.com/>), GlobalSpec (<http://www.globalspec.com/>), Eng-Tips Forums (<http://www.eng-tips.com/>), Discover Engineering (<http://www.discovere.org/>), Fun Engineering (<http://www.fun-engineering.net/>), SME Education Foundation (<http://www.smeef.org/>), Try Engineering (<http://tryengineering.org/>), Matmatch (<https://matmatch.com>).

Hospitality - Hotel Speak (<http://www.hotelspeak.com/>), Are Morch (<http://aremorch.com/blog/>), Little Hotelier (<http://www.littlehotelier.com/blog>), Skift (<http://skift.com/>), TripAdvisor Insights (<https://www.tripadvisor.com.au/>), eHotelier (<http://www.ehotelier.com/>), Hotel Marketing (<http://hotelmarketing.com/>), Foodable (<http://www.foodabletv.com/blog>), Food Fanatics (<http://foodfanatics.usfoods.com>), & Restaurant Hospitality (<http://restaurant-hospitality.com/>).

Facility Management - FM AND BEYOND (<http://fmandbeyond.com/>), BUILDINGS.COM (<http://www.buildings.com/>), FM MAGAZINE (<http://www.fmmagazine.com.au/>), THEBUILTEENVIRONMENT.CA (<http://thebuiltenvironment.ca/>), FM World (<http://www.fm-world.co.uk/>), THE BUILDING AUTOMATION MONTHLY BLOG (<http://blog.buildingautomationmonthly.com/>).

Safety - OSHA website (<https://www.osha.gov/>), US Environmental Protection Agency website (<http://www2.epa.gov>), Onsafty website (<https://www.cpsc.gov/onsafety/>), EHS Today (<http://ehstoday.com/safety>), Occupational Health and Safety Online (<http://ohsonline.com>), American Safety Council (<http://blog.americansafetycouncil.com/>), Safety and Health Magazine (<http://www.safetyandhealthmagazine.com/>), American Society of Safety Engineers (<http://www.asse.org/>), Simplified Safety (<http://simplifiedsafety.com>), National safety council (<http://www.nsc.org.in/>), Ehsdb (<http://eshdb.com>), & The safety zone (<http://cenblog.org/the-safety-zone/>).

In addition to the above-mentioned websites, there are numerous websites for each profession from where professionals can read articles and research papers to develop their knowledge. Professionals who are interested can search for such sites through Google or any other search engines. A candidate who has updated professional knowledge will never find it difficult to clear any tests or interviews.

2.8 Allowing employees to choose job titles.

“Allowing employees to choose their own titles does have its upside” - Kate Neilson, Editor, HRMOnline and HRM magazine.

Many HR experts feel that the traditional job titles have become outmoded and irrelevant. Due to changes in technology and workplace dynamics, it's time for employers to let people choose job titles that reflect what they actually do. Ariel Schur, CEO of ABS Staffing Solutions had seen candidates trade as much as \$10,000 in salary for what they believe a more useful title. The motivation behind seeking a certain title varies from candidate to candidate, but it normally comes down to a desire to shape the perception others hold, whether that's a friend or a future employer. Think of it as “instant branding” more than a self-esteem boost.

In 2016, the Staples Business Advantage Workplace Index testified that employees felt more contented when they had a choice over their job titles because they felt a better feeling of purpose. If an employer wants to bring out the best in his/her employees, here's why you should ditch the traditional titles for more creative ones after consulting employees. Dawn Wong in his article ‘Creative Job Titles Can Motivate Employees’ stated that “As a start, employers can involve their staff in the naming process to give them greater autonomy over their job titles. This is also a great strategy for talent retention to make employees feel valued.”

Millennial candidates are looking for a more impressive title for social status and also for professional purposes. As they advance in their careers, they would like prospective future employers to appreciate at first glance the value they could bring their businesses. A study conducted by Fidelity that reported millennials are willing to take a \$7,600 pay cut in exchange for better quality of work life and hefty titles (2016).

Allowing employees to give themselves self-reflective job title helps them assert their individuality and, even in the utmost stressful of jobs, decrease emotional fatigue. The outcome is reduction in employee turnover, improved teamwork, and better performance. Ricardo Semler, entrepreneur and philanthropist, reports on his book *Voce Esta Louco* that his staffs are inspired to choose whatever job title they want on their business cards.

Research report published in the August 2014 issue of the Academy of Management Journal uncovered that staffs were less stressed and burned out when they were permitted to create their own job titles. Study coauthor Daniel Cable, professor of organizational behavior at the London Business School, found that “self-reflective” titles broke down barriers within companies and allowed employees to better express themselves.

In 2014, a research conducted by the Wharton University of Pennsylvania and London Business School interviewed 22 staff members to investigate about the effect of this retitling. As part of the research analyzed more than 100 archival documents—from newsletters to blog posts to meeting announcements—to track how employees themselves used their new titles in public. 85 percent

of the examined stated that they felt lower levels of emotional fatigue when they had a change of job title. The invention of self-reflective job titles (chosen by the workers themselves) made them feel better validation and respect for their work. The management ended the survey by saying, “Rather than viewing titles solely as sources and reflections of formality and rigidity or mechanisms of bureaucratic control, our research suggests that titles can be vehicles for agency, creativity, and coping.”

The study further revealed that self-reflective job titles enhance team and individual performance and reduce the employee turnover affected by stress and fatigue. The self-reflective titles assisted people confirm their identity with other employees based on their principles and what they felt was vital about their work.

Self-reflective jobs assist the employees in becoming transparent, will humanize top management. It will also increase the confidence level of employees, reducing the reticence. Employees told researchers in their interviews that the self-reflective titles eased their rapport with those outside the organization, especially in their initial contacts.

Self-reflective job titles may not be suitable for all businesses or all occupations. The aim is to build up morale and self-respect, and obliging employees or bosses to use quirky job titles in stressful conditions or with audiences that might not be amenable to such titles will have the adverse impact.

Meghan M. Biro in his article ‘Why You Should Let Employees Pick Their Job Titles’ stated that “Traditional job titles are like business meeting jargon—they’ve become meaningless and have tended to make my eyes glaze over. As positions evolve thanks to changes in technology and workplace dynamics, it’s time for employers to let individuals choose job titles that reflect what they actually do.”

Two well-known companies, Disney and the Make-A-Wish Foundation, have introduced this initiative, and the result was very positive. At Disney, employees are known as Imagineers and Cast Members. The Make-a-Wish Foundation has rebranded all its job roles into stirring titles, which includes the CEO who has become the Fairy Godmother of Wishes, and the PR team now referred to as Magic Messengers and Heralders of Happy News.

In the current situation it is very difficult to offer incentives, special bonuses etc., and allowing them to select the titles themselves will boost their morale. The capability to select your own job title can assist give your team a feeling of authentication. Providing your employees with the power to announce themselves to prospective clients or customers using an exceptional job title will not only be a wonderful conversation starter, but it will demonstrate the HR proclivity of your organization. People will truly be eager to understand more about the organization behind the unique job title.

85 percent of the employees of Make-a-Wish company said that their new job title assisted them cope with the at times emotionally exhausting facets of the job, as reported in Fast Company.

Vivek Bapat said in his article ‘Why You Should Let Employees Personalize Their Job Descriptions that “Creativity is the heartbeat of progress. Yet, as organizations develop over time, even the jobs that require the most creative thinking tend to become fixed and rigid. When recruiting for these areas, leaders can create new opportunities for individuals by exercising flexibility in co-defining roles for creatives that are synched with their creative vision of the future.”

Many organizations which follow traditional management style don’t allow the employees to change their titles as they like. This is due to the old mentality of bosses who govern the organizations. They are unable to adapt to the changing world due to preconceived conditioning of mind. Whereas high-tech companies, including IT, are managed by youngsters who are educated from prominent management schools which have trained them to adapt to change constantly.

Even though permitting employees to select their own job titles is a contentious practice, some employers have embraced this practice to inculcate a sense of sovereignty and self-satisfaction among their valuable employees. Particularly innovative titles can also increase employee morale and boost team unity.

In case an employer decides to give an opportunity to their employees to choose job titles according to their wish, the following questions to be answered before implementing this initiative:

- Are your employees willing to take their own job titles?

This is the first question the employer should answer because the employees may not be interested in accepting creative or funny job titles. This practice will be accepted only by the current generation. If your company is a startup entity and all your employees are very young, this initiative will surely be accepted by the workforce. But the same question if you ask an employee who is a general manager and has worked with you for the past 25 years may not accept this proposal.

- How will you assist your employees select job titles?

The employer needs to support their employees while introducing this initiative. A list of job titles to be prepared well in advance. The employees are to be given full freedom to choose the title but from the list provided by the employer. The job titles should be creative and funny, it is better to avoid providing them with the normal job titles.

- Do the suggested job titles really represent the role handled by the employees?

The job titles should match the work the employees do, otherwise the companies will find it difficult to fight in case of legal battles between employees. The employees should be asked to sign a new employment contract and job description with the new title. This will clearly indicate what that concerned employee is supposed to do and will save the employer in case of legal battle.

- Have you consulted your union leaders (in case you have a workers' union) and your legal advisors?

Those organizations with the presence of trade unions must discuss the initiative with their leaders before implementing it. It is better to have an agreement on this subject. Obviously, the trade unions will not accept the change prima facie, but the top management should be able to convince the leaders that the change is suggested for enhancing employee motivation, and no ulterior motive is involved in this.

Also, the opinion of legal advisors should be obtained in order to avoid any legal/IR issues. The legal officers will be able to provide you with specialized suggestions on this topic.

2.9 Negotiate your Job title

"Getting both a new title and a raise are part of a campaign, in which you're talking with your manager about your goals, how you're doing, soliciting and following up on feedback, and letting your manager know what you're hoping for within the year" - Toni Littlestone, Career Counsellor & Coach.

Case 8

A few years back our company got a big contract to provide hospitality services to 1000 residents accommodation camp, and as the client themselves will be managing our employees, they wanted to interview all key positions along with us. The client representative was a very strict interviewer, and we were finding it tough to finalize the candidates. Even the very good candidates were rejected by him for insignificant reasons. The most challenging part was selection of Soft Services Lead, and none of the candidates referred by us were selected. Ultimately, a candidate was shortlisted by the client because that candidate was a former employee of our client and had an excellent track record. When we offered him the job, he refused to accept it because the job title was 'Soft Services Lead', and he wanted it to be 'Soft Services Manager'. As we need his services very badly, we agreed to give him the title he demanded.

When you accept a new job, in case your new employer is not willing to give your expected salary, it is better to negotiate your job title. Your job title of today can have a foremost effect on your employment prospects in the future. "People use your job title to quickly understand how you fit into an organization, what you do, and your level of expertise or authority" says Angela Smith, HR Expert who always writes articles for The Muse, Forbes, and Mashable. To impress hiring managers and recruitment consultants, the candidates should have appropriate and impressive job titles. Due to the high volume of applications and tough competitions, the recruiters normally shortlist the candidates as per the job titles which match their requirements.

Case 9

In my previous company we had a department which manages all offshore operations, and it is managed by an Operations manager who had displayed excellent performance, and due to this we were successful in getting new businesses. As the volume of business increased, and the number of vessels and rigs doubled, we have decided to provide him with a deputy to support him in managing the operations without any hassles. As we had an internal Operations Manager who is experienced and also very competent, transferred him to the offshore department. Instead of becoming happy, the Senior Operation Manager was displeased because his assistant's job title is also Operations Manager. Finally, our General Manager changed the Senior's job title to 'Head of Offshore Operations'.

FlexJobs Career Development Manager and Coach Brie Reynolds explains, "job titles can be negotiated and changed." And asking for an updated job title can help your career if your current title is no longer an accurate reflection of what you do compared to what you used to do". While negotiating you should ask whether the position is a newly created role, or if existing employees already have the same position and responsibilities in the company. You will be able to negotiate only if it is a newly created role because the employers will not agree to change those titles which are already held by existing employees.

Job titles and their meanings change from one organization to the next. Always do some research about the new company, their organization structure, match their job description and yours, and compare them to the title you are being offered.

Case 10

When I worked in a Pharmaceutical Company as a HR & Admin Manager, one of my assistants whose job title was 'Admin Officer' approached me to provide her with a title appropriate to her functions. After analyzing her job, I understood that she was earlier managing administrative functions but since a few months handling the payroll process. Immediately I spoke to my General Manager and changed her job title to 'Payroll Officer'.

If your job title doesn't accurately depict what your day-to-day responsibilities or your title isn't accurately reflecting your contributions to the company, it is better to ask for a title change. According to Emily Disston, Director of People & Culture at BetterCloud "if you think your title is inaccurate, it's definitely OK—if not important—to bring it up to your boss".

When you negotiate your title, it should not be an emotionally based argument, but somewhat should be a realistic, data-driven negotiation. For a result-oriented negotiation, the candidate should prepare a list of his/her accomplishments, specific education, and relevant experience that will benefit the company appointing him/her. Whatever he/she can show that is above and beyond what's needed for the job will assist him/her in getting a higher title.

Whether you negotiate or fall into a “big” job title, if it’s too big—something known as “title fluffing”—and you can’t live up to the expectations of the job title, you run the risk of losing credibility internally and externally.

Before you negotiate with your boss, check the history of the job title you want to eliminate. Understanding a job title's history will surely assist you determine the probability of management agreeing to your request. In case there are other employees who hold the same position, the management may not agree to change your title. If the title you are going to suggest is new, chances are bright to get approval from the management. But to be successful, you have to prove that you are different from others and can bring more returns after the title change.

2.9.1 Four Tips for Negotiating a Better Job Title

- Understand why the title you are asking for is important.

You should demand a job title which will enhance your career prospects. As mentioned earlier, the recruiters don't have time to check each Job description, hence the Job title conveys your function. My designation in Sodexo is Human Resources Manager, but I oversee the HR function of the entire country. When I had applied for CHRO and VP positions, the recruiters rejected my candidature due to my job title. Do your homework and provide options.

- Clearly express why the change is necessary.

You have to be transparent with your current employer on why you are asking for a particular job title. Tell your boss that you want to grow further, and if your boss is a true professional, will at least accept your views even if the title is not changed. Don't spring the conversation on anyone.

- You've found a solution, not a problem.

While negotiating the new title, inform your employer what added value they are going to get from this change. All employers expect a return on investment and anything additional without cost implication will be acceptable to them.

- Once mutually agreed, ask the employer to issue a confirmation letter.

In case your boss agrees to give you a title after three months of observation, you should demand a confirmation letter from your boss. In case your boss quits his job, and your new boss disagrees with your mutual agreement, you will end up carrying out additional responsibilities without any benefit.

The HR gurus say that when accepting a new position or aiming for a promotion, most employees tend to emphasis on compensation negotiation. But the employees should include the job title as part of this negotiation. Says Margaret Neale, professor at the Stanford Graduate School of Business and coauthor of *Getting (More of) What You Want*. It's “a signal both to the outside world and to your colleagues of what level you are within your organization,” she says, and should be seen as an element of “your compensation package” that provides position and ties and can “help you do your job better.” Your job title can also have a huge effect on your normal happiness and engagement, says Dan Cable, professor at London Business School. “It is a form of self-expression in the workplace,” he says. “It is a symbolic representation of what you do and the value that you bring.” So, whether you're eyeing a new role or a new title in your current one, here are some ideas for how to go about it.

Before negotiating, the employee should be clear why he/she needs a new job title. The employee should be ready to explain how this new title is going to benefit the organization. The concerned employee should ask for a detailed job description signed by the employer's representative. It is better to sign a new employment contract with revised title and compensation if any to protect legally.

Any employee who wants to negotiate the job title should display exemplary performance and also prove that he/she is very different from others. No employer will agree to change the title until any return on investment is guaranteed. Hence, the employee should develop new skills through which he/she can take up additional responsibilities.

If the employer agrees or promises to give you an elevated or a unique job title after achieving set objectives, the same is to be asked in writing. The bosses can change but not the written offer. In case your boss quits, his/her replacement may not agree to give you the deserved promotion. I am a victim of this subject and have explained my personal story in the introduction.

If an employee is willing to take up additional responsibilities though it may increase his/her workload, it is better to ask for a job title by offering your additional services. Normally during the time of recession, the employers lay off poor performers first and will continue to run the business with high performers who are willing to take up additional responsibilities.

2.9.2 'Additional Qualifications', a tool for job title negotiation

Many of the employees once settled down in their job, don't bother to enhance their qualifications. In fact, additional, advanced professional qualifications are an excellent tool for job title negotiation. There are so many professional courses which help the employees in getting a promotion or very useful in getting better jobs with high compensation.

A research method encompasses those methods and techniques used to conduct research while methodology is a process solving comprehensively the research problems. The research method normally analyses the various steps used by a researcher in studying his/her research problem along with the result behind such steps or techniques. It is a process through which the method adopted brings the desired outcome.

In this study the researcher has used a quantitative method and a combination of secondary data analysis. The researcher has conducted a survey and also analyzed previous case studies/success stories and articles. Also, to make this study qualitative, 04 HR/Industry veterans were interviewed to ascertain their perception on the importance of job titles.

3.1 Design of the study

The researcher has conducted a survey with quantitative research analysis. The secondary sources of data collected through a meticulous study of books, articles, case studies and previously published research papers on the subject.

3.2 Population of the study

A research population is generally a large collection of individuals or objects that is the focus of a scientific query. It is for the benefit of the population that studies are conducted. Nevertheless, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why researchers rely on sampling techniques.

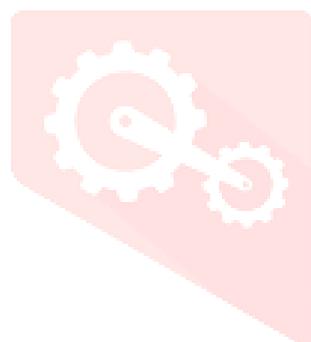
The researcher had selected members of LinkedIn and Facebook, especially the members of professional groups from these sites. The size of the population was 10000 people.

3.3 Sample and Sampling Technique

A sample is a group of people, objects, or items that are taken from a larger population for measurement. The sample should be representative of the population to ensure that we can generalize the findings from the research sample to the population as a whole. The researcher has used a simple random sampling technique to select the people for the survey.

3.4 Sampling Size

The researcher has calculated the sample size by using Taro Yamane formula with 95% confidence level. The calculation formula of Taro Yamane is presented as follows.



$$n = \frac{N}{1 + N(e)^2}$$

Where :

n= sample size required
N = number of people in the population
e = allowable error (%)

Substitute numbers in formula:

$$n = \frac{10000}{1 + 10000(0.05)^2} = 385$$

n = Rounded 385

3.5 Instrument for Data collection

The instrument used by the researcher for data collection was dichotomous questionnaire. The dichotomous question is usually a “yes/no” close-ended question. This question is usually used in case of the requirement for required validation. It is a true form of a questionnaire. One open-end question was also included in the questionnaire to get to know the overall opinion of professionals.

3.6 Validation of the Instrument

To ensure validity of the instrument, the questionnaire was thoroughly screened, pretesting was carried out to ensure that they wouldn't have any negative implication for the respondents. The researcher has made the necessary corrections therein, and the face validity of the instrument was ascertained to answer the necessary questions.

3.7 Reliability of the Instrument

To determine the reliability of the instrument, it was subjected to a test method using a small number of respondents outside the sample, and it came out with the same result. The instrument was administered within a time of three weeks to the respondents. The instrument is reliable because it focuses on the study of the importance of job titles.

3.8 Administration of the Instrument

The questionnaires were administered online through emails, individual messages through FB/LinkedIn, whatsapp to the respondents. The survey was conducted online through Google Form. The test link was sent to 2000 respondents, as the sample size required was 384 numbers.

3.9 Method of Data Analysis

To achieve the desired objective, the data collected were analyzed using frequency and percentage tables.

CHAPTER 4

Data Presentation, Analysis & Interpretation

4.1 Introduction

Efforts will be made at this stage to present, analyze, and explain the data collected during the online survey. This presentation will be based on the responses from the completed questionnaires. The outcome of this exercise will be summarized in tabular forms for easy references and analysis. It will also show responses to questions relating to the research questions for this research study. The researcher used simple percentage in the analysis.

4.2 Data Analysis

The data collected from the respondents were analyzed in tabular form with a simple percentage for effortless understanding. A total of 2000 (Two thousand) people were invited to answer the survey questionnaire, and the sample size required was 384 numbers. When the number of respondents reached 385, the researcher stopped the data collection.

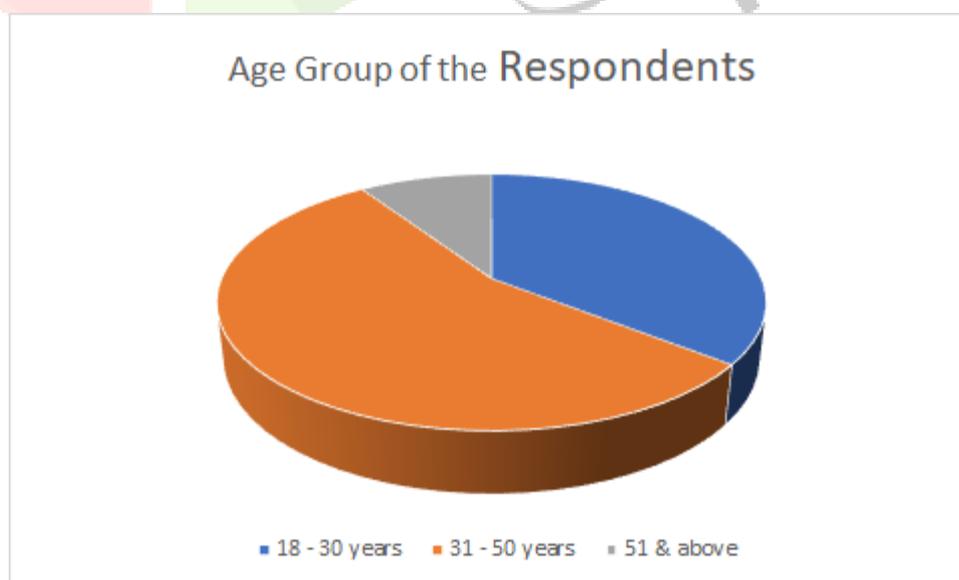
i) Question No. 1 – Age Group of the respondents

Section A – Demographic Data Analysis

Table 1

Age Group	Numbers	Percentage
18 - 30 years	137	35.60%
31 - 50 years	212	55%
51 & above	36	9.40%
TOTAL	385	100%

Chart 1



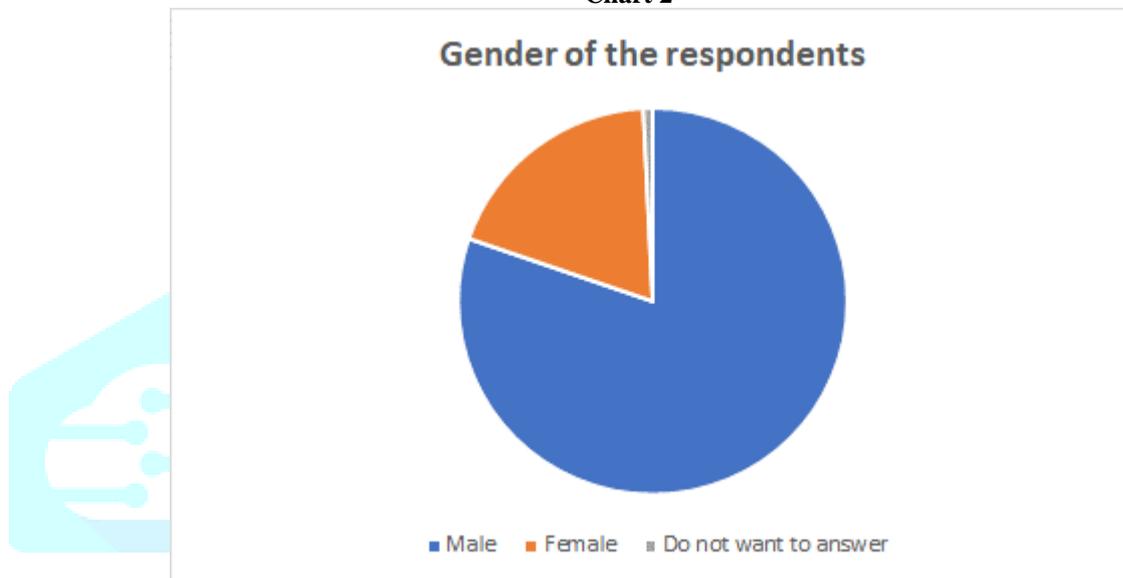
The table 1 shows that 137 (35.6%) respondents were in the age group of 18-30 years, 212 (55%) respondents were in the age group of 31 – 50 and 36 (9.4%) were 51 years and above.

