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PREFACE

At the outset, I take this opportunity to congratulate the PG Department of Human Resource Management for organizing a National Conference on Lean Manangement and Organisational Effectivenes. This topic is very apt in todays business. The role of HR is very dynamic and challenging and the theme brings all the stakeholders under one roof to analyse various problems faced by the organizations and offer solutions which can be applied by the organizations in their everyday ativities. I wish them success in their efforts.

Smt. Mamta D. Bhatt

CHAIRMAN

PREFACE

In todays business, change is inevitable. Business is becoming complex and the organizations are faced with lot of challenges and the HR has to rise up to the occasion to meet these challenges. I firmly believe the Human Resource department in any organisation needs to be a leader in the transformation of the culture during a lean implementation. HR can and should play a role in helping with training of lean tools and concepts as well as the cross training of employees so the staff is more flexible. HR can help with people having trouble transforming from a traditional culture to a lean culture. This Conference would throw light on various problems confronting todays business and offer solutions which can be embraced by organisations at large. I wish the team a great success in all their endeavours.

Dr.(Mrs) V. Varalakshmi

PRINCIPAL

ACKNOWLEDGEMENT

It has been a proud moment for the PG Department of Human Resource Management to conduct a National Conference on Lean Management and Organisational Effectiveness. There was an overwhelming response from both the researchers and academicians across the nation. They have shared their valuable ideas and suggestions in tune with the main theme which can be nurtured by large number of organizations. As a convenor, I take this opportunity to thank the management, principal and all my team members for extending their relentless support in the smooth conduct of the conference. I extend my heartfelt gratitude to all the participants for their active participation in making the conference a great success and I look forward to conduct many such conferences in the years to come which would provide a platform to bring in the researchers, academicians, and the corporate under one umbrella to share their insights.

Mrs.K.Sowmiya Lakshmi

Convenor

Contents

1. Education is the Only Path for Gender Equality: Case Study

Dr. Thangamani Waghmare, Associate Professor of Economics, National Defence Academy, Pune.

Abstract :

No country in the world has achieved gender equality. The four highest-ranking countries Iceland, Norway, Finland and Sweden have closed a little over 80% of their gender gaps, while the lowest ranking country Yemen has closed only around 46% of its gender gap. The Global Gender Gap Index was developed in 2006 partially to address the need for a consistent and comprehensive measure for gender equality that can track a country's progress over time, investment in girls' education has significant multiplier effects: it reduces high fertility rates, lowers infant and child mortality rates, lowers maternal mortality rates, increases women's labour force participation rates and earnings and fosters educational investment in children. These outcomes not only improve the quality of life, they also foster faster economic growth and development ***The famous quote states that "Gender equality is not a women's issue, it is a human issue. It affects us all'.***

Therefore gender equality is essentially the process of up liftment of economic, social and political status of women, especially the traditionally underprivileged women in the society. It is the process of guarding them against all forms of violence. The empowerment of women has become one of the most important concerns of 21st century. But in actual practice women empowerment is still an illusion of reality. We observe in our day to day life that how women become victimized by various social evils. Women Empowerment is the vital instrument to expand women's ability to have resources and to make strategic life choices. This paper attempts to analyze the status of Women Empowerment in India and highlights the Issues and Challenges of Women Empowerment especially scheduled tribe women of Erode district in Tamil Nadu. The study is based on primary and secondary sources. The study reveals that women of India especially scheduled tribe women are relatively disempowered and they enjoy somewhat lower status than that of men in spite of many efforts undertaken by Government. The study concludes that access to education, employment and change in social structure can only bring changes in women's life to attain women empowerment.

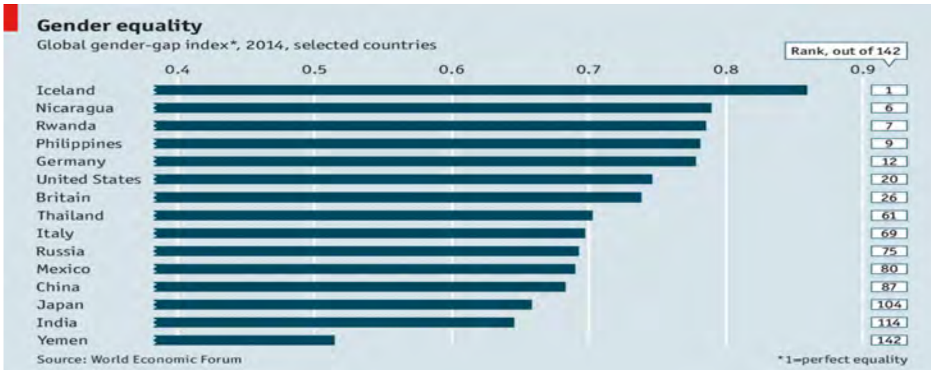
Key words: Education, Employment and change in social structure.

INTRODUCTION

Women empowerment refers to increasing the spiritual, political, social, educational, gender or economic strength of individuals and communities of women. In the Western societies, the women have got equal right and status with men in all walks of life. But gender disabilities and discriminations are found in India even today.

Women's empowerment in India is heavily dependent on many different variables that include geographical location (urban / rural) educational status, social status (caste and class) and age. Policies on Women's empowerment exist at the national, state and local (Panchayat) levels in many sectors, including health, education, economic opportunities, and gender based violence and political participation. However there are significant gap between policy advancements and actual practice at the community level. As far as their social status is concerned, they are not treated as equal to men in all the places. The paradoxical situation has such that she was sometimes concerned as Goddess and at other times merely as slave.

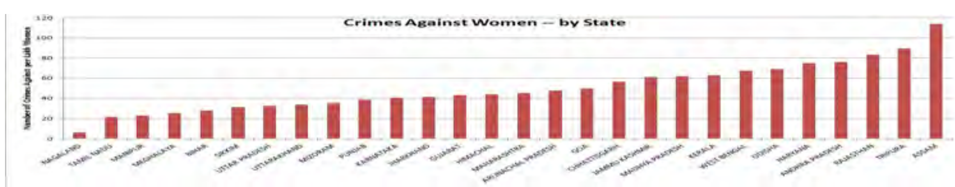
The following figure explains the Gender equality of selected countries



For the sixth consecutive year Iceland has come out best in the World Economic Forum's gender-gap index, which examines disparities between men and women in terms of political empowerment, economic opportunity, health and education. It scored 0.86 on an index in which one denotes perfect equality. The Nordic countries all did well, taking the top five positions of the 142 countries in the ranking. Some emerging economies also have high gender equality. Nicaragua ranked sixth; Rwanda, included for the first time this year, was placed seventh overall and first in Sub-Saharan Africa, thanks to a particularly small gap between men and women in the political-empowerment category. India stands 114th position among these countries. Therefore it is necessary to take adequate measures to improve the conditions of women in all walks of life.

Women's empowerment is a critical aspect of achieving gender equality. It includes increasing a woman's sense of self-worth, her decision-making power, her access to opportunities and resources, her power and control over her own life inside and outside the home, and her ability to effect change. Yet gender issues are not focused on women alone, but on the relationship between men and women in society, but in actual practice women are undergoing various types of crimes in every days life the following figure explains the crime against women over a large range across the various states in India in terms of their rate of occurrence. This may have multiple reasons but it may also be complicated by the fact that poor law enforcement in poorly governed states may result in under-reporting of crime. But if we assume the NCRB data to be true, the distribution across various states of India.

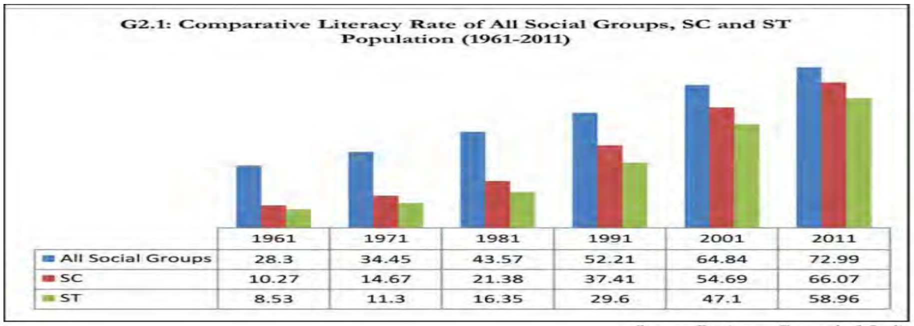
Crime against women over a large range across the various states in India



Source: National Crime Records Bureau (NCRB), New Delhi. NCRB is an attached office of the Ministry of Home Affairs (MHA), Government of India, 2016.

The above figure reveals that crime against the women exists in almost all states but is very high in states like Assam, Tripura and Nagaland.

According to the 2011 The scheduled tribe population of India constitute 8.6% of total population of the country and majority of them reside in the rural areas (90%), who live in remote and isolated regions and engage in primitive occupations, in tribal communities, the role of women is substantial and crucial, because they work harder and the family economy and management depends on them. and they are considered as a development factor in their family as well as society. But they are still lagging far behind in the different walks of life like education, employment, political, social position, good health and empowerment etc therefore government has taken various efforts to improve literacy rate of the population including the scheduled tribe population, the following figure explains that the impact of education policies on various sections of population.



The above figure reveals that there is an increase in the literacy rate of all these groups over the years from 1961 to 2011. But there is a variation in raising the literacy rate of SC and ST Population. Therefore government should pay adequate attention on the tribal population. Scheduled tribe population of Tamil Nadu constitute 1.04 percent of the total population of India. The study area covers two hamlets (Gethesal and Melamavallam) of Hasanur village of Thalavadi block in Periyar district. Geddesal is an isolated settlement situated in the interior forest between the mountains of Thimbam range; On 18 March 2013, a government order under the "The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006" has been circulated to the conservator of forests in Erode that the home to about 25 tigers and 1200 elephants has been made as a Tiger Reserve with effect from 15 March 2013. Sathyamangalam will be the fourth tiger reserve in the state the other three being Mudumalai, Kalakkad Mundanthurai and Anamalai.[12] There is no frequent transportation to this settlement. It is a homogenous settlement with only Sholaga tribe with a population of 370 households and, in Melamavallam hamlet there are 100 households are there .The author has selected 55 households for the present study from both these areas, and the data was collected in 2014 to analyse the status of women in the society . The role of women in tribal communities is substantial and crucial; collection of minor forest produce is done mostly by women and children. Many also work as agricultural labourers, households and construction, contributing to their family income. However, tribal women face problems and challenges in getting a sustainable livelihood and a decent life due to environmental degradation and the interference of outsiders. Undoubtedly, the programmes, oriented towards the empowerment of tribal women have not improved much in their socio-economic conditions and status. However, there are wide variations across regions and tribes in terms of work participation, sex ratio, economic productivity and social life.

Objectives of the study

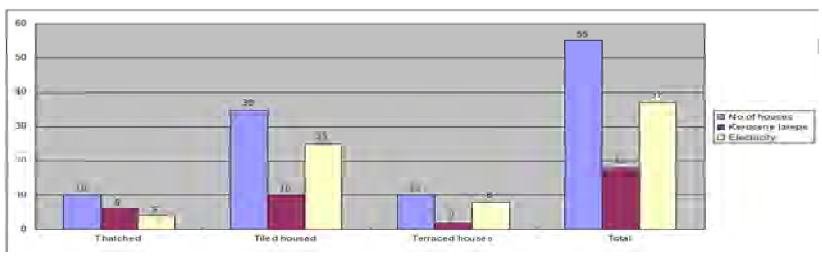
1. Economic prosperity of the country is directly influenced by the skilled manpower (which includes both Education and equality).
2. To analyze the factors influencing the Economic equality of Women.
3. To identify the problems of Women Empowerment and suggest remedies upon it.

Research methodology

This paper is basically descriptive and analytical in nature. In this paper an attempt has been taken to analyze the empowerment of women in India. The data used in it is from primary and secondary sources according to the need of this study.
The first objective has been proved with the help of secondary sources that unlike developed countries, women empowerment in India is extremely poor in India this due to the lack of socio economic and traditional values.
Development of the country is directly influenced by the strong human power which includes both men and women. Therefore the government should take adequate measures to improve the status of the women by giving equal opportunities in all walks of life.

The housing condition of the tribal population has been explained in the following figure.

Fig 1: housing conditions of the tribal hamlets

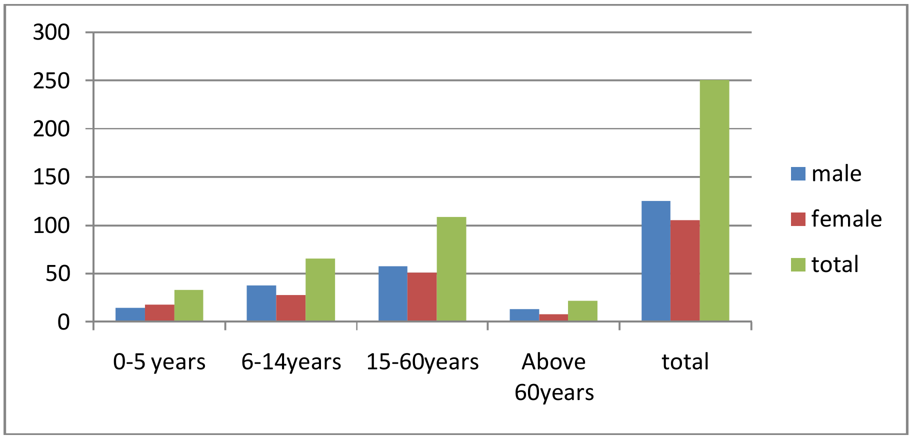


Source: Field survey.

The figure explains that only 37 houses are electrified and the people are still using the kerosene lamps in their houses, and also people are living in terraced houses in the reserved forest. It is important to note that the socio economic conditions of tribal population are much worse than the other sections of the plain population. Poverty is the reality of life for the vast majority women in India. It is the another factor that poses challenge in realizing women's empowerment Therefore attaining women empowerment is totally an illusion in these areas.

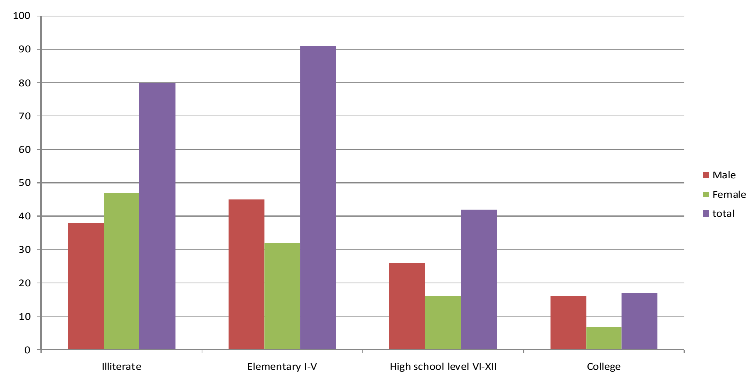
Sex and Age group of people

The following figure explains that the proportion of female population to male population is lesser; this is due to lack of medical and adequate infrastructural facilities. The society is more biased in favour of a male child in respect to education, nutrition and other opportunities. The root cause of this type of attitude lies in the belief that male child inherits the clan in India; therefore there is rise in the rate of infant and maternal mortality of women in this area.



Source: Field survey.

Figure 3: Educational particulars



Source: Field survey

The above figure explains the literacy rate of tribal hamlets; most Gethesal settlement has education facility up to middle school. This had created a positive impact on the increase in enrolment of tribal children in school, especially; the girls had the opportunity to access it. In the recent years enrolment rate has increased among the Sholaga children of this settlement. In case of secondary and higher secondary schooling, the children in this village have to travel 15 kilometres distance, by this number of students availing secondary school education become very minimal especially with respect to the girl children.

Women and Employment:

Minor forest produce forms a major source of income in many tribal communities, especially those having less than five acres of land. Women and children are almost exclusively involved in collection of minor forest produce, its storage, processing and marketing .Increased government control of forests has disturbed tribal economy adversely affecting tribal's lives, particularly that of women. Appointing of agents from outside for collecting forest produce has not only affected their livelihood, but has also made the work of women more difficult. Collection of fuel wood has become more difficult since it is less accessible and more time-consuming. The result has been less income combined with less fuel wood available for themselves and lesser nutrition. It also leaves them little time for earning wages. Government control over forests has also reduced hunting to a ritual. Besides routine household work, the tribal women work in the agricultural fields, forests for long hours. The overall output if seen in terms of number of hours of work is low.

They should be provided with proper wages and work at par with men so that their status can be elevated in the society. Strict implementation of Programmes and Acts should be there to curb the mal-practices prevalent Their schedule of long working hours continues even during pregnancy, natal and postnatal stages. They have a negative energy balance, high morbidity rate, and low child survival rate. They suffer from taboos and superstitions and remain deprived of the benefits from existing development and welfare programmes. The second and third objectives are proved with the help of primary sources collected from the field area.

CONCLUSION

Therefore the study concludes that there is a strong correlation between socio economic conditions and women empowerment. There are significant gaps between policy advancements and actual empowerment of tribal women. There should be a need to increase the awareness about right and duties of tribal women to get the equal status at the state and national levels, despite existing reservations for women. As a responsible citizen schedule tribe women have a duty to acquire the education to understand their rights and duties towards country.

The government should focus empowerment of scheduled tribe women based upon their traditional skills because they have adjusted themselves to live a traditional life style in the local environment and follow occupations based on natural resources. That means tribal women contribute immensely to the tribal agriculture .Women represent half the world’s population and gender inequality exists in every nation on the planet. Until women are given the same opportunities that men are, entire societies will be destined to perform below their true potentials. The greatest need of the hour is change of social attitude to women. It is true truly said that, “When women move forward, the family moves, the village moves and the nation moves”. It is essential as their thought and their value systems lead to the development of a good family, good society and ultimately a good nation. The best way of empowerment is perhaps through inducting women in the mainstream of development. Women empowerment will be real and effective only when they are endowed income and property so that they may stand on their feet and build up their identity in the society.

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2. E-Tailing in India –Opportunities, Challenges & its Growth

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ABSTRACT:

Electronic marketing is the youngest of the membership growth devices and has grown exponentially since mainstreaming a little more than two decades ago. E marketing created a means of doing business defying time and space. It established speed, information flow and access in buying and selling of products. This in turn created a virtual market for actual products globally. In the past few years, the internet and e-commerce business activities have become one of the fastest growing technologies that playing a significant role in the daily life of human being. Today, E-marketing is one of the most emerging technologies in IT and E-Commerce sector. E-marketing is also referred to as Internet marketing (IM), online marketing or web-marketing, means using the internet to market and sell goods and services. E-Marketing helps to find out the right audience to whom goods and services are to be provided by the business organizations. It consists of all processes and activities with the purposes of attracting, finding, winning and retaining customers. The scope of E-Marketing is deemed to be broad in scope it does not only use to promote marketing over the internet but also helps in marketing as well through e -mail and wireless media. Here we analyzed to find out the opportunities and challenges of Internet marketing in India.

KEY WORDS: *Electronic marketing, Mainstream, virtual market, Technologies, Opportunities*

INTRODUCTION:

Before the term e marketing evolved, the term 'digital marketing' was used in the 1990s. The rapid evolution of digital media created new opportunities and avenues for advertising and marketing1. Digital marketing is often referred to as 'online marketing', 'internet marketing' or 'web marketing'. The term 'digital marketing' became popular over time, particularly in certain countries. In the USA 'online marketing' is still prevalent, in Italy it is referred to as 'web marketing' but in the UK and worldwide, 'digital marketing' is the common usage.

