Acknowledgements

Upward communication is a topic that would easily catch anyone's fancy, but to write a doctoral dissertation on it requires guidance by a team of experts. The experts should not only have knowledge of the topic but should also be patient with the progress of research, which at times could be stale and sluggish. I am thankful to my thesis advisory committee members who helped guide my research path by providing academic as well as emotional support. It might seem a bit spectacular, but the present study is an outcome of smooth and efficient upward communication between me and my guides Prof Kamal Kishore Jain, Prof Sumit Kumar Ghosh, and Prof Sushanta Kumar Mishra. To them goes my first acknowledgement.

A body of knowledge needs external examination so that it can be pruned of possible biases that may arise out of researchers' prolonged fixation with their research. The thesis examining committee members, Prof Abha Chatterjee, Prof Ranjeet Nambudiri, and Prof Pradyumana Khokle did an excellent job exposing the weak areas of my doctoral research and suggesting improvements. Their critical examination not only helped fine-tune the present research work but also helped in broadening its scope. To them goes my second acknowledgement.

Every research requires the voluntary support of experts that have no formal or institutional obligation to extend a helping hand. I am thankful to Prof Tista Bagchi who has been the guiding force ever since 2003, the year when I formally became a student of linguistic sciences. It is my academic background in linguistics, guided and shaped by academicians like Prof Bagchi, that the present study has its theoretical foundation in language studies. Another linguist, whose humility I admire, is Prof Noam Chomsky: he has always taken time out of his busy schedule to answer my trivial research questions. To these leagues do belong many other academics, three of whom I would like to name: Prof Jason Colquitt, Prof Ad Pruyn, and Prof Jos Bartels; they have contributed to the present research by helping me out in times of need. I would like to extend my note of thanks to Prof Ram Kumar Sharma, Prof Shashi Bhusan Chaudhary, Prof Ramesh Chandra Billore, Prof Arun Kamal, and Prof Pradeep Kumar Das, for their immense and unconditional help: I was stuck with a questionnaire set that
my Hindi speaking respondents felt uneasy to respond – I thank them for their support in the translation process. To these academics goes my third acknowledgement.

Research in the field of organizational behavior and human resource management requires earnest and willing participation of organizations and their members. The interface between academia and the industry would cease to exist if organizations fail to cooperate. I am indebted to the employees and the top management of Prabhat Khabar, in particular, Sri Harivansh, Sri Kamal Kumar Goenka, Sri Ranjit Kumar Dutta, Sri Anuj Sinha, and Sri Swayam Prakash. Not only did Prabhat Khabar provide complete freedom but also rendered a vast pool of organizational resources to be used for research purpose. Without the gracious support, the present research would have starved at a nascent stage. To employees and leaders of Prabhat Khabar goes my fourth acknowledgement.

Organizational researches are deep rooted in social setups. Apart from providing useful insights to organizational arenas, they provide insights that are also applicable to society at large. On a reverse note, organizational research often requires the active participation of actors from the larger social milieu. Many such actors have contributed to the present study. I express my sincere gratitude to staff members and students of Chandragupt Institute of Management Patna, Gyan Niketan Patna, St. Jospheh’s High School Patna, and St. Michael’s School Patna, for their kind support. It is because of their support that the initial stages of the present study could be completed in time. To these social actors goes my fifth acknowledgement.

A doctoral research demands solitary attention; such attention may lead the researcher to a lonesome life: at times peaceful, at times desolate. I am thankful to Prof Tony Fang (School of Business, Stockholm University) and other members of the Yin-Yang research group: they helped break my solitary confinement by temporally dislocating me from my doctoral research, thus infusing a rejuvenated desire to keep working on my doctoral research. It was like falling in love with the same person: over and over again. I am also thankful to faculty members, staff members, friends and fellow researchers at IIM Indore: they helped break my solitary confinement by providing a friendly and fascinating social life. Thanks are due to time-honored and geographically dispersed friends of mine who have valued my friendship: a doctoral research restricts
the ability to fulfill the social and reciprocal obligations of friendship, yet they stood by me – thanks. To these friendly souls does go my sixth acknowledgment.

Last but the most important, I wish to thank my family members. A researcher must first come up as a good human being than as a good scholar; the prior should precede the later. The infinite emotional and social support that I have received from my family members, in particular my Mother, my Father, my Brother, and my Sister-in-law, has helped bring the best out of me as a person. To my family members goes my seventh and the final acknowledgment.

The deficiencies that are left within me both as a researcher and as a person arises out my own shortcomings, for which none but I am to be blamed. These deficiencies, as I understand, must be curtailed if I ever have to become a worthy scholar: the journey has just begun.

I sign off, with due regards to the supreme divinity for her/his continuous guidance in the path of my life: both academic and the other.

Kumar Kunal Kamal