ii) Question No. 2 – Gender of the respondents

Table 2

Gender	Numbers	Percentage
Male	309	80%
Female	73	19%
Do not want to answer	3	1%
TOTAL	385	100%

Chart 2



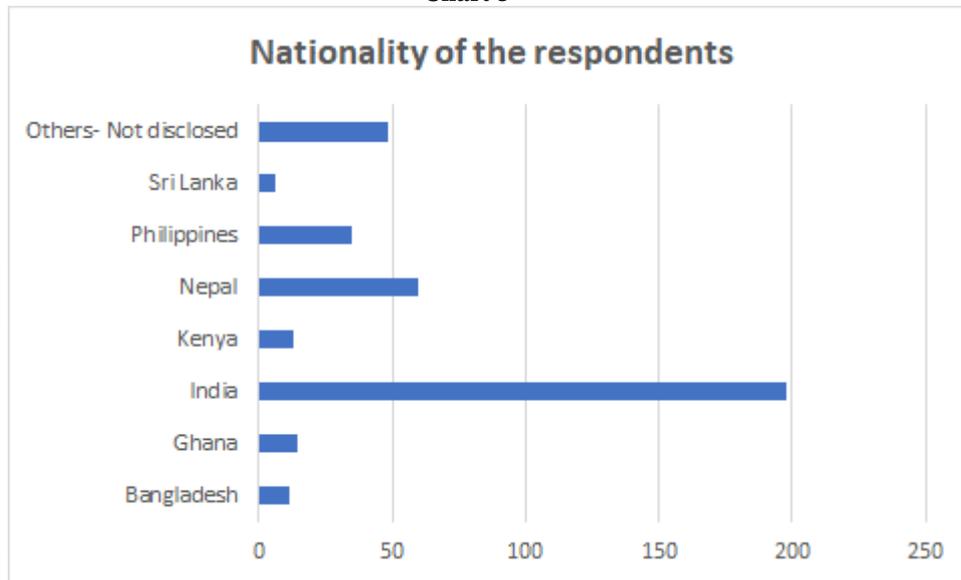
As per Table 2, 309 (80%) respondents were male, 73 (19%) were females and 3 (1%) respondents refused to disclose their gender.

iii) Question No.3 – Nationality of the respondents

Table 3

Gender	Numbers	Percentage
Bangladesh	11	2.90%
Ghana	14	3.60%
India	198	51.40%
Kenya	13	3.40%
Nepal	60	15.60%
Philippines	35	9.10%
Sri Lanka	6	1.60%
Others- Not disclosed	48	12.40%
TOTAL	385	100%

Chart 3



The table 3 contains the nationalities of the respondents. The nationalities of the respondents were 11 (2.9%) Bangladeshis, 14 (3.6%) Ghana, 198 (51.4%) Indians, 13 (3.4%) Kenyans, 60 (15.6%) Nepalis, 35 (9.1%) Philippines, 6 (1.6%) are Sri Lankans and 48 (12.4%) are other nationals (not disclosed their nationalities).

iv) Question No.4 – **Qualifications of the respondents**

Table 4

Qualification	Numbers	Percentage
High School or below	89	23%
Bachelor's Degree	151	39%
Post-Graduation	92	24%
Technical Diploma	53	14%
TOTAL	385	100%

Chart 4

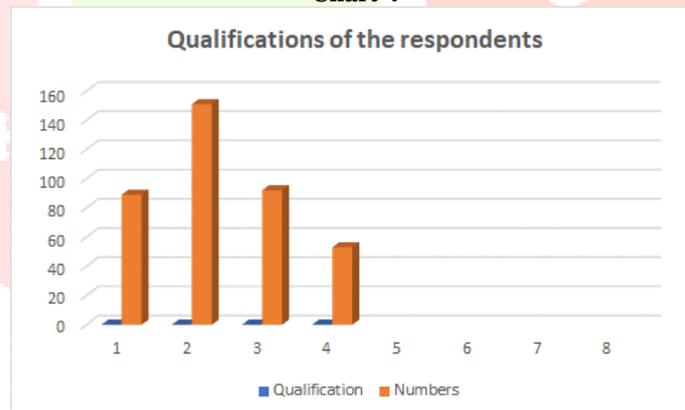


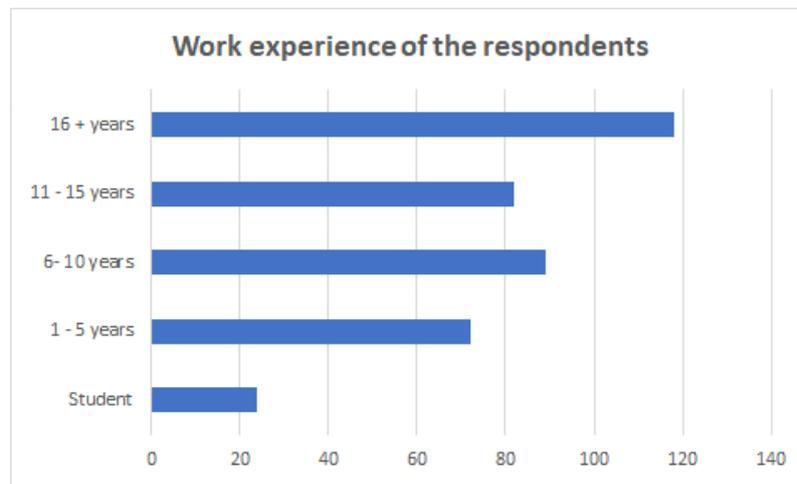
Table No. 4 shows that 89 (23%) respondents have studied till high school or below, 151 (39%) are holding Bachelors' degree, 92 (24%) were Postgraduates and 53 (14%) respondents were technical diploma holders.

v) Question No.5 – **Work experience of the respondents**

Table 5

Work Experience	Numbers	Percentage
Student	24	6%
1 - 5 years	72	19%
6- 10 years	89	23%
11 - 15 years	82	21%
16 + years	118	31%
TOTAL	385	100%

Chart 5



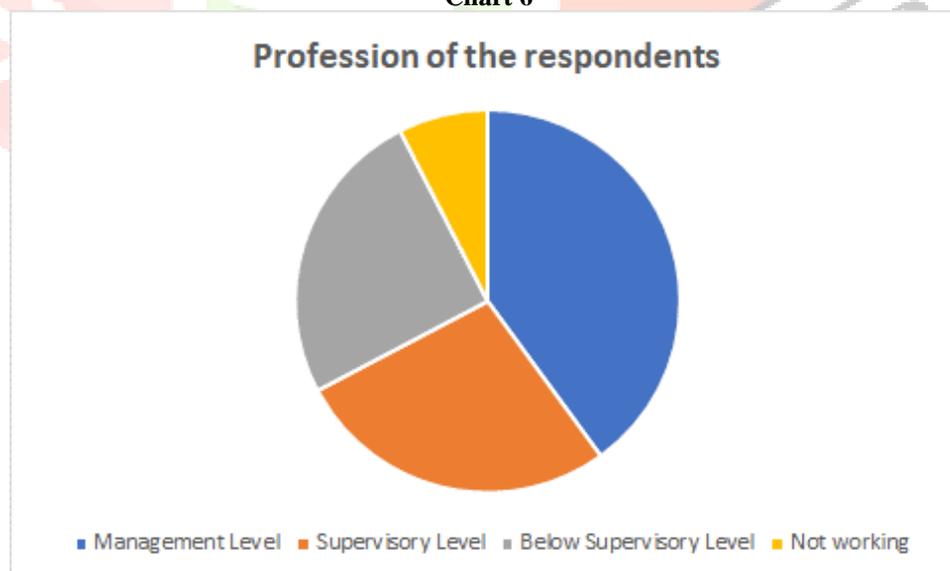
As per the above chart, 24 (6%) respondents are students, 72 (19%) have 1 to 5 years of experience, 89 (23%) have 6 to 10 years of experience, 82 (21%) have 11 to 15 years of experience and 118 (31%) have 16 years and more experience.

vi) Question No.6 – **Profession of the respondents**

Table 6

Profession	Numbers	Percentage
Management Level	154	40%
Supervisory Level	105	27%
Below Supervisory Level	97	25%
Not working	29	8%
TOTAL	385	100%

Chart 6



As per Table No.6, 154 (40%) respondents were working in the management level professions, 105 (27%) were working in supervisory level, 97 (25%) were below supervisory level professionals and 29 (8%) were unemployed.

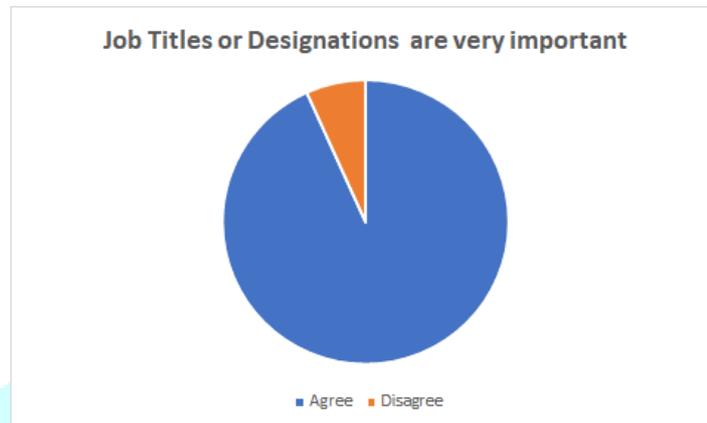
SECTION B – Core Research Data Analysis

vii) Question No.7 - Job Titles or Designations (example: Manager, Cook, Chief Cook etc) are very important.

Table 7

Agree	Disagree
359	26
93.20%	6.80%

Chart 7



The table no.7 shows that 359 (93.2%) respondents have agreed that the job titles are very important. Only 26 (6.8%) respondents have disagreed that the job titles are important.

Table 8 – Job titles are very important (Age group wise analysis)

Age Group	Agree		Disagree	
	Count	Percentage	Count	Percentage
18 - 30 years	127	32.99%	10	2.60%
31 - 50 years	202	52.42%	10	2.60%
51 & above	30	7.79%	6	1.60%
Total	359	93.20%	26	6.80%

Table 8 is an analysis of responses received for the question whether the job titles are very important. 127 (32.99%) respondents in the age group of 18 – 30 years have agreed that the job titles are very important and 10 (2.60%) of respondents in this age category have disagreed. 202 (52.42%) respondents in the age group 31 – 50 years have agreed that the job titles and important and 10 (2.60%) respondents in the same age group have disagreed. 30 (7.79%) respondents in the age group of 51 years and above agreed that the job titles are very important and 6 (1.6%) respondents in the same age group have disagreed.

Table 9

Job titles are very important (Age group wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.079 ^a	2	0.029
Likelihood Ratio	5.71	2	0.058
N of Valid Cases	385		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.43.

Decision Rule

Null Hypothesis (H0) “There is no significance for the importance of job title to age of employees.” is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) “There is a significance for the importance of job title to age of employees.”

Table 10- Job titles are very important (Gender wise analysis)

Gender	Agree		Disagree	
	Count	Percentage	Count	Percentage
Male	290	75.30%	19	4.90%
Female	66	17.10%	7	1.80%
Do not want to answer	3	0.80%	0	0.00%
Total	359	93.20%	26	6.80%

Table 10 is an analysis of gender wise responses received for the question whether the job titles are very important. 290 (75.3%) male respondents have agreed that the job titles are very important, and 19 (4.9%) males disagreed. While 66 (17.1%) female respondents agreed that the job titles are very important, 7 (1.8%) females disagreed. 3 (0.8%) respondents who are neither male or female have agreed that the job titles are very important.

Table 11

Job titles are very important (Gender wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.329 ^a	2	0.515
Likelihood Ratio	1.436	2	0.488
N of Valid Cases	385		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .20.

Decision Rule

Null Hypothesis (H₀) "There is no significance for the importance of job title to gender of employees." not significant at >.05, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance for the importance of job title to gender of employees."

Table 12 - Job titles are very important (Nationality wise analysis)

Country	Agree		Disagree	
	Count	Percentage	Count	Percentage
Nepal	56	14.50%	4	1.00%
India	185	48.10%	13	3.40%
Philippines	35	9.10%	0	0.00%
Sri Lanka	6	1.60%	0	0.00%
Ghana	13	3.40%	1	0.30%
Kenya	12	3.10%	1	0.30%
Bangladesh	11	2.90%	0	0.00%
Others (Not mentioned)	41	10.60%	7	1.80%
Total	359	93.20%	26	6.80%

Table 12 is an analysis of nationality wise responses received for the question whether the job titles are very important. 56 (14.5%) respondents from Nepal have agreed that the job titles are important, and 4 (1%) Nepalis disagreed. 185 (48.1%) Indians have

agreed that the job titles are very important, and 13 (3.4%) Indians have disagreed. All 35 (9.1%) respondents from Philippines and all 6 (1.6%) Sri Lankans have agreed that the job titles are very important. 13 (3.4%) respondents from Ghana have agreed and 1 (0.3%) respondent from the same country disagreed that the job titles are important. 12 (3.1%) Kenyans have agreed but 1 (0.3%) Kenyan has disagreed that the job titles are very important. All 11 (2.9%) Bangladeshi nationals have agreed. 41 (10.6%) other nationals have agreed but 7 (1.8%) other nationals have disagreed.

Table 13

Job titles are very important (Nationality wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.473 ^a	7	0.293
Likelihood Ratio	10.89	7	0.143
N of Valid Cases	385		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .41.

Decision Rule

Null Hypothesis (H₀) "There is no significance for the importance of job title to nationality of employees." not significant at >.05, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance for the importance of job title to nationality of employees."

Table 14 - Job titles are very important (Qualifications wise analysis)

Qualification	Agree		Disagree	
	Count	Percentage	Count	Percentage
High School or below	83	21.60%	6	1.60%
Bachelor's Degree	141	36.60%	10	2.60%
Post-Graduation	85	22.10%	7	1.80%
Technical Diploma	50	13.00%	3	0.80%
Total	359	93.20%	26	6.80%

Table 14 shows the analysis of qualification wise responses received for the question whether the job titles are very important. 83 (21.6%) who have studied till high school or below have agreed that the job titles are very important but 6 (1.6%) respondents with the same qualifications have disagreed. 141 (36.6%) respondents with bachelors' degree have agreed but 10 (2.6%) bachelors' degree holders have disagreed that the job titles are important. 85 (22.1%) respondents with post graduate degree have agreed that the job titles are very important but 7 (1.8%) respondents with the same qualification have disagreed. 50 (13%) respondents with the technical diplomas have agreed and 3 (0.8%) respondents with the same qualification have disagreed that the job titles are very important.

Table 15

Job titles are very important (Qualification wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.212 ^a	3	0.976
Likelihood Ratio	0.213	3	0.975

N of Valid Cases	385		
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- a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.58.

Decision Rule

Null Hypothesis (H0) "There is no significance for the importance of job title to qualification of employees." not significant at $>.05$, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for the importance of job title to qualification."

Table 16 - Job titles are very important (Experience wise analysis)

Work Experience	Agree		Disagree	
	Count	Percentage	Count	Percentage
Student	23	6.00%	1	0.30%
1 - 5 years	66	17.10%	6	1.60%
6- 10 years	84	21.80%	5	1.30%
11 - 15 years	79	20.50%	3	0.80%
16 + years	107	27.80%	11	2.90%
Total	359	93.20%	26	6.80%

Table 16 is an analysis of experience wise responses on importance of job titles. 23 (6%) students have agreed that the job titles are very important, and 1 (0.3%) student has disagreed. 66 (17.1%) respondents with 1 to 5 years of experience have agreed and 6 (1.6%) with same years of experience have disagreed that the job titles are very important. 84 (21.8%) respondents with 6 to 10 years of experience have agreed that the job titles are important whereas 5 (1.3%) respondents with same years of experience have disagreed. 79 (20.5%) respondents with 11 to 15 years of experience have agreed and 3 (0.8%) respondents with the same experience have disagreed that the job titles are very important. 107 (27.8 %) respondents with 16 years and above experience have agreed that the job titles are important but 11 (2.9%) with same experience have disagreed that the job titles are very important.

Table 17

Job titles are very important (Experience wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.206 ^a	4	0.524
Likelihood Ratio	3.347	4	0.502
N of Valid Cases	385		

- a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.62.

Decision Rule

Null Hypothesis (H0) "There is no significance for the importance of job title to experience of employees." not significant at $>.05$, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for the importance of job title to experience of employees."

Table 18 - Job titles are very important (Analysis according to profession)

Profession	Agree		Disagree	
	Count	Percentage	Count	Percentage
Management Level	144	37.40%	10	2.60%
Supervisory Level	96	24.90%	9	2.30%
Below Supervisory Level	92	23.90%	5	1.30%
Not working	27	7.00%	2	0.50%
Total	359	93.20%	26	6.80%

Table 18 is a profession wise analysis of responses to question whether job titles are very important. 144 (37.4%) respondents who were working in the management level have agreed that the job titles are very important but 10 (2.6%) respondents with the same profession have disagreed. 96 (24.9%) supervisory level professionals have agreed, and 9 (2.3%) supervisory level professionals have disagreed. 92 (23.9%) respondents who are below supervisory level have agreed that the job titles are very important but 5 (1.3%) respondents in the same profession have disagreed. 27 (7%) unemployed respondents have agreed that the job titles are important whereas 2 (0.5%) have disagreed that the job titles are very important.

Table 19

Job titles are very important (Profession wise analysis). Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.962 ^a	3	0.81
Likelihood Ratio	0.955	3	0.812
N of Valid Cases	385		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.96.

Decision Rule

Null Hypothesis (H₀) "There is no significance for the importance of job title to profession of employees." not significant at >.05, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance for the importance of job title to profession of employees."

- viii) Question No 8 - **Promotions with a change in Job Title (example: promotion from Chief Cook to Location Manager) will motivate the employees.**

Table 20

Yes	No
361	24
93.80%	6.24%

Chart 8



As per table no. 14, 361 (93.8%) respondents have said 'yes' to the question whether the promotions with a change in job title will motivate the employees. 24 (6.24%) respondents have said 'No' to this question.

Table 21 - Promotions with a change in Job Title will motivate the employees (Age group wise analysis)

Age Group	Agree		Disagree	
	Count	Percentage	Count	Percentage
18 - 30 years	127	33.00%	10	2.60%
31 - 50 years	204	53.00%	8	2.10%
51 & above	30	7.80%	6	1.60%
Total	361	93.80%	24	6.20%

Table 21 is age group wise analysis of responses received for the question whether the promotions with a change in the job title will motivate the employees. 127 (33%) respondents from age group 18 to 30 years have agreed and 10 (2.6%) in the same age group disagreed. 204 (53%) respondents in the age group 31 to 50 years have agreed and 8 (2.1%) in the same age group have disagreed. 30 (7.8%) respondents in the age group 51 years and above agreed and 6 (1.6%) respondents have disagreed that the promotions with a change in job title will motivate the employees.

Table 22

Promotions with a change in Job Title will motivate the employees (Age group wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.165 ^a	2	0.01
Likelihood Ratio	7.512	2	0.023
N of Valid Cases	385		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.24.

Decision Rule

Null Hypothesis (H₀) "There is no significance for employees' age to promotion with a change in job title." is significant at < .05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for employees' age to promotion with a change in job title.".

Table 23 - Promotions with a change in Job Title will motivate the employees (Gender wise analysis)

Gender	Agree		Disagree	
	Count	Percentage	Count	Percentage
Male	293	76.10%	16	4.20%
Female	65	16.90%	8	2.00%
Do not want to answer	3	0.80%	0	0.00%
Total	361	93.80%	24	6.20%

Table 23 is an analysis of gender wise responses received for the question whether the promotions with a change in the Job titles will motivate employees. 293 (76.1%) male respondents have agreed that the promotion with a change in job title will motivate the employees and 16 (4.2%) males have disagreed. 65 (16.9%) females have agreed, and 8 (2%) female respondents have disagreed. All 3 (0.8%) respondents who don't want to disclose their gender have agreed that the promotions with a job title will motivate the employees.

Table 24

Promotions with a change in Job Title will motivate the employees (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	3.577 ^a	2	0.167
Likelihood Ratio	3.314	2	0.191
N of Valid Cases	385		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .19.

Decision Rule

Null Hypothesis (H0) "There is no significance for employees' gender to promotion with a change in job title." is not significant at >.05, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for employees' gender to promotion with a change in job title."

Table 25 - Promotions with a change in Job Title will motivate the employees (Nationality wise analysis)

Country	Agree		Disagree	
	Count	Percentage	Count	Percentage
Nepal	59	15.30%	1	0.30%
India	181	47.00%	17	4.40%
Philippines	35	9.10%	0	0.00%
Sri Lanka	6	1.60%	0	0.00%
Ghana	13	3.40%	1	0.30%
Kenya	13	3.40%	0	0.00%
Bangladesh	11	2.90%	0	0.00%
Others (Not mentioned)	43	11.20%	5	1.30%
Total	361	93.80%	24	6.20%

Table 25 is an analysis of nationality wise responses to the question Promotions with a change in Job Title will motivate the employees. 59 (15.3%) Nepalis have agreed and 1 (0.3%) Nepalis have disagreed. 181 (47%) Indians have agreed that the employees will be motivated if there is a promotion with change in job title whereas 17 (4.4%) respondents from the same county have disagreed. 35 (9.1%) respondents from Philippines and have agreed. 6 (1.6%) respondents from Sri Lanka have agreed. 13 (3.4%) respondents from Ghana have agreed whereas 1 (0.3%) respondent from the same country have disagreed. 13 (3.4%) respondents from Kenya and 11 (2.9%) from Bangladesh have agreed. 43 (11.2%) respondents from other nations have agreed and 5 (1.3%) from other nations have disagreed.

Table 26

Promotions with a change in Job Title will motivate the employees (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.793 ^a	7	0.201
Likelihood Ratio	14.258	7	0.047
N of Valid Cases	385		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .37.

Decision Rule

Null Hypothesis (H0) "There is no significance for employees' nationality to promotion with a change in job title." is not significant at >.05, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for employees' nationality to promotion with a change in job title."

Table 27 - Promotions with a change in Job Title will motivate the employees (Educational qualification wise analysis)

Qualification	Agree		Disagree	
	Count	Percentage	Count	Percentage
High School or below	84	21.80%	5	1.30%
Bachelor's Degree	140	36.40%	11	2.90%
Post-Graduation	87	22.60%	5	1.30%
Technical Diploma	50	13.00%	3	0.80%
Total	361	93.80%	24	6.20%

Table 27 is educational qualification wise responses to the question whether the promotions with a change in the job title will motivate the employees. 84 (21.8%) respondents with high school or below have agreed that the promotions with a change in the job title will motivate the employees but 5 (1.3%) respondents with same qualification have disagreed. 140 (36.4%) bachelors' degree holders have agreed but 11 (2.9%) with same qualification have disagreed. 87 (22.6%) respondents with post graduate degree have agreed and 5 (1.3%) respondents with the same qualification have disagreed. 50 (13%) respondents with technical diplomas have agreed and 3 (0.8%) respondents with the same qualification have disagreed.

Table 28

Promotions with a change in Job Title will motivate the employees (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.473 ^a	3	0.925
Likelihood Ratio	0.467	3	0.926
N of Valid Cases	385		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.30.

Decision Rule

Null Hypothesis (H₀) "There is no significance for employees' qualification to promotion with a change in job title." is not significant at >.05, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance for employees' qualification to promotion with a change in job title."

Table 29 - Promotions with a change in Job Title will motivate the employees (Work experience wise analysis)

Work Experience	Agree		Disagree	
	Count	Percentage	Count	Percentage
Student	18	4.70%	6	1.60%
1 - 5 years	67	17.40%	5	1.30%
6- 10 years	87	22.60%	2	0.50%
11 - 15 years	80	20.80%	2	0.50%
16 + years	109	28.30%	9	2.30%
Total	361	93.80%	24	6.20%

Table 29 is an analysis of responses for the question whether the promotions with a change in job title will motivate the employees. 18 (4.7%) respondents who are students have agreed but 6 (1.6%) students have disagreed. 67 (17.4%) respondents who were with 1 to 5 years of service have agreed whereas 5 (1.3%) respondents with the same experience have disagreed. 87(22.6%) respondents

with 6 to 10 years of experience have agreed but 2 (0.5%) respondents with the same experience have disagreed. 80 (20.8%) respondents with 11 to 15 years of experience have agreed but 2 (0.5%) respondents with the same experience have disagreed. 109 (28.3%) respondents with 16 years and above experience have agreed but 9 (2.3%) respondents with the same experience have disagreed.