When trading in products or services takes place by using computer networks, such as the Internet, it is known as Electronic commerce (E-commerce or e-Commerce). Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer , supply chain management, Internet marketing, online-transaction, inventory-management-systems processing, electronic data interchange (EDI), and automated data collection systems. Modern electronic commerce typically uses the World Wide Web although it may also use other technologies such as e-mail. E-marketing includes email, websites and micro sites, search engine advertising, search engine optimization, co-registration, mobile marketing, and other technology-driven tools.

DEFINITION:

"Internet Marketing or E-Marketing is the process of promoting a brand, products or services over the Internet. Its broad scope includes email marketing, electronic customer relationship management and any promotional activities that are done via wireless media."

"E-marketing means using digital technologies to help sell your goods or services. These technologies are a valuable complement to traditional marketing methods whatever the size of your company or your business model."

NEED OF THE STUDY:

India will likely see the golden period of the Internet sector between 2013 to 2018 with incredible growth opportunities and secular growth adoption for E- Commerce, Internet Advertising, Social Media, Search, Online Content, and Services relating to E-commerce and Internet Advertising. As we all know, India has a long way to go in the world of Digital Marketing as more and more Indians are spending time on the internet as compared to China and US.

OBJECTIVES:

In this paper we focus on the study of E-Marketing and online behavior of consumers. They also provide an incentive to focus on critical areas and formulate strategies to help achieve intended objectives.

- To review the present status of online trading in retailing in India.
- To identify the problems in online trading in retailing from the point of view of providers and consumers

IMPORTANCE OF INTERNET MARKETING:

Below are some of the reasons why it is absolutely important for any business to invest in online marketing for their brands

- Cost effective IM (internet marketing) is one of the best cost effective ways of advertising because marketing products on the internet is less expensive in comparison to physical marketing due to short chain of middlemen in online marketing as well as less expenses on the physical outlet of the showrooms and the use of marketing articles or social media in establishing an online presence is minimal and you don't have ton cur cost of rental property and its maintenance because you will not have to purchase tocks in bulk for display in a store.
- Convenient Internet marketing enables to provide 24*7 services without worrying about the opening and closing hours of a physical store. It's also convenient for your customers because they can browse your online store at any time and from any place worldwide and place their orders at their own convenient time.
- Increase website traffic The use of articles or social media as a marketing strategy will help to increase traffic to a business website. The more people visiting the site the more likelihood to closing with more sells and generating more interests of people in the products.
- One – to - one Marketing Internet marketing overcomes barriers of distance is overcome by internet marketing because you can sell goods in any parts of the world without setting up a local outlet over there, thus the scope of target market becomes very wide. However if you want to sell the product or services internationally you will have to use localization service s to ensure that your products are suitable for local markets and comply with local business rules and regulations. Localization of services include translation and product modification which reflect the differences in local market.
- Improves customer seller relationship Better platform to build relationships with customers to increase customer retention level is provided by internet. For example when a customer has purchased a product, first step to begin the relationship by sending a follow up e-mail to confirm the transaction and then thank the customer. You can also invite the potential customers to give product reviews on your website regarding the existing product and this will help to build a sense of community.
- Personalization By building a profile of their purchasing history and preferences, internet marketing will help a business to personalize offers for customers. You can do this by tracking the product information and web pages that helps to prospect, visit and make targeted offers which reflect their interests.

- ❖ Increases sales Internet marketing will increase your sales because it provides the consumers opportunity to purchase the products online rather than physically going to a place or sending an order form by mail. This will increase the impulse rate of purchasing power resulting in an increase of revenue for business organizations and an excellent return on their investments.
- ❖ Always available to consumers Using internet marketing techniques businesses can give their consumers a 24 hour outlet for finding the products they want, in physical outlets shopping is
- ❖ done in only normal working hours which impact the work schedule and lifestyle of the customers.
- ❖ Better conversion rate If you have a website of your business organization, then your customers are only few clicks away from completing a purchase from your website. Unlike other media, e - marketing is seamless, which require people to get up and make a phone call, post a letter or go to a shop.

OPPORTUNITIES:

- ❖ **CONVENIENCE FACTOR:** Online retailers are moving towards enhancing the convenience factor and thus attracting the shoppers to use this channel. Moreover the growth of the mobile communication has led to the growth of the online retailing as people are more accessible to internet 24 x 7. Like in the case of purchasing from the physical market we have to wait for the shop to open and certainly we try to get our merchandise before the shop closes, but in case of online retailing there is no time limits involve all you need is a internet connection and money in your pocket to pay the price and every thing is at your door step.
- ❖ **PAYMENT MODE:** As compare to the earlier days where we have to make the payment in advance and wait for our order for weeks, now we make the order first and make the payment when the goods are delivered to us, WatchKart.com, lenseKart.com, FlipKart.com, etc. are some of the examples.
- ❖ **DELIVERY:** For general type of products line DDV, CD, Goggles, books etc., are being delivered to the customer in 2 to 3 working days and the goods which are required to be
  produced like special print sarees, customized bags etc., are delivered within 5 - 6 working days. Moreover single unit of any product chosen by the customer can also be delivered trans- border, which may not be possible to import in case of physical purchase.
- ❖ Product Comparison: without having to move from one shop to other for comparing the benefits of the product, the shopper gets the benefit of comparing the features and cost analysis at one place. Most of the sites are providing this facility wherein shopper can choose the product which exactly suits him.
- ❖ **COST AND TIME SAVING**: a shopper saves a good amount of time and money by shopping online. In the metros and even in the smaller towns which are growing fast, the life of an average person has become very fast. He has very little time after his normal routine office schedule to go to the market and purchase even the daily need items.

DEVELOPMENT AND SCOPE OF E-MARKETING:

E marketing has universal applicability. It permeates all kinds of business namely, agricultural, industrial, medical tourism, governance, Education and so on. Some of the common applications of e marketing are: Document automation, payment systems, content management, group buying, Online banking, shopping and order tracking, Teleconferencing, Electronic tickets which have become common with large and small businesses alike.

The history of e marketing can be traced back to

1. 1971 or 1972: The ARP ANET is used to arrange a sale between students at the Stanford Artificial Intelligence Laboratory and the Massachusetts Institute of Technology, the earliest example of e commerce.
2. 1979: Michael Aldrich demonstrates the first online shopping system.
3. 1981: Thomson Holidays UK is first business-to-business online shopping system to be installed.
4. 1996: India MART B2B marketplace established in India.
5. 2007: Flipkart was established in India. India is one of the world's fastest growing e-commerce market3.

This growth story is the result of increase in the number of internet users. Internet users in India were estimated to be 300 million in 2014.India has an internet user base of about 250.2 million as of June 20144.The penetration of e-commerce is low compared to markets like the United States and the United Kingdom. India's e-commerce market was worth about $3.8 billion in 2009, it went up to $12.6 billion in 2013. In 2013, the e-retail market was worth US$ 2.3 billion. About 70% of India's e-commerce market is travel related. India has close to 10 million online shoppers and is growing at an estimated 30% CAGR vis-à-vis a global growth rate of 8–10%5.

GROWTH FACTORS:

Individual or business involved in e-commerce whether buyers or sellers rely on Internet-based Technology in order to accomplish their transactions. E-commerce is recognized for its ability to allow business to communicate and to form transaction anytime and anyplace. Whether an individual is in India or overseas, business can be conducted through the internet. The power of e-commerce allows geophysical barriers to disappear , making all consumers and businesses on earth potential customers and suppliers Several factors have contributed to the growth of e marketing in India.

There is sea change in the life style of the burgeoning middle class. Internet and 3G penetration revolutionized the marketing scenario for both consumers and the marketers. Rising standard of living has not only increased the level of consumption but also the pattern and quality of consumption. Busy urban lifestyles, lack of time for shopping, desire for variety and convenience and comfortable disposable income has changed the way Indian consumers prefer to shop today

Some other factors helping the online retail industry seeing good growth include smart phones of faring accessibility to online shopping, aspirations of tier II & III cities, women becoming more tech savvy , evolving perception around branded products, impulsive buying and Logistical convenience

Legal issues: Legal issues of e-commerce in India are generally ignored by e-commerce websites. Foreign companies and e-commerce portals would be required to register in India and comply with Indian laws, as India is gearing up to regulate online business. Efforts are being made to regulate marketing websites dealing with various products online and violating laws of India. Enforcement directorate (ED) of India has already initiated legal actions against companies dealing with Bit coins in India. Tax liability of foreign companies like Google, Face book, etc. is also under consideration in India.Myntra, Flip kart and many more e-commerce websites are under regulatory scanner of ED of India for violating Indian laws8.The case of US-based transport application provider UberInc .is the latest example that can be cited. Similarly , illegal online sales of prescribed drugs by illegal online pharmacies of India are also under scrutiny of regulatory authorities of India In India, the Information Technology Act 2000 governs the basic applicability of e-commerce.

The scope of E - Marketing is deemed to be broad in scope it does not only use to promote marketing over the internet but also helps in marketing as well through e - mail and wireless media. E-marketing also joins technical and creative aspects of the Internet, including: development, design, advertisement and sales. Use of websites are made by e-marketing in combination with online promotional techniques such as social medial marketing, search marketing (SEM), interactive online ads, e-mail marketing, online directories, viral marketing, affiliate marketing and so on. E-Marketing also include product display, advertisement consisting of graphics videos and audio with text, 3D product view, product navigation, basket selection, checkout and payments. The digital technologies used as communication and delivery mediums within the scope of e-marketing which include:

ADVANTAGES OF E-COMMERCE TO BUSINESSES IN INDIA:

There is a rising awareness among the businesses in India about the opportunities offered by e-commerce. Ease of Internet access is the critical factor that will result in rapid adoption of Net commerce. Safe and secure payment modes are fundamental along with the need to invent and popularize innovations such as Mobile Commerce. E-commerce provides a new place for connecting with consumers and conducting transactions. Virtual stores operate 24 hours a day, 7 days a week. Many virtual retailers represent a single company while others, such as Top Online Shopping (toponlineshopping.com), represent a association of companies

GLOBAL TRADE: E-business is one of the major factors in the globalization of business. Other factors include decreases in trade barriers, globalization of capital markets. Indian e-business has grown at a compounded annual growth rate of 30% since FY09, and is expected to be $18 billion (around Rs 1,116,00 crore) opportunity by FY15.

VIRTUAL BUSINESSES: As a result of e-business, business firms now have the ability to become virtual businesses. Virtual business uses electronic means to transact business as opposed to the traditional means of face to face transaction.

LOWER SEARCH COSTS: The Internet brings low search costs and high price lucidity. E-business has proved to be highly cost effective for business concerns as it cuts down the cost of marketing, processing, inventory management, customer care etc. It also reduces the load of infrastructure required for conducting business.

ROUND THE CLOCK : Customers can do transactions for the product or enquiry about any product/services provided by a company anytime, anywhere from any location.

GREATER ECONOMIC EFFICIENCY: We have achieved greater economic efficiency (lower cost) and more rapid exchange (high speed, accelerated, or real-time interaction) with the help of electronic business.

LITERATURE REVIEW:

India has an internet user base of about 137 million as of June 2012. The access of e-business is low as compared to markets like the United States and the United Kingdom but is growing at a much faster rate with a large number of new entrants. Cash on delivery is a unique thing to India and is a preferred payment method. India has a vibrant cash economy as a result of which around 80% of Indian e-business tends to be Cash on Delivery.

E-business in India is still in burgeoning stage but it offers extensive opportunity in developing countries like India. Highly intense urban areas with very high literacy rates, huge rural population with fast increasing literacy rate, a rapidly growing internet user base, technology advancement and adoption and such other factors make India a dream destination for e-business players. Moreover, squat cost of personal computers, an emergent installed base for Internet use and a progressively more competitive Internet Service Provider (ISP) market has added fuel to the fire in augmenting e-commerce growth in Asia's second most populous nation. India's e business industry is on the growth curve and experiencing a surge in growth. The Online Travel Industry is the biggest segment in e business and is flourishing largely due to the Internet-savvy urban population.

The other segments, categorized under online non-travel industry, include e-Tailing (online retail), online classifieds and Digital Downloads (still in a blossoming stage). The online travel industry has some private companies such as Make my trip, Clear trip and Yatra as well as a strong government presence in terms of IRCTC, which is a successful Indian Railways initiative. The online classifieds segment is broadly divided into three sectors; Jobs, Matrimonial and Real Estate. A description by the Internet and Mobile Association of India has exposed that India's e-business market is mounting at an average rate of 70 percent annually and has grown over 500 percent since 2007. The current estimate of US$ 6.79 billion for year 2010 is way ahead of the market size in the year 2007 at $1.75 billion.

Apparently, more online users in India are willing to make purchases through the Internet. Overall e-commerce industry is on the edge to experience a high growth in the next couple of years.The e-commerce market in India was largely dominated by the online travel industry with 80% market share while electronic retail (E-Tailing) held second place with 6.48% market share.

E-Tailing and digital downloads are expected to grow at a faster rate, while online travel will continue to rule the major proportion of market share. Due to increased e-commerce initiatives and awareness by brands, e-Tailing has experienced decent growth. According to the Indian Ecommerce Report released by Internet and Mobile Association of India (IAMAI) and IMRB International, " The total online transactions in India was Rs. 7080 crores (approx $1.75 billion) in the year 2006-2007 and it was grown by 30% to touch

CHALLENGES:

The world is used to conducting business and commerce on signed paper documents. Electronic documents and messages, without familiar signatures and marks have changed the scene of trade. Consumers want to be assured that the electronic world is safe. Therefore there is a genuine expectation that e-commerce system of fear some level of reliability. This includes integrity, confidentiality and non-repudiation of origin and receipt of electronic document in case of dispute. In e-commerce, there is a concern that in the absence of proper controls, it is relatively easy to change the electronic record. The common problems are legal problems in trademarks and domain names.

RETURNS ARE EXPENSIVE FOR E-BUSINESS companies, as reverse logistics presents unique challenges. This becomes all the more complex in cross-border e-business.

- ❖ **CASH ON DELIVERY** is the preferred payment mode. Low credit card access and low trust in online transactions has led to cash on delivery being the preferred payment choice in India. Unlike electronic payments, manual cash collection is painstaking, risky, and expensive.
- ❖ **PAYMENT GATEWAYS** have a high failure rate. As if the preference for cash on delivery was not bad enough, Indian payment gateways have an unusually high failure rate by global standards. E-business companies using Indian payment gateways are losing out on business, as several customers do not attempt making payment again after a transaction fails.
- ❖ **INTERNET PENETRATION IS LOW**. Internet penetration in India is still a small fraction of what is there in a number of western countries. On top of that, the quality of connectivity is poor in several regions. But both these problems are on their last

legs. The day is not far when connectivity issues would not feature in a list of challenges to e-business in India.

- **FEATURE PHONES STILL RULE THE ROOST**. Though the total number of mobile phone users in India is very high, a significant majority still use feature phones, and not smart phones. As a result this consumer group is unable to make e-business purchases on the move. Though India is still a couple of years away from the scales tipping in favor of smart phones, the rapid downward spiral in the price of entry-level smart phones is an encouraging indication. I expect that the next few quarters will witness announcements of new smart phones in India at the $30-40 price point. That should stimulate growth in smart phone ownership. As a result E-Business market will also rise further.
- **MARKETING INTEGRATION**: Multiple channels are employed by the sales efforts which are online and offline, e.g. email advertising, social networking, outbound call handling and so on. The problem faced with these is that they are supposed to serve a concrete and measurable goal as part of an integrated campaign even though they are often handled as different parts of the work. So to coordinate all marketing efforts must be a priority. Alongside the traditional campaign, e-marketing should be done and should not be tacked at the end of the business plan.
- **SECURITY AND PRIVACY**: Most people do not completely trust Web companies and, thus, they hesitate about offering information about themselves on the cyberspace. When companies that collect data are exposed to scammers and spammers, this is especially true. To adopt a sound policy and implement a fool proof security measure, it becomes imperative for e-businesses. In a particular Encryption systems are a tool that online companies should seriously consider investing in.
- **IMPERSONAL SERVICE:** Electronic methods of providing customer service are used by businesses which are operating online, such as posting and emailing info on the website to answer possible user questions. Sometimes customers perceive d this to as just too impersonal or uncaring. Merchants must develop efficient checkout procedures for selling goods via the Web, for addressing this problem. Hiring call handling services is also taken into consideration, so that customers can talk to real people when they have inquiries about problems that need instant answer.
- **IMPROVING BRAND AWARENESS:** A big challenge for companies is that: primarily use the Internet to sell their products and services (tangible and intangible products). This is because, online adverts can be shut off by users unlike traditional advertising, (such as television, radio, billboard, and print) in which the campaign's message can bee inforced and repeatedly introduced to consumers at the marketers' will. So the challenge faced by web companies is to be more innovative in terms of advertisement.

UNIQUE CHALLENGES OF E-MARKETING AND THE WAYS TO OVERCOME THEM :

Since late 1990s, there is a boom in the use of internet .hence, so many web -based companies have been starting up every day. What are the new opportunities for growth? , is expanding the reach and capabilities of the cyberspace. But for all these some problems are faced by these industries which are unique in itself. Special set of challenges are faced by these web-based industries. In this article, we have taken a look at those and their possible solutions.

1**. MARKETING INTEGRATION** Multiple channels are employed by the sales efforts which are online and offline, e.g. email advertising, social networking, outbound call handling and so on. The problem faced with these is that they are supposed to serve a concrete and measurable goal as part of an integrated campaign even though they are often handled as different parts of the work. So to coordinate all marketing efforts must be a priority. Alongside the traditional campaign, e- marketing should be done and should not be tacked at the end of the business plan Security and privacy Most people do not completely trust Web companies and, thus, they hesitate about offering information about themselves on the cyberspace. When companies that collect data are exposed to scammers and spammers, this is especially true. To adopt a sound policy and implement a fool - proof security measure, it becomes imperative for e-businesses. In a particular Encryption systems are a tool that online companies should seriously consider investing in.

CONCLUSION:

This paper discussed the growth and the challenges in the ever expanding area of e marketing. This field needs constant learning. One cannot overlook the fact that it is a technology driven approach. There is a dire need to keep abreast of the latest in the field of computer science and information technology Poorly created and executed programs create mistrust between clients and marketers.E – marketing also offers businesses the opportunity to garner data about their consumer base to an extent that has till now been very difficult to a chieve via tradition A l marketing methods. The development of internet marketing and social media advertising has led to examples of businesses in recent years that appear to little more than categories and filter information relating to products and services on the Internet, taking a small cut from any transaction that may occur as a result.In the next few years, online marketing in India will strengthen even further. Spam, identity theft, intrusive advertising, technical snags, not keeping terms with contract / agreements, gap between ordered products and actual deliveries have created deep mistrust in e marketing.

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3. Emerging Trends in Business Shift of Rural Economy Through Information and Communication Technology

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Abstract

There has been a lot of interest during the last two decades in employing Information and Communication Technologies (ICTs) for achieving business development. The development of any nation is usually barometered by the degree and extent of the sociocultural, socioeconomic, and political improvement that are brought to bear through the enterprises of science, technology and mathematics. According to Bajah and Fariwantan in Olorundare (2007). With the advent of globalization in 1990s, Development Communication has gone through a sea change; the effect was naturally felt in India, especially in the rural belt and more importantly in the agricultural sector. Never-seen-before initiatives were taken by governments, private players and in form of Public- Private Partnership to implement ICT model in interior areas. Sometimes, it is e-governance, sometimes e-commerce and sometimes e-education. Information and Communication Technology has played a significant role in developing the communication channels in the rural areas.

This paper explores some of the ways ICT is likely to impact business development in rural and points to the strategic significance of ICT for enabling national development and poverty reduction strategies.

Key words: Rural economy, Information and Communication Technology, Socio-Economic Conditions, Poverty reduction.