Table 30

Promotions with a change in Job Title will motivate the employees (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	19.354 ^a	4	<.001
Likelihood Ratio	14.813	4	0.005
N of Valid Cases	385		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.50.

Decision Rule

Null Hypothesis (H0) "There is no significance for employees' experience to promotion with a change in job title." is significant at < .05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for employees' experience to promotion with a change in job title."

Table 31 - Promotions with a change in Job Title will motivate the employees (Profession wise analysis)

Profession	Agree		Disagree	
	Management Level	144	37.40%	10
Supervisory Level	99	25.70%	6	1.60%
Below Supervisory Level	95	24.7	2	0.5
Not working	23	6	6	1.6
Total	361	93.80%	24%	6.20%

Table 31 is a profession wise analysis of responses received for the question whether the promotions with a change in job title will motivate the employees. 144 (37.4%) respondents who are management level professionals have agreed that the promotions with a change in job title will motivate the employees and 10 (2.6%) respondents who are management level professionals have disagreed. 99 (25.7%) supervisory level professionals have agreed, and 6 (1.6%) supervisory level professionals have disagreed. 95 (24.7%) respondents who are below supervisory level professionals have agreed but 2 (0.5%) respondents in the same category have disagreed. 23 (6%) unemployed respondents have agreed and 6 (1.6%) have disagreed.

Table 32

Promotions with a change in Job Title will motivate the employees (Profession wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	13.322 ^a	3	0.004
Likelihood Ratio	10.607	3	0.014
N of Valid Cases	385		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.81.

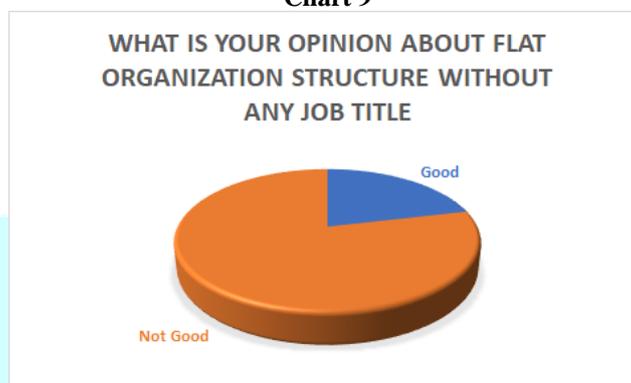
Decision Rule

Null Hypothesis (H0) "There is no significance for employees' profession to promotion with a change in job title." is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for employees' profession to promotion with a change in job title."

- ix) Question No. 9 - **What is your opinion about flat organization structure without any job title (Example: No Manager, No Chief Cook, No Engineer etc):**

Table 33

Good	Not Good
82	303
21.30%	78.70%

Chart 9

As per table 33, 82 (21.3%) respondents have answered that the flat organization structure without any job title is good, whereas 303 (78.7%) respondents have answered that the flat structure is not good.

Table 34 - What is your opinion about flat organization structure without any job title (Age group wise analysis)

Age Group	Good		Not Good	
18 - 30 years	31	8.05%	106	27.53%
31 - 50 years	39	10.13%	173	44.94%
51 & above	12	3.12%	24	6.23%
Total	82	21.30%	303	78.70%

Table No.34 is age group wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 31 (8.05%) respondents in the age group of 18 to 30 years have answered good but 106 (27.53%) respondents in the same age group have answered not good. 39 (10.13%) respondents in the age group of 31 to 50 years have answered good whereas 173 (44.94%) respondents in the same age group have answered not good. 12 (3.12%) respondents in the age group of 51 and above have answered good but 24 (6.23%) respondents in the same age group have answered not good.

Table 35

Acceptance of Flat organization without job titles (Age Group wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.320 ^a	2	0.115
Likelihood Ratio	4.03	2	0.133
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.67.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of flat organization without job titles to age of employees." is not significant at $>.05$, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for acceptance of flat organization without job titles to age of employees."

Table 36 - What is your opinion about flat organization structure without any job title (Gender wise analysis)

Gender	Good		Not Good	
	Male	66	17.10%	243
Female	16	4.20%	57	15%
Do not want to answer	0	0.00%	3	0.78%
Total	82	21.30%	303	78.70%

Table No.36 is gender wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 66 (17.1%) male respondents have answered good but 243 (63.1%) male respondents have answered not good. 16 (4.2%) female respondents have answered good whereas 57 (15%) female respondents have answered not good. All 3 (0.78%) respondents who have refused to disclose their gender have answered that the flat organization without any job titles is not good.

Table 37

Acceptance of Flat organization without job titles (Gender wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.829 ^a	2	0.661
Likelihood Ratio	1.454	2	0.483
N of Valid Cases	385		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .64.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of flat organization without job titles to gender of employees." is not significant at $>.05$, therefore the researcher approves the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for acceptance of flat organization without job titles to gender of employees."

Table 38 - What is your opinion about flat organization structure without any job title (Nationality wise analysis)

Country	Good		Not Good	
	Nepal	21	5.50%	39
India	43	11.20%	155	40.30%
Philippines	3	0.80%	32	8.30%
Sri Lanka	1	0.30%	5	1.30%
Ghana	0	0.00%	14	3.60%
Kenya	1	0.30%	12	3.10%
Bangladesh	3	0.80%	8	2.10%
Others (Not mentioned)	10	2.60%	38	9.90%
Total	82	21.30%	303	78.70%

Table No.38 is nationality wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 21 (5.5%) Nepali respondents have answered good but 39 (10.1%) Nepali respondents have answered not good. 43 (11.2%) Indians have answered good, but 155 (40.3%) Indians have answered not good. 3 (0.8%) Philippine nationals have answered good whereas 32 (8.3%) Philippine nationals have answered not good. 1 (0.3%) Sri Lankan has answered good, but 5 (1.3%) Sri Lankans have answered not good. 14 (3.6%) Ghana nationals have answered not good. 1 (0.3%) Kenyan as answered good whereas 12 (3.1%) Kenyans have answered not good. 3 (0.8%) Bangladeshi nationals have answered good whereas 8 (2.1%)

Bangladeshis have answered not good. 10 (2.6%) other nationals have answered good but 38 (9.9%) other nationals have answered not good.

Table 39

Acceptance of Flat organization without job titles (Nationality wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.664 ^a	7	0.028
Likelihood Ratio	18.9	7	0.009
N of Valid Cases	385		

- a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is 1.28.

Decision Rule

Null Hypothesis (H₀) "There is no significance for acceptance of flat organization without job titles to nationality of employees." is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for acceptance of flat organization without job titles to nationality of employees."

Table 40 - What is your opinion about flat organization structure without any job title (Qualification wise analysis)

Qualification	Good		Not Good	
High School or below	27	7.00%	62	16.10%
Bachelor's Degree	28	7.30%	123	31.90%
Post-Graduation	18	4.70%	74	19.20%
Technical Diploma	9	2.30%	44	11.40%
Total	82	21.30%	303	78.70%

Table No.40 is qualification wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 27 (7%) respondents with high school qualification have answered good but 62 (16.1%) respondents with the same qualification have answered not good. 28 (7.3%) respondents with bachelors' degree have answered good whereas 123 (31.9%) respondents with bachelors' degree have answered not good. 18 (4.7%) respondents with post graduate degree have answered good but 74 (19.2%) respondents with the same qualification have answered not good. 9 (2.3%) respondents with technical diploma have answered good but 44 (11.4%) respondents with technical diplomas have answered not good.

Table 41

Acceptance of Flat organization without job titles (Qualification wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.776 ^a	3	0.123
Likelihood Ratio	5.472	3	0.14
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.29.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of flat organization without job titles to qualification of employees." is not significant at $>.05$, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for acceptance of flat organization without job titles to qualification of employees."

Table 42 - What is your opinion about flat organization structure without any job title (Experience wise analysis)

Work Experience	Good		Not Good	
	Count	Percentage	Count	Percentage
Student	8	2.10%	16	4.20%
1 - 5 years	24	6.20%	48	12.50%
6- 10 years	9	2.30%	80	20.80%
11 - 15 years	10	2.60%	72	18.70%
16 + years	31	8.10%	87	22.60%
Total	82	21.30%	303	78.70%

Table No.42 is experience wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 8 (2.1%) students have answered good whereas 16 (4.2%) students have answered not good. 24 (6.2%) respondents with 1 to 5 years of experience have answered good but 48 (12.5%) respondents with the same experience have answered not good. 9 (2.3%) respondents with 6 to 10 years of experience have answered good however 80 (20.8%) respondents with 6 to 10 years of experience have answered not good. 10 (2.6%) respondents with 11 to 15 years of experience have answered good but 72 (18.7%) respondents with 11 to 15 years of experience have answered not good. 31 (8.1%) respondents with 16+ years of experience have answered good however 87 (22.6%) respondents have answered not good.

Table 43

Acceptance of Flat organization without job titles (Experience wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.734 ^a	4	<.001
Likelihood Ratio	21.543	4	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.11.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of flat organization without job titles to experience of employees." is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for acceptance of flat organization without job titles to experience of employees."

Table 44 - What is your opinion about flat organization structure without any job title (Profession wise analysis)

Profession	Good		Not Good	
	Count	Percentage	Count	Percentage
Management Level	31	8.10%	123	31.90%
Supervisory Level	18	4.70%	87	22.60%
Below Supervisory Level	23	6.00%	74	19.20%
Not working	10	2.60%	19	4.90%
Total	82	21.30%	303	78.70%

Table No.44 is profession wise analysis of answers to the question 'What is your opinion about flat organization structure without any job title?'. 31 (8.1%) Management level professionals have answered good, but 123 (31.9%) management professionals have answered not good. 18 (4.7%) Supervisory level professionals have answered good however 87 (22.6%) supervisory level professionals have answered not good. 23 (6%) respondents who are below supervisor level have answered good whereas 74

(19.2%) who are below supervisor level professionals have answered not good. 10 (2.6%) unemployed respondents have answered good, but 19 (4.9%) unemployed respondents have answered not good.

Table 45

Acceptance of Flat organization without job titles (Profession wise Analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.551 ^a	3	0.208
Likelihood Ratio	4.264	3	0.234
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.18.

Decision Rule

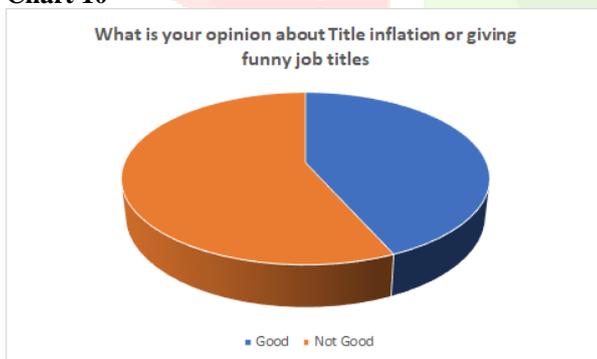
Null Hypothesis (H₀) "There is no significance for acceptance of flat organization without job titles to profession of employees." is not significant at >.05, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance for acceptance of flat organization without job titles to profession of employees."

- x) Question No. 10 - What is your opinion about Title inflation or giving funny job titles (example: Changing the title 'Cook' to Flavor Mixer', Changing the title ' Butcher' to 'Post-mortem specialist' etc?

Table 46

Good	Not Good
167	218
43.40%	56.60%

Chart 10



As per table 46, 167 (43.4%) respondents have answered that the title inflation or giving funny job titles by organizations is good whereas 218 (56.6%) respondents have answered not good.

Table 47 - What is your opinion about Title inflation or giving funny job titles (Age wise analysis)

Age Group	Good		Not Good	
18 - 30 years	80	20.80%	57	14.81%
31 - 50 years	76	19.70%	136	35.30%
51 & above	11	2.90%	25	6.49%
Total	167	43.40%	218	56.60%

Table 47 is analysis of age group wise responses for the question “What is your opinion about Title inflation or giving funny job titles?”. 80 (20.8%) respondents in the age group of 18 to 30 years answered good and 57 (14.81%) respondents in the same age group have answered not good. 76 (19.7%) respondents in the age group of 31 to 50 years have answered good and 136 (35.30%) respondents in the same age group have answered not good. 11 (2.9%) respondents in the age group have answered good and 25 (6.49%) respondents have answered not good.

Table 48

Opinion on Title inflation or giving funny job titles (Age wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.880 ^a	2	<.001
Likelihood Ratio	19.91	2	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.62.

Decision Rule

Null Hypothesis (H₀) “There is no significance for acceptance of title inflation or getting funny job titles to age of employees.” is significant at < .05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) “There is significance for acceptance of title inflation or getting funny job titles to age of employees.”.

Table 49 - What is your opinion about Title inflation or giving funny job titles (Gender wise analysis)

Gender	Good		Not Good	
Male	129	33.50%	180	46.80%
Female	38	9.90%	35	9%
Do not want to answer	0	0	3	0.80%
Total	167	43.40%	218	56.60%

Table 49 is analysis of gender wise responses for the question “What is your opinion about Title inflation or giving funny job titles?”. 129 (33.5%) males answered good, but 180 (46.8%) males have answered not good. 38 (9.9%) females have answered good, whereas 35 (9%) females have answered not good. All 3 (0.8%) respondents who have refused to divulge their gender have answered, not good.

Table 50

Opinion on Title inflation or giving funny job titles (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.870 ^a	2	0.088
Likelihood Ratio	5.963	2	0.051

N of Valid Cases	385		
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a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.30.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of title inflation or getting funny job titles to gender of employees." is not significant at $>.05$, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is significance for acceptance of title inflation or getting funny job titles to gender of employees."

Table 51 - What is your opinion about Title inflation or giving funny job titles (Nationality wise analysis)

Country	Good		Not Good	
	Count	Percentage	Count	Percentage
Nepal	33	8.60%	27	7.00%
India	69	17.90%	129	33.50%
Philippines	13	3.40%	22	5.80%
Sri Lanka	4	1.00%	2	0.50%
Ghana	10	2.60%	4	1.00%
Kenya	11	2.90%	2	0.50%
Bangladesh	8	2.10%	3	0.80%
Others (Not mentioned)	19	4.90%	29	7.50%
Total	167	43.40%	218	56.60%

Table 51 is analysis of gender wise responses for the question "What is your opinion about Title inflation or giving funny job titles?". 33 (8.6%) Nepalis have answered good, and 27 (7%) Nepalis have answered not good. 69 (17.9%) Indians have answered good; however, 129 (33.5%) Indians have answered not good. 13 (3.4%) Filipinos have answered good whereas 22 (5.8%) Filipinos have answered not good. 4 (1%) Sri Lankans have said good, but 2 (0.5%) Sri Lankans have said not good. 10 respondents from Ghana have answered good, however 4 (1%) Ghanaians have answered not good. 11 (2.9%) Kenyans have answered good, but 2 (0.5%) Kenyans have answered not good. 8 (2.1%) Bangladeshis have answered good whereas 3 (0.8%) Bangladeshis have answered not good. 19 (4.9%) other nationals have answered good but 29 (7.5%) other nationals have answered not good.

Table 52

Opinion on Title inflation or giving funny job titles (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.668 ^a	7	<.001
Likelihood Ratio	29.289	7	<.001
N of Valid Cases	385		

a. 3 cells (18.8%) have expected count less than 5. The minimum expected count is 2.60.

Decision Rule

Null Hypothesis (H0) “There is no significance for acceptance of title inflation or getting funny job titles to nationality of employees.” is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) “There is significance for acceptance of title inflation or getting funny job titles to nationality of employees.”.

Table 53 - What is your opinion about Title inflation or giving funny job titles (Qualification wise analysis)

Qualification	Good		Not Good	
	Count	Percentage	Count	Percentage
High School or below	54	14.00%	35	9.10%
Bachelor's Degree	53	13.80%	98	25.50%
Post-Graduation	38	9.90%	54	14.00%
Technical Diploma	22	5.70%	31	8%
Total	167	43.40%	218	56.60%

Table 53 is analysis of qualification wise responses for the question “What is your opinion about Title inflation or giving funny job titles?”. 54 (14%) with high school qualification have said good but 35 (9.1%) respondents with the same qualification have said not good. 53 (13.8%) bachelors’ degree holders have said good, whereas 98 (25.5%) respondents with the same qualification have answered not good. 38 (9.9%) postgraduates have answered good, moreover 54 (14%) respondents with the same qualification have answered not good. 22 (5.7%) with technical qualification have answered good but 31 (8%) respondents with the same qualification have answered not good.

Table 54

Opinion on Title inflation or giving funny job titles (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.290 ^a	3	0.002
Likelihood Ratio	15.261	3	0.002
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 22.99.

Decision Rule

Null Hypothesis (H0) “There is no significance for acceptance of title inflation or getting funny job titles to qualification of employees.” is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) “There is significance for acceptance of title inflation or getting funny job titles to qualification of employees.”.

Table 55 - What is your opinion about Title inflation or giving funny job titles (Experience wise analysis)

Work Experience	Good		Not Good	
	Count	Percentage	Count	Percentage
Student	10	2.60%	14	3.60%
1 - 5 years	44	11.40%	28	7.30%
6- 10 years	43	11.20%	46	11.90%
11 - 15 years	36	9.40%	46	11.90%
16 + years	34	8.80%	84	21.90%
Total	167	43.40%	218	56.60%

Table 55 is analysis of experience wise responses for the question “What is your opinion about Title inflation or giving funny job titles?”. 10 (2.6%) student respondents have answered good, whereas 14 (3.6%) respondents in this category have answered not good. 44 (11.4%) respondents with 1 to 5 years have answered good, but 28 (7.3%) respondents with 1 to 5 years have answered not good. 43 (11.2%) respondents with 6 to 10 years’ experience have answered good, but 46 (11.9%) respondents with the same experience have answered not good. 36 (9.4%) respondents with 11 to 15 years’ experience have said good, however 46 (11.9%) respondents with 11 to 15 years’ experience have said not good. 34 (8.8%) respondents with 16 or more years of experience have answered good, whereas 84 (21.9%) respondents with 16 or more experience have answered not good.

Table 56

Opinion on Title inflation or giving funny job titles (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.330 ^a	4	<.001
Likelihood Ratio	20.674	4	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.41.

Decision Rule

Null Hypothesis (H₀) "There is no significance for acceptance of title inflation or getting funny job titles to experience of employees." is significant at <.05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is significance for acceptance of title inflation or getting funny job titles to experience of employees."

Table 57 - What is your opinion about Title inflation or giving funny job titles (Profession wise analysis)

Profession	Good		Not Good	
	Count	Percentage	Count	Percentage
Management Level	52	13.50%	102	26.40%
Supervisory Level	42	10.90%	63	16.40%
Below Supervisory Level	61	15.80%	36	9.40%
Not working	12	3.20%	17	4.40%
Total	167	43.40%	218	56.60%

Table 57 is analysis of profession wise responses for the question "What is your opinion about Title inflation or giving funny job titles?". 52 (13.5%) Management professionals have answered good, but 102 (26.4%) management professionals have answered not good. 42 (10.9%) supervisory level professionals have answered good, whereas 63 (16.4%) supervisory level professionals have answered not good. 61 (15.8%) respondents who are below supervisory level have answered good, however 36 (9.4%) respondents in the same category have answered not good. 12 (3.2%) respondents who were unemployed have answered good, but 17 (4.4%) respondents in this category have said not good.

Table 58

Opinion on Title inflation or giving funny job titles (Profession wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.358 ^a	3	<.001
Likelihood Ratio	21.367	3	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.58.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of title inflation or getting funny job titles to profession of employees." is significant at $<.05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is significance for acceptance of title inflation or getting funny job titles to profession of employees."

- xi) Question No.11 - **If your company gives you a promotion without increasing your salary, will you accept?**
(Example - Promotion from Officer to Manager, Cook to Chief Cook)

Table 59

Yes, I will Accept	No, I will not accept
218	167
56.60%	43.40%

Chart 11



As per table 35, 218 (56.6%) respondents have answered that they will accept a promotion without any increase in their salary. 167 (43.4%) respondents have answered that they will not accept a promotion without increase in the salary.

Table 60 - If your company gives you a promotion without increasing your salary, will you accept? (Age group wise analysis)

Age Group	Yes, I will Accept		No, I will not accept	
18 - 30 years	91	23.60%	46	11.90%
31 - 50 years	109	28.30%	103	26.80%
51 & above	18	4.70%	18	4.70%
Total	218	56.60%	167	43.40%

As per table 60, 91 (23.6%) respondents in the age group of 18 to 30 years have answered that they will accept a promotion without an increase in their salary and 46 (11.9%) respondents in the same age group have answered that they will not accept a promotion without an increase in their salary. 109 (28.3%) respondents in the age group of 31 to 50 years have answered that they will accept a promotion without an increase in the salary but 103 (26.8%) respondents in the same age group have answered that they will not accept a promotion without an increase in the salary. 18 (4.7%) respondents in the age group of 51 years and above answered that they will accept a promotion without an increase in the salary whereas 18 (4.7%) respondents in the same age group have answered they will not accept a promotion without an increase in the salary.

Table 61

Acceptance of promotion without an increase in salary (Age group wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	8.341 ^a	2	0.015
Likelihood Ratio	8.453	2	0.015
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.62.

b.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of promotion without an increase in salary to age of employees." is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for acceptance of promotion without an increase in salary to age of employees."

Table 62 - If your company gives you a promotion without increasing your salary, will you accept? (Gender wise analysis)

Gender	Yes, I will Accept		No, I will not accept	
Male	174	45.20%	135	35.10%
Female	42	10.90%	31	8%
Do not want to answer	2	0.50%	1	0.30%
Total	218	56.60%	167	43.40%

As per table 62, 174 (45.2%) male respondents have answered that they will accept a promotion without an increase in the salary however 135 (35.1%) male respondents have answered they will not accept a promotion without an increase in the salary. 42 (10.9%) female respondents have answered they will accept a promotion without an increase in the salary, but 31 (8%) female respondents have answered that they will not accept a promotion without an increase in the salary. 2 (0.5%) respondents who have refused to divulge their gender have answered they will accept a promotion without an increase in the salary moreover, 1 (0.3%) respondent in the same category have answered that they will not accept a promotion without an increase in the salary.

Table 63

Acceptance of promotion without an increase in salary (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.160 ^a	2	0.923
Likelihood Ratio	0.163	2	0.922
N of Valid Cases	385		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.30.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of promotion without an increase in salary to gender of employees." is not significant at $> .05$, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha)

"There is a significance for acceptance of promotion without an increase in salary to gender of employees."

Table 64 - If your company gives you a promotion without increasing your salary, will you accept? (Nationality wise analysis)

Country	Yes, I will Accept	No, I will not accept
----------------	---------------------------	------------------------------

Nepal	45	11.70%	15	3.90%
India	95	24.70%	103	26.80%
Philippines	21	5.50%	14	3.60%
Sri Lanka	6	1.60%	0	0.00%
Ghana	11	2.90%	3	0.80%
Kenya	10	2.60%	3	0.80%
Bangladesh	8	2.10%	3	0.80%
Others (Not mentioned)	22	5.70%	26	6.80%
Total	218	56.60%	167	43.40%

As per table 64, 45 (11.7%) Nepalis have answered that they will accept a promotion without an increase in the salary, but 15 (3.9%) Nepalis have answered they will not accept a promotion without an increase in the salary. 95 (24.7%) Indians are willing to accept a promotion whereas 103 (26.8%) Indians are not willing to accept promotion without an increase in salary. 21 (5.5%) Filipinos have agreed to accept a promotion without an increase in salary, but 14 (3.6%) Filipinos have not agreed to accept a promotion without an increase in the salary. 11 (2.9%) Ghanaians are willing to accept a promotion without an increase in the salary whereas 3 (0.8%) Ghanaians are not willing to accept a promotion without an increase in the salary. 10 (2.6%) Kenyans have agreed to accept a promotion without an increase in the salary, but 3 (0.8%) Kenyans not agreed to accept a promotion without an increase in the salary. 8 (2.1%) Bangladeshis are interested in a promotion without an increase in the salary, but 3 (0.8%) Bangladeshis are not willing to accept a dry promotion. 22 (5.7%) other nationals are willing to accept a promotion without an increase in the salary, but 26 (6.8%) other nationals are not willing to accept a promotion without an increase in the salary.

Table 65

Acceptance of promotion without an increase in salary (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.395 ^a	7	<.001
Likelihood Ratio	30.501	7	<.001
N of Valid Cases	385		

- a. 3 cells (18.8%) have expected count less than 5. The minimum expected count is 2.60.

Decision Rule

Null Hypothesis (H₀) "There is significance for acceptance of promotion without an increase in salary to nationality of employees." is significant at <.05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for acceptance of promotion without an increase in salary to nationality of employees."

Table 66- If your company gives you a promotion without increasing your salary, will you accept? (Qualification wise analysis)

Qualification	Yes, I will Accept		No, I will not accept	
High School or below	58	15.10%	31	8.10%
Bachelor's Degree	75	19.50%	76	19.70%
Post-Graduation	48	12.50%	44	11.40%
Technical Diploma	37	9.60%	16	4.20%
Total	218	56.60%	167	43.40%

As per table 66, 58 (15.1%) respondents with high school or below qualification are willing to accept a promotion without an increase in the salary but 31 (8.1%) respondents with the same qualification are not willing to accept a promotion without an increase in the salary. 75 (19.5%) respondents with bachelors' degree have agreed to accept a promotion without an increase in the salary, moreover 76 (19.7%) respondents with the same qualification are not willing to accept a promotion without an increase in the salary. 48 (12.5%) respondents with Post graduate degrees have agreed to accept a promotion without an increase in the salary but 44 (11.4%) respondents with the same qualification are not willing to accept a promotion without

an increase in the salaries. 37 (9.6%) technical diplomas are willing to accept a promotion without any increase in the salary whereas 16 (4.2%) technical diploma holders are not willing to work without an increase in the salary.

Table 67

Acceptance of promotion without an increase in salary (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.114 ^a	3	0.018
Likelihood Ratio	10.28	3	0.016
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 22.99.

Decision Rule

Null Hypothesis (H₀) "There is no significance for acceptance of promotion without an increase in salary to qualification of employees." is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for acceptance of promotion without an increase in salary to qualification of employees."

Table 68 - If your company gives you a promotion without increasing your salary, will you accept? (Work experience wise analysis)

Work Experience	Yes, I will Accept		No, I will not accept	
Student	11	2.90%	13	3.40%
1 - 5 years	48	12.50%	24	6.20%
6- 10 years	58	15.10%	31	8.10%
11 - 15 years	48	12.50%	34	8.80%
16 + years	53	13.80%	65	16.90%
Total	218	56.60%	167	43.40%

Table 68 indicates that 11 (2.9%) students are willing to accept a promotion without any increase in the salary, but 13 (3.4%) students are not willing to accept a promotion without an increase in the salary. 48 (12.5%) respondents with 1 to 5 years of experience have agreed to accept a promotion without an increase in the salary whereas 24 (6.2%) respondents with the same years of experience have not agreed to accept promotion without an increase in the salary. 58 (15.1%) respondents with 6 to 10 years of experience are willing to accept promotion without increase in the salary

but 31 (8.1%) respondents with same years of experience have not agreed to accept promotion without increase in the salary. 48 (12.5%) 11 to 15 years' experience are willing to accept a promotion without increase in the salary but 34 (8.8%) respondents with the same experience are not willing to accept a dry promotion. 53 (13.8%) with 16+ years of experience are willing to accept dry promotion but 65 (16.9%) respondents with the same experience are not willing to accept a promotion without increase in the salary.

Table 69

Acceptance of promotion without an increase in salary (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.448 ^a	4	0.009
Likelihood Ratio	13.492	4	0.009
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.41.

Decision Rule

Null Hypothesis (H₀) “There is no significance for acceptance of promotion without an increase in salary to experience of employees.” is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) “There is a significance for acceptance of promotion without an increase in salary to experience of employees.”.

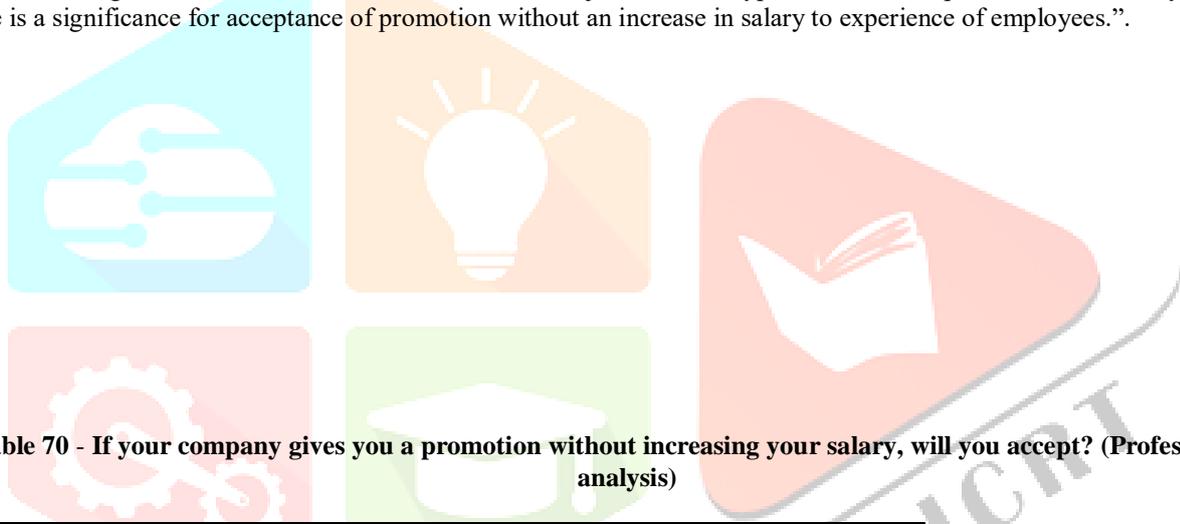


Table 70 - If your company gives you a promotion without increasing your salary, will you accept? (Profession wise analysis)

Profession	Yes, I will Accept		No, I will not accept	
Management Level	79	20.50%	75	19.50%
Supervisory Level	60	15.60%	45	11.70%
Below Supervisory Level	65	16.90%	32	8.30%
Not working	14	3.60%	15	3.90%
Total	218	56.60%	167	43.40%

As per table 70, 79 (20.5%) Management professionals are willing to accept promotion without increase in salary, but 75 (19.5%) management professionals are not willing to accept promotion without an increase in the salary. 60 (15.6%) supervisory professionals are willing to accept dry promotion whereas 45 (11.7%) supervisory professionals are not willing accept dry promotion. 65 (16.9%) respondents who are below supervisory professionals have agreed to accept dry promotion but 32 (8.3%) respondents in the same category have not agreed to accept dry promotion. 14 (3.6%) unemployed respondents are willing to accept promotion without any increase in remuneration but 15 (3.9%) unemployed are not willing to accept promotion without an increase in salary.

Table 71

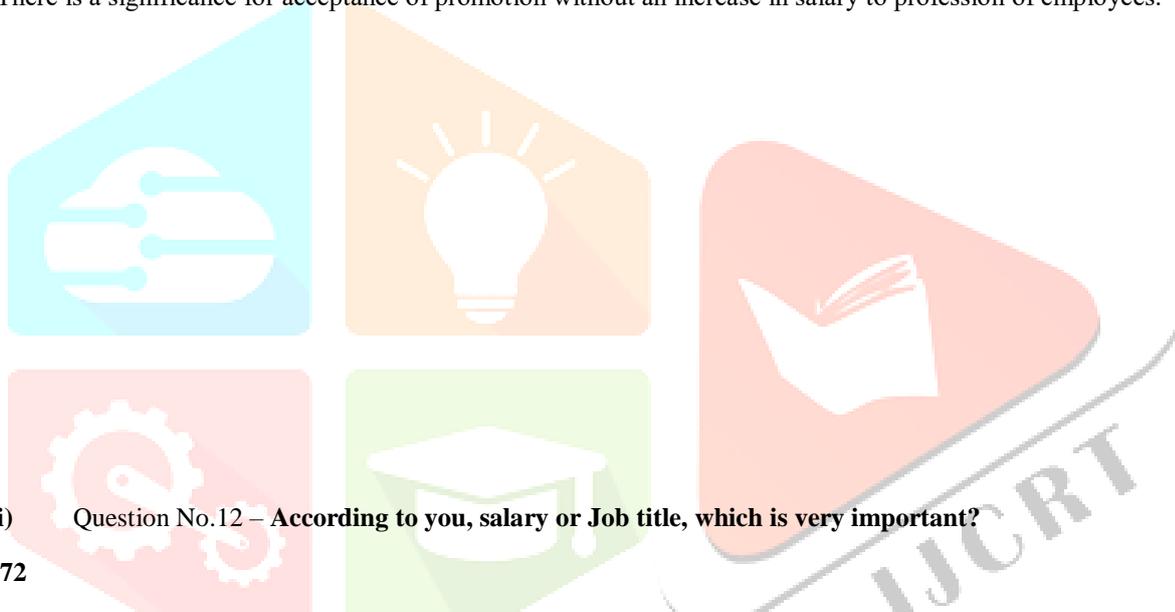
Acceptance of promotion without an increase in salary (Profession wise analysis) Chi-Square Statistic

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.873 ^a	3	0.076
Likelihood Ratio	6.967	3	0.073
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.58.

Decision Rule

Null Hypothesis (H0) "There is no significance for acceptance of promotion without an increase in salary to profession of employees." is not significant at $>.05$, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance for acceptance of promotion without an increase in salary to profession of employees.".



- xii) Question No.12 – According to you, salary or Job title, which is very important?

Table 72

Salary	Job Title	Both Salary & Job title
77	53	255
20.00%	13.80%	66.20%

Chart 12

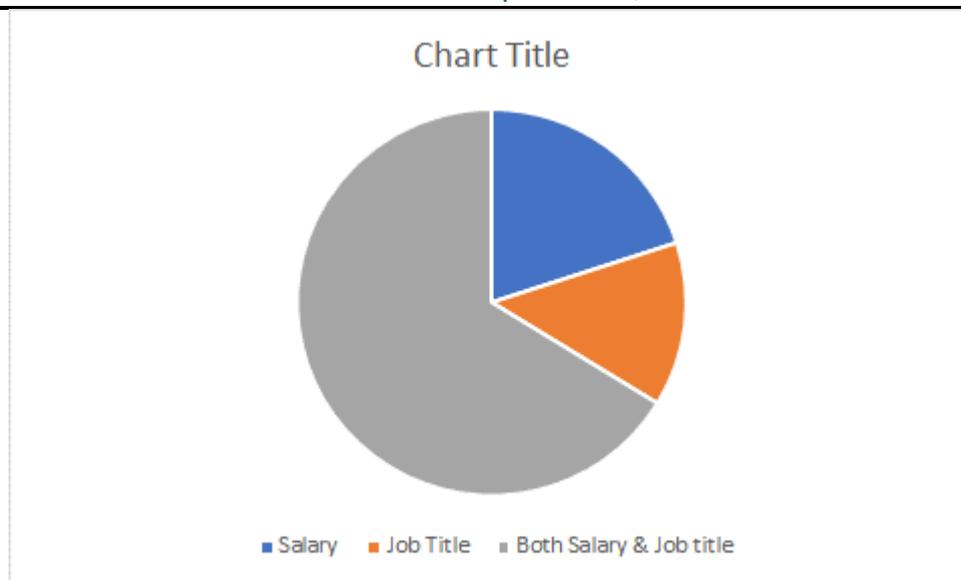


Table 72 shows that 77 (20%) respondents feel that the salary is important than job title, 53 (13.8%) respondents feel that the job title is important the salary. 255 (66.2%) respondents feel that both salary and job title is important.

Table 73 - According to you, salary or Job title, which is very important? (Age group wise analysis)

Age Group	Salary		Job Title		Both Salary & Job title	
	Count	Percentage	Count	Percentage	Count	Percentage
18 - 30 years	31	8.10%	29	7.50%	77	20.00%
31 - 50 years	39	10.10%	20	5.30%	153	39.70%
51 & above	7	1.80%	4	1.00%	25	6.50%
Total	77	20.00%	53	13.80%	255	66.20%

Table 73 is age group wise analysis of responses received for the question, whether the salary or job title is important. 31 (8.1%) respondents in the age group of 18 to 30 years have answered that salary is important, 29 (7.5%) respondents in the same age group have answered job title and according to 77 (20%) respondents in the same age group, both salary and job title is important. 39 (10.1%) respondents in the age group of 31 to 50 years have answered that the salary is important, 20 (5.3%) in the same age group have said that the job title is important and according to 153 (39.7%) both salary and job title are important. 7 (1.8%) respondents in the age group of 51 years & above have mentioned that the salary is important, 4 (1%) respondents in the same age group have answered that the job titles are important and according to 25 (6.5%) respondents in the same age group both salary and job title are important.

Table 74

Importance of job title and salary to age of employees - Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.542 ^a	4	0.014
Likelihood Ratio	12.21	4	0.016
N of Valid Cases	385		

a. 1 cells (11.1%) have expected count less than 5. The minimum expected count is 4.96.

Decision Rule

Null Hypothesis (H0) “There is no significance for importance of job title and salary to age of employees.” is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) “There is a significance for importance of job title and salary to age of employees.”.

Table 75 - According to you, salary or Job title, which is very important? (Gender wise analysis)

Gender	Salary		Job Title		Both Salary & Job title	
Male	61	15.80%	45	11.70%	203	52.70%
Female	16	4.20%	8	2.10%	49	12.70%
Do not want to answer	0	0	0	0	3	0.80%
Total	77	20.00%	53	13.80%	255	66.20%

Table 75 is gender wise analysis of responses for the question ‘ whether salary or job title is important’. 61 (15.8%) males have answered that the salary is important, according to 45 (11.7%) males the job title is important, and 203 (52.7%) males have said that both job title and salary are important. 16 (4.2%) female respondents have said that the salary is important, 8 (2.1%) females have said that the job title is important and according to 49 (12.7%) both salary and job title are important. According to all 3 (0.8%) respondents who have not disclosed their gender, both salary and job title are important.

Table 76

Importance of job title and salary to Gender of employees – Chi Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.257 ^a	4	0.689
Likelihood Ratio	3.224	4	0.521
N of Valid Cases	385		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .41.

Decision Rule

Null Hypothesis (H0) “There is no significance for importance of job title and salary to gender of employees.” is not significant at $> .05$, therefore the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) “There is a significance for importance of job title and salary to gender of employees.”.

Table 77 - According to you, salary or Job title, which is very important? (Nationality wise analysis)

Country	Salary		Job Title		Both Salary & Job title	
Nepal	17	4.40%	12	3.10%	31	8.10%
India	36	9.40%	10	2.60%	152	39.50%
Philippines	4	1.00%	8	2.10%	23	6.00%
Sri Lanka	0	0.00%	3	0.80%	3	0.80%
Ghana	1	0.30%	8	2.10%	5	1.30%
Kenya	5	1.30%	6	1.60%	2	0.50%
Bangladesh	0	0.00%	3	0.80%	8	2.10%
Others (Not mentioned)	14	3.60%	3	0.80%	31	8.10%
Total	77	20.00%	53	13.80%	255	66.20%

Table 77 is nationality wise analysis responses received for the question, 'whether the job title or salary is important'. 17 (4.4%) Nepalis have answered salary, 12 (3.1%) Nepalis have answered that the job title is important and according to 31 (8.1%) Nepalis both salary and job title are important. According to 36 (9.4%) Indians salary is important, for 10 (2.6%) Indians job title is important, and 152 (39.5%) Indians have said that both salary are job title are important. 4 (1%) Filipinos have answered that salary is important, 8 (2.1%) Filipinos have answered that the job title is important, and 23 (6%) Filipinos have said both salary and job title are important.

Table 78

Importance of job title and salary to nationality of employees - Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	78.010 ^a	14	<.001
Likelihood Ratio	72.299	14	<.001
N of Valid Cases	385		

a. 10 cells (41.7%) have expected count less than 5. The minimum expected count is .83.

Decision Rule

Null Hypothesis (H₀) "There is no significance for importance of job title and salary to nationality of employees." is significant at < .05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for importance of job title and salary to nationality of employees."

Table 79 - According to you, salary or Job title, which is very important? (Qualification wise analysis)

Qualification	Salary		Job Title		Both Salary & Job title	
High School or below	14	3.60%	20	5.20%	55	14.30%
Bachelor's Degree	33	8.60%	17	4.40%	101	26.20%
Post-Graduation	20	5.20%	3	0.80%	69	17.90%
Technical Diploma	10	2.60%	13	3.40%	30	7.80%
Total	77	20.00%	53	13.80%	255	66.20%

Table 79 is qualification wise analysis of responses received for the question, 'whether the job title or salary is important'. 14 (3.6%) respondents with high school qualification have answered that the salary is important, 20 (5.2%) respondents with high school qualification have said that the job title is important and 55 (14.3%) respondents with the same qualification have answered that both salary and job title are important. 33 (8.6%) respondents with bachelors' degree have answered that the salary is important, 17 (4.4%) respondents with bachelors' degree have answered that the job title is important and 101 (26.2%) respondents with same qualification have said that both salary and job title are important. According to 20 (5.2%) respondents who are post-graduation, salary is important. 3 (0.8%) respondents with post graduate qualification have said that the job title is important and 69 (17.9%) respondents with same qualification have answered that both salary and job title are important. 10 (2.6%) respondents with technical diploma qualification have said that the salary is important, 13 (3.4%) respondents with technical diploma qualification have said that the job title is important and 30 (7.8%) respondents with the same qualification have answered that both salary and job title are important.

Table 80

Importance of job title and salary to qualification of employees - Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	20.752 ^a	6	0.002
Likelihood Ratio	22.523	6	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.30.

Decision Rule

Null Hypothesis (H₀) "There is no significance for importance of job title and salary to qualification of employees." is significant at < .05, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance for importance of job title and salary to qualification of employees."

Table 81 - According to you, salary or Job title, which is very important? (Work experience wise analysis)

Work Experience	Salary		Job Title		Both Salary & Job title	
	Count	Percentage	Count	Percentage	Count	Percentage
Student	8	2.10%	1	0.30%	15	3.90%
1 - 5 years	16	4.20%	13	3.40%	43	11.20%
6- 10 years	16	4.20%	22	5.70%	51	13.20%
11 - 15 years	16	4.20%	10	2.60%	56	14.50%
16 + years	21	5.50%	7	1.80%	90	23.40%
Total	77	20.00%	53	13.80%	255	66.20%

Table 81 is work experience wise analysis of responses received for the question, 'whether the job title or salary is important'. 8 (2.1%) respondents who are students have answered that the salary is important, 1 (0.3%) student has said that the job title is important and 15 (3.9%) have answered that both salary and job title are important. 16 (4.2%) respondents with 1 to 5 years of experience have answered that salary is important, 13 (3.4%) respondents with 1 to 5 years of experience have answered that job title is important and 43 (11.2%) respondents with same years of experience have said that both salary and job title are important. 16 (4.2%) respondents with 6 to 10 years of experience have answered that the salary is important, 22 (5.7%) respondents with 6 to 10 years of experience have answered that job title is important and 51 (13.2%) respondents with 6 to 10 years of experience have answered that both salary and job title are important. 16 (4.2%) respondents with 11 to 15 years of experience have answered that the salary is important, 10 (2.6%) respondents with 11 to 15 years of experience have said that the job title is important and 56 (14.5%) respondents with 11 to 15 years of experience have answered that both salary and job title are important. 21 (5.5%) respondents with 16 years above experience have answered that the salary is important, 7 (1.8%) respondents with 16 years and above experience have answered that the job title is important, and 90 (23.4%) respondents have said that both salary and job title are important.

Table 82

Importance of job title and salary to experience of employees - Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.952 ^a	8	0.005
Likelihood Ratio	22.063	8	0.005
N of Valid Cases	385		

a. 2 cells (13.3%) have expected count less than 5. The minimum expected count is 3.30.

Decision Rule

Null Hypothesis (H0) "There is no significance for importance of job title and salary to experience of employees." is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for importance of job title and salary to experience of employees."

Table 83 - According to you, salary or Job title, which is very important? (Profession wise analysis)

Profession	Salary		Job Title		Both Salary & Job title	
Management Level	31	8.10%	8	2.10%	115	29.90%
Supervisory Level	21	5.50%	15	3.90%	69	17.90%
Below Supervisory Level	16	4.20%	29	7.50%	52	13.50%
Not working	9	2.30%	1	0.30%	19	4.90%
Total	77	20.00%	53	13.80%	255	66.20%

Table 83 is profession wise analysis of responses received for the question, 'whether the job title or salary is important'. 31 (8.1%) management level professionals have answered that the salary is important, 8 (2.1%) management level professionals have answered that the job titles are important, and 115 (29.9%) management professionals have said that both salary and job title are important. 21 (5.5%) supervisory level professionals have said that the salary is important, 15 (3.9%) supervisory level professionals have answered that the job title is important and 69 (17.9%) supervisory level professionals have said that both salary and job title are important. 16 (4.2%) respondents who are below supervisory level have answered that the salary is important, 29 (7.5%) respondents who are below supervisory level have said that the job title is important and 52 (13.5%) respondents who are below supervisory level have answered that both salary and job title are important. 9 (2.3%) unemployed respondents have answered that the salary is important, 1 (0.3%) unemployed person has answered that the job title is important and 19 (4.9%) unemployed persons have answered that both salary and job title are important.

Table 84

Importance of job title and salary to profession of employees - Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	35.177 ^a	6	<.001
Likelihood Ratio	33.971	6	<.001
N of Valid Cases	385		

a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 3.99.

Decision Rule

Null Hypothesis (H0) "There is no significance for importance of job title and salary to profession of employees." is significant at $< .05$, therefore the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance for importance of job title and salary to profession of employees."

- xiii) Question No.13 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this?

Table 85

Good	Not Good
218	167
56.60%	43.40%

Chart 13

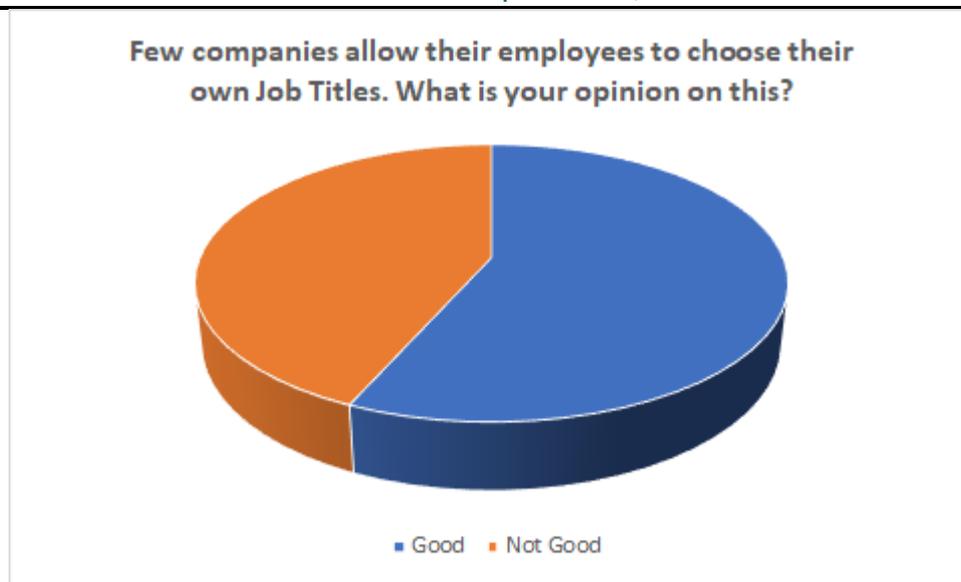


Table 85 is an analysis of responses received for the question ‘whether allowing employees to choose their own job titles by few companies is good or bad?’. 218 (56.6%) respondents have answered ‘good’ and 167 (43.4%) respondents have answered ‘not good’.

Table 86 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Age group wise analysis)

Age Group	Good		Not Good	
18 - 30 years	100	26.00%	37	9.60%
31 - 50 years	101	26.20%	111	28.90%
51 & above	17	4.40%	19	4.90%
Total	218	56.60%	167	43.4%

Table 86 is analysis of age group wise responses received for the question ‘Allowing employees to choose their own job titles by organization is good or bad. 100 (26%) respondents in the age group of 18 to 30 have answered good and 37 (9.6%) respondents in the same age group have answered ‘not good’. 101 (26.2%) respondents in the age group of 31 to 50 years have answered good, whereas 111 (28.9%) respondents in this age group have said ‘not good’. 17 (4.4%) respondents in the age group of 51 years and above have answered good, but 19 (4.9%) in the same age group have said ‘not good’.

Table 87

Allowing employees to choose their own job title (Age group wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.205 ^a	2	<.001
Likelihood Ratio	23.897	2	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.62.

Decision Rule

Null Hypothesis (H₀) “There is no significance to age of employees to their opinion on allowing them to choose their own job titles.” is significant at < .05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) “There is a significance to age of employees to their opinion on allowing them to choose their own job titles.”.