INTRODUCTION

Information and Communication Technology (ICT) is an essential part of national infrastructure and factors greatly in both public and private sector business enterprises. It creates business opportunities, especially for companies located far from urban centres, and improves links among firms, suppliers and clients. When used well, ICT can also make management and operation more efficient. The explosion of digital connectivity, the significant improvements in communication and information technologies and the enforced global competition are revolutionizing the way business is performed and the way organizations compete. A new, complex and rapidly changing economic order has emerged based on disruptive innovation, discontinuities, abrupt and seditious change. In this new landscape, knowledge constitutes the most important factor, while learning, which emerges through cooperation, together with the increased reliability and trust, is the most important process (Lundvall and Johnson, 1994). The competitive survival and ongoing sustenance of an organisation primarily depend on its ability to redefine and adopt continuously goals, purposes and its way of doing things (Malhotra, 2001).

These trends suggest that private and public organizations have to reinvent themselves through 'continuous non-linear innovation' in order to sustain themselves and achieve strategic competitive advantage. The extant literature highlights the great potential of ICT tools for operational efficiency, cost reduction, quality of services, convenience, innovation and learning in private and public sectors. However, scholarly investigations have focused primarily on the effects and outcomes of ICTs (Information & Communication Technology) for the private sector. The public sector has been sidelined because it tends to lag behind in the process of technology adoption and business reinvention. Only recently has the public sector come to recognize the potential importance of ICT and e-business models as a means of improving the quality and responsiveness of the services they provide to their citizens, expanding the reach and accessibility of their services and public infrastructure and allowing citizens to experience a faster and more transparent form of access to government services.

The initiatives of government agencies and departments to use ICT tools and applications, Internet and mobile devices to support good governance, strengthen existing relationships and build new partnerships within civil society, are known as e-Government initiatives. As with e-commerce, e-Government represents the introduction of a great wave of technological innovation as well as government reinvention. It represents a tremendous impetus to move forward in the 21st century with higher quality, cost effective government services and a better relationship between citizens and government (Fang, 2002). Many government agencies in developed countries have taken progressive steps toward the web and ICT use, adding coherence to all local activities on the Internet, widening local access and skills, opening up interactive services for local debates, and increasing the participation of citizens on promotion and management of the territory (Graham and Aurigi, 1997).

The first predominant approach to the development communication was Dominant Paradigm, though it did not yield desired results. The failure of this approach gave birth to the participatory approach of development communication, known as Alternative Paradigm, which is the crux of the theory of ICT. In this new paradigm, the shift is towards the labour-intensive technology, decentralization and planning, which includes consideration of the endogenous factors of development.

Some of the salient features of this Alternative Paradigm are:-

(i) Popular participation in decision-making by centralization, which suggests participation in the local level.

(ii) The emphasis is on Bottom-up Approach (self-reliance, self-development, self management) in place of Top-down strategy.

(iii) Society-specific models of development communication, as there can’t be any universal model of communication.

(iv) Villages and urban poor should be the priority of the development programmes.

ICT (information and communications technology - or technologies) is an umbrella term that includes any communication device or application, encompassing radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning. ICTs are often spoken of in a particular context, such as ICTs in education, health care, or libraries. The term is somewhat more common outside of the United States.

A new paradigm of business development is fast emerging in both developing and developed countries. The overall development of rural sector is also taking a new direction while growing; at the one hand, old ways of delivering important services to citizens are being challenged and on the other, traditional societies are being transformed into knowledge societies all across the world. E-connectivity is the key word in the new social order.

LITERATURE REVIEW

The advent of the Internet, digital connectivity, the explosion and use of e-commerce and e-business models in the private sector are pressuring the public sector to rethink hierarchical, bureaucratic organizational models. Customers, citizens and businesses are faced every day with new innovative e-business and e-commerce models implemented by the private sector and made possible by ICT tools and applications, are requiring the same from governmental organizations. Osborne and Gaebler (1992) referred to citizens as customers for governments, since governments need to empower rather than serve, to shift from hierarchy to teamwork and participation, to be mission oriented and customer focused, and to focus on prevention rather than cure. Governments worldwide are faced with the challenge of transformation and the need to modernize administrative practices and management systems (Tapscott, 1996).

Recently, the public sector has began to recognize the potential opportunities offered by ICT and e-business models to fit with citizens' demands, to offer better services to citizens and to increase efficiency by streamlining internal processes. Tapscott and Caston (1993) argue that ICT causes a "paradigm shift" introducing "the age of network intelligence", reinventing businesses, governments and individuals. Paradigm shifts prevail in the public sector too. The traditional bureaucratic paradigm, characterized by internal productive efficiency, functional rationality, departmentalization, hierarchical control and rule-based management (Kaufman, 1977), is being replaced by competitive, knowledge based economy requirements, such as: flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organization learning, speed up in service delivery, and a customer driven strategy. New paradigms thrust the shift toward e-Government paradigm, which emphasizes coordinated network building, external collaboration and customer services (Ho, 2002).

OBJECTIVES OF THE STUDY

- ❖ Main objective of this study is to find out the Identification and analysis of rural economy through Information and Communication Technology (ICT) which improve the Business development in India
- ❖ Secondary objective is to find out the influence level of paradigm as influencing factor in determining the Business activity among Indian.

METHODOLOGY OF THE STUDY

Information has been sourced from MSSRF Foundation, Puducherry, various books, trade journals, government publications, newspapers, magazines, websites, etc. and research is descriptive in nature.

ICTS AND SOCIOECONOMIC DEVELOPMENT

ICTs such as the Internet are not necessarily bad, he said. It is more that they need to be rethought and refocused, so that their potential can also be realized by people who don't speak English and other dominant languages, or who cannot read, or who have no purchasing power, or who aren't mass media savvy. Chin made the point that although ICTs might have influenced the flow of information and farmers might be getting online, ICTs are only one part of a complex communication system. For example, successful use of computers by farmers and extensionists has often been when their use is combined with other media, such as mobile telephones, or even with use of human intermediaries. In this way, information obtained from the Internet can be passed on to others who don't have access, or who are illiterate or don't speak the necessary languages.

POVERTY REDUCTION

The array of ICT-enabled options for poverty reduction is growing fast. As a communication and delivery infrastructure, ICT can assist the government to provide effective health and education services, facilitate citizen to government transactions, and promote participation and accountability. As a sector, ICT can create employment opportunities and improve incomes for the poor by targeted programs to support the activities of the poor and increase their productivity, improve their access to market and technical information, and lower the transaction costs of small farmers and traders. ICT can play a major role in helping to monitor food security related issues (weather, droughts, crop failures, etc.) as well as alerting on natural disasters. As a tool for empowerment, ICT can support democracy, participation, mobilization, and civil values. Electronic interaction between government and citizens can provide citizens with access to the information and knowledge, consultancy, and online voting opportunities, among others.

ICT TOOLS- RURAL BUSINESS DEVELOPMENT

ICT firms Philanthropic arms take Business-based SME Development approaches:

The foundation and philanthropic arms of a number of major ICT firms are taking business-based approaches to expanding economic opportunity, leveraging the core competencies their parent companies to invest in Small Medium Enterprises (SMEs), spin off new venture serving low-income individuals and entrepreneurs, and more.

Virgin unite, the philanthropic arm of virgin group, says “we have learned a lot about a range of different business over the years and have a pretty good success rate of start-ups! So making good investments in business to build economies in emerging markets is one of the best ways we can make a difference. Virgin mobile and virgin money were launched now to offer simplified mobile phone service and access to credit. Virgin money is now exploring ways of offering banking and credit products in rural areas of the country. Similarly, google.org, the philanthropic arm of google, is exploring approaches to economic development and poverty as one of three global areas.

Livelihoods:

New ICTs provide opportunities to reorganize economic activities in ways that can bypass the traditional dependence of women producers on male-dominated and exploitative market structures, including “middle-men”. In many places, initiatives are being tried that link women artisans directly to global markets through the Internet, as well as support their activities with market and production information. The ‘Inter-city Marketing Network of Women Entrepreneurs’ project in Chennai, India has set up a communication network among women’s community-based organizations (CBOs) to market their produce. The CBOs are provided with cellular phones, and women have been trained to maximize the use of telephones for selling not only in their immediate neighbor hoods but also reaching new markets within the city. The impact is that poor women from CBOs constrained by pressures of time and mobility are able to assess and aggregate market demand by trading through their peer CBOs, and evolve cost-effective mechanisms to increase business turnover by making the most of business networking.

Sewa: (Self Employed Women’s Association), uses ICT for women empowerment. The main goal of SEWA is to promote local income generating opportunities among women. The Self- Employed Women's Association SEWA, with 2,00,000 membership is spread over 800 villages in Gujarat. It uses an programme to develop a cadre of barefoot managers among the poor women workers, focusing on women in panchayats, forests, water conservation and so on. Through ICT, training is provided on issues as disaster management, leadership building, health and education, child development etc .

Gyandoot: is a project started in Madhya Pradesh to fund rural networked cyber kiosks through panchayats. The project was started in Dhar district, to offer villages multiple services through internet based project. Through this project, information is available about rural life and agricultural projects. The internet gives information which was earlier available through middlemen. Information is available about education and employment opportunities. Complaints can be lodged on the internet which is of great help to men and women.

M.S. Swaminathan: Research project in Pondicherry in Fisherman in Veerampatinam village near goes to the MSSRFs Village Knowledge Centre (VKC) and gets information on sea wave heights likely in the next 24 hours. This is downloaded for him from a US Navy website. He then asks for information pertaining to safety at sea, fish/shoal occurrence near the seashore and post-harvesting techniques so he can fish in the right area. Seems impossible in a remote village in India? This is what the ICT revolution is doing in the country -- opening up opportunities to access information even in the most ‘unreachable’ of villages.

Smile: (Savitri Marketing Institution for Ladies Empowerment) is a voluntary organisation in Pune. This project has increased literacy level of underprivileged women

through the usage of ICT. Internet has also helped them market their various products like soft toys, candles, bags, utility items, etc. Through Internet, there is greater awareness and exposure and market reach for the products.

Datamation Foundation: started a project in 2003 in Seelampur area of Delhi for Muslim women. The project localised appropriate communication and information networks by setting up an ICT centre at a Madarsa. This helped link resource-poor women to the information and tools for knowledge management. It also helped establish buyer-seller linkages towards eradication of absolute poverty. It has established its standing in the community and became a big attraction for the women of Seelampur. People drop in to consult on matters other than computer training. The ICT centre has created self confidence in women and creating awareness about their interest and helped them take collective decisions.

Dairy Information Services Kiosk: (DISK) is a project which uses Information and Communication Technology (ICT) in the dairy sector in Gujarat. ICT enables the creation of cost effective solutions that strengthen the exchange of useful information between farmers and the union. ICT facilitates dairy farmers with timely messages and education to manage their milch cattle and enhance the production of quality milk. It is also assisting dairy unions in effectively scheduling and organizing the veterinary, artificial insemination, cattle feed and other related services. Usage of ICT goes a long way in empowering men and women.

Aamagaon Soochna Kendra: (My village's information centre) is a project started by Government of Orissa by setting up 73 Information and Communication Technology (ICT) kiosks in the rural areas of 12 districts of Orissa. These kiosks are run by Women SHGs/ Panchayats/ NGOs / CBOs / Youth Clubs and managed by the Community IT volunteers paid through user charges collected and managed by the local hosts. Under a partnership with Mission *Shakti*, women SHG members are being trained on computer fundamentals and Internet basics at the IT Kiosks on payment of an affordable fee. Access to IT training goes a long way in empowerment of women.

The usage of ICT is prevalent in several villages in Maharashtra. In **Warana Project**, in a VSAT-and-RF-based computer-communication network, a highly user-friendly information system in Marathi was developed. This was used for marketing of agriculture produce with a number of online features for selling the product of the 70 villages to wholesale outlets in Pune and other cities and towns in Maharashtra. Information is updated daily with the help of the villagers themselves. Internet thus provides suitable opportunities to men and women.

IMPACT ON SMALL-SCALE BUSINESS

Information and communication are the lifeblood of efficient markets, and ICT could develop markets and alleviate poverty, even without advanced ICT applications like e-commerce. Market prices act as coordinating signals for producers and consumers. But in isolated villages in developing countries there are virtually no sources of information regarding market prices and other production-related information. Studies suggest the pervasiveness of poor and late information on prices, work, and income opportunities in rural areas, with heavy toll on the rural poor in developing countries (Eggleston, et al.; 2002). Under these conditions, even basic communication technologies could play a major role in creating efficient markets, improving producer practices, and speeding innovation.

The fishing industry in Kerala is important as 70% of its population eats fish daily and over a million people work in fisheries. Fishing is done primarily by small enterprises. There is little storage of fish and little transportation between markets. Fishermen are traditionally unable to observe prices in other markets. Thus the quantity and prices of fish in any local market is determined by the local catch. This results in significant differences in prices, daily and across markets as well as wasted catches. As mobile phone was introduced in Kerala in 1997, fishermen adopted it quickly, reaching a penetration rate of 70%. Fishermen use the

phones while at sea to find out the prices of different markets and to decide where to land their catches, conducting auctions by phone. After phone adoption, 30–40% of fishermen began selling fish outside their home markets. This significantly reduced the dispersion in prices among markets, from 10 rupees per kilogram before adoption to a few rupees after adoption. It also reduced wastage. The profits of fishermen jumped by 133 rupees a day—a 9% increase. Impact on consumer is relatively modest—4% price reduction (Jensen and Trenholm, 2007).

CONCLUSION AND SUGGESTIONS

The Study identifies ways to develop business through Information and Communication Technologies (ICT) actively and effectively to promote the empowerment of rural economics. It is clear that the importance of Information and Communication Technologies is not the technology as such, but it's enabling function in access to knowledge, information and communications for business. It is increasingly becoming the important elements in today's economic and social interaction. In the span of one generation, Information and Communication Technology (ICT) has brought about a lot of changes globally. The role of information technology for business development in rural acquires greatest significance yet it requires highly sophisticated and learned society as a basic ground.

The study therefore suggests that technological development is an urgent requirement for the business development in rural. However, individual attitudes, social changes and interest in accessing ICTs are also becoming increasingly important issues in the technology-based empowerment of rural people. Any technological empowerment related initiatives should identify the significant needs of rural people in the information world. In this connection, the role of government, private and corporate sectors and the civil society is vital.

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4. A Study on Opinion of Disabled Entrepreneurs about Entrepreneurship Environment.

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ABSTRACT

Opinion of disabled entrepreneurs in Puducherry about entrepreneurship environment has been studied by administering a well structured interview schedule to 201 disabled entrepreneurs in Puducherry, selected using Convenience and Snowball Sampling techniques. Data collected have been analyzed using SPSS 21, employing the statistical tools of Mean, Cluster Analysis, Discriminant Analysis and Correspondence analysis. The research has revealed that disabled entrepreneurs are not affected by redtapism and delay in file movements because most of them are not a party to such file movements due to micro level of business operations. Institutional assistance and government assistance in the form of subsidies and tax benefits should be granted to disabled entrepreneurs. They may be totally exempted from all types of direct and indirect taxes which can enable them to gain price advantage over their competitors. Further, barrier-free environment should be created everywhere in the country to enable disabled access any area where they want to go and develop their business. Special cells may be created and operated to provide advice to disabled about business opportunities which will immensely contribute to more disabled take up entrepreneurship. Special entrepreneurship training may be provided to disabled in entrepreneurship to capacitate them in innovating in business.

Keywords: Disabled Entrepreneurs, Entrepreneurship environment, Optimists, Disappointed Group, Support Appreciators.

INTRODUCTION

An entrepreneur is a person owning, managing and running a business undertaking, assuming total accountability for its success or failure and profits or losses. Persons With Disabilities (PWDs) have been defined by the Revised PWDs (Equal Opportunities, Protection of Rights and Full Participation) Act, 2011 as “persons with vision, mobility, hearing and speech impairment which may include ailment in Autism Spectrum, intellectuality, learning, Hemophilia, Thalassemia, neurology, Multiple Slerosis and Dystrophy”. Disability assumes social character if physical impairment leaves the disabled deprived of inclusion in political, economic, social and cultural grounds.

Disability in India

The 2011 Census Report provides useful data about disabled population in our country. According to the report, there are totally 26,810,557 PWDs of which 14,986,202 are males (around 55%) and 11,824,355 are females (roughly 45%). More than two-third of disabled (18,631,921) dwell in rural areas, while less than one-third of them (8,178,636) reside in urban areas. Significant section of India’s disabled persons dwell in rural areas where rehabilitation programmes seldom penetrate and awareness level about rehabilitation measures is also very limited. The census report also provides that a shade above one-fifth of PWDs (20.3%) have mobility difficulties while a little under one-fifth of them (18.8% and 18.9%)are visually and hearing impaired respectively. 18.4% belong to other category of disabled while 7.5%,8.3% and 7.9% have speech and mind-related disability and multiple disabilities respectively.

Rehabilitation of PWDs

Indian Constitution has assured non-discriminatory treatment of PWDs by providing for their upliftment like the rest of society. Countless measures have been formulated and executed for empowering PWDs by providing a conducive environment for ensuring them gain access to resources and welfare schemes. Plans targeting capacity development of PWDs have been formulated and executed during the recent past, aiming at their physical, educational and economic rehabilitation. Providing paid and self employment opportunities for PWDs have gained momentum with implementation of 3% reservation for PWDs in all government jobs and establishment of financial institutions such as NHFDC to aid their self-employment endeavors. Since it is difficult to provide jobs to all disabled persons, self-employment shall be the viable option for economic rehabilitation of PWDs whereby they can lead a dignified life and contribute to the nation's GDP.

REVIEW OF LITERATURE

Gatjens (**2004) and** Curtis (**2004) have talked about worse scenario of marginalization under which PWDs are denied even of basic human rights while** Indumathi Rao (2004) also highlights poor situation of Indian disabled women and is of the opinion that only self-employment can come to their rescue. Madan Mohan (2014) talks about PWDs finding it tough to find jobs due to corporate developing apprehension of increased cost of maintaining requisite environment in work place to suit PWDs, resulting in them being unemployed. Under such scenario, entrepreneurship offers autonomy, enabling PWDs to find time to treat their disability and work in convenient timings.

Campos (2005) points out that PWDs in Philippines are likely to be unemployed five times more than the abled people due to environmental blockades and self-employment alone can come to the rescue of them. Aldred (1993) is of the view that PWDs can rehabilitate themselves as well as participate in nation-building process by starting entrepreneurship ventures whereby they can put in their efforts for prosperity of their own undertaking, which will subsequently prosper their lives. Tristan Parker (2009) and Boylan (2002) have identified deficient transportation facilities, incentives and support, training, finance, transmission of knowledge about opportunities and support, prejudiced attitude of financial institutions and society and training schemes not catering to special needs of PWDs as barriers for them undertaking entrepreneurship.

The above studies suggests that entrepreneurship is the most viable option for upliftment of PWDs and this paper shall unearth the benefits provided by entrepreneurship to them.

Objectives of the Study

1. To assess the opinion of disabled entrepreneurs about entrepreneurship environment influencing their routine entrepreneurship endeavours;
2. To categorise the disabled entrepreneurs according to their opinion about entrepreneurship and assess the characteristics of each of such group.

Methodology

The proposed research is descriptive in nature, based on primary data, collected by personally administering a well structured interview schedule to 201 disabled entrepreneurs in Puducherry and Karaikal, selected using Convenience and Snowball Sampling techniques. The schedule endeavors to collect data pertinent to demographic profile of disabled entrepreneurs surveyed and their opinion about entrepreneurship environment, proposed to be collected as response to statements in Likert's five point scale. Data collected has been analyzed using statistical software of SPSS 21, employing the statistical tools of percentage, Mean,Cluster Analysis, Correspondence Analysis and Discriminant Analysis.

Data Analysis

Demographic Profile of Respondents

175 male disabled entrepreneurs have been selected for the study while there are 26 female disabled entrepreneurs; 3% of the disabled entrepreneurs (6) are earning less than Rs. 2000 as monthly profits from their entrepreneurship, while 12.4% (25) are earning Rs. 2000-4000, 23.9% (48) are earning Rs. 4000-6000 and 60.7% (122) are earning more than Rs. 6000 per month; 19.9% (40) are engaged in business for a period of less than 2 years, 32.8% (66) are in business for 2-5 years, 30.3% (61) for 5-10 years while 15.9% (32) are in business for 10-15 years and a couple of them are in business for a period of more than 15 years; 5.0% (10) are illiterates, 17.9% (36) are educated up to HSE, 27.9% (56) are graduates 41.8% (84) are post-graduates and 7.5% (15) are Diploma-holders; 73.6% of the disabled entrepreneurs (148) are using the Sole Proprietorship form of business organization, 16.4% (33) are using Partnership form, 5% (10) are using Company form and 5% (10) are using the Self Help Group model of organization; 71.1% (143) are first generation entrepreneurs.

Table 1 Opinion of Disabled Entrepreneurs about Entrepreneurship Environment

Statement	Mean	Statement	Mean
Poor Infrastructure Facilities for Disabled	2.2488	Complex Government Laws	2.9005
Satisfactory Governmental Assistance	2.7861	Satisfactory Institutional Support	2.5473
Inspectors Visits Unwarranted	2.9900	Government Subsidies are Useful	2.8159
Redtapism Major Constraint to Entrepreneurship	2.5771	Problem of Mobility due to Disability	2.9602
Problem of Cut-throat Competition	2.8408	Difficulty in Adopting to Changing Environment	3.4179
No Business Opportunity Identification Problem	3.1343	Disabled Entrepreneurs Deserve Support and Admiration	3.0796
Failing Disabled Entrepreneurs be Given Another Chance	2.7910	Prefer Employed for Self Rather than Big Employer	3.0896
Not Scared to try New Ideas	2.8951	Switch to Paid Employment	2.7164
Entrepreneurship is Stressful	3.3383	Enjoy Business Despite High Stress	3.1095
Optimistic Entrepreneurship Future	3.4577		

It can be inferred from Table 1 that the disabled entrepreneurs do not face much problems due to red-tapism and delay in file movements. They are pretty satisfied with the infrastructural facilities available for disabled. However, they have hinted that their disability has a slight impact on their mobility. They have also suggested that government subsidies and institutional assistance is only average. They have also expressed slight discomfort with inspector visits, Cut-throat Competition, identification of business opportunities and Complexities of Government Laws. They are enjoying their entrepreneurship moderately despite high stress associated with their business and have problems of adjusting to changing environment. They have expressed apprehension of trying new ideas in entrepreneurship and also have opined that entrepreneurship is not glamorous career for disabled. They are not happy with assistance offered by government to disabled entrepreneurs and are of the opinion that failure in entrepreneurship once should be taken as an alarm and disabled should explore other career options. They have expressed only a fair degree of optimism about their entrepreneurship and have got a slight inclination towards switching from entrepreneurship if given a chance to serve big companies.

For the purpose of facilitating easier analysis, these statements have been grouped into four factors of Assistive Factor, Negative Factor, Optimistic Factor and Start-Up Factor and based on the opinion expressed by the disabled entrepreneurs in respect of these four factors, they have been grouped into three clusters using Cluster Analysis and the results have been portrayed in Table 2.

Table 2: Final Cluster Centres

Factor	Support Appreciators Group	Disappointed Group	Optimists	F	P
Negative Factor	2.97	2.92	3.03	7.521	0.000
Assistive Factor	3.04	2.50	2.84	15.938	0.000
Start-Up Factor	3.89	2.65	2.22	175.902	0.000
Optimistic Factor	3.47	2.44	3.73	97.013	0.000
No. of Cases in Each Cluster	82	80	39		

Table 2 indicates that the four factors representing opinion of disabled entrepreneurs about entrepreneurship environment contribute significantly to the segmentation of disabled entrepreneurs into three clusters. The F values reveal that opinion about Start-up Factor makes the highest contribution to the segmentation process. Based on the mean values in respect of the factors, these clusters may be designated as “Support Appreciators”, “Disappointed Group” and “Optimists”, each encompassing 82, 80 and 39 respondents respectively.

Reliability of Cluster Analysis

Cluster analysis has classified the disabled entrepreneurs into three segments based on their Opinion about Entrepreneurship. It is necessary to verify the reliability of this segmentation. Discriminant analysis has been conducted for this purpose and Structure Matrix, predicted cluster membership and Group centroids have been performed.

Structure Matrix

The formation of two distinct Discriminant functions based on the three clusters and opinion of disabled entrepreneurs about Entrepreneurship has been displayed in Table 2.

Table 3: Structure Matrix

Statement	Function	
	1	2
Start-UpFactor	0.903*	-.407
AssistiveFactor	0.255*	.186
OptimisticFactor	.419	0.833*
NegativeFactor	.013	0.073*

Table 3 depicts the beta values of two functions. These functions are used for describing the population. The two functions so formed are:

Z1 = 0.903 * Start-Up Factor + 0.255 * Assistive Factor
Z2 = 0.833 * Optimistic Factor + 0.073 * Negative Factor

Group centroids

The group centroids in respect of the disabled entrepreneurs segmented based on their opinion about entrepreneurship has been portrayed in the following Figure.

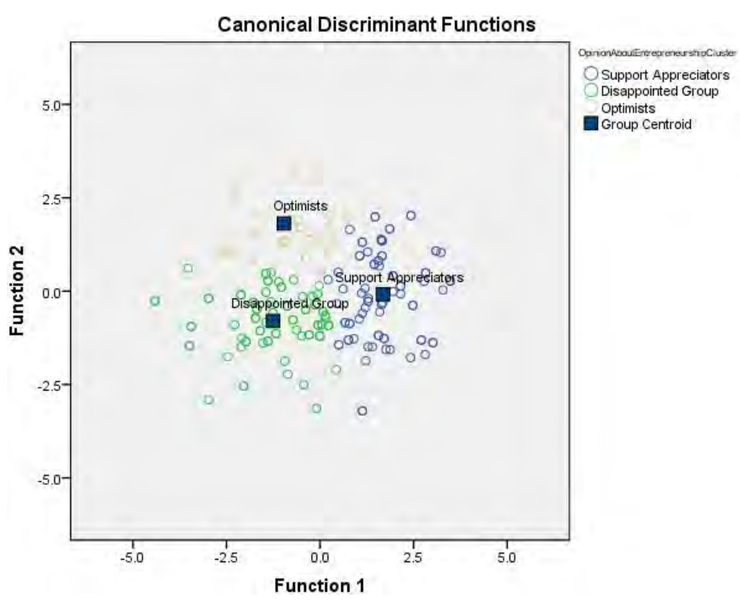

Fig 1: Group Centroids

It can be observed from the above figure that Group centroids of the three clusters are located in different places. Hence, the grouping of disabled entrepreneurs based on their opinion about entrepreneurship has been accomplished accurately.

Extent of Correct Classification

The degree to which segmentation of disabled entrepreneurs have been properly segmented based on opinion about entrepreneurship is displayed in Table 4.

Table 4: Extent of Correct Classification

Cluster	Predicted Group Membership			Total
	Support Appreciators Group	Disappointed Group	Optimists	
Support Appreciators Group	81	0	1	82
Disappointed Group	0	80	0	80
Optimists	0	0	39	39
Support Appreciators Group	98.8	.0	1.2	100.0
Disappointed Group	.0	100.0	.0	100.0
Optimists	.0	.0	100.0	100.0

It can be observed from Table 4 that the Support Appreciators Group has been correctly classified to the tune of 98.8% while the other two groups of Optimists and Disappointed Groups have been perfectly classified to the tune of 100%.

Characteristics of Clusters

The demographic characteristics of clusters formed using Cluster Analysis has been assessed using Correspondence Analysis and the results have been portrayed in Figures 2-8.

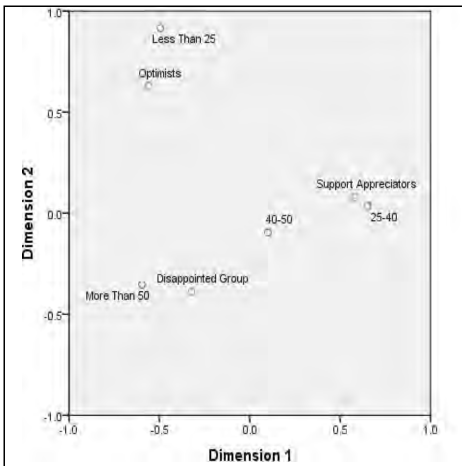

FIGURE 2: AGE

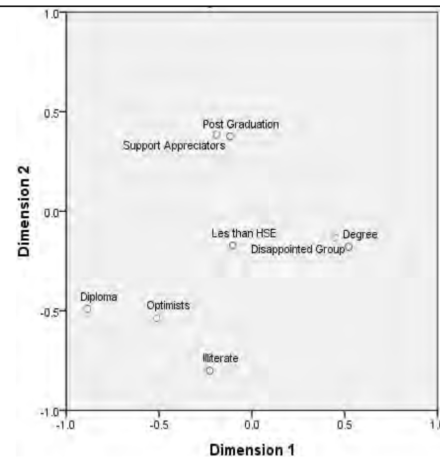

FIGURE 3: EDUCATION

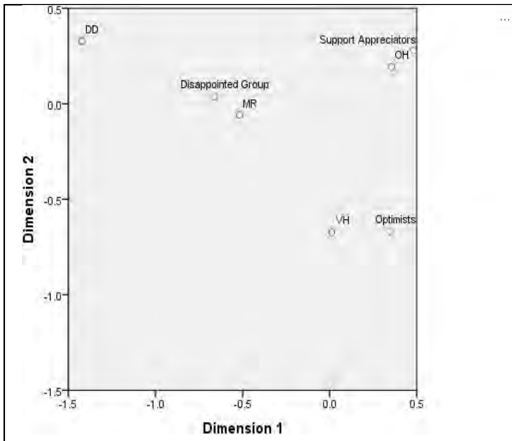

FIGURE 4: NATURE OF DISABILITY

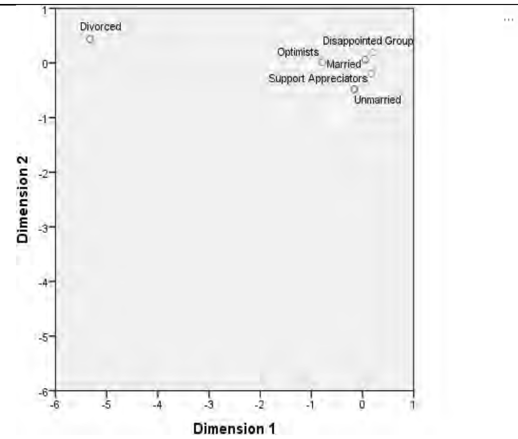

FIGURE 5: MARITAL STATUS

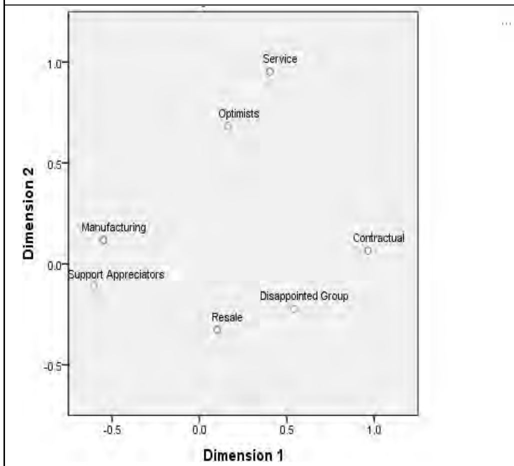

FIGURE 5: NATURE OF BUSINESS

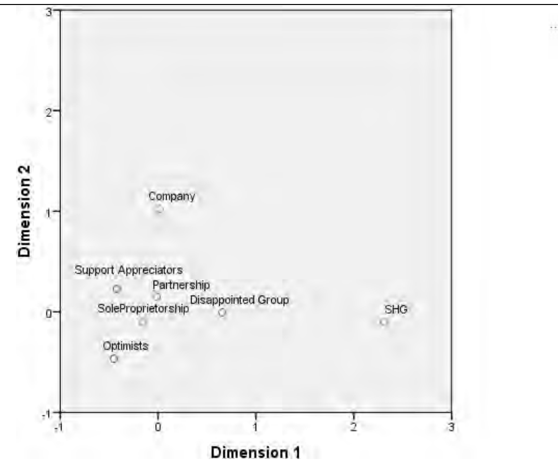

FIGURE 6: NATURE OF ORGANIZATION

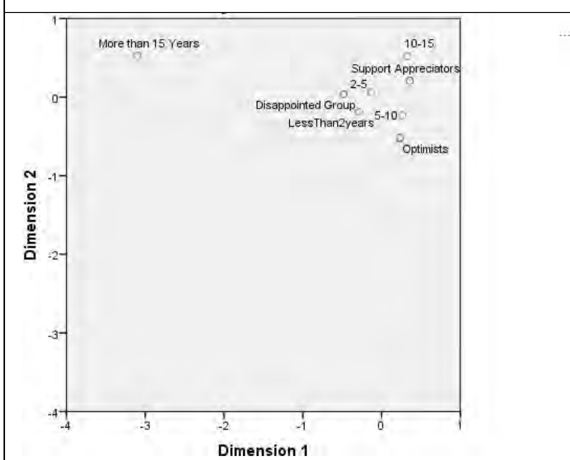

FIGURE 7: AGE OF BUSINESS

Figures 2-8 highlights that VH and married entrepreneurs, those aged less than 25, those engaged in service business for a period of 5-10 years, illiterate and diploma-holders are associated with Optimists while OH, unmarried and post-graduate entrepreneurs, those engaged in manufacturing for a period of 10-15 years, those using partnership form of organization and those aged 25-40are associated with Support Appreciators and MR, married, sole-proprietors, those aged more than 50 years, those with Degree and less than HSE as educational qualifications and those engaged in resale business for a period of less than 2 years and 2-5 years are associated with Disappointed Group.

Inferences from the Study and Suggestions

Disabled entrepreneurs are not affected by red-tapism and delay in file movements because most of them are not a party to such file movements due to micro level of business operations. Institutional assistance and government assistance in the form of subsidies and tax benefits should be granted to disabled entrepreneurs. They may be totally exempted from all types of direct and indirect taxes which can enable them to gain price advantage over their competitors. Further, barrier-free environment should be created everywhere in the country to enable disabled access any area where they want to go and develop their business. Special cells may be created and operated to provide advice to disabled about business opportunities which will immensely contribute to more disabled take up entrepreneurship. This will also facilitate their capacity to adjust to dynamic business environment. Special entrepreneurship training may be provided to disabled in entrepreneurship to capacitate them in innovating in business.

Conclusion

Creation of better entrepreneurship and barrier-free environment will install confidence and optimism among disabled about entrepreneurship which will be a very good option for rehabilitating them. Enabling disabled to contribute to the economy is equally important to the nation as the country's GDP will also have a favorable hike. Hence, installing confidence among disabled to undertake entrepreneurship is a viable option for their rehabilitation as well as the prosperity of the nation as a whole.

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5. A Study of Marketing Problems of Women in Micro - Entrepreneurship in Puducherry

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Abstract

Women Entrepreneur is a person who accepts challenging role to meet her personal needs and become economically independent. Many women have this quality but they never got a platform to showcase their talents and hence they don't know their real abilities. Though the women in India are considered as Shakthi-meaning source of power, but they are also considered weaker sex and always depend on men folk. Even though our constitution speaks of equality between sexes, male chauvinism is still the order of the day. Women in India are taking more responsibilities in bringing up children and maintaining a better home with love and affection. At the family level, the task of coordinating various activities in a much effective manner, without feeling the pinch of inconveniences, is being carried out by the women folk. This paper studies the marketing problems faced by women entrepreneurs in Puducherry. The study is a descriptive research. The data used in the paper are both the Primary data as well as secondary data. The primary data collection was done with the help of structured questionnaire. The secondary data were collected from reports journals magazines and surfing on the Net. From the study, the women entrepreneurs said that they faced the competition from large and other units and slackness of demand. The paper concludes that the problems of women entrepreneurs can be eradicated by appropriate training, incentives, encouragement and motivation, social recognition of their entrepreneurial abilities, and family's moral support.

Key Words: women entrepreneurs, infrastructural problems, micro-entrepreneurial ventures and business enterprise.

INTRODUCTION

In recent years for a developing country, micro-entrepreneurial ventures are considered the most critical factor that would by the foundation in an economically struggling third would develop. There entrepreneurial ventures will help both the urban and rural population through creation of jobs, a rescue out of unemployment and poverty and there by impact upon developing skills, self- esteem and self-sufficiency. This will certainly contribute to the overall development of the economy.

Women are almost one half of the world's population having enormous potential but being underutilized or unutilized for the economic development of the nation. There is need to strengthen and streamline the role of women in the development of various sectors by harnessing their power towards nation building and to attain accelerated economic growth. Entrepreneurship among women is a recent phenomenon. In a developing country like India, most of women both urban and rural areas are coming out with latent entrepreneurial talents to start micro-ventures. However, we do observe certain unfavorable conditions that often hinder the emergence of such entrepreneurial talents. In this context, the present paper is attempted to study marketing problems of women entrepreneurs in Puducherry, India.

CONCEPT OF WOMEN ENTREPRENEURS

Women Entrepreneurs may be defined as the women or a group of women who initiate, organize and operate a business enterprise. The Government of India has defined women entrepreneurs as ―an enterprise owned and controlled by women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated in the enterprise to women. Women entrepreneurs engaged in

business due to push and pull factors which encourage women to have an independent occupation and stands on their own legs. A sense towards independent decision-making on their life and career is the motivational factor behind this urge. Saddled with household chores and domestic responsibilities women want to get independence. Under the influence of these factors the women entrepreneurs choose a profession as a challenge and as an urge to do something new. Such a situation is described as pull factors. While in push factors women engaged in business activities due to family compulsion and the responsibility is thrust upon them.

MICRO – ENTREPRENEURSHIP

The concept of Micro-Credit was founded by Dr.Mohammad Yunnus and emerged in the developing world through the Grameena Bank(Bank of the Poor) in the country of Bangladesh in 1976. The bank was established with the practice of making small loans to the poor, predominantly women to help them obtain economic self-sufficiency through micro-enterprise.

A Micro – Entrepreneurship is one that can be considered as an enterprise which can employ less than 10 workers including family labour and use predominantly locally available resources and skills and cater to the local and sub-regional markets. It requires less than Rs.50000 as investment in fixed capital. The study group constituted by the NABARD has gone one step further to clarify that the enterprises carrying out non crop activities should be considered as micro – entrepreneurship.

The Micro – Entrepreneurship have an important role in any developing economy. Their contribution is crucial in a welfare state. To appreciate the contribution of micro-enterprises, it is also important to understand the economy of the household. Micro – Entrepreneurship programmes built on the unique ideas and skills of entrepreneurs would be encouraged by providing business assistance and small amounts of credit to support the development or start-up of a small business. Micro – Entrepreneurship is a proven way to earn extra income to supplement household income. It helps women with lower income that has the flexibility to balance their home and work responsibilities. Micro – Entrepreneurship provides the opportunity for individuals to develop their talents and skills and use them improve their financial well-being.