Table 88 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Gender wise analysis)

Gender	Good		Not Good	
	Count	Percentage	Count	Percentage
Male	174	45.20%	29	7.60%
Female	44	11.40%	135	35%
Do not want to answer	0	0.00%	3	0.80%
Total	218	56.60%	167	43.40%

Table 88 is analysis of gender wise responses received for the question 'Allowing employees to choose their own job titles by organization is good or bad. 174 (45.2%) male respondents have answered good, and 29 (7.6%) males have said 'not good'. 44

(11.4%) females have said good, whereas 135 (35%) females have answered 'not good'. All 3 (0.8%) respondents who have not disclosed their gender have answered 'not good'.

Table 89

Allowing employees to choose their own job title (Gender wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.325 ^a	2	0.115
Likelihood Ratio	5.423	2	0.066
N of Valid Cases	385		

- a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.30.

Decision Rule

Null Hypothesis (H₀) "There is no significance to gender of employees to their opinion on allowing them to choose their own job titles." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance to gender of employees to their opinion on allowing them to choose their own job titles.".

Table 90 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Nationality wise analysis)

Country	Good		Not Good	
	Count	Percentage	Count	Percentage
Nepal	45	11.70%	15	3.90%
India	95	24.70%	103	26.80%
Philippines	16	4.20%	19	4.90%
Sri Lanka	4	1.00%	2	0.50%
Ghana	13	3.40%	1	0.30%
Kenya	10	2.60%	3	0.80%
Bangladesh	10	2.60%	1	0.30%
Others (Not mentioned)	25	6.50%	23	6.00%
Total	218	56.60%	167	43.40%

Table 90 is analysis of nationality wise responses received for the question 'Allowing employees to choose their own job titles by organization is good or bad. 45 (11.7%) Nepalis have answered 'good' and 15 (3.9%) Nepalis have answered 'not good'. 95 (24.7%) Indians have answered 'good' but 103 (26.8%) Indians have answered 'not good'. 16 (4.2%) Filipinos have answered 'good' and 19 (4.9%) Filipinos have answered 'not good'. 4 (1%) Sri Lankans have answered 'good' and 2 (0.5%) Sri Lankans have answered 'not good'. 13 (3.4%) Ghanaians have answered 'good' and 1 (0.3%) Ghanaian has answered 'not good'. 10 (2.6%) Kenyans have answered 'good' and 3 (0.8%) Kenyans have answered 'not good'. 10 (2.6%) Bangladeshis have answered 'good' whereas 1 (0.3%) Bangladeshi has answered 'not good'. 25 (6.5%) respondents from other countries have answered 'good' and 23 (6%) respondents from other countries have answered 'not good'.

Table 91

Allowing employees to choose their own job title (Nationality wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.547 ^a	7	<.001
Likelihood Ratio	34.992	7	<.001
N of Valid Cases	385		

a. 3 cells (18.8%) have expected count less than 5. The minimum expected count is 2.60.

Decision Rule

Null Hypothesis (H₀) "There is no significance to nationality of employees to their opinion on allowing them to choose their own job titles." is significant at <.05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance to nationality of employees to their opinion on allowing them to choose their own job titles."

Table 92 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Qualification wise analysis)

Qualification	Good		Not Good	
	Count	Percentage	Count	Percentage
High School or below	67	17.40%	22	5.70%
Bachelor's Degree	82	21.30%	69	17.90%
Post-Graduation	37	9.60%	55	14.30%
Technical Diploma	32	8.30%	21	5.50%
Total	218	56.60%	167	43.40%

Table 92 is analysis of qualification wise responses received for the question 'Allowing employees to choose their own job titles by organization is good or bad. 67 (17.4%) respondents with high school or below qualification have answered that 'good' and 22 (5.7%) respondents with the same qualification have answered 'not good'. 82 (21.3%) respondents with bachelor's degree have answered 'good' and 69 (17.9%) respondents with the same qualification have answered 'not good'. 37 (21.3%) respondents with post graduate degrees have answered 'good' and 55 (14.3%) respondents with the same qualification have answered 'not good'. 32 (8.3%) respondents with technical diplomas have said 'good' and 21 (5.5%) respondents with the same qualification have answered 'not good'.

Table 93

Allowing employees to choose their own job title (Qualification wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.330 ^a	3	<.001
Likelihood Ratio	24.027	3	<.001

N of Valid Cases	385		
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a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 22.99.

Decision Rule

Null Hypothesis (H0) "There is no significance to qualification of employees to their opinion on allowing them to choose their own job titles." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance to qualification of employees to their opinion on allowing them to choose their own job titles."

Table 94 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Work experience wise analysis)

Work Experience	Good		Not Good	
	Count	Percentage	Count	Percentage
Student	17	4.40%	7	1.80%
1 - 5 years	53	13.80%	19	4.90%
6- 10 years	57	14.80%	32	8.30%
11 - 15 years	44	11.40%	38	9.90%
16 + years	47	12.20%	71	18.40%
Total	218	56.60%	167	43.40%

Table 94 is analysis of work experience wise responses received for the question 'Allowing employees to choose their own job titles by organization is good or bad'. 17 (4.4%) students have answered that 'good' and 7 (1.8%) students have answered 'not good'. 53 (13.8%) respondents with 1 to 5 years of experience have answered 'good' and 19 (4.9%) respondents with 1 to 5 years of experience have answered 'not good'. 57 (14.8%) respondents with 6 to 10 years of experience have answered 'good' and 32 (8.3%) respondents with 6 to 10 years of experience have answered 'not good'. 44 (11.4%) respondents with 11 to 15 years of experience have answered 'good' and 38 (9.9%) respondents with 11 to 15 years of experience have answered 'not good'. 47 (12.2%) respondents with 16 years and above experience have answered 'good' and 71 (18.4%) respondents with 16 years and above experience have answered 'not good'.

Table 95

Allowing employees to choose their own job title (Experience wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.270 ^a	4	<.001
Likelihood Ratio	26.706	4	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.41.

Decision Rule

Null Hypothesis (H0) "There is no significance to experience of employees to their opinion on allowing them to choose their own job titles." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance to experience of employees to their opinion on allowing them to choose their own job titles."

Table 96 - Few companies allow their employees to choose their own Job Titles. What is your opinion on this? (Profession wise analysis)

Profession	Good		Not Good	
	Count	Percentage	Count	Percentage
Management Level	66	17.10%	88	22.90%
Supervisory Level	62	16.10%	43	11.20%
Below Supervisory Level	69	17.90%	28	7.30%
Not working	21	5.50%	8	2.10%
Total	218	56.60%	167	43.40%

Table 96 is analysis of profession wise responses received for the question 'Allowing employees to choose their own job titles by organization is good or bad. 66 (17.1%) management level professionals have answered 'good' and 88 (22.9%) management level professionals have answered 'not good'. 62 (16.1%) supervisory level professionals have answered 'good' and 43 (11.2%) supervisory level professionals have answered 'not good'. 69 (17.9%) below supervisory level professionals have answered 'good' and 28 (7.3%) below supervisory level professionals have answered 'not good'. 21 (5.5%) unemployed respondents have answered 'good' and 8 (2.1%) unemployed respondents have answered 'not good'.

Table 97

Allowing employees to choose their own job title (Profession wise analysis) Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.393 ^a	3	<.001
Likelihood Ratio	23.762	3	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.58.

Decision Rule

Null Hypothesis (H₀) "There is no significance to profession of employees to their opinion on allowing them to choose their own job titles." is significant at <.05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance to profession of employees to their opinion on allowing them to choose their own job titles."

- xiv) Question No.14 - Are you in favour of Title Negotiation (Example - If an employee is working as a receptionist but demanding the job title " Guest Relations Manager":

Table 98

Yes	No
242	143
62.90%	37.10%

Chart 14

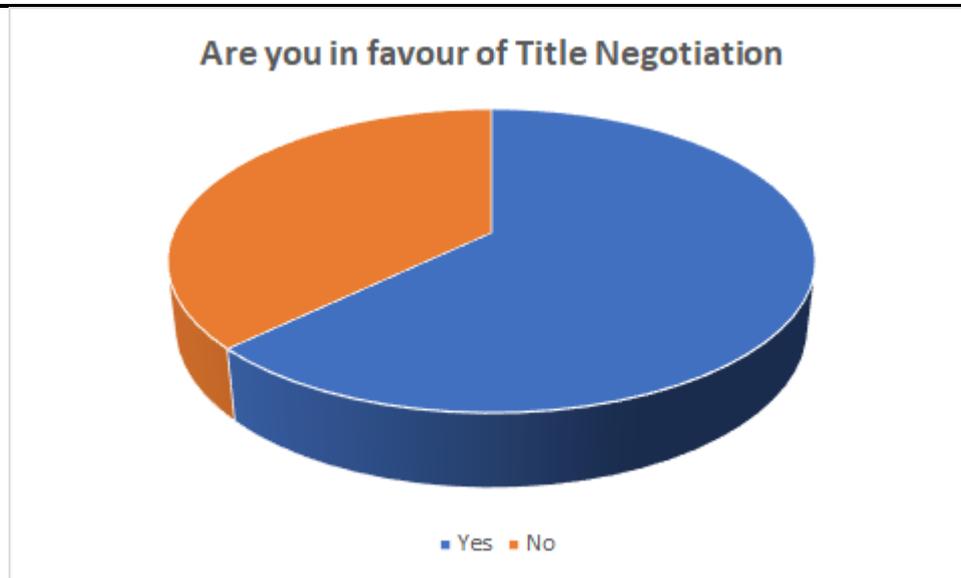


Table 98 is an analysis of responses received for the question 'Are you in favour of title inflation?'. 242 (62.9%) respondents have answered 'yes' and 143 (37.1%) respondents have answered 'no'.

Table 99 - Are you in favour of Title Negotiation (Age group wise analysis)

Age Group	Yes		No	
18 - 30 years	102	26.50%	35	9.10%
31 - 50 years	117	30.40%	95	24.70%
51 & above	23	6.00%	13	3.40%
Total	242	62.90%	143	37.10%

Table 99 is an analysis of age group wise responses received for the question 'Are you in favor of title negotiation?'. 102 (26.5%) respondents in the age group of 18 to 30 years have answered 'yes' and 35 (9.1%) respondents in the same age group have answered 'no'. 117 (30.4%) respondents in the age group of 31 to 50 years have answered 'yes' and 95 (24.7%) respondents in the same age group have answered 'no'. 23 (6%) respondents in the age group of 51 years and above have answered 'yes' and 13 (3.4%) respondents in the same age group have answered 'no'.

Table 100

Acceptance of Title Inflation (Age group wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.246 ^a	2	0.001
Likelihood Ratio	13.573	2	0.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.37.

Decision Rule

Null Hypothesis (H₀) "There is no significance to acceptance of title inflation and age of employees." is significant at <.05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance to acceptance of title inflation and age of employees."

Table 101 - Are you in favour of Title Negotiation (Gender wise analysis)

Gender	Yes		No	
	Male	189	49.10%	120
Female	52	13.50%	21	5.50%
Do not want to answer	1	0.30%	2	0.50%
Total	242	62.90%	143	37.1%

Table 101 is an analysis of gender wise responses received for the question 'Are you in favour of title negotiation?'. 189 (49.1%) males have answered 'yes' whereas '120 (31.1%) males have answered 'no'. 52 (13.5%) females have answered 'yes' but 21 (5.5%) females have answered 'no'. 1 (0.3%) respondent who has not disclosed gender has answered 'yes' whereas 2 (0.5%) respondents who have not disclosed their gender have answered 'no'.

Table 102

Acceptance of Title Inflation (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.692 ^a	2	0.158
Likelihood Ratio	3.725	2	0.155
N of Valid Cases	385		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.11.

Decision Rule

Null Hypothesis (H₀) "There is no significance to acceptance of title inflation and gender of employees." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance to acceptance of title inflation and gender of employees."

Table 103 - Are you in favour of Title Negotiation (Nationality wise analysis)

Country	Yes		No	
	Nepal	44	11.40%	16
India	107	27.80%	91	23.60%
Philippines	22	5.70%	13	3.40%
Sri Lanka	5	1.30%	1	0.30%
Ghana	14	3.60%	0	0.00%
Kenya	10	2.60%	3	0.80%
Bangladesh	10	2.60%	1	0.30%
Others (Not mentioned)	30	7.80%	18	4.70%
Total	242	62.90%	143	37.10%

Table 103 is an analysis of nationality wise responses received for the question 'Are you in favour of title negotiation?'. 44 (11.4%) Nepalis have answered 'yes' and 16 (4.2%) Nepalis have answered 'no'. 107 (27.8%) Indians have answered 'yes' but 91 (23.6%) Indians have answered 'no'. 22 (5.7%) Filipinos have answered 'yes' and 13 (3.4%) Filipinos have answered 'no'. 5 (1.3%) Sri Lankans have answered 'yes' whereas 1 (0.3%) Sri Lankan has answered 'no'. All 14 (3.6%) Ghana nationals have answered 'yes'. 10 (2.6%) Kenyans have answered 'yes' whereas 3 (0.8%) Kenyans have answered 'no'. 10 (2.6%) Bangladeshis have answered 'yes' but 1 (0.3%) Bangladeshi has answered 'no'. 30 (7.8%) respondents who have not disclosed their nationality have answered 'yes' whereas 18 (4.7%) respondents who have not disclosed their nationality have answered 'no'.

Table 104

Acceptance of Title Inflation (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.575 ^a	7	0.001
Likelihood Ratio	29.352	7	<.001
N of Valid Cases	385		

a. 4 cells (25.0%) have expected count less than 5. The minimum expected count is 2.23.

Decision Rule

Null Hypothesis (H₀) "There is no significance to acceptance of title inflation and nationality of employees." is significant at <.05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance to acceptance of title inflation and nationality of employees."

Table 105 - Are you in favour of Title Negotiation (Qualification wise analysis)

Qualification	Yes		No	
	Count	Percentage	Count	Percentage
High School or below	69	17.90%	20	5.20%
Bachelor's Degree	87	22.60%	64	16.60%
Post-Graduation	52	13.50%	40	10.40%
Technical Diploma	34	8.80%	19	4.90%
Total	242	62.90%	143	37.10%

Table 105 is an analysis of qualification wise responses received for the question 'Are you in favour of title negotiation?'. 69 (17.9%) respondents with high school or below qualification have answered 'yes' and 20 (5.2%) respondents with the same qualification have answered 'no'. 87 (22.6%) bachelors' degree holders have answered 'yes' whereas 64 (16.6%) bachelors' degree holders have said 'no'. 52 (13.5%) postgraduates have answered 'yes' but 40 (10.4%) postgraduates have answered 'no'. 34 (8.8%) technical diploma holders have answered 'yes' however 19 (4.9%) technical diploma holders have answered 'no'.

Table 106

Acceptance of Title Inflation (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.601 ^a	3	0.009
Likelihood Ratio	12.184	3	0.007
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.69.

Decision Rule

Null Hypothesis (H0) "There is no significance to acceptance of title inflation and qualification of employees." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance to acceptance of title inflation and qualification of employees."

Table 107 - Are you in favour of Title Negotiation (work experience wise analysis)

Work Experience	Yes		No	
	Count	Percentage	Count	Percentage
Student	15	3.90%	9	2.30%
1 - 5 years	52	13.50%	20	5.20%
6- 10 years	64	16.60%	25	6.50%
11 - 15 years	50	13.00%	32	8.30%
16 + years	61	15.80%	57	14.80%
Total	242	62.90%	143	37.10%

Table 107 is an analysis of work experience wise responses received for the question 'Are you in favour of title negotiation?'. 15 (3.9%) students have answered 'yes' and 9 (2.3%) students have answered 'no'. 52 (13.5%) respondents with 1 to 5 years of experience have answered 'yes' but 20 (5.2%) respondents with 1 to 5 years of experience have answered 'no'. 64 (16.6%) respondents with 6 to 10 years of experience have answered 'yes' and 25 (6.5%) respondents with 6 to 10 years of experience answered 'no'. 50 (13%) respondents with 11 to 15 years' experience have answered 'yes' whereas 32 (8.3%) respondents with 11 to 15 years' experience have answered 'no'. 61 (15.8%) respondents with 16 years and above experience have answered 'yes' however 57 (14.8%) respondents with same experience have answered 'no'.

Table 108

Acceptance of Title Inflation (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.252 ^a	4	0.016
Likelihood Ratio	12.306	4	0.015
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.91.

Decision Rule

Null Hypothesis (H0) "There is no significance to acceptance of title inflation and experience of employees." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is a significance to experience of title inflation and nationality of employees."

Table 109 - Are you in favour of Title Negotiation (Profession wise analysis)

Profession	Yes		No	
	Count	Percentage	Count	Percentage
Management Level	77	20.00%	77	20.00%
Supervisory Level	72	18.70%	33	8.60%
Below Supervisory Level	74	19.20%	23	6.00%
Not working	19	4.90%	10	2.60%
Total	242	62.90%	143	37.10%

Table 109 is an analysis of profession wise responses received for the question 'Are you in favour of title negotiation?'. 77 (20%) management level professionals have answered 'yes' and 77 (20%) management level professionals have answered 'no'. 72 (18.7%) supervisory level professionals have answered 'yes' whereas 33 (8.6%) supervisory level professionals have answered 'no'. 74 (19.2%) respondents who are working below supervisory level answered, 'yes' however 23 (6%) respondents who are working below supervisory level answered 'no'. 19 (4.9%) unemployed respondents have answered 'yes' but 10 (2.6%) unemployed respondents have answered 'no'.

Table 110

Acceptance of Title Inflation (Profession wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.956 ^a	3	<.001
Likelihood Ratio	20.144	3	<.001
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.77.

Decision Rule

Null Hypothesis (H₀) "There is no significance to acceptance of title inflation and profession of employees." is significant at <.05, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (H_a) "There is a significance to acceptance of title inflation and profession of employees."

- xv) Will you join a company in which no job titles at all (Example - No positions like Manager, Waiter, Waitress, Cleaner, housekeeper etc all are just employees only)

Table 111

Yes	No
106	279
27.50%	72.50%

Chart 15

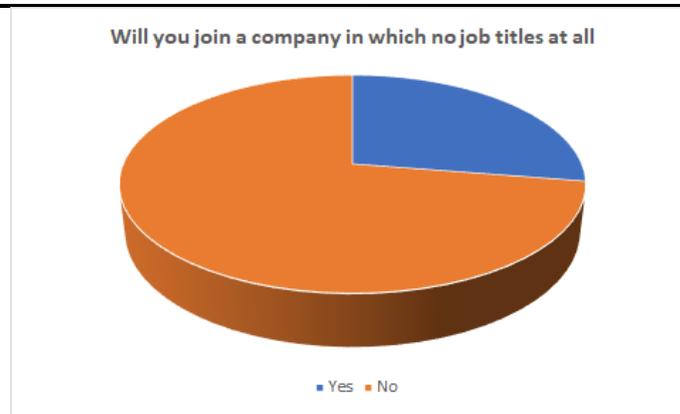


Table 111 is an analysis of responses received for the question 'Will you join a company in which no job titles at all?'. 106 (27.5%) respondents have answered 'yes' and 279 (72.5%) respondents have answered 'no'.

Table 112 - Will you join a company in which no job titles at all? (Age group wise analysis)

Age Group	Yes		No	
	Count	Percentage	Count	Percentage
18 - 30 years	44	11.40%	93	24.20%
31 - 50 years	53	13.80%	159	41.30%
51 & above	9	2.30%	27	7.00%
Total	106	27.50%	279	72.50%

Table 112 is an analysis of age group wise responses received for the question 'Will you join a company in which no job titles at all?'. 44 (11.4%) respondents in the age group of 18 to 30 years have answered 'yes' and 93 (24.2%) respondents in the age group of 18 to 30 years have answered 'no'. 53 (13.8%) in the age group of 31 to 50 years have answered 'yes' whereas 159 (41.3%) respondents in the age group of 31 to 50 years have answered 'no'. 9 (2.3%) respondents in the age group of 51 years and above have answered 'yes' but 27 (7%) respondents in the age group of 51 years and above have answered 'no'.

Table 113

Willingness of employees to work in a company which doesn't have job titles (Age Group wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.240 ^a	2	0.326
Likelihood Ratio	2.211	2	0.331
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.91.

Decision Rule

Null Hypothesis (H0) "There is no significance to willingness of employees to work in a company which doesn't have job titles and age of employees." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance to willingness of employees to work in a company which doesn't have job titles and age of employees."

Table 114 - Will you join a company in which no job titles at all? (Gender wise analysis)

Gender	Yes		No	
	Male	83	21.50%	226
Female	22	5.70%	51	13.20%
Do not want to answer	1	0.30%	2	0.50%
Total	106	27.50%	279	72.50%

Table 114 is an analysis of gender wise responses received for the question 'Will you join a company in which no job titles at all?'. 83 (21.5%) males have answered 'yes' but 226 (58.8%) males have answered 'no'. 22 (5.7%) females have answered 'yes' whereas 51 (13.2%) females have answered 'no'. 1 (0.3%) respondent who has not disclosed gender has said 'yes' however 2 (0.5%) respondents who have not disclosed their gender have said 'no'.

Table 115

Willingness of employees to work in a company which doesn't have job titles (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.369 ^a	2	0.832
Likelihood Ratio	0.362	2	0.834
N of Valid Cases	385		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .83.

Decision Rule

Null Hypothesis (H0) "There is no significance to willingness of employees to work in a company which doesn't have job titles and gender of employees." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance to willingness of employees to work in a company which doesn't have job titles and gender of employees."

Table 116 - Will you join a company in which no job titles at all? (Nationality wise analysis)

Country	Yes		No	
	Nepal	25	6.50%	35
India	51	13.20%	147	38.20%
Philippines	5	1.30%	30	7.80%
Sri Lanka	2	0.50%	4	1.00%
Ghana	1	0.30%	13	3.40%
Kenya	4	1.00%	9	2.30%
Bangladesh	3	0.80%	8	2.10%
Others (Not mentioned)	15	3.90%	33	8.60%
Total	106	27.50%	279	72.50%

Table 116 is an analysis of nationality wise responses received for the question 'Will you join a company in which no job titles at all?'. 25 (6.5%) Nepalis have answered 'yes' but 35 (9.1%) Nepalis have answered 'no'. 51 (13.2%) Indians have answered 'yes' whereas 147 (38.2%) Indians have answered 'no'. 5 (1.3%) Filipinos have answered 'yes' however 30 (7.8%) Filipinos have

answered 'no'. 2 (0.5%) Sri Lankans have answered 'yes' but 4 (1%) Sri Lankans have answered 'no'. 1 (0.3%) Ghana national has said 'yes' however 13 (3.4%) Ghanaians have answered 'no'. 4 (1%) Kenyans have answered 'yes' but 9 (2.3%) Kenyans have answered 'no'. 3 (0.8%) Bangladeshi nationals have answered 'yes' however 8 (2.1%) Bangladeshis have answered 'no'. 15 (3.9%) respondents who have not disclosed their nationality have answered 'yes' whereas 33 (8.6%) respondents who have not disclosed their nationality have answered 'no'.

Table 117

Willingness of employees to work in a company which doesn't have job titles (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.818 ^a	7	0.077
Likelihood Ratio	13.594	7	0.059
N of Valid Cases	385		

- a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is 1.65.

Decision Rule

Null Hypothesis (H₀) "There is no significance to willingness of employees to work in a company which doesn't have job titles and nationality of employees." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance to willingness of employees to work in a company which doesn't have job titles and nationality of employees."

Table 118 - Will you join a company in which no job titles at all? (Qualification wise analysis)

Qualification	Yes		No	
	Count	Percentage	Count	Percentage
High School or below	29	7.50%	60	15.60%
Bachelor's Degree	36	9.40%	115	29.90%
Post-Graduation	29	7.50%	63	16.40%
Technical Diploma	12	3.10%	41	10.60%
Total	106	27.50%	279	72.50%

Table 118 is an analysis of qualification wise responses received for the question 'Will you join a company in which no job titles at all?'. 29 (7.5%) respondents with high school or below qualification have answered 'yes' whereas 60 (15.6%) respondents with same qualification have answered 'no'. 36 (9.4%) bachelors' degree holders have answered 'yes' but 115 (29.9%) bachelors' degree holders have answered 'no'. 29 (7.5%) postgraduates have answered 'yes' however 63 (16.4%) postgraduates have answered 'no'. 12 (3.1%) technical diploma holders have answered 'yes' whereas 41 (10.6%) technical diploma holders have answered 'no'.

Table 119

Willingness of employees to work in a company which doesn't have job titles (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.539 ^a	3	0.316
Likelihood Ratio	3.537	3	0.316
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 14.59.

Decision Rule

Null Hypothesis (H0) "There is no significance to willingness of employees to work in a company which doesn't have job titles and qualification of employees." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is a significance to willingness of employees to work in a company which doesn't have job titles and qualification of employees."