Micro – Entrepreneurship programmes are often touted as a strategy for the “Empowerment” of the poor, and women in particular . Women –Owned businesses make up one of the fastest growing segments of micro – entrepreneurship. These contribute significantly to economic growth, social stability and equity. This sector is one of the most important vehicles through which low –income people can escape from poverty with limited skills and education and women find economic opportunities in micro – entrepreneurship as business owners and employees. As micro- entrepreneurs, women not only make a huge contribution to national income but they also create reliable social safety nets for their families and communities.

REVIEW OF LITERATURE

The present study is designed with a view to examine the marketing problems of women entrepreneurs in Micro – Entrepreneurship. A comprehensive review of literature is essential for any good research endeavor as it provides back ground information to aid the researcher in designing and analyzing the research work.

Ghosh (1998) conducted research on women entrepreneurs in India and suggested models for their development. He reported that emphasis on economic development without attention to quality of life has resulted in uneven economic growth but not development of societies. The goal of development is not merely to initiate a process of economic growth but also a process, which will improve the lives of people. This implies improvement in the quality of lives among all segments of the population, particularly those groups that have been traditionally marginalized, such as women. Anitha and Laxmisha(1999) analyzed that the emergence of women entrepreneurs depends on the economic, social, psychological, cultural and other factors, they have stressed that the provision of entrepreneurial education, financing and marketing facilities and the adoption of promotional measures and policies by the Governmental and Non-Governmental Agencies would promote the Women Entrepreneurship Development. Rajeswari and Sumangala (1999) explored the problems and prospects in women entrepreneurship and stated that women entrepreneurship enables to pool the small capital resources and skills available with women. It paves the way for taller utilization of capital and also mobilizes the female human potential. Khan (2000) stated a woman entrepreneur can start an enterprise on a small scale. There are a number of women entrepreneurs who have started small enterprises but later expanded them to large scale units. For instance, MS. Shahnaz Hussain, president of CIDESCO hailing from Kailash has placed Indian herbals on the world cosmetic map. She started with an investment of just Rs.35,000/-. A woman self-help group in Dindigul district in Tamil Nadu runs a unit providing agro-services with the total turnover crossing Rs.12lakhs per annum.

Dangwal and Dungwal Surekha (2000) studied Development of Women Entrepreneurship in South Asian Region in the hilly region of Uttar Pradesh and found that: Women entrepreneurs of a block under study in Uttar Pradesh had no confidence to bear the risk which acted as the inhibiting factor in the growth of entrepreneurship. The attitude of women towards entrepreneurial activities becomes passive due to her over involvement in household activities and lack of support of the men folk of the family. An informal discussion with the survey respondents also indicated that the male superiority complex and indifferent attitude create hurdles in the path of choosing, starting and running the enterprise activities. Attitude of women towards entrepreneurial option becomes regressive due to lack of information and experience which makes it very difficult for her to select the location, market, the product and tackle the other related problems. The authors further argued that, based on the findings of the study, there was need to realize the importance of women's participation in the economy of up hills which in turn could bring attitudinal change among the women and create a favorable climate for rapid development of women entrepreneurship. Socio-economic factors like income, age, occupation, level of education, family size, investment level, turnover, and product-wise classification of activities and their role in employment generation have great potential in improving the performance of the enterprise. Specific occupation and family background could be of great help in ensuring better performance of entrepreneurial units. Bhattacharya and Gayatri (2002) studied empowerment of women in the urban situation. The study assessed the extent of empowerment of a group of women officers in central government organizations in Kolkata. This present study emphasized that empowerment should come from within one's own. It was concluded that the women should first become conscious of the barriers they are subjected to in social, economic and cultural life and the attempt at overcoming or transcending such difficulties. The micro-situation has to be taken into consideration, the study clearly indicates that urban women are in better situation in terms of empowerment of women, yet the situation at micro level appears to be the same as with women in rural areas. Whether in urban or rural areas the micro-level situations need to be taken care of while attempting to empower women through development-oriented programmes.

Orhan (1999), Women entrepreneurs often feel that they are victims of discrimination. This statement was also emphasized by who found that one of the most interesting issues with regard to women entrepreneurship is the different ways women are discriminated against in concealed ways. According to Kuratko and Welsch (1994), women entrepreneurs have long felt that they have been victims of discrimination. Various studies examined the types of discrimination and some have been attempted to document them. This argument is supported by De Bruin, Brush and Welter (2007) Researchers Sexton and Bowman-Upton suggest that female business owners are subject to gender-related discrimination. In addition, from the studies we emphasize that this discrimination against women seems to be even worse in Cities, such as East and South East states of India, where the financial sector is male oriented. The argument is further supported by Marlow (1997), who commented that discrimination remains a problem for women in self employment, for example, they experience particular difficulties in gaining bank finance for their ventures.

OBJECTIVE OF THE STUDY

The objective of the present paper is to study the marketing problems of women in micro-entrepreneurship in Puducherry, India.

METHODOLOGY AND DESIGN

Puducherry region having two municipalities such as Puducherry. Municipality Corporation and Oulgaret Municipality Corporation. Oulgaret Municipality has four constituencies with a highest number of micro-enterprise running by women. In that Oulgaret, Lawspet and Reddiyarpalayam were chosen for the present study. Around 1120 micro-enterprises are working in these municipalities. For the present study 296 women were selected randomly taken from these three regions. This study is compiled with the help of the primary data and was collected with the help of specially prepared interview schedule. The schedule included the questions related to the general information and about the marketing problems. This is purely a descriptive study. Therefore, no complicated models and tools were used. Only simple average and cluster analysis were used for the analysis. Secondary data were collected from various websites and journals.

AGE-GROUP OF WOMEN ENTREPRENEURS

Age and socio-economic activities are inter-related. The middle age group people can actively involved in entrepreneurship. Table 1 deal with the age-group of sample respondents for the study.

Table 1 AGE-GROUP OF MEMBERS

Sl.No.	Age-Group	No. of Respondents	% of Respondents
1.	Less than 20	5	1.7
2.	20-30	56	18.9
3.	30-40	86	29.0
4.	40-50	104	35.2
5.	50-60	30	10.2
6.	Above 60	15	5.0
Total		296	100

From the above table it is observed that 35.2 percent of women entrepreneurs belong to age-group of 40-50, 29 percent belong to 30-40 age groups and 18.9 percent belong to 20-30. It indicates that middle age group is actively involving in micro-entrepreneurship.

REASONS FOR ENTERING MIRO-ENTREPRENEURSHIP

The main aim of entrepreneurship is to promote savings, family support and to get credit for the productive and consumption purposes. The Table 2 shows the reasons for entering into entrepreneurship by the sample respondents.

It is observed that the most of the respondents in the study are entered into entrepreneurship for financial security (37.8 per cent) and getting loan (20.3 per cent) from the Government. And 16.9 per cent of them are to promote their personal savings in addition to get social status.

Table 2 REASONS FOR JOINING MICRO-ENTREPRENUERSHIP

Sl. No.	**Reasons**	**No. of Respondents**	**% of Respndents**
1.	For family support	26	8.8
2.	For promoting savings	50	16.9
3.	For social status	48	16.2
4.	For financial security	112	37.8
5.	For getting loan	60	20.3
	Total	**296**	**100**

EDUCATIONAL QUALIFICATIONS

Education is one of the inputs for empowerment. It enables the women to gather information from different sources and helps them to analyze properly and think innovatively in entrepreneurship. The education levels of the selected women for the study are represented in the Table 3.

Table 3 EDUCATIONAL QUALIFICATIONS OF WOMEN ENTREPRENEURS

Education	**No. of Respondents**	**% of Respondents**
Illiterates	20	6.8
Below SSC	31	10.5
Up to SSC	55	18.5
Higher school	110	37.2
Graduation	80	27
Total	**296**	**100**

From the above table, it is clearly indicated that most of the women entrepreneurs are higher school (37.2 percent), 27 per cent were graduates and 18.5 per cent studied up to S.S.C. The data reflects that educational qualifications are influencing to start enterprise.

PROBLEMS OF WOMEN ENTREPRENEURS

Some of the problems generally faced by the women entrepreneurs are financial, raw material, sales / marketing, labour/employee, infrastructural, operational problems and lack of knowledge of technical know-how on the part of the personnel. Apart from lack of entrepreneurial zeal of the people, particularly youth, lack of skilled labour in the region, poor marketing and government support, lack of encouragement of from the financial institutions and very limited R&D facilities also are the problems are being faced by the women entrepreneurs. In addition to that lack of awareness among the entrepreneurs about various new schemes launched by the governments for developing the women entrepreneurship is also a serious problem. In the present paper, only infrastructural problems have been taken to consideration.

SALES / MARKETING PROBLEMS

One of the major problems faced by the women entrepreneurs is in the field of marketing. The women entrepreneurs are not in a position to get first hand information about the market i.e. information about competition, taste, likes and dislikes of the consumers. Therefore, the entrepreneurs are not able to upgrade their products according to the changing business environment. Marketing problems are manifold. Some of them are lack of market intelligence, weak marketing network, lack of market information, absence of worthwhile marketing assistance from government agencies, cut throat competition, lack of proper marketing channels, lack of standardization, poor quality of products, lack of quality control, lack of precision, poor bargaining power, lack of money at the time of service and afterwards, sales production, customer's brand preferences, lack of distribution contacts, lack of knowledge of marketing, competition, ignorance of potential markets, lack of knowledge of consumer preferences and tastes, lack of advertising, lack of salesmanship, etc., these are the problems faced by all entrepreneurs which make even their survival difficult.

Table 4 Women Entrepreneurs opinion about Problems while Selling Products/Service

Problems	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**Total**
Competition from large /other units	14 (4.7%)	9 (3.0%)	24 (8.1%)	48 (16.2%)	201 (67.9%)	296 (100%)
Slackness in demand	49 (16.6%)	26 (8.8%)	81 (27.4%)	103 (34.8%)	37 (12.5%)	296 (100%)
Seasonal demand	45 (15.2%)	17 (5.7%)	58 (19.6%)	99 (33.4%)	77 (26.0%)	296 (100%)
Problem of transport	74 (25.0%)	37 (12.5%)	59 (19.9%)	54 (18.2%)	72 (24.3%)	296 (100%)

From the above table 4, it is inferred that the majority of women entrepreneurs say 249 (84.1%) strongly said that they are facing the problem of competition from small and large units. 103 (34.8%) women entrepreneurs said that there was slackness in demand, 81 (27.4%) women entrepreneurs were neutral in their opinion and 49 (16.6%) women entrepreneurs strongly said that there was slackness in demand. 176 (59.4%) women entrepreneurs said that they were experiencing the problem of seasonal demand and 45 (15.2%) women entrepreneurs strongly said that they were experiencing the problem of seasonal demand. 126 (42.5%) women entrepreneurs strongly said that there was a problem of transportation in selling their products and 74 (25.0%) strongly said that there is no problem of transportation in selling their products`.

It leads to a conclusion that 67.9% of the women entrepreneurs said that they faced the competition from large and other units. 34.8% of the women entrepreneurs said that there was slackness of demand. 33.4% of the women entrepreneurs said that there exists seasonal demand in the market while selling products or services. 25% of the women entrepreneurs said that there is no problem of transport while selling goods and services.

Cluster Analysis for Selling/Marketing Problems

The selling/marketing problem is taken and the 296 women entrepreneurs responses are grouped into three clusters are shown in table below.

Table 5a Final Cluster Centers

Selling/marketing Problems	**Cluster**		
	1	2	3
Competition from large /other units	4.59	1.96	2.50
Slackness in demand	3.74	1.16	1.67
Seasonal demand	4.04	1.40	2.21
Problem of transport	3.53	1.31	1.71

It can be inferred from the above table 5a that three clusters are formed from the four factors. It is clear from the table that the mean value of the all the four factors is high in the first cluster so the first cluster is named as "High Selling/Marketing Problem Facers Group", the mean value of all the four factors in the third cluster is moderate so this cluster is named as "Moderate Selling/Marketing Problem Facers Group" and the mean value of the all the four factors is low for the second cluster so the second cluster is named as "Low Selling/Marketing Problem Facers Group". This further depicts that the mean value in respect of the four factors related to selling/marketing problem faced by the women entrepreneurs differ significantly among the three clusters.

Table 5b ANOVA in respect of Clusters

ANOVA						
Selling/marketing Problems	Cluster		Error		F	Sig.
	Mean Square	df	Mean Square	df		
Competition from large /other units	111.972	2	.399	293	280.865	.000
Slackness in demand	155.300	2	.522	293	297.581	.000
Seasonal demand	152.834	2	.772	293	197.865	.000
Problem of transport	115.631	2	1.513	293	76.450	.000

From the ANOVA table 5b it can be inferred from the above table that the four factors have significant difference among the three clusters since the significance value is less than 0.05. This exhibits that the entire respondents have been properly clustered.

Table 5c Composition of clusters

Number of Cases in each Cluster		
Cluster	1	227.000
	2	45.000
	3	24.000
Valid		296.000
Missing		.000

The above table 5c reveals that the first cluster named "High Selling/Marketing Problem Facers Group" encompasses 227 women entrepreneurs, the second cluster named "Low Selling/Marketing Facers Group" encompasses 45 women entrepreneurs out of 296 respondents and the third cluster named "Moderate Selling/Marketing Problem Facers Group" encompasses of 24 women entrepreneurs.

Association between Cluster and Age of Women Entrepreneurs

Ho: There is no significant association between cluster and age of the women entrepreneurs
H1: There is significant association between cluster and age of the women entrepreneurs

In order to ascertain the relation between cluster and age of the women entrepreneurs, a chi-square test was applied which is given in the below table.

Table 6 Association between Cluster and Age

Cluster Vs Age of Women Entrepreneurs							
Cluster	**Age**				**Total**	**Chi-Square**	**Sig.**
	less than 20	**20-30**	**30-40**	**more than 40**			
High Selling/Marketing Problem Facers Group	12	180	30	5	227	5.552^a	.475
Low Selling/Marketing Problem Facers Group	0	41	4	0	45		
Moderate Selling/Marketing Problem Facers Group	1	21	2	0	24		
Total	13	242	36	5	296		

The above table 6 shows that the significance value is >0.05. Hence it can be concluded that the hypothesis "there is no significant association between cluster and the age of women entrepreneurs at inception" is proved. It can also be inferred from the above table that the majority of women entrepreneurs constituting "High Selling/Marketing Problem Facers Group" belong to age group of 20-30 which implies that the women entrepreneurs are facing the problem of selling and marketing their products and services in the competitive market.

Association between Cluster and Experience of Women Entrepreneurs

Ho: There is no significant association between cluster and experience of the women entrepreneurs
H1: There is significant association between cluster and experience of the women entrepreneurs

In order to ascertain the relation between cluster and experience of the women entrepreneurs, a chi-square test was applied which is given in the below table.

Table 7 Association between Cluster and Experience

Cluster Vs Experience of Women Entrepreneurs							
Cluster	**Experience**				**Total**	**Chi-Square**	**Sig.**
	less than 5	**5-15**	**15-30**	**more than 30**			
High Selling/Marketing Problem Facers Group	53	152	16	6	227	4.074	.667
Low Selling/Marketing Problem Facers Group	14	26	4	1	45		
Moderate Selling/Marketing Problem Facers Group	9	13	2	0	24		
Total	76	191	22	7	296		

The above table 7 shows that the significance value is >0.05. Hence it can be concluded that the hypothesis "there is no significant association between cluster and the experience of women entrepreneurs" is proved. It can be inferred from the above table that the majority of women entrepreneurs constituting "High Selling/Marketing Problem Facers Group" have experience around 5-15 years, followed by those with the experience less than 5 years, 15-30 years and more than 30 years. The same trend follows in case of other two clusters. It is clear the majority of the women entrepreneurs responded for the study are with 5 to 15 years of experience and they face high marketing problem.

CONCLUSION

The Indian social set up has been traditionally a male dominated one. This traditional set up is changing in the modern era. The transformation of social fabric of the Indian society, in terms of increased educational status and varied aspirations for better living, necessitated a change in the life style of Indian women. Indian families do have the privilege of being envied by the westerners, since women here are taking more responsibilities in bringing up children and maintaining a better home with love and affection. Still a lot more in terms of motivation, incentives and encouragement needs to be done. From the above study majority of women entrepreneurs are facing competition from large /other units and Slackness in demand. The government has to implement strong new policies for protecting micro-enterprises from large scale units. The social recognition of their entrepreneurial abilities, family's moral support, financial support by banks and financial institutions and women empowerment policies of government will go a long way boosting their morale and instilling self confidence in them.

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6. A Study on Consumption of True Drinks

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ABSTRACT

This descriptive research has made an attempt to assess the nature of usage of True drinks by consumers by administering a well structured questionnaire to 130 consumers of True drinks in Puducherry, selected using Convenience Sampling technique. Results of the study reveal that consumers have lesser preference towards consuming True drinks while watching TV programs or cricket matches and when spending time with friends of opposite gender. Preference of consumers consuming the drink is higher when spending time with their friends, either at home or in outing. The higher income consumers prefer consuming the drinks when they are at home with their friends and when spending time with friends with opposite gender while the lower income consumers are reluctant to consume True drinks when alone at home.

Unmarried people, students and agriculturists prefer drinking True drinks when they are on an outing with their family while young customers aged less than 25, post-graduates, government employees and unmarried customers prefer consuming true drinks when on an outing with their friends while graduates, post-graduates and the relatively younger consumers have larger preference to consume True drinks when they are in a party. Consumers with high income and better education have better preference towards consuming True drinks when taking food in restaurants.

KEYWORDS

Drink, Consumer, Family centric consumers, Friends-Centric Consumers, Solitary consumers.

Introduction

Businesses monitor customer satisfaction in order to determine how to increase their customer base, customer loyalty, revenue, profits, market share and survival. Although greater profit is the primary driver, exemplary businesses focus on the customer and his/her experience with the organization. They work to make their customers happy and see customer satisfaction as the key to survival and profit. Customer satisfaction in turn hinges on the quality and effects of their experiences.

Globalization has been generating new concept of marketing which would compel to business to think about new markets, new Products, new mindsets of consumers, new competencies and new ways of thinking about business process.

Consumers are concerned with overall health and wellness. As a result, there is significant impact on food and beverage purchases. Many studies have shown that consumers are as concerned with good health as they are about maintaining a high quality of life. The soft drink industry is training people to seek out new products, even the big guys are coming out with limited edition flavors, and consumers are beginning to see that there is more flavor activity going on in the category.

Whether that really nets anybody any sales gains is another thing, but it is teaching consumers to seek out and try new products. It's also trying to create some excitement there". In spite of several challenges and restrictions faced by this industry, it is a 'roll' like never before. Customer preferences may have shifted, but they are still always on the lookout for a new 'flavored' drink to quench their thirst.

Consumption of non-alcoholic beverages is expected to increase by 16.5-19% over the next three years as more people are trading up to packed drinks. The income of the Indian population is rising thanks to India's strong economic growth and around 65 percent of Indians are under the age of 35 which means more people will benefit from increasing incomes. Improved incomes are driving demand for specialty and value added food products.

In this background, the researcher decided to conduct a study on consumer preference towards using True drinks, a product marketed by Asian Beverage Private Limited.

Objectives of the Study

To assess the consumption pattern of True drinks;

To identify the prevalence of significant difference in opinion among customers with different demographic profile, about the pattern of consuming True drinks.

Methodology

The proposed research is descriptive in natured, based on primary data collected by administering a well structured questionnaire to 130 consumers of True drinks in Puducherry, selected using Convenience Sampling technique. The data collected has been analyzed using SPSS 16, employing the statistical tools of Mean, ANOVA, Cluster Analysis and Correspondence Analysis.

Data Analysis

Demographic Profile of Respondents Selected

Of the 130 respondents selected for the study, 54.6% are males and 45.4% are females; 43.1% are aged less than 25 years, 37.7% are aged 25-50 years and 19.2% are aged above 50 years; 26.2% are under graduates, 37.7% are graduates, 31.5% are post-graduates and 4.6% are diploma-holders; 10.8% are government employees, 17.7% are private employees, 17.7% are business men, 5.4% are agriculturists, 25.4% are students, 11.5% are unemployed and 11.5% are house wives; 46.2% have a monthly family income of less than Rs. 30,000, 37.7% have a monthly family income of Rs. 30,000-60,000 and 16.2% have a monthly family income in excess of Rs. 60,000; 52.3% are married, 43.8% are unmarried and 3.8% are separated.

Nature of Usage of True Drinks

The nature of consumption of True drinks has been ascertained in the form of statements in Likert's five point scale and the results have been displayed in Table 1.

Table 1: Nature of Usage of True Soft Drinks

Statement	Mean	Statement	Mean
When alone at home	3.13	When with friends at home	3.22
When with opposite gender friends	2.59	In party	3.34
Outing with the family	3.28	Outing with friends	3.55
Taking food in restaurant	3.09	feeling thirsty while travelling	3.43
Watching interesting TV programs	2.69	Watching cricket match	2.58

It can be inferred from Table 1 that customers show little interest to drink True drinks while watching TV programmes or cricket match and when spending time with friends of opposite gender while their interest level of using the drink is reasonably higher when travelling alone or with friends and when staying at home along with friends.

Table 2 Consumer Preference of Consuming True Drinks when alone at Home

The preference accorded by consumers to consume True drinks when they are alone at home has been ascertained using ANOVA and the results have been depicted in Table 2.

Respondents		Mean	F	Significance
Gender	Male	3.11	0.28	0.868
	Female	3.05		
Age in years	Below 25	3.09	0.863	0.424
	25- 50	3.31		
	Above 50	2.88		
Education	Below Graduates	3.00	0.826	0.482
	Graduates	3.00		
	Post Graduates	3.32		
	Professional	3.67		
Occupation	Government Employee	3.21	0.076	0.389
	Private Employee	3.13		
	Business	3.18		
	Agrculture	3.00		
	Student	3.33		
	Unemployed	2.67		
	House wife	2.60		
Monthly Income	Below 30,000	2.58	10.435	0.000
	30000 - 60000	3.61		
	Above 60000	3.57		
Marital status	Married	3.07	2.831	0.041
	Unmrried	3.09		
	Seperated	4.40		

It can be inferred from Table 2 that there is no significant difference among the customers group on the basis of their gender, age, education and occupation about drinking true drinks when alone at home while significant difference prevails regarding this aspect among the customers grouped on the basis of monthly family income and marital status. Customers with monthly family income of less than Rs. 30, 000 have lesser preference to drink true drinks when alone at home when compared with their counterparts while this feeling is more profound among the customers living separated from their respective spouse.

Drinking True drinks at home with friends

The opinion of consumers about drinking True drinks when they are at home with their friends has been assessed using ANOVA and the results have been portrayed in Table 3.

Table 3: Opinion of Consumers about Consuming True Drinks at Home with Friends

Respondents		Mean	F	Significance
Gender	Male	3.08	1.979	0.162
	Female	3.37		
Age in years	Below 25	3.23	0.821	0.441
	25- 50	3.33		
	Above 50	2.96		
Education	Below Graduates	2.94	1.357	0.729
	Graduates	3.45		
	Post Graduates	3.15		
	Professional	3.33		
Occupation	Government Employee	3.14	0.601	0.729
	Private Employee	3.17		
	Business	3.35		
	Agrculture	3.14		
	Student	3.33		
	Unemployed	3.40		
	House wife	2.73		
Monthly Income	Below 30,000	2.93	4.502	0.013
	30000 - 60000	3.33		
	Above 60000	3.76		
Marital status	Married	3.21	0.658	0.512
	Unmrried	3.18		
	Seperated	3.80		

It can be inferred from the above table that there is no significant difference among the customers group on the basis of their gender, occupation, education, age and marital status about consuming true drinks when with friends at home while significant difference prevails among consumers categorized on the basis of annual family income. It can be observed that the higher income consumers prefer consuming the drinks when they are at home with their friends.

Consuming True Drinks with Friends of Opposite Gender

The nature of consumers taking True drinks when they are with friends of opposite gender has been assessed using ANOVA and the results have been portrayed in Table 4.

Table 4: Consuming True Drinks with Friends of Opposite Gender

Respondents		MEAN	F	SIGNIFICANCE
Gender	Male	2.58	0.24	0.876
	Female	2.61		
Age in years	<25	3.23	0.823	0.441
	25-50 yrs	3.33		
	>50	2.96		
Education	Less than Graduation	2.94	1.357	0.259
	Graduation	3.45		
	Post Graduate	3.15		
	Professional	2.96		
Occupation	Government Employee	2.86	0.601	0.721
	Private Employee	2.52		
	Business	2.96		
	Agriculture	2.86		
	Student	2.64		
	Unemployed	2.33		
	House Wife	1.93		
Monthly Family Income (in Rs.)	<30,000	2.93	4.502	0.013
	30,000 - 60,000	3.33		
	More than 60,000	3.76		
Marital Status	Married	2.66	3.314	0.041
	Unmarried	2.56		
	Separated	2.00		

It can be inferred from Table 4 that there is no significant difference in opinion among the customers group on the basis of gender, age, education and occupation about drinking true drinks when with opposite gender friends while there is significant difference in opinion about the issue among the customers grouped on the basis of annual family income and marital status. Customers with high income of more than Rs. 60,000 largely consume True drinks when they are spending time with friends of opposite gender while the separated consumers do not prefer consuming the drink when they are with friends of opposite gender.

Table 5: Consuming True Drinks when in an Outing with Family

Respondents		MEAN	F	SIGNIFICANCE
Gender	Male	3.28	0.01	0.978
	Female	3.29		
Age in years	<25	3.50	1.349	0.26
	25-50 yrs	3.08		
	>50	3.20		
Education	Less than Graduation	3.06	0.532	0.661
	Graduation	3.33		
	Post Graduate	3.44		
	Professional	3.17		
Occupation	Government Employee	3.36	2.913	0.048
	Private Employee	2.91		
	Business	2.96		
	Agriculture	3.71		
	Student	3.85		
	Unemployed	3.40		
	House Wife	2.73		
Annual Family Income (in Rs.)	<30,000	3.00	2.589	0.079
	30,000 - 60,000	3.53		
	More than 60,000	3.52		
Marital Status	Married	3.17	4.625	0.012
	Unmarried	3.54		
	Separated	1.80		

It can be inferred from Table 5 that there is no significant difference in opinion among the consumers group on the basis of gender, age and education regarding drinking true drinks when in an outing with family while significant difference in opinion prevail about the issue among the consumers grouped on the basis of annual income, occupation and marital status. Students and agriculturists prefer drinking True drinks when they are on an outing with their family while this feeling is very less among the business men, house wives and private employees. Unmarried prefer to drink True drinks when on an outing with their family while separated consumers and younger ones display a very meager liking towards drinking the soft drink while going on an outing with their family members.

Consuming True Drinks when on Outing with Friends

Nature of consumers consuming True drinks when on outing with friends has been scrutinized using ANOVA and the results have been portrayed in Table 6.

Table 6: Consuming True Drinks when on Outing with Friends

Respondents		MEAN	F	SIGNIFICANCE
Gender	Male	3.70	1.793	0.183
	Female	3.37		
Age in years	<25	3.93	3.857	0.024
	25-50 yrs	3.35		
	>50	3.12		
Education	Less than Graduation	2.85	4.903	0.003
	Graduation	3.67		
	Post Graduate	4.02		
	Professional	3.33		
Occupation	Government Employee	4.79	5.365	0.000
	Private Employee	3.09		
	Business	3.61		
	Agriculture	3.00		
	Student	4.00		
	Unemployed	3.40		
	House Wife	2.47		
Annual Family Income (in Rs.)	<30,000	3.32	2.589	0.066
	30,000 - 60,000	3.59		
	More than 60,000	4.14		
Marital Status	Married	3.25	4.155	0.018
	Unmarried	3.95		
	Separated	3.20		

It can be inferred from Table 6 that consumers grouped on the basis of gender do not significantly differ in their opinion about drinking true drinks when on an outing with friends while such difference prevail in respect of consumers categorized on the basis of income, occupation, education, marital status and age. Young customers aged less than 25, post-graduates, those with high income, government employees and unmarried customers prefer consuming true drinks when on an outing with their friends.

Consuming True Drinks when on an Outing for Party

Nature of consumers consuming True drinks when on an outing for party has been obtained using ANOVA and the results have been displayed in Table 7.

Table 7: Consuming True Drinks when on an Outing for Party

Respondents		MEAN	F	SIGNIFICANCE
Gender	Male	3.24	0.834	0.363
	Female	3.46		
Age in years	<25	3.43	3.971	0.021
	25-50 yrs	3.57		
	>50	2.68		
Education	Less than Graduation	2.47	9.043	0.000
	Graduation	3.82		
	Post Graduate	3.59		
	Professional	2.67		
Occupation	Government Employee	4.14	1.670	0.134
	Private Employee	3.43		
	Business	3.39		
	Agriculture	3.29		
	Student	3.36		
	Unemployed	2.67		
	House Wife	3.00		
Annual Family Income (in Rs.)	<30,000	3.08	2.216	0.113
	30,000 - 60,000	3.49		
	More than 60,000	3.71		
Marital Status	Married	3.41	0.515	0.599
	Unmarried	3.30		
	Separated	2.80		

It can be inferred from Table 7 that significant difference prevails among the consumers categorised on the basis of education and age about consuming True drinks when on an outing in party while no such difference prevail among the consumers categorised on the basis of gender, marital status, annual family income and occupation. It can further be observed from the table that graduates, post-graduates and the relatively younger consumers have larger preference to consume True drinks when they are in a party.

True Drinks Preferred while taking Food in Restaurant

Preference of consumers to take True drinks when they are taking food in restaurant has been assessed using ANOVA and the results have been depicted in Table 8.

Table 8: True Drinks Preferred while taking Food in Restaurant

Respondents		MEAN	F	SIGNIFICANCE
Gender	Male	2.99	0.956	0.330
	Female	3.22		
Age in years	<25	3.14	1.506	0.226
	25-50 yrs	3.24		
	>50	2.68		
Education	Less than Graduation	2.41	4.380	0.006
	Graduation	3.29		
	Post Graduate	3.44		
	Professional	3.00		
Occupation	Government Employee	3.64	1.387	0.225
	Private Employee	3.13		
	Business	3.04		
	Agriculture	4.00		
	Student	3.03		
	Unemployed	2.80		
	House Wife	2.60		
Annual Family Income (in Rs.)	<30,000	2.82	2.520	0.084
	30,000 - 60,000	3.27		
	More than 60,000	3.48		
Marital Status	Married	3.04	1.410	0.248
	Unmarried	3.23		
	Separated	2.20		

It can be inferred from Table 8 that consumers categorised on the basis of gender, marital status, age and income do not differ in consuming True drinks while taking food at restaurants while significant difference exist regarding this matter among the consumers segregated on the basis of income and education. Consumers with lesser income and lesser education have lesser preference to consume True drinks when they are taking food at restaurants.

Clustering the Consumers

Proceeding further, an attempt has been made to group the consumers surveyed on the basis of their response on different circumstances of using True drinks using Cluster Analysis and the results have been portrayed in Table 12.

Table 12: Clusterisation of Consumers

Factor	1	2	3	F	P
Consumed when alone at home	1.57	3.41	3.86	46.586	0.000
Consuming at home with friends	2.03	3.69	3.40	30.007	0.000
Consuming with friends of opposite gender	1.57	2.95	2.83	18.748	0.000
Outing with family	3.07	3.98	2.48	20.935	0.000
Outing with friends	2.73	4.33	3.07	21.460	0.000
Consuming in Party	2.67	4.02	2.88	16.564	0.000
Consumed while taking food at restaurants	2.07	3.91	2.69	30.481	0.000
Quenching thirst while travelling	2.80	4.14	2.90	19.482	0.000
Consuming while watching interesting TV Programmes	1.57	2.93	3.17	18.643	0.000
Consuming while watching cricket	1.23	2.86	3.14	25.888	0.000
No. of Cases in Cluster	30	58	42		

It can be inferred from Table 12 that three distinct clusters may be formed based on nature of consumption of True drinks by the consumers at different circumstances. Based on the mean values in respect of each of the clusters, these clusters may be designated as "Family-Centric Consumers", "Friends-Centric Consumers" and "Solitary Consumers", each comprising of 30, 58 and 42 consumers respectively. The significance values in respect of all the statements suggest that all these statements significantly contribute to the clusterisation process. The F values signify that True drinks consumed when alone at home make the highest contribution to the clusterisation process.

Demographic Characteristics of Clusters

The demographic characteristics of clusters formed using Cluster Analysis has been explored using Correspondence Analysis and the results have been portrayed in figures 1-5.

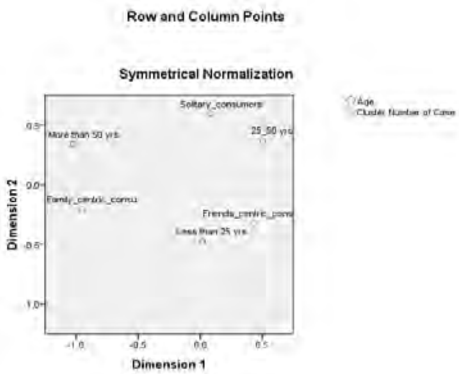

FIGURE 1: AGE

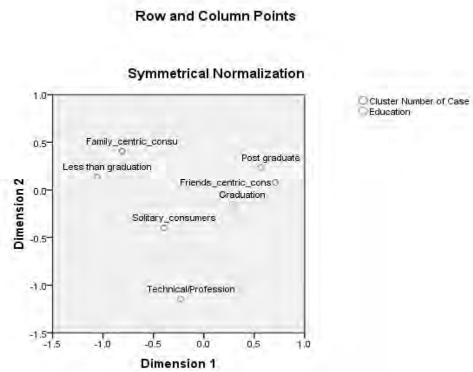

FIGURE 2: EDUCATION

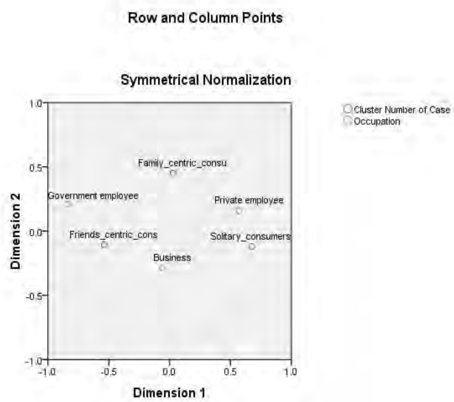

FIGURE 3: EMPLOYMENT

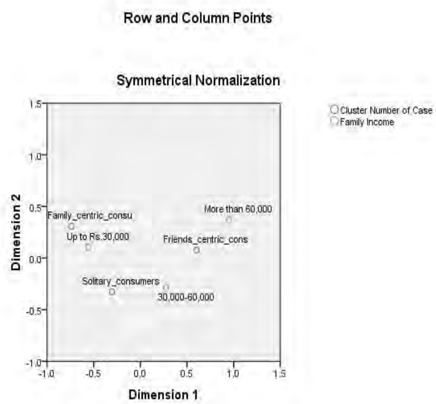

FIGURE 4: INCOME

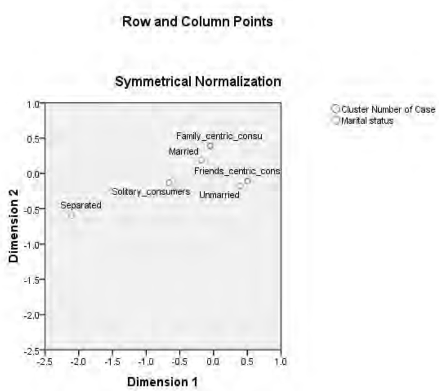

FIGURE 5: MARITAL STATUS

It can be observed from figures 1-5 that those consumers with annual family income of less than Rs. 30000, married consumers, private employees, under graduates and those aged more than 50 years are associated with Family-centric consumers while consumers with annual family income of more than Rs. 60,000, unmarried consumers, government employees, those aged less than 25 years, graduates and post-graduates are associated with Friends-Centric Consumers. Those consumers living separate, those with annual family income of Rs.

30,000-60,000, those consumers engaged in business, Diploma-holders and those aged 25-50 years are associated with Solitary consumers.

Inferences from the Study and Suggestions

Results suggest that consumers have lesser preference towards consuming True drinks while watching TV programs or cricket matches and when spending time with friends of opposite gender. Preference of consumers consuming the drink is higher when spending time with their friends, either at home or in outing. the higher income consumers prefer consuming the drinks when they are at home with their friends and when spending time with friends with opposite gender while the lower income consumers are reluctant true consume True drinks when alone at home. This suggests that demand for True drinks can be enhanced if the drink is marketed in chota friends pack such as 100 ml packs. Unmarried people, students and agriculturists prefer drinking True drinks when they are on an outing with their family while young customers aged less than 25, post-graduates, government employees and unmarried customers prefer consuming true drinks when on an outing with their friends while graduates, post-graduates and the relatively younger consumers have larger preference to consume True drinks when they are in a party. Consumers with high income and better education have better preference towards consuming True drinks when taking food in restaurants.

Conclusion

Effectiveness of an organization largely depends on its capacity to retain and capture more consumers which requires drafting and execution of effective product and promotional strategies. This study has advocated some useful suggestions as to the advertising strategies which may be followed which shall boost its market. Once the drink manages to retain its consumers and also penetrate into new market, its profitability will enhance, resulting in good returns for shareholders. Hence, effective formulation and execution of marketing strategies as suggested in this study will undoubtedly boost the efficiency of the organisation.

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7. A Study on Knowledge Diffusion and Knowledge Gathering Opportunities Available for Employees of Bharathi Axa India Private Limited and their Influence on Role Clarity

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ABSTRACT
Knowledge is a potent force in the economy and for competitive advantage which calls for an effective transmission of knowledge, which is facilitated by knowledge diffusion and knowledge gathering. This descriptive research has studied the nature of prevalence of knowledge diffusion and knowledge gathering among the employees of Bharathi Axa India Private Limited in Chennai, by administering a well structured questionnaire to 60 employees of the company, selected using simple random sampling. Results reveal that employees of Bharathi Axa India Private Limited possess fair degree of role clarity with good level of understanding about their official goals and expectations from their official duties due to effective communication prevalent in the company. The company provides only a fair degree of opportunity for knowledge diffusion with limited opportunities for transferring knowledge and has not instituted a conducive environment for employees to constantly update their knowledge. Ample opportunities are available in the company to facilitate its employees to share information among themselves using digital media networking. Knowledge Diffusion basts a significant positive impact on role clarity at one percent level while knowledge gathering does not have any bearing. Hence, more inclination towards knowledge diffusion among employees will lead to good role clarity which is indispensable for the effective functioning of any organisation.

KEYWORDS: Knowledge diffusion, Knowledge gathering, Role clarity, ANOVA, Regression.

INTRODUCTION

Globalization has been generating new concept of marketing which would compel to business to think about new markets, new Products, new mindsets of consumers, new competencies and new ways of thinking about business process. A major challenge for any organization in this world is that steep competition to become 'survival and sustainability'. It has been tremendously pressurized to the organizations to accept the challenges and take needful action to overcome the challenges. Hence, human resources can fall into this category, particularly, if they are effectively utilized allocated resource through appropriate human resource practices and management of organizational culture (Barney and Wright, 1998). In this context, human resources are being treated in one of the important factors of production and also HRD is needed to develop competencies of individual employees through its various innovative practices.