Table 120 - Will you join a company in which no job titles at all? (Work experience wise analysis)

Work Experience	Yes		No	
	Count	Percentage	Count	Percentage
Student	7	1.80%	17	4.40%
1 - 5 years	33	8.60%	39	10.10%
6- 10 years	20	5.20%	69	17.90%
11 - 15 years	19	4.90%	63	16.40%
16 + years	27	7.00%	91	23.60%
Total	106	27.50%	279	72.50%

Table 120 is an analysis of work experience wise responses received for the question 'Will you join a company in which no job titles at all?'. 7 (1.8%) students have answered 'yes' whereas 17 (4.4%) students have answered 'no'. 33 (8.6%) respondents with 1 to 5 years of experience have answered 'yes' but 39 (10.1%) respondents with 1 to 5 years of experience have answered 'no'. 20 (5.2%) respondents with 6 to 10 years of experience have answered 'yes' whereas 69 (17.9%) respondents with 6 to 10 years of experience have answered 'no'. 19 (4.9%) respondents with 11 to 15 years of experience have answered 'yes' however '63 (16.4%) respondents with 11 to 15 years of experience have answered 'no'. 27 (7%) respondents with 16 years and above experience have answered 'yes' but 91 (23.6%) respondents with 16 years and above experience have answered 'no'.

Table 121

Willingness of employees to work in a company which doesn't have job titles (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.322 ^a	4	0.004
Likelihood Ratio	14.295	4	0.006
N of Valid Cases	385		

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.61.

Decision Rule

Null Hypothesis (H0) "There is no significance to willingness of employees to work in a company which doesn't have job titles and experience of employees." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and approves the Alternative Hypothesis (Ha) "There is a significance to willingness of employees to work in a company which doesn't have job titles and experience of employees."

Table 122 - Will you join a company in which no job titles at all? (Profession wise analysis)

Profession	Yes		No	
	Count	Percentage	Count	Percentage
Management Level	39	10.10%	115	29.90%
Supervisory Level	30	7.80%	75	19.50%
Below Supervisory Level	28	7.30%	69	17.90%
Not working	9	2.30%	20	5.20%
Total	106	27.50%	279	72.50%

Table 122 is an analysis of profession wise responses received for the question 'Will you join a company in which no job titles at all?'. 39 (10.1%) management professionals have answered 'yes' and 115 (29.9%) management professionals have answered 'no'. 30 (7.8%) supervisory level professionals have answered 'yes' whereas 75 (19.5%) supervisory level professionals have answered 'no'. 28 (7.3%) respondents who are below supervisory level have answered 'yes' however 69 (17.9%) respondents who are below supervisory level have answered 'no'. 9 (2.3%) unemployed respondents have answered 'yes' and 20 (5.2%) unemployed respondents have answered 'no'.

Table 123

Willingness of employees to work in a company which doesn't have job titles (Profession wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.698 ^a	3	0.874
Likelihood Ratio	0.699	3	0.874
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.98.

Decision Rule

Null Hypothesis (H₀) "There is no significance to willingness of employees to work in a company which doesn't have job titles and profession of employees." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is a significance to willingness of employees to work in a company which doesn't have job titles and profession of employees."

xvi) **So, you agree that Job Titles are very important, and it will enhance a person's social status?**

Table 124

Yes	No
347	38
90.10%	9.90%

Chart 16

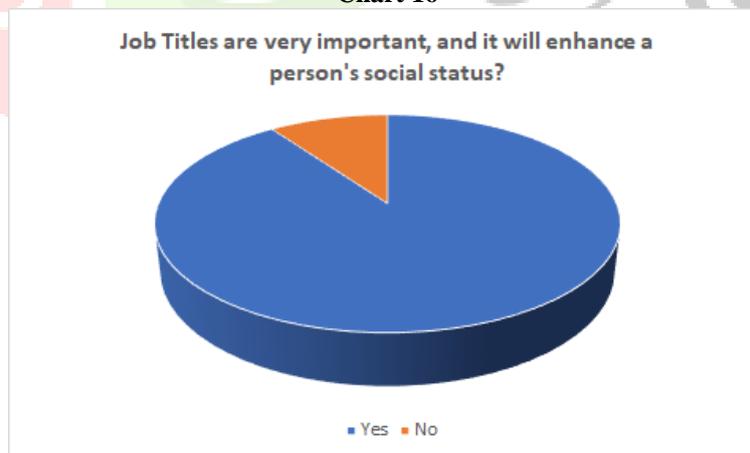


Table 124 is analysis of responses received for the question 'So, you agree that Job Titles are very important, and it will enhance a person's social status?' 347 (90.1%) respondents have answered 'yes' and 38 (9.9%) respondents have answered 'no'.

Table 125 - Job Titles are very important, and it will enhance a person's social status? (Age group wise analysis)

Age Group	Yes		No	
18 - 30 years	127	33.00%	10	2.60%
31 - 50 years	190	49.40%	22	5.70%
51 & above	30	7.70%	6	1.60%

Total	347	90.10%	38	9.90%
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Table 125 is an analysis of age group wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 127 (33%) respondents in the age group of 18 to 30 years have answered 'yes' whereas 10 (2.6%) respondents in the same age group have answered 'no'. 190 (49.4%) respondents in the age group of 31 to 50 years have answered 'yes' however 22 (5.7%) respondents in the same age group have answered 'no'. 30 (7.7%) respondents in the age group of 51 years & above have answered 'yes' whereas 6 (1.6%) respondents in the same age group have answered 'no'.

Table 126

Job Titles are important & will enhance social status (Age group wise) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.948 ^a	2	0.229
Likelihood Ratio	2.752	2	0.253
N of Valid Cases	385		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.55.

Decision Rule

Null Hypothesis (H₀) "There is no significance to age of employees to their opinion on importance of job title, which will enhance the social status." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is significance to age of employees to their opinion on importance of job title, which will enhance the social status."

Table 127 - Job Titles are very important, and it will enhance a person's social status? (Gender wise analysis)

Gender	Yes		No	
Male	286	74.30%	23	6.00%
Female	58	15.10%	15	3.90%
Do not want to answer	3	0.70%	0	0.00%
Total	347	90.10%	38	9.90%

Table 127 is an analysis of gender wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 286 (74.3%) male respondents have answered 'yes' whereas 23 (6%) males have answered 'no'. 58 (15.1%) female respondents have answered 'yes' however 15 (3.9%) females have answered 'no'. All 3 (0.7%) respondents who have not disclosed their gender have answered 'yes' for this question.

Table 128

Job Titles are important & will enhance social status (Gender wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.730 ^a	2	0.003
Likelihood Ratio	10.21	2	0.006

N of Valid Cases	385		
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- a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .30.

Decision Rule

Null Hypothesis (H0) "There is no significance to gender of employees to their opinion on importance of job title, which will enhance the social status." is significant at $<.05$, therefore, the researcher rejects the null hypothesis and accepts the Alternative Hypothesis (Ha) "There is significance to gender of employees to their opinion on importance of job title, which will enhance the social status."

Table 129 - Job Titles are very important, and it will enhance a person's social status? (Nationality wise analysis)

Country	Yes		No	
	Count	Percentage	Count	Percentage
Nepal	57	14.80%	3	0.80%
India	177	46.00%	21	5.50%
Philippines	33	8.60%	2	0.50%
Sri Lanka	5	1.30%	1	0.30%
Ghana	14	3.60%	0	0.00%
Kenya	12	3.10%	1	0.30%
Bangladesh	11	2.90%	0	0.00%
Others (Not mentioned)	38	9.90%	10	2.60%
Total	347	90.10%	38	9.90%

Table 129 is an analysis of nationality wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 57 (14.8%) Nepalis have answered 'yes' whereas 3 (0.8%) Nepalis have answered 'no'. 177 (46%) Indians have answered 'yes' however 21 (5.5%) Indians have answered 'no'. 33 (8.6%) Filipinos have answered 'yes' whereas 2 (0.5%) Filipinos have answered

'no'. 5 (1.3%) Sri Lankans have answered 'yes' however 1 (0.3%) Sri Lankan has said 'no'. All 14 (3.6%) Ghana nationals have answered 'yes'. 12 (3.1%) Kenyans have answered 'yes' whereas 1 (0.3%) Kenyan has said 'no'. All 11 (2.9%) Bangladeshi nationals have answered 'yes'. 38 (9.9%) respondents who have not disclosed their nationalities have answered 'yes' however 10 (2.6%) respondents who have not disclosed their nationalities have answered 'no'.

Table 130

Job Titles are important & will enhance social status (Nationality wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.004 ^a	7	0.1
Likelihood Ratio	13.444	7	0.062
N of Valid Cases	385		

- a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is .59.

Decision Rule

Null Hypothesis (H0) "There is no significance to nationality of employees to their opinion on importance of job title, which will enhance the social status." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is significance to nationality of employees to their opinion on importance of job title, which will enhance the social status."

Table 131 - Job Titles are very important, and it will enhance a person's social status? (Qualification wise analysis)

Qualification	Yes		No	
	Count	Percentage	Count	Percentage
High School or below	84	21.70%	5	1.30%
Bachelor's Degree	135	35.10%	16	4.20%
Post-Graduation	78	20.30%	14	3.60%
Technical Diploma	50	13.00%	3	0.80%
Total	347	90.10%	38	9.90%

Table 131 is an analysis of qualification wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 84 (21.7%) respondents with high school or below qualification have answered 'yes' whereas 5 (1.3%) respondents with high school or below qualification have answered 'no'. 135 (35.1%) bachelors' degree holders have answered 'yes' however 16 (4.2%) respondents with the same qualification have answered 'no'. 78 (20.3%) postgraduates have answered 'yes' whereas 14 (3.6%) postgraduates have answered 'no'. 50 (13%) technical diploma holders have answered 'yes' but 3 (0.8%) technical diploma holders have answered 'no'.

Table 132

Job Titles are important & will enhance social status (Qualification wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	5.911 ^a	3	0.116
Likelihood Ratio	6.006	3	0.111
N of Valid Cases	385		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.23.

Decision Rule

Null Hypothesis (H0) "There is no significance to qualification of employees to their opinion on importance of job title, which will enhance the social status." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is significance to qualification of employees to their opinion on importance of job title, which will enhance the social status."

Table 133 - Job Titles are very important, and it will enhance a person's social status? (Work experience wise analysis)

Work Experience	Yes		No	
	Count	Percentage	Count	Percentage
Student	21	5.50%	3	0.80%

1 - 5 years	66	17.10%	6	1.60%
6- 10 years	83	21.60%	6	1.60%
11 - 15 years	69	17.80%	13	3.30%
16 + years	108	28.10%	10	2.60%
Total	347	90.10%	38	9.90%

Table 133 is an analysis of work experience wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 21 (5.5%) students have answered 'yes' whereas 3 (0.8%) students have answered 'no'. 66 (17.1%) respondents with 1 to 5 years of experience have answered 'yes' however 6 (1.6%) respondents with 1 to 5 years of experience have answered 'no'. 83 (21.6%) respondents with 6 to 10 years of experience have answered 'yes' whereas 6 (1.6%) respondents with 6 to 10 years of experience have answered 'no'. 69 (17.8%) respondents with 11 to 15 years of experience have answered 'yes' whereas 13 (3.3%) respondents with 11 to 15 years of experience have answered 'no'. 108 (28.1%) respondents with 16 years and above experience have answered 'yes' but 10 (2.6%) respondents in the age group of 16 years and above have answered 'no'.

Table 134

Job Titles are important & will enhance social status (Experience wise analysis) Chi-Square Statistic			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	4.915 ^a	4	0.296
Likelihood Ratio	4.575	4	0.334
N of Valid Cases	385		

a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 2.37.

Decision Rule

Null Hypothesis (H₀) "There is no significance to experience of employees to their opinion on importance of job title, which will enhance the social status." is not significant at >.05, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (H_a) "There is significance to experience of employees to their opinion on importance of job title, which will enhance the social status."

Table 135 - Job Titles are very important, and it will enhance a person's social status? (Profession wise analysis)

Profession	Yes		No	
Management Level	135	35.10%	19	4.90%
Supervisory Level	95	24.70%	10	2.60%
Below Supervisory Level	92	23.80%	5	1.30%
Not working	25	6.50%	4	1.10%

Table 135 is an analysis of profession wise responses received for the question 'Job Titles are very important, and it will enhance a person's social status?'. 135 (35.1%) management professionals have answered 'yes' whereas 19 (4.9%) management professionals have answered 'no'. 95 (24.7%) supervisory level professionals have answered 'yes' however 10 (2.6%) supervisory level professionals have answered 'no'. 92 (23.8%) respondents who are below supervisory level have answered 'yes' whereas 5 (1.3%) respondents who are below supervisory level have answered 'no'. 25 (6.5%) unemployed respondents have answered 'yes' however 4 (1.1%) unemployed respondents have answered 'no'.

Table 136

Job Titles are important & will enhance social status (Profession wise analysis) Chi-Square Statistic

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.994 ^a	3	0.262
Likelihood Ratio	4.338	3	0.227
N of Valid Cases	385		

- a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 2.86.

Decision Rule

Null Hypothesis (H0) "There is no significance to profession of employees to their opinion on importance of job title, which will enhance the social status." is not significant at $>.05$, therefore, the researcher accepts the null hypothesis and rejects the Alternative Hypothesis (Ha) "There is significance to profession of employees to their opinion on importance of job title, which will enhance the social status."

4.3 Industry Experts' opinions

In addition to the survey the researcher took the opinion of few industry experts in order to make this study more fruitful. The details of feedback provided are below:

Mr.Satish Konuath, Senior Vice President at DAMAC Properties, Dubai:

- 1. According to you, are the job titles important? Kindly explain your opinion and justification in this regard.**

It's extremely important to have job titles as it has impacts for various stakeholders,

- 1. For the employee it's about social recognition, and in the modern age it does matter what your job title is. I recollect the Abraham Maslow's Pyramid theory where it says that when once Physiological and safety needs are met, then naturally what a human being desires are self-esteem and self-actualization.*
- 2. For the employer, this is equally important to ensure the clarity in the organization with regards to the roles and responsibility. Needless to say, the job titles clarity also helps organizations for ensuring various policies are implemented.*
- 3. For clients, this is about the credibility of the person whom you are meeting. In this fast-moving world, clients do not have much patience to meet the sales executive for some service or product which they know that only a sales director can help him source. I have personally had experience when the clients have refused to meet my regional managers, and I had to fly in only to meet the client for 15 mins.*

- 2. Most of the behavioral scientists say that the job titles and promotion motivate the employees and enhance their morale. Do you agree or disagree with their opinion? Please write your views on this point.**

Here I would tend to agree and also disagree in some cases. Yes, I have personally seen this while dealing with clients, about a decade back I was dealing with a Government-owned shipping company, and this company had job titles such as General Manager, Group General Manager, Sr General Manager etc., but all these designated people were primarily doing the same job. These designations were never used in the private shipping industry and, finally, based on a Sr Management Survey, this came out as the biggest lagging indicator for the employees. They finally roped in a consultant and changed all the designations to suit the market and industry standards.

- 3. What is your opinion on promoting/changing job title without any increase in compensation?**

In principle this is not natural as you will promote a person only when he is capable of doing a step up role, hence he/she should definitely be compensated suitably, having said that I myself have done this plenty of times as when it comes to annual appraisals and increments we all have to decide between how should be the increase VS how much can you afford at that point of time. I have no regrets having promoted a person and not increasing his salary as that impacted his performance positively.

- 4. Currently many organizations are embracing flat organizational structure or Holacracy, hence either reducing the job titles or eliminating the job titles. What are your views on this trend?**

I think organization structure should always be built on the current business needs with provisions for the company's future growth strategy. In my business, I have always reviewed the structure annually and have kept provisions for increasing the team, but I have not allowed job hiring unless we review that our growth strategy is working. Flat organization structure is definitely more agile, and you can make quicker business decisions. I have personally not been a great fan of Matrix organization as it's very difficult to make a group of people accountable for one task.

For large organizations, I feel that we should not build a huge overhead at the regional/ corporate level; instead, we should invest in the countries and business units directly as this investment will see a better ROI.

- 5. Since a few years many organizations, especially startups, have started implementing unconventional or funny job titles (like Happiness Hero for customer service manager or Kick ass developer for developer, Ninja for developer etc). Please write your opinion about this trend.**

This is a strategy in today's world to attract millennials as today's generation lives in a social age. Not only in startups, even in the hospitality industry I can see changes in job titles, some of these to ensure that the employees are content with more socially impactful Job Titles. For example, most of the premium hotels call a waiter/ steward F&B Associate or Customer Service Associate. Apart from the above, we will also see some of the old traditional job titles vanishing as today they are not relevant, e.g., like "office boy" no diversity-inclusive organization will accept this title as this literally means only men can be employed and hence this has been changed to office assistant or service associate.

Overall, I do not see any issues with job titles being fancy; however, we must remember to have a robust HR system to ensure these are manageable.

- 6. Kindly write your views about title inflation. Are you in favor of inflating the job titles or against? Please write your opinion about this new trend by a few High-tech companies.**

I do not see this trend to be a healthy one, and on the contrary, it will weaken the organization structure. I have seen quite a lot of organizations doing this. Employees are given titles beyond their capability, and this is suicidal in most cases as when they change jobs, they fail to deliver the positions expectations.

- 7. According to you, senior job title or salary/compensation which is very important? Please justify your answer with observations.**

I am convinced that both are important, and the weightage may vary from person to person based on Maslow's theory. But here I would like to mention that I had a friend working as a managing director for a company in Norway. After two years he resigned and went to work as the site manager for another competitor. I asked him the reason for taking a much lower-ranking job, and he told me that he had enough money for his family, and the Managing Director position was very stressful, and he was not able to dedicate time to his family. The new job is at a site in an oilfield, and with this job he can be home for 28 days after working on board for 14 days. No, this is a clear case where the person is beyond any other materialistic element and wants to spend time with his or her family.

- 8. Recently many organizations have created a new trend by asking their employees to choose the job titles they want. What is your opinion on this?**

I personally feel that each job title should come with a Robust Job description, and if that is in place, then it's fine. However, we need to be mindful as from a talent management perspective, right from hiring a candidate will become a very complicated process as this will require more scrutiny and investigations.

- 9. What are your views on candidates or current employees asking for a job title change? Are you in favor of job title negotiations by your current employees or candidates? Kindly justify your answer through remarks.**

I think this situation happens mostly for good performing candidates who cannot be promoted. This may not be always of the employee as there can be situation when the organization realizes the skill sets required for a particular role is very unique and cannot be easily replaced, especially in roles such as commercial manager or bid manager, here you can replace a candidate for the commercial skill but this role requires very high level of loyalty and ethics and hence always organizations prefer to change the Job title of such people rather =move them up the chain.

We must be very careful here as we should not encourage job titles change as a norm but should only exercise this option as an exception.

Name: Tom Stanley

Title/Current Organization: Head of Human Resources / Criyagen Agri & Biotech, AgriApp Technologies & Rico Wineries Pvt Ltd, Bangalore, India.

- 1. According to you, are the job titles important? Kindly write your opinion and justification in this regard.**

It depends on the nature of the industry, country etc. In certain countries the Titles are attached to Social Stigma, there we need to have Titles, and it helps in Talent Retention.

- 2. Most of the behavioral scientists say that the job titles and promotion motivate the employees and enhance their morale. Do you agree or disagree with their opinion? Please write your views on this point.**

Agree. As generally in organizations, a career becomes meaningful for an employee if he or she gets growth. All the same is possible through the Promotion with Title change. Yet we need to also be aware of the fact that some employees look for promotion with monetary benefits and also title.

- 3. What is your opinion on promoting/changing job title without any increase in compensation?**

Sometimes we HR folks end up in dealing with a situation where there are thin or thick line variations in terms of qualification, value added by a certain team etc. At the same time, we need to differentiate the two people, and the title changes help (However, this just has psychological satisfaction, and it need not involve any monetary enhancements).

- 4. Kindly explain the promotion policy and system in your current organization.**

Promotion Policy is based on the 4 box metrics. If an employee has to be promoted, then the minimum criteria will be that the employee should be in the top 2 levels of metrics.

- 5. Currently many organizations are embracing flat organizational structure or Holacracy, hence either reducing the job titles or eliminating the job titles. What are your views on this trend?**

In Large Organizations it is really difficult to have multiple job grades, titles etc. However, medium-sized organizations have flexibility to do this. Organisations that are way ahead or very advanced, and the employees are also at their high level of maturity can understand what a title means or what it matters if there are no titles. It works in such organizations, hence the same should be practiced selectively.

- 6. Since a few years many organizations, especially startups, have started implementing unconventional or funny job titles (like Happiness Hero for customer service manager or Kick ass developer for developer, Ninja for developer etc). Please write your opinion about this trend.**

The new generation always looks for a mix of fun & facts. Therefore, the title practices in startups will work well, and it sometimes help to attract talent. More so, the fun is factored into or attached to the titles in such a way that the meaning is very much directly or indirectly implied and even connecting to the job they do.

- 7. Kindly write your views about title inflation. Are you in favor of inflating the job titles or against? Please write your opinion about this new trend by a few High-tech companies.**

My experience is that inflated titles are mostly prevalent in sales-driven companies. It is mostly practiced for naming a team as a whole as against Individual Titles. This again reflects their performance levels and also boosts the morale and helps in increasing productivity.

- 8. According to you, senior job title or salary/compensation which is very important? Please justify your answer with observations.**

For a senior professional, there are a few areas where Titles are important: a) Team acceptance, b) Representing the organization to the outside world, in these situations Titles are meaningful. However, for a senior person if we talk about Individual Compensation, it matters more than a title.

- 9. Recently many organizations have created a new trend by asking their employees to choose the job titles they want. What is your opinion on this?**

Certain Tech Companies leave it to employees to choose their titles. This trend is prevailing in Hi-tech Organizations. If there are some limits, or lower & upper limits, it may be better. Because if an engineer carries a title as VP- Engineering, then we are not sure how this will be practical.

- 10. What are your views on candidates or current employees asking for a job title change? Are you in favor of job title negotiations by your current employees or candidates? Kindly justify your answer through remarks.**

Yes, if they deserve it, we should consider it. The only point here is that the employee should just not claim for a title unless he or she is contributing at that level.

Name: Ranjith Athukorala

Title/Current Organization: Managing Director/Dasma International

- 1. According to you, are the job titles important? Kindly write your opinion and justification in this regard.**

Yes. It is important to identify the work or occupation of a person, to define and determine a person's role, both in an organization and the society. Job title makes this identification easier.

- 2. Most of the behavioral scientists say that the job titles and promotion motivate the employees and enhance their morale. Do you agree or disagree with their opinion? Please write your views on this point.**

Agree with the statement. Job titles and promotions are two important ways to make the employees feel that they are being appreciated for the work they do.

3. What is your opinion on promoting/changing job title without any increase in compensation?

This could work in two ways depending on the employee's attitude. Some employees can get motivated from promotions and changing job titles without any increase in compensation, but some may get discouraged by not having any financial benefit.

4. Kindly explain the promotion policy and system in your current organization.

We implement Vertical Promotion Policy in our organization where we consider the experience and the skillset that matches the minimum requirements of the new role.

5. Currently many organizations are embracing flat organizational structure or Holacracy, hence either reducing the job titles or eliminating the job titles. What are your views on this trend?

We are not interested in that method as our present system served us well.

6. Since a few years many organizations, especially startups, have started implementing unconventional or funny job titles (like Happiness Hero for customer service manager or Kick ass developer for developer, Ninja for developer etc). Please write your opinion about this trend.

It depends on the industry + the vision and the mission of the organization. Some industries and organizations demand having formal job titles to keep their reputation and goodwill.

7. Kindly write your views about title inflation. Are you in favor of inflating the job titles or against? Please write your opinion about this new trend by a few High-tech companies.

Not in favor of this method. I believe a corresponding increase in pay is a must.

8. According to you, senior job title or salary/compensation which is very important? Please justify your answer with observations.

Both are equally important. Senior job title is important to maintain a good social life and salary is important to have a good personal life.

9. Recently many organizations have created a new trend by asking their employees to choose the job titles they want. What is your opinion on this?

Not in favor of this. To maintain a good organizational structure, the organizations should decide the job title.

10. What are your views on candidates or current employees asking for a job title change? Are you in favor of job title negotiations by your current employees or candidates? Kindly justify your answer through remarks.

My employees can negotiate their job titles if it doesn't collide with the organizational hierarchy and the structure.

Name: Ida D Souza

Title/Current Organization: Asst.Professor / Manipal University

1. According to you, are the job titles important? Kindly write your opinion and justification in this regard.

Yes. Job titles are very important. It helps in defining the job description, roles as well as the qualification, skills knowledge known. It shows clearly how the individual is capable of.