Importance of Human Resources Development

Over the last two decades, organizations the world over have increasingly become aware of the importance of human resources. This awareness is very crucial for their organizational effectiveness. Organizations will find it very difficult to maintain their growth and effectiveness unless their human resources are complementary to their operations. Herbst

(1975) observed that the product of work is people. The modern world is becoming far more competitive and volatile than ever before causing organizations -to gain competitive

advantage whenever and wherever possible in today's' globalize and informationalized world. Organizational survival and success will depend on how they respond to these challenges. For this, organizations have to effectively evolve internal capabilities for enhancing speed, quality, learning and building employee competencies.
HRD means building 3 Cs of employees namely, Capabilities, Commitment and Culture. Capability building requires developing the knowledge and skills of the person. Capability has to be supported by commitment which comes through desire to excel, positive attitude towards work, co-operation, involvement and concern for one's own self and society. Another important factor of HRD is building culture. Culture is a way of life. It involves creating an awareness of what is ideal and desirable.

Knowledge Management
Knowledge management has emerged as a growing field of practice and research in response to the recognition that knowledge is a potent force in the economy, and for competitive advantage. In the modern economy, the knowledge that it is able to harness is the organization's competitive advantage. This competitive advantage is realized through the full utilization of information and data coupled with the harnessing of people's skills and ideas as well as their commitments and motivations. In the corporate context, knowledge is the product of organization and systematic reasoning applied to data and information. It is the outcome of learning that provides the organization's only sustainable competitive advantage. As such knowledge is an essential asset that has become more important than land, labor or capital in today's economy.
Knowledge management is a much recent management theory which emerged in the early 90's. It seeks to understand the way in which knowledge is created, used and shared within organizations.

Knowledge Transfer
Knowledge dwells with human members of an organisation, tasks, networks and tools (Argote & Ingram, 2000)1) and the tacit knowledge, which forms major part of knowledge, is complex to eloquent clearly (*Nonaka et al., 1995*)
knowledge transfer is the process by which an individual or group of individuals, department or division of an organisation is influenced by the deeds or experience of another (Argote & Ingram, 2000). The process of knowledge transfer is affected by many factors other than availability of incentives such as nature of the knowledge, source of the knowledge, the recipient of the knowledge and the organisation as a whole in which the transfer takes place (Szulanski, 1996)
Knowledge transfer assumes immense significance in context of presence of imbalanced power relations such as employer-employee relationship (*Harman et al., 2003*) and shift in production process from resource-based to knowledge-based (OECD, 1999)

Types of Knowledge
In general, there are two types of knowledge namely, tacit knowledge and explicit knowledge. Tacit knowledge is that stored in the brain of a person. Explicit knowledge is that contained in documents or other forms of storage other than the human brain. Explicit knowledge may therefore be stored or imbedded in facilities, products, processes, services and systems. Both types of knowledge can be produced as a result of interactions or innovations. They can be the outcome of relationships or alliances. They permeate the daily

functioning of organizations and contribute to the attainment of their objectives. Both tacit and explicit knowledge enable organizations to respond to novel situations and emerging challenges.

Tacit knowledge

Tacit knowledge is personal. It is stored in the heads of people. It is accumulated through study and experience. It is developed through the process of interaction with other people. Tacit knowledge grows through the practice of trial and error and the experience of success and failure.

Tacit knowledge, therefore, is context-specific. It is difficult to formalize, record, or articulate. It includes subjective insights, intuitions and conjectures. As intuitive knowledge, it is difficult to communicate and articulate. Since tacit knowledge is highly individualized, the degree and facility by which it can be shared depends to a great extent on the ability and willingness of the person possessing it to convey it to others.

The sharing of tacit knowledge is a great challenge to many organizations. Tacit knowledge can be shared and communicated through various activities and mechanisms. Activities include conversations, workshops, on-the-job training and the like. Mechanisms include, among others, the use of information technology tools such as email, groupware, instant messaging and related technologies.

In managing tacit knowledge, the very first hurdle to most organizations is identifying the tacit knowledge that is useful to the organization. Once relevant tacit knowledge is identified, it becomes extremely valuable to the organization possessing it because it is a unique asset that is difficult for other organizations to replicate. This very characteristic of being unique and hard to replicate is what makes tacit knowledge a basis of the organization's competitive advantage. Accordingly, it is essential for an organization to discover, propagate and utilize the tacit knowledge of its employees in order to optimize the use of its own intellectual capital.

In any organization, tacit knowledge is the essential prerequisite for making good decisions. A new executive not yet familiar with the organization will find it difficult to make good decisions since he or she has yet to acquire tacit knowledge about the workings of the organization. Tacit knowledge is therefore crucial to getting things done and creating value for the organization. This is the essence of the "learning organization". Management and employees need to learn and internalize relevant knowledge through experience and action. And they need to generate new knowledge through personal and group interactions within the organization.

Explicit knowledge

Explicit knowledge is codified. It is stored in documents, databases, websites, emails and the like. It is knowledge that can be readily made available to others and transmitted or shared in the form of systematic and formal languages.

Explicit knowledge comprises anything that can be codified, documented and archived. These include knowledge assets such as reports, memos, business plans, drawings, patents, trademarks, customer lists, methodologies, and the like. They represent an accumulation of the organization's experience kept in a form that can readily be accessed by interested parties and replicated if desired. In many organizations these knowledge assets are stored with the help of computers and information technology.

Explicit knowledge and tacit knowledge are complementary concepts. Without tacit knowledge it will be difficult, if not impossible, to understand explicit knowledge. For example, a person without technical, mathematical or scientific knowledge (tacit knowledge) will have great difficulty understanding a highly complex mathematical formulation or chemical process flow diagram, although it may be readily available from the organization's library or databases (explicit knowledge). And unless we try to convert tacit knowledge to explicit knowledge, we cannot reflect upon it, study and discuss it, and share it within the organization – since it will remain hidden and inaccessible inside the head of the person that has it.

IN the light of above discussion, this paper tries to take a look at knowledge gathering and knowledge diffusion opportunities available with employees of Bharathi Axa India Private Limited and how these two important practices have a bearing on role clarity among the employees.

Objectives of the Study

1. To assess the level of role clarity prevalent among the employees of Bharathi Axa India Private Limited;
2. To assess the employee opinion about knowledge diffusion and knowledge gathering prevalent in the company;
3. To identify prevalence of significant difference in knowledge gathering, knowledge diffusion and role clarity among employees with different demographic profile;
4. To assess the influence of knowledge gathering and knowledge diffusion on role clarity among the employees.

Methodology

The proposed research is descriptive in nature, based purely on primary data, collected by administering a well structured questionnaire to 60 employees of Bharathi Axa India Private Limited in Chennai, selected using simple random sampling method. The questionnaire consist of questions on demographic profile of the employees and Likert's five point scale statements to assess their opinion about knowledge diffusion, knowledge gathering and role clarity prevalent in the company. The data collected have been analysed using SPSS 16, employing the statistical tools of Mean, ANOVA and Regression.

DATA ANALYSIS

Demographic Profile of Respondents

The demographic profile of employees selected for this study is displayed in Table 1.

Table 1: Demographic Profile of Respondents

Profile	Group	F	Profile	Group	F
Gender	Males	50	Marital Status	Married	31
	Females	10		Unmarried	29
Age	< 25	16	Monthly Income	<25,000	12
	25-40	16		25,000-40,000	19
	> 40	28		>40,000	29
Education	<Degree	17	Cadre	Worker	11
	Degree	15		Supervisory	16
	PG	19		Managerial	12
	Diploma	9		Policy Advisor	21

Employee Opinion about Knowledge Gathering

The opinion of employees about knowledge gathering prevalent in their company has been assessed using Likert's five point scale and the results are portrayed in Table 2.

Table 2: Knowledge Gathering Prevalent Among Employees

Statement	Mean	Statement	Mean
I have full confidence in skill of my colleagues	3.5932	Our top management is sincere in its efforts to communicate with the employees	3.1667
Employees ideas are considered by the management in making decisions	3.4333	Knowledge management portal supporting collaborations, knowledge sharing and document management has been installed	3.3667
Our company frequently organises management development programmes	3.1667	Our colleagues actively utilise system resources and share all useful files	3.7333
Our company arranges workshops to keep employees up-dated about latest technologies	3.3000		

It can be inferred from Table 2 that the employees actively utilise digital resources and share all files to facilitate transmission of knowledge among themselves and adequate confidence about the competence of their colleagues. They have expressed reasonably fair level of satisfaction towards installation of adequate infrastructure in their company to facilitate effective knowledge management, company giving due recognition to employee ideas in decision-making process and initiatives taken by the company to constantly update its employees about latest developments by arranging workshops. The employees have expressed an average appreciation of effectiveness of downward communication from management and their company's efforts to regularly organise management development programmes.

Relationship between Knowledge gathering by employees and their Profile

The relationship between employee opinion about knowledge gathering prevalent in their company and their respective demographic profile variables has been explored using ANOVA and the results have been depicted in Table 2.

Table 2: Relationship Between Employee Opinion About Knowledge Gathering and their Profile

Respondents		Mean	F	P
Gender	Males	3.40	0.356	0.553
	Females	3.31		
Marital Status	Married	3.51	4.497	0.038
	Unmarried	3.26		
Age	<25	3.48	1.587	0.213
	25-40	3.50		
	>40	3.28		
Education	<Degree	3.26	0.649	0.587

	Degree	3.42		
	PG	3.44		
	Diploma	3.47		
Monthly Income	<25000	3.34	0.416	0.662
	25000-40000	3.33		
	>40000	3.44		
Cadre	Worker	3.37	0.144	0.933
	Supervisory	3.45		
	Managerial	3.34		
	Policy Advicer	3.38		

Table 3 highlights that there is no significant relationship between employee opinion about Knowledge gathering and their gender, age, education, monthly income and cadre while there is significant relationship between employee opinion about Knowledge gathering and their marital status. The table further suggests that married employees have expressed better opinion about their company's endeavours encourage its employees to gather necessary knowledge.

Employee Opinion About Knowledge Diffusion

Employee opinion about knowledge diffusion has been obtained in a Likert's five point scale and the results are displayed in Table 4.

Table 4: Employee Opinion About Knowledge Diffusion

Statement	Mean	Statement	Mean
Any new development related to my job motivates me in updating my knowledge	2.4000	Colleagues share their work experiences and knowledge to facilitate problem solving	3.8000
Office environment is conducive for knowledge sharing to make prompt updates	2.5000	Ample opportunities are available in the company to transfer organizational knowledge to employees	2.7667
All employees are well informed by supervisors about work expected from them	3.1333	Supervisors in the company execute their power and authority in the right direction	2.5333
Employees utilise knowledge resources for handling critical issues	2.6000	Feedback of employees are given due recognition	3.0667
Our company values and promotes a culture of knowledge sharing	3.1333	Our employees utilise technology and social media to share reliable knowledge with colleagues	2.8000
Satisfactory tools and technology are provided by our company to facilitate knowledge sharing	2.9000		

It can be inferred from Table 4 that the employees have expressed their apprehension about opportunities available in the company to transfer knowledge, utilisation of technology and social media to transmit knowledge, prevalence of conducive environment in office to facilitate employees to update their knowledge, new developments in job motivating the employees to update their knowledge, employees utilising their knowledge to tackle critical issues and supervisors exercising their authority in right direction while they have expressed average appreciation about company providing suitable tools and technology to facilitate knowledge sharing, supervisors clearly informing subordinates about expected work, culture of knowledge sharing promoted by the company and the company providing due recognition to employee feedback. The most optimistic picture of the company is that employees share their work experiences among themselves, facilitating solving of critical problems which might crop up in the office environment.

Relationship between Employee Opinion About knowledge diffusion and their Profile

The relationship between employee opinion about knowledge diffusion prevalent in their company and their profile has been assessed using ANOVA and the results have been displayed in Table 5.

Table 5: Employee Opinion About Knowledge Diffusion and their Profile

Respondents		Mean	F	Sig
Gender	Males	2.88	0.342	0.561
	Females	2.81		
Marital Status	Married	2.89	0.192	0.663
	Unmarried	2.85		
Age	Less than 25	2.90	1.258	0.292
	25-40	2.76		
	Above 40	2.92		
Education	<Degree	2.85	1.065	0.371
	Degree	2.84		
	PG	2.83		
	Diploma	3.06		
Monthly Income	<25000	2.87	0.114	0.892
	25000-40000	2.90		
	>40000	2.85		
Cadre	Worker	2.84	0.200	0.896
	Supervisor	2.84		
	Managerial	2.93		
	Policy advisor	2.88		

It can be inferred from Table 5 that there is no significant relationship between employee opinion about knowledge diffusion and their gender, marital status, age, education, monthly income and cadre.

Table 6: Employee Opinion About Role Clarity

Statement	Mean	Statement	Mean
I am satisfied with the authority I enjoy at my workplace	2.9333	I have clear and planned objectives and goals to execute my job	3.3000
I have divided my time properly to execute my responsibilities	2.9000	I am aware about what is expected from me	3.4667
I receive proper communication, making my job responsibilities clear	3.3667		

It can be inferred from Table 6 that employees possess slightly below average authority in workplace to discharge their duties and opportunity to allocate sufficient time for discharging official duties while they display above average level of awareness about expectations from their job, receiving effective communication to intimate job requisites clearly, clarity of objectives and goals in official duty. Hence, it can be said that employees display fair degree of role clarity in their organisation.

Relationship between Employee Opinion About Role clarity and their Profile

The relationship between employee opinion about role clarity prevalent in their company and their profile has been analysed using ANOVA and the results have been depicted in Table 7.

Table 7: Relationship Between Employee Opinion About Role Clarity and their Profile

Profile		Mean	F	Sig
Gender	Male	3.16	0.651	0.423
	Female	3.32		
Marital Status	Married	3.03	3.021	0.031
	Unmarried	3.40		
Age	<25	3.07	1.328	0.273
	25-40	3.10		
	>40	3.31		
Education	UG	3.20	0.346	0.792
	Degree	3.13		
	PG	3.15		
	Diploma	3.35		
Monthly Income	<25000	3.10	0.994	0.376
	25000-40000	3.13		
	>40000	3.33		
Cadre	Worker	3.25	0.073	0.945
	Supervisory	3.20		
	Managerial	3.15		
	Policy Adviser	3.21		

Table 7 suggests that the employees selected for this study display an average level of clarity about their job. The table further suggests that there is no significant relationship between employee opinion about Role clarity and their gender, age, monthly income, cadre and education while there is significant relationship between employee opinion about Role clarity and marital status. Unmarried employees possess better role clarity than their married counterparts.

Inferences from the Study and Suggestions

Employees of Bharathi Axa India Private Limited possess fair degree of role clarity with good level of understanding about their official goals and expectations from their official duties due to effective communication prevalent in the company. However, the fact that they are not accorded with sufficient authority to decide about time to be allotted for discharging their official assignments indicates that the company is not offering modern services to its employees such as flexi working hours and work at home opportunities.

Only a fair level of opportunity is provided by the company to facilitate knowledge diffusion among its employees. The company offers only limited opportunities for transferring knowledge and has not instituted a conducive environment for employees to constantly update their knowledge. Supervisors do not play an active role towards this direction and technology and social media networking is also not actively utilised to transmit knowledge among employees. Furthermore, culture of knowledge sharing in the company, tools and technology provided by the company to facilitate knowledge sharing, recognition to accorded to employee feedback and ability of supervisors to communicate their subordinates about work expectations is of average quality. However, the most encouraging picture prevalent in the company is that employees share their work experiences among themselves, facilitating solving of critical problems which might crop up in the office environment. The company has instituted adequate infrastructure to facilitate effective downward communication and it is also arranging workshops and Management Development Programmes frequently to enable its employees constantly update themselves about their job requirements. Ample opportunities are available in the company to facilitate its employees to share information among themselves using digital media networking.

Knowledge Diffusion basts a significant positive impact on role clarity at one percent level while knowledge gathering does not have any bearing. Hence, more inclination towards knowledge diffusion among employees will lead to good role clarity which is indispensable for the effective functioning of any organisation.

Conclusion

Knowledge diffusion is very important for any company to accomplish fair degree of role clarity among its employees. Only those employees with clear cut knowledge about their respective roles in the organisation can really contribute to the enhancement of its effectiveness. Hence, it becomes indispensable for any organisation to ensure that ample opportunities are available to facilitate effective knowledge diffusion among its employees by establishing adequate infrastructure and installing confidence among the employees about their supervisors and subordinates.

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8. Organizational Effectiveness through E-Hospital Management of Healthcare Industry in India

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Abstract:

The main aim of this paper is to stress the need for adoption of information system in healthcare systems in India. The other aim of this paper is also to highlight the use of information system in the public health system in India especially in economically backward states. The integration of organizational effectiveness using e-hospital management is relatively a new approach in India. Modern healthcare has always been associated with high medical expenses and constant improvement in research activities demanding colossal R & D funding. This is especially not conceivable let alone its implementation in a developing country like India. The set of guidelines which goes into the definition of the organization effectiveness of a general organization cannot be applied to a hospital. But at the same time what constitutes the organizational effectiveness of a hospital in general and that too an e-hospital is quite a novel concept in itself. And that is why stress is laid of concepts like "E-Hospital Effectiveness" specifically with reference to Indian scenario in this paper.

Key Words: *E- Hospital Management, Organizational Effectiveness, Information Management Systems, Health Care Management Systems.*

INTRODUCTION

Information Management Systems is required for good health care industry in India. It is a good pre-requisite for increasing the overall efficiency of the health care services. Information is required to integrate all the sections of the health care industry from all the outer fringes to the center. It is required to bring the attention of its potential benefits to the policy makers, health care providers, managers and community health workers. Information gathering, processing of information and using the inference from that processing of information for decision making helps the organization to function better. The main definition of management health care system is the collection of a set of components and procedures organized with the objective of gathering and generating information which will improve healthcare management decisions at all levels of the health system. Even though the ultimate aim or the objective of the Health Information System is to process and play around with the information but that information is useful for the management of the different spheres of the health care industry. The Ministry of Health and Family Welfare has made significant contribution towards the Public Health in India. And this has been paved way by establishing the e-hospital. E-Hospital is a web based solution which provides end to end solution for managing processes and services in hospitals. The concept of e-hospital took shape because of the ever exponentially increasing patients who increase the work load to the government hospitals. The E-hospital took shape as an Information Management system for Hospitals. It is now being implemented in 30 major public hospitals across the country including the world famous Dr. Ram Manohar Lohia hospital in Delhi and the National Institute of Mental Health and Neurosciences (NIMHANS) in Bangalore [1].

CONCEPT OF E-HOSPITAL

It is important to understand the Indian Healthcare industry before we move on with the discussion of e- hospital and its relevance in India. According to Deloitte (2012) the healthcare industry in India is currently valued at more than US$ 70 billion and is projected to grow to reach US $280 billion by 2020. This industry strives to emerge as a highly promising sector in recent times with a projected CAGR of 21% in the period of 2010- 2020. It is also important to understand that there is tremendous potential for this sector since a

good majority of the people is still not covered by health insurance and the availability of quality healthcare services is still a distant dream in the rural areas. The concept of E-Hospital gains relevance under this backdrop since it helps all ranges and sizes of Hospitals to automate the functioning of the hospitals and also to streamline their routine and day to day activities. It includes various activities of the hospitals like patient care, administration, overseeing of the hospital staff's details, maintenance of the hospital laboratories and also their efficient operation. It helps link more than thousand plus health facilities across the State which includes District-level hospitals, Government Hospitals, General Hospitals, Taluk Hospitals and Specialty or Super Specialty Hospitals across different states of India [2]. World Health Organization (WHO) has charted out five components pertaining to HMIS as data generation and report compilation, data utilization, computer hardware and software, training and monitoring [3] .HMIS facilitates in collecting and processing data from all the institutions and the facilities like Health Care Centers spread all across India. This collection of data is done not only in the central facilities but also in the peripheral centers which act as Sub-centers and also Private Health Centers [1].