2. Most of the behavioral scientists say that the job titles and promotion motivate the employees and enhance their morale. Do you agree or disagree with their opinion? Please write your views on this point.

Yes, I agree, it clearly defines and designs the career plan, realistic and person's passion-centered goals and transparent performance appraisal system which enhances their morale and also motivates employees to do better. But we generally focus on the outcome-oriented assessment than quality-based assessment. Then this creates dilemmas.

3. What is your opinion on promoting/changing job title without any increase in compensation?

Every job title needs to have suitable compensation and a criterion to achieve it. And promotion should be with additional benefits. Then only the organization can expect more from the employees.

4. Kindly explain the promotion policy and system in your current organization.

We have an education-focused policy, which is clearly defined, articulated and followed.

5. Currently many organizations are embracing flat organizational structure or Holacracy, hence either reducing the job titles or eliminating the job titles. What are your views on this trend?

In some sectors like education institutions, NGOs, IT companies or the media, it is acceptable. but definitely not for sectors like the health or the chemical industries.

6. **For a few years many organizations, especially startups, have started implementing unconventional or funny job titles (like Happiness Hero for customer service manager or Kickass developer for developer, Ninja for developer etc.). Please write your opinion about this trend.**

The idea behind it is very innovative. It's possible for startups and sales companies. But it would be difficult to manage this kind of system in the education, health, or in a manufacturing sector.

7. **Kindly write your views about title inflation. Are you in favor of inflating the job titles or against? Please write your opinion about this new trend by a few High-tech companies.**

No, that may confuse the general public and annoy employees too.

8. **According to you, senior job title or salary/compensation which very important? Please justify your answer with observations.**

Both are important.

9. **Recently many organizations have created a new trend by asking their employees to choose the job titles they want. What is your opinion on this?**

With clear achievable criterion and then I think it's possible

10. **What are your views on candidates or current employees asking for a job title change? Are you in favor of job title negotiations by your current employees or candidates? Kindly justify your answer through remarks.**

I think it's alright with a clear criterion roles skills attribute qualification.

4.4 Study of Promotions/Title changes in leading IT Companies

IT companies of the world give a lot of importance to their human resources and stick to employee growth and subsequent job title changes comprehensively. In this chapter, I am going to examine and describe very briefly about the process of promotion and job title changes in major IT companies of the world. The information is collected from various online sites and newspapers.

Infosys

Infosys Limited is an Indian conglomerate information technology company that provides business consulting, information technology and outsourcing services. The company was started in Pune and its headquarters is in Bangalore. Infosys is the second-largest Indian IT company after Tata Consultancy Services by 2020 revenue figures and the 602nd largest public company in the world according to Forbes Global 2000 ranking. The credit rating of the company is CRISIL AAA / Stable / CRISIL A1+ (rating by CRISIL).

On 24th August 2021, Infosys became the 4th Indian company to cross \$100 billion in market capitalization.

The promotion and job title change in Infosys is purely performance driven. Even though an employee joined Infosys one year back, but having an ability to perform better than his/her team lead and senior associates, he/she will get the promotion before they get. At the time of worldwide recession, Infosys had initiated iRace program under which the company's workforce are needed to wait longer for their promotions so that only the professionals with demonstrated managerial skills can lead project teams.

iRace program defines roles, competencies and proficiency requirements while connecting career movement to performance and business emphasis. Nevertheless, employees seem not to be happy with this program. Silicon India reported in their news that "An employee, who did not wish to be quoted said, "Around 25 percent of the employees are against this rule and 15 percent are happy about it. There were five bands of assessment - from A to E - earlier which have now been increased to eight - 1 to 8. There is a change in designation as well".

A project manager of Infosys with 3.5 years of experience has been redesignated as a technical lead, and he or she has to work for two more years to become a project manager. Even though employees with 5 years of experience will remain as project managers, there are other yardsticks, and a promotion will be given based on the previous appraisals, and one has to show constant performance. More than 6,500 Infosys employees participated in the analysis, planning and development efforts of iRACE.

Source: Silicon India.com & Wikipedia

Capgemini

Capgemini SE is a French multinational company that provides information technology (IT) services and consulting. Headquartered in Paris, France, Capgemini has over 270,000 employees located in over fifty countries, including nearly 125,000 in India.

The whole promotion process can seem an equivocal or formidable. However, in Capgemini, they have a defined process for going up for promotion. Usually, it takes around 2-3 years to get promoted from a Staff to a Senior Consultant. But some employees get promoted in 9 months and others take 4 years. This is because unlike many companies, at Capgemini, the employees must officially apply for promotion and prove their case. This is powerful because it allows the employees to go up when they think they are ready, and it also allows them to take charge of their career.

There two chances to go up for promotion during the year; that is during the mid year, around the time of the midyear evaluations, and at the End of year. It is recommended that the employees should get started with the promotion preparations a year in advance.

Once the employees have formally submitted all of their information for promotion, it will be discussed in a round table discussion, which consists of upper management in employees' business unit.

One of first things the employees should do when they are getting ready for promotion is to start documenting how and why they think they are ready. Examples of that can be:

- Are they leading a team?
- Are they involved in sales?
- Is their utilization High?
- Are their deliverables of a high quality?
- Are they getting recognition from their client or managers for their work?

Once they get this laid out, present that information to their People manager. More will be discussed about that in the promotion form section. The first person should talk to is their people manager. Their people manager will not only guide them through the process but will be their biggest advocate. It is important to keep them in the loop and be proactive with them.

The next people who should know are from the concerned employees' project. Let their team lead, their project manager, their engagement manager, the principal and vice presidents know that they are going up. The employees must ask for their support. On top of getting their support, this will allow them to estimate any projects cost differences that may happen by concerned employees' promotion. It is very likely that they will be at the round teams to speak on prospective employee's behalf. If they are not comfortable with the employee going up, the concerned employee should find out exactly why. This may be something the employee can work on throughout the year.

Once the employee has reached out to them, it never hurts to let other people know; other VPs in the organization or even the head of employee's Service line.

There is a skills guide that they ask for all people who are going up to the next level. In addition to showing that the employee is going beyond what is needed for promotion, this will also be a great indicator that the employee is ready for the next level.

There is a promotion form that the employee will have to fill out as well, which asks the employee to point out what he/she specifically doing or have done that shows he/she is ready for promotion. If the employee doesn't get promoted, they will tell concerned employee exactly why. Take this as a learning experience and make a point act on the items they have laid out so that the employee can go up in the next round.

Source: Capgemini website & Wikipedia

Cognizant

Cognizant is an American multinational technology company that provides business consulting, information technology and outsourcing services. It is headquartered in Teaneck, New Jersey, United States. Cognizant is part of the NASDAQ-100 and trades under CTSH. It was started as an internal technology division of Dun & Bradstreet in 1994, and began serving outside clients in 1996.

After a sequence of business re-organizations there was an initial public offering in 1998.

Cognizant had a period of fast growth during the 2000s and became a Fortune 500 company in 2011; as of 2021 it's at position 185. Cognizant has now reduced promotion cycle to just 1. This new system of promotion cycle will be effective October 1st 2020.

Previously, the company had two promotion cycles: One in March, and the other in October. With effect from October 1st, the company will have only one promotion cycle, which will begin from October every year. Due to this less employee will be eligible for promotion because evaluation will happen annually, and the cut-off target will be even tougher.

The most important factor will be skills, which will be evaluated, along with contribution to the organization, leadership qualities and capacity for potential development.

Source: MOHUL GHOSH, Trak In (2020), Verse Finance (2018), Steven E. Phelan & Zhiang (John) Lin (2000)

Tata Consultancy Services (TCS)

Tata Consultancy Services (TCS) is an Indian multinational information technology (IT) services and consulting company headquartered in Mumbai, Maharashtra, India with its largest campus located in Chennai, Tamil Nadu, India. As of February 2021, TCS is the largest IT services company in the world by market capitalization (\$169.2 billion). It is a subsidiary of the Tata Group and operates in 149 locations across 46 countries.

TCS is the second largest Indian company by market capitalization and is among the most valued IT services brands worldwide. In 2015, TCS was ranked 64th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. As of 2018, it is ranked eleventh on the Fortune India 500 list. In April 2018, TCS became the first Indian IT company to reach \$100 billion in market capitalization and second Indian company ever (after Reliance Industries achieved it in 2007) after its market capitalization stood at ₹6.793 trillion (equivalent to ₹7.3 trillion or US\$100 billion in 2019) on the Bombay Stock Exchange.

In 2016–2017, parent company Tata Sons owned 72.05% of TCS and more than 70% of Tata Sons' dividends were generated by TCS. In March 2018, Tata Sons decided to sell stocks of TCS worth \$1.25 billion in a bulk deal.

Tata Consultancy Services (TCS) has initiated the TCS National Qualifier Tests (TNQT) in the year 2019, which can be taken by freshers as well as existing employees who have up to three years of experience. Even though the freshers who manage to pass the tests can enhance (and even double) their starting compensation, the experienced employees can use this chance to attain the much wanted promotions or even better job roles with change in Job titles.

This is the Company's policy of offering an opportunity to its current staff members, internally, to not only prove their skills and competence, but also climb up the corporate ladder. In the longer term, TCS hopes this system of internal exams will guarantee the presence of highly skilled staff within the Company. This process will also make it much simpler for the organization to discover talent that is ready to perform and give its best.

In spite of a decline in revenue, the Indian multinational information technology service and consulting company has been employing people as per target and claims reasonable utilization levels too. After having faced 11.6 per cent attrition in FY 2019, it is reported that this subsidiary of the Tata Group will now concentrate on recruiting only people with not more than four years of experience at the most.

Source: HR Katha, <http://topbrands4all.com/>, theladders.com, [google finance](http://google.com)

HCL Technologies Limited

HCL Technologies is an Indian global IT and consulting company, headquartered in Noida, Uttar Pradesh, India. HCL which is a subsidiary of HCL Enterprise and in the beginning a research and development division, arose as an autonomous organization in the year 1991 when HCL registered into the software services business. It has offices in 50 nations including United Kingdom, United States, France, and Germany with a worldwide network of R&D, "innovation labs" and "delivery centers", over 168,000 employees and its customers include 250 of the Fortune 500 and 650 of the Global 2,000 companies.

It operates across sectors including aerospace and defense, automotive, banking, capital markets, chemical and process industries, energy and utilities, healthcare, hi-tech, industrial manufacturing, consumer goods, insurance, life sciences, manufacturing, media and entertainment, mining and natural resources, oil and gas, retail, telecom, and travel, transportation, logistics & hospitality.

HCL Technologies is on the Forbes Global 2000 list. It is among the top 20 largest publicly traded companies in India with a market capitalization of \$21.5 billion as of May 2019. As of July 2020, the company, along with its subsidiaries, had a consolidated annual revenue of ₹71,265 crore (US\$10 billion).

With regard to promotions/growth of employees, HCL has different bands stating from E1 to E8. The hierarchy of the position is:

Associate software engineer

Software engineer

Lead engineer

Tech lead/ project lead

Senior technical lead/ senior project lead

Associate project manager

Project manager

Senior project manager

Group project manager

Normally it takes at least 1.5-2 years to get promoted if the performance of the employee is good or even average. There are 2 appraisal cycles in a year, annual appraisal and mid-year appraisal. Mainly promotions are done in the mid-year appraisal. And if you get promoted then your job title might change but you don't get a salary hike in the appraisal. So, the concerned employees might get a promotion with job title change or only increase in remuneration.

Source: quora/Ankit Sharma, Siva Satya Kumar/quora, HCL Site and Google finance

WIPRO

Wipro Limited is an Indian multinational corporation that provides information technology, consulting and business process services. The Fortune India 500 ranks it the 29th largest Indian company by total revenue. It is also ranked the 9th largest employer in India with over 200,000 employees. It is headquartered in Bangalore, Karnataka, India.

Wipro Technologies practices a two-cycle promotion policy that usually happens in April and October. During 2009, it was selective in promoting people. However, with the hiring drive picking up and attrition rates rising, industry observers feel that Wipro would be more liberal this time. The company has proved that "the increments will be in line with previous years and the increments will come along with promotions for high performers". Wipro currently employs more than 1.85 lakh people and bands up to B3 form nearly 80% of the workforce.

In 2013 Wipro has created a grade (band) to ensure its employees in the entry- and mid-level categories continue to grow by supporting them with quicker promotions and faster wage hikes.

Wipro's employees are categorized under five grades — A, B, C, D and E — based on experience and seniority. While freshers come under the entry level band A, people of the rank of vice-presidents and above belong to the E-band. Once a fresher completes one year, he/she is elevated to the B1-band. Employees of the rank of team leaders and similar positions, with over four years' experience, mostly belong to the B2-band.

The company has separated the B1 and B2 grades, meant for software professionals, to create another grade, B3. This, it hopes, will support employees grow faster in the organization. The company took the initiative after it was found that employees in the B1-band were taking too long to be promoted to the B2-band. For this, many deserving employees had to wait long to get promotions. Many worthy employees in the B1 and B2 grades have been promoted to the B3 grade, with salary rises. Few employees, requesting anonymity, said the rise is six to 14 per cent, depending on the years in the organization. B-band makes up about 70 per cent of Wipro's IT services employee strength of over 103,000.

Source: Business Standard, wipro.com, <https://www.offcampusjobs4u.com>, People matters

Larsen & Toubro Infotech

Larsen & Toubro Infotech Limited (LTI) is an Indian global Information technology solutions and services company based in Mumbai, India. In 2017, NASSCOM ranked LTI as the sixth-largest Indian IT services company in terms of export revenues. It was among the top 15 IT service providers globally in 2017, according to the Everest Group's PEAK Matrix for IT service providers. It employs standards of the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI) and is a Maturity Level 5 assessed organization.

A candidate who is a fresh engineer graduate after joining L&T Infotech (LTI), have to undergo 9 months rigorous training as a Graduate Engineer Trainee. After completing one year, the employee will be given a confirmation that he/she became a permanent employee at LTI and he/she will be promoted to A11.

For the next 2 years, the employee will not get any promotion. This marks the completion of 3 Years of X in LTI, He/she can be promoted to A12, based on his/her performance. In general, 30% of A11s will be promoted to A12 at this stage. Rest 70% A11s

can be promoted to A12 in next 1,2,3 or more years based on good performance. LTI has a very transparent system for this complete process. But the essential part is the employee's performance and ratings by immediate Manager.

Source: Wikipedia & Quora (Atul Sharma), todayjobupdates.com

Mphasis Limited

Mphasis Limited is an IT services company based in Bangalore, India. The company provides infrastructure technology and applications outsourcing services, as well as architecture guidance, application development and integration, and application management services. It serves financial services, telecom, logistics, and technology industries. Mphasis was ranked #7 in India IT companies and overall #189 by Fortune India 500 in 2019. In April 2016, Hewlett Packard Enterprise sold the majority of its stake in Mphasis to Blackstone Group LP for around US\$1 billion.

Freshers in Mphasis are recruited at Band 5 Level 1 position which is Trainee Associate Software Engineer. This designation remains for 6 months from the date of joining. During these 6 months, employees get various training including Soft skills, Agile, SMAC and Domain training (either 1 from Java, .NET, testing or mainframes) After completing 6 months training, employees are promoted to Band 5 Level 2 position which is Associate Software Engineer and are deployed to project.

Likewise, there are following 11 levels in Mphasis which can be achieved by successive promotions:

Level 1 (Band 5): Trainee Associate Software Engineer

Level 2 (Band 5): Associate Software Engineer

Level 3 (Band 5): Software Engineer

Level 4 (Band 4): Senior Software Engineer

Level 5 (Band 4): Module Lead

Level 6 (Band 4): Project Lead

Level 7 (Band 3): Project Manager

Level 8 (Band 3): Group Manager

Level 9 (Band 2): Associate Vice President

Level 10 (Band 2): Vice President

Level 11 (Band 1): Senior Vice President

Source: Wikipedia / Quora, <https://fresheropenings.com/mphasis-hiring/>, yourstory.com/companies/mphasis/amp, <https://dbpedia.org/page/Mphasis>

Hexaware Technologies

Hexaware Technologies Limited (HTL) is an information technology and business process outsourcing service provider company based in Navi Mumbai, India, founded in 1990. The company has its head office in Mumbai and has offices across US, Mexico and Canada in North America, Brazil in South America, Sydney in Australia, Singapore, Japan, India, China and UAE in Asia and UK, Germany, Romania and Netherlands in Europe.

The company considers to provide outsourcing services for the purpose of banking, consulting, infrastructure, insurance, travel, and more. They have the goal to co-develop and innovate new IT capabilities. The company delivers services for enterprise software systems like PeopleSoft, Oracle, SAP, and Microsoft.

Some of the services they offer include application transformation management, API integration, data modernization, data visualization, banking and financial services, cloud quality assurance, data-centric testing, enterprise services, cyber security, automation as a service, experience consulting, and more.

In Hexaware, promotions are driven by employee performance rather than seniority. There is no timescale promotion in Hexaware. An employee of Hexaware wrote in Quora that the hardworking and high performing employees are elevated to the next level with a change in the job title immediately. High performers can get three promotions within a year and average performers will remain in the grade for many years.

The job titles of Hexaware are:

Trainee (G1)	Principal Consultant (G9)
Associate Soft engineer (G2)	Project Director (G10)
Software Engineer (G3)	Asst Vice president (G11)
Senior Software Engineer (G4)	Associate Vice President (G12)
System Analyst (G5)	Vice President (G13)
Tech Architect (G6)	Senior Vice president (G14)
Senior Tech Architect (G7)	President (G15)
Senior Consultant (G8)	CEO (G16)

Source: Quora.com, https://golden.com/wiki/Hexaware_Technologies-AXAEBX, <https://solutiondots.com/blog>

4.5 Summary

An earnest effort has been made by the researcher to analyze the data, and this effort has delivered rewarding results. The hypothesis analysis has revealed surprising findings, wherein the researcher had to approve a few null hypotheses. The analysis has proved that the job titles are very important, and there is a sizeable number of employees who are willing to even accept promotions with a

change in job titles without any increase in compensation. The researcher found that the analysis of the hypothesis proved the opinion of respondents varied according to their age, gender, profession, nationality, and qualification.

CHAPTER 5 **Discussion of Results**

5.1 Introduction

The purpose of this research was to know the importance of job titles through the feedback received from the workforce. The research has covered all job title-related topics and included the learnings obtained from extensive learning of these articles. The researcher has evaluated more than 150 articles and did an all-encompassing survey to know the importance of job titles, Flat organization structure, holacracy etc. The researcher surveyed 385 people online and using statistical tools analyzed the data collected.

5.2 Major Results

This research has revealed the below key results which proves the importance of job title in an organization.

5.2.1 Job titles are very important

The data analysis has revealed that 93.2% respondents agreed that the job titles or designation are very important.

- 52.42% respondents in the age group of 31 to 50 years, 32.99% in the age group of 18 to 30 years and 7.79% in the age group of 50 years and more have agreed that the job titles are very important.
- 75.3% male, 17.1% female respondents agree that the job titles are very important.
- 48.1% Indians, 14.5% Nepalis, 9.1% Philippine nationals, 1.6% Sri Lankans, 3.4% Ghanaians, 3.1% Kenyans, 2.9% Bangladeshis and 10.6% other nationals have agreed that the job titles are important.
- 36.6% bachelor's degree holders, 22.1% Postgraduates, 21.6% High school graduates or below and 13% technical diploma holders have agreed that the job titles are very important.
- 27.8% respondents who are in the age group of 16+ years, 21.80% in the age group of 6 to 10 years 20.50% in the age group of 11 to 15 years, 17.10% in the age group of 1 to 5 years and 6% students have responded that the job titles are really important.
- 37.40% management level professionals, 24.90% supervisory level professionals, 23.90% below supervisory level and 7.00% unemployed have agreed that the job titles are very important.

5.2.2 Promotions with a change in Job Title will motivate the employees.

The analysis disclosed that out of 385 respondents 93.8% have agreed that the promotions with a change in job title will motivate them.

- 53.00% in the age group of 31 to 50 years, 33.00% in the age group 18 to 30 years, 7.80% respondents 51 years of above have agreed that promotions with a change in the job title will motivate the employees.
- 76.10% male and 16.90% female respondents have agreed that the promotions with a change in job title will motivate the workforce.
- Out of 361 respondents who have agreed that the promotions with change in job title will motivate the staff, 47% were Indians, 15.3% were Nepalis, 9.1% were Filipinos and rest from other nations.
- 36.40% bachelor's degree holders, 22.60% postgraduates, 21.80% with high school or below qualification and 13.00% technical diploma holders have agreed that the promotions with a change in the job title will motivate the employees.
- Out of 361 respondents who have agreed that the promotions with a job title change will motivate the employees, 28.30% were with 16+ years of experience, 22.60% were with 6 to 10 years of experience, 20.80% were with 11 to 15 years of service, 17.40% were with 1 to 5 years of experience and 4.7% were students.
- 37.40% Management professionals, 25.70% supervisory professionals, 24.7% personnel who are below supervisor profession and 6% unemployed respondents have agreed that the promotions with a job title will increase the motivational level of employees.

5.2.3 Flat organization structure without any job title is good or bad?

As per the data analyzed, out of 385 respondents, 78.7% opined that the flat structure without any job title is bad and 21.3% respondents are willing to work in a flat structure

which doesn't have any job title.

- Out of 303 respondents who have answered that the flat organization structure without any job title is bad, 44.94% were in the age group 31 to 50 years, 27.53% were in the age group 18 to 30 years and 6.23% were above 51 years and above. Out of 21.3% respondents who feels that the flat organization structure is good, 10.13% are in the age group of 31 to 50 years, 8.05% are in the age group of 18 to 30 years and 3.12% are 51 years and above.
- 63.1% male and 15% female respondents have remarked the flat organization is not good. Among 21.3% respondents who feels that the flat organization without job titles is good are 17.1% were males.
- Among 78.7% respondents who have said that the flat organization structure is not good, 40.3% are Indians, 10.10% Nepalis, 8.30% Philippines, 3.60% Ghana, 3.10% Kenyans, 2.10% Bangladeshis, 1.30% Sri Lankans and 9.90% from other countries. Among 21.30% respondents who feels that flat organization is good, 11.20% were Indians. 5.50% were Nepalis and remaining from Philippines, Ghana, Kenya, Bangladesh, Sri Lanka, and other countries.
- 31.90% Bachelors' degree holders, 19.20% Postgraduates, 16.10% with High School or below qualification and 11.40% with technical diploma holders have answered that the flat organization is not good. Among 21.30% respondents who are in favor of flat organization structure, 7.30% Bachelor's degree holders, 7.00% with high school of below qualification, 4.70% postgraduates and 2.30% technical diploma holders.
- 22.60% respondents with 16 or more years of experience, 20.80% respondents with 6 to 10 years of experience, 18.70% with 11 to 15 years of experience, 12.50% with 1 to 5 years of experience and 4.20% students are against flat organization structure. Among 21.3% respondents who have answered that the flat organization structure is good, 8.10% are with 16 years and more experience, 6.20% are with 1 to 6 years, 2.60% are with 11 to 15 years, 2.30% are with 6 to 10 years of experience and 2.10% are students.
- Among 78.7% respondents who are not in favor of flat organization structure, 31.90% are management professionals, 22.60% are supervisory level professionals, 19.20% are below supervisory level and 4.90% are unemployed. 8.10% management professionals, 6.00% respondents with below supervisory level profession, 4.70% supervisors and 2.60% unemployed have answered that the flat organization structure is good.

5.2.4 Title Inflation or giving funny job titles are good or bad?

The research has generated a remarkable result that, 43.4% respondents favor title inflation and not against getting funny job titles. This evidently reveals that nearly half of the respondents like title inflation and funny job titles. 56.6% are against title inflation and funny job titles

- 35.30% respondents in the age group of 31 to 50 years, 14.81% in the age group of 18 to 30 years and 6.49% in the age group of 51 years and above answered that the title inflation and funny job titles are bad. 20.80% in the age group of 18 to 30 years and 19.7% in the age group of 31 to 50 years are in favour of title inflation and funny job titles. This result indicates that many respondents, especially younger ones, like title inflation and funny job titles.
- 46.80% male and 9% female respondents are against title inflation and funny job titles. 33.50% male and 9.90% female respondents are in favour of title and inflation and funny job titles. This has proved that nearly half of the male and female respondents feel that the title inflation and funny job titles are good.
- Out of 56.6% respondents who have answered title inflation and funny job titles are not good, 33.50% are Indians, 7.00% are Nepalis, 5.80% are Filipinos, 0.5% are Sri Lankans, 1% are Ghanaians, 0.5% Kenyans, 0.8% Bangladeshis and 7.5% are from other countries. Out of 43.4% respondents who have answered that the title inflation and funny job titles are good, 17.90% are Indians, 8.60% are Nepalis, 3.40% are Filipinos, 1.00% are Sri Lankans, 2.6% are Ghanaians, 2.90% are Kenyans, 2.10% are Bangladeshis and 4.9% are from other countries. Through this result the researcher has understood that when more than half of the respondents from India and Philippines have answered that title inflation and funny job titles are bad, more than half of the respondents from Nepal, Sri Lanka, Ghana, Kenya, and Bangladesh are in favour of title inflation and funny job titles. Hence it is evident that the title inflation and funny job titles if implemented will be very successful in Nepal, Sri Lanka, Ghana, Kenya, and Bangladesh.
- 25.50% bachelor's degree holders, 14.00% postgraduates, 9.10% high school qualified or below and 8% technical diploma holders have opined that the title inflation and funny job titles are bad. 14.00% high school qualified or below, 13.80% graduates, 9.90% postgraduates and 5.70% technical diploma holders are in favour of title inflation and funny job titles. This result indicates that more than half of the (65%) of the total respondents with high school qualification or below feel that the title inflation/ getting funny job title is good.

- Out of 56.5% respondents who are not in favor of title inflation/getting funny job titles, 21.90% are with 16+ years of experience, 11.90% are with 6 to 10 years, 11.90% are with 11 to 15 years, 7.3% are with 1 to 5 years' experience and 3.6% are students. 11.40% respondents with 1 to 5 years, 11.20% with 6 to 10

years, 9.40% with 11 to 15 years, 8.80% with 16 + years of experience and 2.60% students have answered that the title inflation/getting job title is good. The analysis has revealed that more than half of the respondents with 1 to 5 years of experience and with 6 to 10 years of experience are willing for title inflation and ready to accept funny job titles.

- 26.4% management professionals, 16.40% supervisory professionals, 9.40% below supervisory level professionals and 4.40% unemployed have answered that the title inflation/getting fancy job title is not good. Whereas 15.80% below supervisory level professionals, 13.50% management level professionals, 10.90% supervisory level professionals and 3.2% unemployed are in favour of title inflation/fancy job titles. The result clearly shows that more than half of the below supervisory level professionals have agreed that the title inflation/getting fancy job title is good and this proves that for those professionals who are in the lowest level of professional hierarchy, the job titles are very important because their dream is to reach the supervisory level or more one day.

5.2.5 Is a Promotion without any increase in salary acceptable to the employees?

The result revealed that 56.6% respondents are willing to accept a promotion without any increase in salary whereas 43.3% respondents are not interested in a dry promotion. This result clearly proves that more than half of the surveyed people are interested in promotions with a higher job title even though the compensation is not increased.

- 28.30% respondents who are in the age group of 31 to 50 years and 23.60% respondents in the age group of 18 to 30 years are willing to accept a promotion without any change in salary. The study revealed that for the younger generation (18 to 30 years) the professional growth with a higher job title is important than the salary because only 11.90% respondents in this age group have expressed their unwillingness to accept a dry promotion. But the case of older generation (51 years and above) is different, when 4.70% respondents agreed to accept a dry promotion, same percentage of respondents refused to accept. May be one reason for unwillingness to accept dry promotion by the respondents who are above 51 years is, 58% people surveyed in this age group are management professionals, and for sure they will be holding a senior job title with a good package, hence not interested.

The researcher further examined the data and understood that among the younger generation (18 to 30 years) who have expressed their willingness in a dry promotion, 45% are holding below supervisory level positions and 17% are unemployed. Obviously, these young respondents would like to grow, and any

promotion (with or without salary) will help them in climbing the steps of professional ladder further.

- 45.20% men and 10.90% women have agreed to accept dry promotion whereas 35.10% males and 8% females refused to accept dry promotion. Further intense analysis revealed that All (100%) Nepali female respondents and 37% Filipino females are willing to accept promotion without a change in job title.
- The researcher found interesting findings when analyzed the nationality of the respondents. When 24.70% Indians agreed to accept dry promotion, 26.8% Indians have refused to accept. 11.70% Nepalis willing to accept promotion without any increase in salary whereas only 3.90% refused. 5.50% Filipinos are willing to accept dry promotion and only 3.60% refused. All Sri Lankan respondents (1.6%) were willing to accept dry promotion. Also, majority of the Ghanaians (2.90%), Kenyans (2.60%) and Bangladeshis (2.10%) are willing to accept promotion without an increase in salary. But majority (6.80%) of those who have not disclosed their nationality have not agreed to accept dry promotion whereas 5.70% have agreed to accept the promotion without increase in salary. The analysis has revealed that nearly majority of the people are willing to accept promotion with higher job titles even if they don't get any increase in remuneration.
- The analysis has revealed that most of the respondents with lower educational qualification are willing to accept the promotions without any increase in salary. 15.10% respondents with high school or below and 9.60% with technical diploma qualifications have agreed to accept dry promotions, whereas only 8.10% respondents with high school or below and 4.20% respondents with technical diploma holders have refused accept promotions without a change in job titles. In the case of bachelor's degree holders and Postgraduates, nearly half of the respondents have accepted or refused to accept dry promotion. 19.50% bachelor's degree holders accepted and 19.70% refused to accept promotions without increase in salary. 12.50% Postgraduates accepted and 11.40% refused to accept dry promotion.
- The researcher understood while analyzing the data according to the experience of the respondents that, 15.10% respondents in the group of 6 to 10 years are willing accept a promotion without a change in their remuneration and 8.10% in the same age group have refused. Out of 72 respondents in the age group of 1 to 5 years 48 (70%) are willing to accept dry promotion and this amounts to 12.5% of total responses received from all experience groups. Surprisingly out of 24 students 54% have refused to accept a promotion without an increase in salary and this amounts to 3.4% of total responses

received. Out of 82 respondents in the experience group of 11 to 15 years, 59% have agreed to accept dry promotion and this amounts to 12.5% of total responses received.

Out of 118 respondents in the experience category of 16 years and more, More than half of the respondents have displayed their unwillingness to accept a dry promotion.

- The analysis has revealed that out of 154 management professionals 51% willing to accept dry promotion whereas 49% refused to accept. This clearly shows that nearly half of the management professionals give importance to salary rather than a dry promotion and the researcher assumes these professionals would have already reached the stagnant level in the organizations they work. The analysis further revealed that 15.6% supervisory level professionals have agreed that they are willing to accept dry promotion whereas 11.7% in this category have refused to accept. Out of 105 supervisors 57% are willing to accept the dry promotion. 16.9% respondents in the category of below supervisory grade are willing to accept dry promotion but 8.3% in this category have refused to accept. Out of total 97 respondents in the below supervisory category 67% have displayed their willingness to accept a dry promotion. 3.6% unemployed are willing to accept and 3.9% are not willing to accept a promotion without any increase in salary.

5.2.6 Salary or Job title, which is very important?

After analyzing the data, the researcher understood that 66.2% respondents have mentioned that both salary and job title are important for them, 13.8% have mentioned that the job titles are important and for 20% salary is important.

- The age group wise analysis revealed that, 20% respondents in the age group of 18 to 30 years have mentioned that both the salary and job title are very important, 7.5% in this group said job title and 8.1% mentioned salary. 39.7% in the age group of 31 to 50 years have mentioned that both job titles and salary are important, 10.10% said salary and 5.3% said job title. In the age group of 51 years and above, 6.5% have mentioned that both salary and job title are important, 1.8% mentioned salary and 1% job title.
- 52.7% males have mentioned that both job title and job title are important, 15.80% have mentioned salary and 11.70% said job title. 12.70% females have responded that both job title and salary are important, 4.20% have mentioned salary and 2.10% said job title. All those respondents who have not disclosed their gender have said that both job title and salary are important.
- Nationality wise analysis revealed interesting results, half of the Sri Lankans have mentioned that the job titles are important and remaining 50% opted both job title and salary (0.8% each). More than half of the Kenyans have opted job title over salary and job title. 1.60% Kenyans have mentioned job title, 1.3% said salary and 0.50% mentioned both job title and salary. Majority of the Ghanaians have mentioned that the job titles are important. 2.10% Ghanaians said job title, for 1.30% both job title and salary and for 0.3% salary. For 39.50% Indians both job title and salary are important, for 2.60% job title and for 9.40% salary. 8.10% Nepalis have mentioned both job title and salary, 4.40% Nepalis have said salary and 3.10% job title. For 6.00% Filipinos both job title and salary are important, for 2.10% job title and for 1.00% salary. For 2.10% Bangladeshis, both job title are important, for 0.80% job title and remarkably no one opted salary. 8.10% respondents who have not disclosed their nationality have mentioned that both job title and salary are important, 3.60% said salary and 0.8% job title.
- 14.30% respondents with high school or below qualification have mentioned that both job title and salary are important, 5.20% have mentioned job title and 3.60% have salary. 26.20% bachelor's degree holder have said that both job title and salary are important, 8.60% said salary and 4.40% job title. For 17.90% Postgraduates both job title and salary are important, for 5.20% salary and for 0.80% job title. For 7.80% technical diploma holders both job title and salary are important, for 3.40% job title and for 2.60% salary.
- 23.40% respondents with 16+ years of experience both job title and salary are important for 5.50% salary and 1.80% job title. In the age group of 11 to 15 years, 14.50% said that both job title and salary are important, 4.20% said salary and 2.60% said job title. In the age group of 6 to 10 years, 13.20% said both job title and salary are important, 5.70% said job title and 4.20% said salary. 11.20% in the age group 1 to 5 years have said that both job title and salary are important, 4.20% said salary and 3.40% said job title. 3.90% students have mentioned that both job title and salary are important, 2.10% said salary and 0.30% said job title.
- According to 29.90% management professionals both job title and salary are important, for 8.10% salary and for 2.10% job title. 17.90% Supervisors have said that both job title and salary are important, 5.50% said salary and 3.90% said job title. 13.50% respondents below supervisory level have mentioned that both job title and salary are important, 7.50% have said job title and 4.20% have said salary. 4.90% unemployed respondents said both job title and salary are important, 2.30% have said salary and 0.30% have said job title.

5.2.7 Allowing employees to choose their own job title is good or bad?

The research revealed that 56.60% respondents are in favor of allowing employees to choose their own job title and 43.40% have answered that allowing employees to choose their own job title is bad.

- In the age group of 18 to 30 years, 26% have answered that allowing employees to choose their own job title is good whereas 9.6% answered bad. This indicates that most of this age group like to choose their own job titles. In the age group of 31 to 50 years, 26.20% are in favour of getting freedom to choose their own job titles and 28.90% are against. In the age group of 51 years and above, 4.90% are against, and 4.40% are in favour of freedom to choose their own job titles.
- While the researcher analyzed the data nationality wise, interesting results emerged. Either most of the respondents or half of the respondents from many countries preferred the freedom of choosing job titles. 11.70% Nepalis are in favour of freedom to choose their own job title whereas 3.90% respondents were against. 3.40% Ghanaians are in favour and 0.30% are against. 2.60% Kenyans are in favour and 0.80% are against. 2.60% Bangladeshis are in favour and 0.30% are against. 26.80% Indians are against and 24.70% are in favour of freedom to choose their own job title. 4.90% Filipinos are against and 4.20% are in favour. 1.00% Sri Lankans are in favour and 0.5% are against. 6.50% respondents from other countries are in favour and 6.00% are against.
- 17.40% respondents with high school or below have answered that the freedom to choose their own job title is good whereas only 5.70% are against. 21.30% Bachelor's degree holders are in favour and 17.90% are against the freedom of choosing their own job title. 14.30% Postgraduates are against and only 9.60% are in favour of the freedom to choose their own job title. 8.30% technical diploma holders are in favour of getting the freedom to choose their own job titles but 5.50% are against.
- Except those respondents with 16+ years of experience, most of the respondents from other experience groups have answered that the freedom to choose their own job title is good. 4.40% students are in favour and 1.80% are against choosing their own job title. In the group of 1 to 5 years 13.80% are in favour and 4.90% are against. In the age group 6 to 10 years 14.80% are in favour and 8.30% are against. In the age group of 11 to 15 years 11.40% are in favour and 9.90% are against. In the age group 16+ years and above, 18.40% are in against and 12.20% are in favour.
- When most of the supervisory level, below supervisory level and unemployed respondents have welcomed the freedom to choose their own job titles, most of the management level professionals have answered that the freedom to choose their own job title is not good. 16.10% supervisors have answered that the freedom to choose their own job title is very good and 11.20% are against this freedom. 17.90% respondents with below supervisory level profession are in favour and 7.30% are against. 5.50% unemployed are in support and 2.10% are against.

5.2.8 Are you in favour of Title negotiation?

The analysis revealed that 62.9% are in favour and 37.1% are against title negotiation.

- In the age group of 18 to 30 years, 26.50% are in favour and 9.10% are against title negotiation. In the age group of 31 to 50 years, 30.40% are in favour and 24.70% are against. In the age group of 51 years and above, 6.00% are in favour and 3.40% are against.
- 49.10% men are favour and 31.10% men are against title negotiation. 13.50% females favour title negotiation, and 5.50% females are against. Among those respondents who have not disclosed their gender, 0.30% have favoured and 0.50% didn't favour title negotiation.
- 27.80% Indians have preferred title negotiation and 23.60% have rejected it. 11.40% Nepalis have favoured and 4.20% have rejected title negotiation. When 5.70% Filipinos have favoured title negotiation, 3.40% have rejected title negotiation. 1.30% Sri Lankans favour title negotiation and 0.3% didn't approve the negotiation. All Ghana respondents (3.60%) have favoured job title. When 2.60% Kenyans favoured title negotiation and 0.80% are against title negotiation. 2.60% Bangladeshis favoured and 0.30% have disapproved title negotiation. 7.80% other nationals have agreed for title negotiation and 4.70% have rejected title negotiation.
- 22.60% bachelor's degree holders have favoured and 16.60% have disapproved title negotiation. 17.90% High School graduates have approved title negotiation and 5.20% have disapproved. 13.50% have agreed for title negotiation and 10.40% have disapproved. When 8.80% technical diploma holders have favoured title negotiation, 4.90% have refused.
- 15.80% respondents with 16 years and above experience have favoured title negotiation but 14.80% have not favoured. 13.00% respondents with 11 to 15 years of experience are in favour and 8.30% are against title negotiation. 16.60% respondents with 6 to 10 years are in favour and 6.50% are against title negotiation. 13.50% respondents with 1 to 5 years are interested in title negotiation but 5.20% are against. 3.90% students prefer title negotiation whereas 2.30% are against.

- The researcher found that half of the management professionals are in favour and half are against title negotiation. 20.00% management professionals have favoured title negotiation and 20% are against. 18.70% Supervisor have favoured and 8.60% are not in favour. 19.20% below supervisory level professionals are in favour of title initiation whereas 6.00% are against. 4.90% unemployed are in favour but 2.60% are against title inflation.

5.2.9 Will you join a company in which no job titles at all?

72.50% respondents said they don't want to join a company which doesn't have any job titles and 27.50% respondents were willing to join.

- In the age group of 18 to 30 years, 24.20% respondents answered that they are not interested to join an organization without any job titles and for 11.40% respondents, job titles don't matter. In the age group of 31 to 50 years, 41.30% respondents were not willing to join whereas 13.80% were interested. In the age group of 51 years and above, 7% were not willing to join but 2.3% respondents were willing.
- 58.80% male respondents were not willing to join a company which doesn't have job titles whereas 21.50% men were willing to join. 13.20% female respondents have rejected companies without any job titles but 5.70% were willing to join. 0.5% respondents who have not disclosed their gender preferred not to join such companies but 0.3% were willing to join.
- 38.20% Indians have said that they are not interested in such organizations whereas 13.20% Indians were willing to join. 9.10% Nepalis were not willing to join but 6.50% Nepalis were interested. 1.30% Filipinos are interested whereas 7.80% Filipinos not interested. 0.50% Sri Lankans accepted to join organizations without any job titles whereas 1% Sri Lankans have not agreed. When 0.30% Ghanaians displayed their willingness 3.40% have were unwilling. For 2.30% Kenyans the organizations without job titles are not acceptable but okay for 1% Kenyans. 2.10% Bangladeshis and for 8.60% other nationals the organisations without job titles are not okay but okay for 0.8% Bangladeshis and for 3.90% other nationals.
- 7.50% High school or below qualified respondents, 9.40% bachelor's degree holders, 7.50% Postgraduates and 3.10% technical diploma holders companies without job title okay to join whereas 15.60% High school or below qualified, 29.90% bachelor's degree holders, 16.40% Post Graduates and 10.60% technical diploma holders were not willing to join title-less organizations.
- 23.60% respondents with 16+ years' experience, 16.40% respondents with 11 to 15 years' experience, 17.90% respondents with 6 to 10 years' experience, 10.10% respondents with 1 to 5 years' experience and 4.40% students have refused to join an organization without any job title. 7.00% respondents with 16+ years of experience, 4.90% respondents with 11 to 15 years of experience, 5.20% respondents with 6 to 10 years' experience, 8.60% respondents with 1 to 5 years of experience and 1.80% students have agreed to join organizations without job titles.
- 29.90% Management professionals, 19.50% Supervisors, 17.90% below supervisory level professionals and 5.20% unemployed persons have refused to join whereas 10.10% Management professionals, 7.80% supervisors, 7.30% below supervisory level professionals, 2.30% technical diploma holders have agreed to join an organization without job titles.

5.2.10 Job Titles are very important, and it will enhance a person's social status

90.10% have agreed that the job titles are important, and it will enhance a person's social status. Remaining 9.90% have disagreed.

- 33% in the age group of 18 to 30 years, 49.4% in the age group of 31 to 50 years and 7.7% in the age group of 51 and above feels that the job titles are important, and it will be enhancing a person's social status. 2.6% in the age group of 18 to 30 years, 5.7% in age group of 31 to 50 years and 1.60% in the age group 51 years and above have declared that the titles are not important and will enhance social status of a person.
- 74.3% men, 15.1% women and 0.7% those who have declared their gender have answered that the job titles are important, and it will enhance the social status. For 6% men and 3.9% women the titles are not important and will not increase the social status.
- 14.80% Nepalis, 46% Indians, 8.6% Filipinos, 1.3% Sri Lankans, 3.6% Ghanaians, 3.1% Kenyans, 2.9% Bangladeshis and 9.9% other nationals feels that the job titles are important and also increase social status but 0.8% Nepalis, 5.5% Indians, 0.5% Filipinos, 0.3% Sri Lankans, 0.3% Kenyans and 2.6% other nationals feels against.
- 21.7% High school or below qualified respondents, 35.1% Bachelor's degree holders, 20.3% Postgraduates and 13% technical diploma holders said that they feel that the job titles are important and will enhance the social status. 1.3% High school or below qualified respondents, 4.2% Bachelor's degree holders, 3.6% Postgraduates and 0.8% technical diploma holders have answered that the job titles are not important and will not increase the social status.

- 28.1% respondents with 16+ years of service, 17.8% respondents with 11 to 15 years of service, 21.6% with 6 to 10 years of service, 17.1% with 1 to 5 years of service and 5.5% students have agreed that the titles are very important whereas 0.8% students, 1.6% respondents with 1 to 5 years of experience, 1.6% respondents with 6 to 10 years of service, 3.3% respondents with 6 to 10 years of service, and 2.6% respondents with 16+ years of service answered that the titles are not important and will not give social value.
- 35.1% Management professionals, 24.7% supervisors, 23.8% below supervisory grade professionals and 6.5% unemployed said that the job titles are important and will increase the social status but 4.9% management professionals, 2.6% supervisors, 1.3% below supervisory level professionals and 1.1% unemployed respondents answered that the job titles are not important to them, and it is not going to add value in the job market.

5.3 Findings of the study and Conclusions

5.3.1. The literature review uncovered that:

- Job titles are very important, and it has lot of value for the employees.
- Job titles are crucial in recruitment, and it is the main thing job hunters see when considering the position.
- Job titles help to determine a hierarchy within a business. Always a role is senior to a different role.
- Previous research showed that employers are using job titles to retain and reward high performing employees and nearly three-quarters of companies found job titles to be vital, expressed power and accountability.
- Analysis of scientific motivational theories indicated the significance of job titles in motivating employees.
- Many companies introduced flat organization structure but later restored previous structures due to high staff turnover.
- Many organizations have found a very prominent and promising system and have reported about the benefits of improved responsiveness, ingenuity, and involvement while decreasing organizational waste, overhead and bottlenecks.
- The literature review proved that the holacracy has lot of drawbacks and many organizations have restored their old structures after experimenting this new system.

5.3.2. The research survey has revealed that:

- The majority of the respondents irrespective of their age, gender, nationality, qualifications, years of experience and profession agree that the job titles or designations are very important.
- The majority of the respondents irrespective of their age, gender, nationality, qualifications, agree that the promotions with a change in job title will motivate the employees.
- Even though most of the respondents have said flat organization without any job title is not good, 21% respondents felt it is good.
- Nearly half of the respondents have answered that the title inflation or giving funny job title is good.
- More than half of the respondents were willing to accept a dry promotion (a promotion without any increase in salary).
- For more than half of the respondents both salary and job titles are important.
- Half of the surveyed people are in favor of those organizations which allow their employees to choose their own preferred job titles.
- More than half of the surveyed people are in favor of title negotiation.
- Majority of the surveyed people are not willing to work in organizations which don't have any job titles.
- Majority of the respondents have agreed that job titles are very important, and it will enhance their social status.

5.3.3. Conclusions

The research has demonstrated that the job titles are very important for the employees and proved that those management professionals who state that the job titles are not vital were wrong. The employees agree that the promotions with a change in their job title will really motivate them. The study has proved that most of the employees don't like to work in a company with a flat organization structure and many employees like title inflation or funny job titles. Even though both the job title and salary are important, there are employees who are even willing to accept higher job titles without an increase in their compensation, this indicates the value of job titles in our society. Many organizations are now allowing their employees to choose their own preferred job titles, and the study has proved that many workers like this new concept. The study has proved that many employees prefer to negotiate their job titles to get attractive ones. Unquestionably, it is proved that the employees feel the job titles will enhance their status in the society.

5.4 Recommendations for further study

The samples for this study have been selected by the researcher randomly, and the respondents are from different industries, different countries, different age groups, different professions etc. It is recommended doing industry-specific, country-specific, profession-specific research to know the preferences of the respondents according to their category. Examples: "A study to know whether or not job titles are important for software professionals." "A study to ascertain whether or not the job titles are valuable for the catering staff"

Appendix - A 'Job Titles' Are they really important?

(Please tick or fill answers for below questions)

SECTION A

1. Age Group

18 - 30 years	
31 - 50 years	
51 & above	

2. Your Gender

Male	
Female	
Do not want to answer	

3. Your Nationality

Nepal	
India	
Philippines	
Sri Lanka	
Ghana	
Kenya	
Bangladesh	
Others - Specify	

4. Your Qualification

High School or below	
Bachelor's Degree	
Post-Graduation	
Technical Diploma	

5. Work Experience

Not Working/Student	
1 - 5 years	
6- 10 years	

6. Profession

Management Level	
Supervisory Level	
Below Supervisory Level	

11 - 15 years		Not working/Student	
16 + years			

SECTION B

7. Job Titles or Designations (example: Manager, Cook, Chief Cook etc) are very important.

Agree	
Disagree	

8. Promotions with a change in Job Title (example: promotion from Chief Cook to Location Manager) will motivate the employees.

Agree	
Disagree	

9. What is your opinion about flat organization structure without any job title (Example: No Manager, No Chief Cook, No Engineer etc):

Good	
Not Good	

10. What is your opinion about Title inflation or giving funny job titles (example: Changing the title 'Cook' to Flavor Mixer', Changing the title ' Butcher' to 'Postmortem specialist' etc?)

Good	
Not Good	

11. If your company gives you a promotion without increasing your salary, will you accept? (Example - Promotion from Officer to Manager, Cook to Chief Cook)

Yes, I will accept	
No, I will not accept	

12. According to you, job title or Salary, which is very important?

Job title	
Salary	
Both job title and salary	

13. Few companies allow their employees to choose their own Job Titles. What is your opinion on this?

Good	
Not Good	

14. Are you in favor of Title Negotiation (Example – If an employee is working as a Receptionist but demanding the job title “ Guest Relations Manager”):

Yes	
No	

15. Will you join a company in which no job titles at all (Example – No positions like Manager, Waiter, Waitress, Cleaner, housekeeper etc all are just employees only)

Yes	
No	

16. So, you agree that Job Titles are very important, and it will enhance a person's social status?

Yes	
No	

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