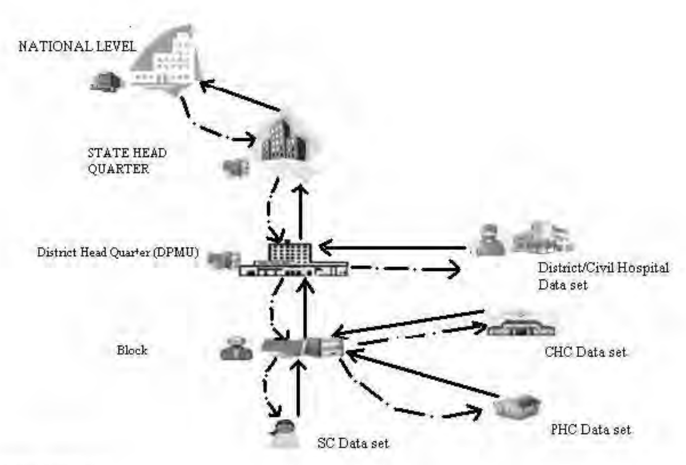
The introduction of this HIMS encouraged the health care system in India to more than 10,000 healthcare staff to provide an orientation so that they can switch over to this online based system. Hence in the recent years there has been a global emphasis on the need for Hospital Management Information Systems (HMIS). The many benefits of HMIS has been to reduce the medical documentation mistakes or errors and then prevent the negative side effects of the drug reactions, decreasing the expenses on manual and paper costs, preventing billing related errors and ensuring proper after care for patients and who seek permanent solution and relief for their medical problems. Hence in every developed country of the world there has been a strong lobbying or support for HMIS in the health care sector [1]. An obvious example for this would be the recommendation made to Obama administration and to the 11th Congress in US that a minimum investment of USD 25 billion be made in the Information technology related specifically to Health care industry which will help non-governmental hospitals and medical practitioners to implement electronic storage techniques for medical records [2]. The trend set in developed countries of the West like USA and Europe has also been followed by developing countries like India. For example the 12th draft of the 5 year plan has also given a lot of importance and emphasis on the need to strengthen the HMIS across India and this move by the Indian Central Government is expected to increase the potential of the investment in the public health care system for the next five years [3]. The state of Tamil Nadu has also followed suit through the initiation of Tamil Nadu Health Systems Project (TNHSP). This public project implemented state wide was started as a pilot project in the year 2009 and was decided upon to be implemented in 222 of the state's hospitals as part of the first phase in 2011. This took up an investment of 100 crores INR. The Tamil Nadu state government plans to scale up this project to the next level so that all the hospitals could be encompassed within a short span [5]. This requires serious economic evaluation from the state government and other related agencies which are involved as a part of this project at this juncture. The main focus areas of Tail Nadu health systems project is to increase the access of the health care systems to poor, tribal and village children and this can be achieved by reducing the maternal and neo natal rates in Tamil Nadu, improving the tribal welfare schemes and facilitating the use of hospitals for the underprivileged children [6]. Development of interventions to address key health challenges and combat health challenges that may arise due to communicable diseases or accidents so the only solution would be to educate the people about the spread of the diseases and creating awareness about those diseases coupled with screening. A major part of the project would also be to preventing and treating diseases and handling medical emergencies [4]. The quality of the health service also will be can also be improved by including the non-governmental sectors and quality of service by strengthening management of the public health sector. This

is achieved by developing and disseminating the information for standard treatment and developing standard protocols for the same [5]. The other aim of the project would be to increase the effectiveness and efficiency of the public health care system at the district and sub-district levels and this is achieved by strengthening the hospital management [7]. One of the main components of strengthening the hospital management is to strengthen the hospital information management system and making the hospital accreditation a component of the HMIS. The many benefits of HMIS have been to decrease the medical documentation errors and preventing adverse drug reactions, decreasing expenditures on manual and paper costs, preventing billing related errors and ensuring proper follow up care for patients seeking long term employment [4].

DEFINITIONS OF HMIS

As per the definition of Paul R Vegoda (1987) the word HIS or Hospital Information System or HMIS was defined as " the integrated information system which improves patient care by increasing the user's knowledge and reducing the uncertainty allowing rational decisions to be made from the information provided" [5]. The second definition of Haux, Schumuker and Winter in 1996 defines the HIS as the information system processing and information storage subsystem of a hospital, whereby it is not just about computer systems and networks and the computer based application systems that are installed on them but it is about the information in a hospital as a whole" [3]. HIS consists of different softwares integrated in order to capture data in specific sections of the hospital [Garrido, Raymond, Jamieson, Liang and Wisenthal[2004:21-22] to handle the workflow of daily medical services and also assists in managing the financial, administrative and clinical data [4]. So from the definitions available in the literature we can come to the conclusion that HIS or HMIS is a broad field that encompasses the various services offered within a hospital or a health care center [6]. The ultimate aim of the HMIS is to satisfy the patients and serve them in every possible way by using the information available at their disposal [6].

NEED FOR IMS FOR HEALTHCARE IN INDIA



Source: GOI (2008): 4.

Figure 1. Integrating National level Data Sets using IMS

A hospital information system can be regarded as the nervous and memory of the hospital [5]. Information Management Systems (IMS) not only adds value to the hospital management in terms of not only quality factor and productivity factor but it also has its effect on the cost factor on the overall health care system in the hospital [1]. Health care professionals access vast amounts of information and database about the state of health of a patient. The overall quality of the hospital and patient is generally maintained only if these information needs are satisfied [6]. For example the need for information management systems in healthcare is highlighted by the following example: As soon as the patient gets admitted in the hospital he or she needs to record the reason for the admission to the hospital by the authorities and after that the hospital staff creates a database for the patient’s previous medical records [4]. Later on during the treatment and after the completion of the treatment the patient’s medical condition needs to be recorded once they gain the lab test results from the clinical laboratories [4].

NEED FOR STRENGTHENING OF HMIS

There is a need to strengthen the existing data base resources because huge investments have been made in implementing Computerized Hospitalized Management Information Systems (HMIS) [4]. And there is a need to economically evaluate the Hospital Management Systems in developing countries like India and within different states in India [3]. Heightened national attention as well as state level attention needs to be given for this approach to the health care systems, which is a relatively a novel concept in India [2]. This requires the need for accountability and measurement for those systems offer significant inputs for the Health Information Management Systems [5]. There is a logical model for the HMIS. Financial, Human and material resources lay the strong foundation for the proper and robust functioning of the HMIS systems [5]. Indicators, data resources and data management are the processes which lead to data output and dissemination and use of data [6]. The HMIS system also contains a framework that encompasses legal, financial, human and logistical support systems to information and communication technologies (ICT). A HMIS system is basically workflow based ICT solution based hospitals which are used for hospitals in the government sector.ICT will change the health care in the following ways that: it will impact on quality of care, impact on economics and changing health care [7]. The combination of computer-supported information systems along with clinical documentation and knowledge based decision support systems came to be called as E-Hospital [7]. And the importance of this E-hospital can hardly be overestimated given the volume of data that exists today. E-Hospital is a web based solution which provides end to end solution for managing processes and services in hospitals. The concept of e-hospital took shape because of the ever exponentially increasing patients who provide work load to the government hospitals [7]. The e-hospital is required because as we all know hospitals are required on a daily basis and emergency basis as well. The current legal and business demands of the Healthcare Insurance Portability and Accountability Act (HIPAA) of the United States as an international norm the healthcare organizations are fully realizing the urgency to integrate their businesses [7]. Today’s hi-tech hospitals like multi-specialty and super specialty hospitals are being provided by private hospitals in spite of the low cost competition provided by the public sector hospitals [6]. Most of the healthcare industries provide a proprietary business and hence cannot effectively integrate all the business that they handle so there is an obvious need for HMIS system because this breaks their limitation or barrier of handling just one business [5].
The organizing framework is actually formed by Health Metrics Network (HMN). Health Metrics Network(HMN) launched at the World Health Assembly in May 2005 was established to help countries and partners and help countries and partners work together to improve health information and monitoring systems and support evidence-based decision-

making [4]. This paper is mostly targeted to health and HMIS professionals who use data on a routine basis to inform the planning and improvement of health programs. The central and state government should strengthen the HMIS systems by forming technical groups and working committees under the auspices of the Ministry of Health. These will constitute the National Guidelines for the HMIS [3].

Figure 2 . Input, Process and Outputs in the HMIS

EVOLUTION OF HMIS IN THE WORLD VIEW AND INDIAN SCENARIO

The origin of HMIS can be traced back to the advent of hospitals. The integration of database systems and hospital management started around late 1950s and accelerated till the 1970s. The field of medical informatics also got identified with HMIS systems [2]. The World Bank focuses on the implementation of the proper data management and processing of information so that this could be applied to the hospital management [3]. The model developed by them encompasses three tiers and provides a solid foundation for implementing policies and actions towards the introduction of e-hospitals. It also serves as a signpost for the strategic planning and implementation for the monitoring and the control. It also serves as the guideline for the nations to implement HMIS systems in their respective countries. A major challenge associated with HMIS is to design a guideline and implement a functional HMIS for the same [3].

Figure 3. Elements of HIS Management

Organizations are recognizing that business excellence can be achieved only with a strong foundation in knowledge [2]. There is a distinction between data, knowledge and information. Data: It is the unorganized and unprocessed facts and figures. Information is nothing but processed data. Knowledge is information subjected to judgment and context [1]. Events generate data, processed data becomes information and information subjected to

judgment and experimentation becomes knowledge. Hence the importance of knowledge management in an organization and this knowledge management is provided by the HMIS.
The governments and the various heads of nation states implement the Information technology in the hospitals and healthcare systems according to different approaches [1]. The objective is to provide an e-health service not to an individual but to an entire community or society. According to the WHO report there is an epidemiological gap in the existing HMIS and lot of efforts still needs to be put in to increase the capacity for data collection and reporting to vital statistics [4]. The major aim of the WHO is to implement the techniques of Information Science and Technology to promote the health and well being of the individuals

The Bhore committee in 1947 identified the need for revamping of the existing health sector and introduction of new developmental activities in the existing system [7]. The boom of the IT sector in the late 1990s paved the way for implementing IT enabled technologies in the hospital management. The National Health policy of India drafted in 1983 also works towards the implementation of IT enabled services in the healthcare industry. The establishment of the National Health Center will contribute towards effective management of local health and also will help in the decentralization of the central health centers [6]. The National Health policy of 2002 also stressed the importance and the urgency for the need for an IT sector for the National Health policy. This was decides upon to keep track of all the diseases that might occur in a particular locality and region of the country and also keep a database of the economic resources that may be useful for treating those diseases. The HMIS system for Indian system will serve as a mechanism to coordinate and supervise the activities of the National Health Center [7].

ORGANIZATIONAL EFFECTIVENESS THROUGH E-HOSPITAL

The definition of organizational effectiveness for an e-hospital will mostly be based on the E-Hospital characteristics or features. And the above parameters in turn will define the organizational effectiveness specifically for an e-hospital. The assessment of organizational effectiveness for an e-hospital can be defined in terms of technicalities of the IT network that has been implemented for the electronic storage of medical records ranging from patient registration to front end of a graphical user interface designed for admin purposes in a real hospital environment. The concept of telemedicine and e-health also should be taken into consideration for accurately defining the e-hospital. The concept of telemedicine and e-health also needs attention when discussing about the organizational effectiveness of e-hospital. For a developing country like India integrating tele-medicine and tele-health and putting them all into one system. Creating an international virtual e-hospital network to address the needs of all the patients cutting across geographical boundaries is also a concrete step towards Health inclusion for all. The existing networks can also be used to create tele-helath networks which will facilitate in converting the paper based hospitals into paperless hospitals and this is especially useful for government funded hospitals where the overall fees of the healthcare can be still made still affordable and economical for the patients visiting them. The above scenario is very much true for a developing country like India.

In order to implement the management of the E-Hospital various models have been analyzed in the literature. These management system tasks have been summarized and discussed below:
Recording and monitoring of patient's condition:
Precise and accurate records which are electronically stored are provided
Visual and auditory warning systems that are generated in the event of abnormal results or other important data.

The time periods of tests to be administered and given are specified
Data storage, processing and analysis of those results are used for statistical and research oriented purposes.
Management and Data Flow:
Automation of the process flow between various sections and departments.
Patient Data transfer from patient to the healthcare staff.
Usage of graphic displays and digitized images for the representation of the database information.
Creation of digital signatures and their storage to maintain authenticity of their internal records.
Maintaining of information records between the various sections of the hospital staff.
Maintenance of database of the staff details inside the hospital and outside the hospital.
Financial Aspects:
Maximization of the existing financial resources
Use and monitoring of the medicines and measuring and monitoring their effectiveness in treating the disease or disorder.
The expected and actual treatment of the cost of the treatment whether emergency or normal is categorized and reported.
The representative details of the hospital staff are graphically recorded.

CONCLUSION

The various aspects of HMIS have been discussed in this paper along with the need for the strengthening of HMIS in India. The historical perspective of the HMIS from a world overview as well as from an Indian perspective has also been outlined. The features and characteristics of the HMIS have been stated. The benefits of HMIS in the healthcare industry in India are very much evident and it could find solution to many issues and challenges currently faced by the healthcare industry in India. All the stakeholders of the healthcare industry have to walk hand in hand and shoulder to shoulder to implement the HMIS so as to leverage from its positive outcomes.

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9. Corporate Entrepreneurship among Middle-Level-Managers in Manufacturing Sector

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Abstract
Corporate Entrepreneurship may be formal or informal activities aimed at creating new businesses in established companies through product and process innovations and market developments. For middle-level managers conducted by 12 Manufacturing Companies in Chennai. Data were collected from samples that considered of 400 middle level managers respectively. Middle-level managers' are linked to successful corporate entrepreneurship. Herein, we integrate knowledge about corporate entrepreneurship and middle-level managers' to develop and explore of middle level managers' the entrepreneurial actions, they can represent a formidable bridge between top managers and employees, helping the change process to be successfully implemented. The results indicated that the dimensions of management support, work discretion, reward/reinforcement, time availability and organizational boundaries there are positive relationship between corporate entrepreneurship.
Key Words: Corporate entrepreneurship, Middle - level - managers, Manufacturing sector.

Introduction

Middle level managers play a critical roles in the implementation of organizational strategies. Middle Manager is mainly focus on two aspects: 'position' in the hierarchy and 'function' rendered by them. Dutton (1993) and Wooldridge et. al., (2008) propose that middle management, ranges from the level below top management to the first level of supervision. Examples of middle level managers include general line managers (divisional heads), functional line managers (marketing head, deputy heads) and team or project based executives or project leaders.

From the perspective of 'function', middle management is defined as the coordination of a firm's daily routine activities with the activities of vertically related groups (Floyd, 1992). Middle Managers are responsible for a sub-functional work flow of a department / division. Few academicians state that aspects like number of staff working under a person, years of working experience, and total emoluments need to be considered to define middle management.

The role of middle level managers as quoted by Kuratko et.al., (2002; 2005; 2006; 2007; 2008), is to communicate effectively between top-level and operating level managers. To accomplish this goal, middle level managers need to play strategic roles. As suggested by Floyd and Wooldridge (1992), they have to synthesize information to be exchanged for championing innovative ideas, facilitate adaptability among subordinates and implementing strategy by integrating subordinates activities

The Manufacturing Industry (MI) is defined as the mechanical or chemical transformation of organic and inorganic substances into new products, whether the work is done by machine or by hand, factory or home, or that the products are sold wholesale or retail. Includes the assembly of component parts of manufactured products, except in cases where such activity is typical of construction and installation, repair and maintenance when such activity takes place as a service related to manufacturing.

In most of the studying they describe the Corporate Entrepreneurship is the Manufacturing sector. In the same way we are also declining that. MI cooperates to the growth of other sectors of the economy and that demands a certain percentage called technical coefficients of

production of products originating in other sectors. To investigate the role played by corporate entrepreneurs in the strategic renewal of mature manufacturing companies (Oswald Jones, 2005). Manufacturing firms may benefit by improving their technological entrepreneurial activities such as investments for creating proprietary technologies, pioneering and experimentation in technological developments, technological innovation and designing new process and methods of production (Bostjan Antoncic 2008).

The relationship between the corporate entrepreneurship from a middle managers' perspective in the technology manufacturing sector. Researchers assessed key internal organizational factors that influence middle managers in the corporate entrepreneurship, such as management support, work discretion, rewards, time availability, and organizational boundaries. In addition, Corporate Entrepreneurship is named as encompassing three related components: product innovation, proactiveness, and risk taking. The process of innovation, especially in the manufacturing organizations, can have significant impact on the productivity of the firms. The literature by identifying the key perspectives for mangers of manufacturing firms to further evaluate the effectiveness of corporate entrepreneurship.

Review of Literature

Researchers (Schuler, 1986; Woolridge and Floyd, 1990) examined the contributions of middle managers to a company's strategy, a variable that is intimately connected to corporate entrepreneurship (Guth and Ginsberg, 1990; Zahra, 1991). Corporate Entrepreneurship is a complex and challenging strategy made by top management. To make Corporate Entrepreneurship work effectively and produce expected results, staff need to be convinced about the need for Corporate Entrepreneurship and explained about the new process of innovation. Middle Managers are the right people who can understand the top management's strategy (Corporate Entrepreneurship) and communicate it to the front line supervisors. Middle Managers have the easy access to front line supervisor and can persuade them to actively involved in the Corporate Entrepreneurship process.

Quinn (1985) recognized the valuable contributions and important roles of middle managers in the innovation process in an organizations. Floyd and Woolridge (1992) argue that middle managers play pivotal roles in championing strategic alternatives and making them accessible to senior executives.

Incorporating entrepreneurial activities within an organization is considered as strategic change process. Top Management of a firm make valiant efforts to change the behaviour of employees from performing regular and routine work schedule to think creatively and suggest innovative new product ideas or modification in the process. This strategic shift requires 'Change Agents' and middle managers perfectly fit into this job. Hence, the successful implementation of Corporate Entrepreneurship initiative depends largely on the on middle managers" ability to execute it.

Middle Managers are believed to link different skills, resources, and knowledge in pursuit of those strategic goals defined by senior managers. The literature also highlights several factors that can limit middle managers' willingness or ability to facilitate corporate entrepreneurship. Some managers have demanding work schedules that leave little time for innovation and experimentation. These are formidable challenges that can stifle middle managers' efforts aimed at encouraging and promoting corporate entrepreneurship (Burglemann, 1983; Hornsby, 2002; Zahra, 2002; Dess and Lumpkin, 2003; Kuratko, 2005).

Research Methodology

Data were collected from sample that consists of 400 middle level managers. The researcher visited 12 manufacturing companies in Chennai and got the permission from the authorities and established rapport with the executives. Consequently simple random sampling of probability sample has been followed to collect the data for the study.

Analysis Results and Discussions

Table 1.1 presents the correlation results. This table shows that management support, work discretion, reward/reinforcement, time availability and organizational boundaries there are positive relationship between corporate entrepreneurship.

Table 1.1. Correlations factor of Corporate Entrepreneurship

Factor of Corporate Entrepreneurship	Management Support	Work Discretion	Reward Reinforcement	Time Availability	Organizational Boundaries
Management Support	1.000	0.310**	0.338**	0.121*	0.257**
Work Discretion	-	1.000	0.171**.	0.207**	0.263**
Reward Reinforcement	-	-	1.000	0.367**	0.557**.
Time Availability	-	-	-	1.000	0. 395**
Organizational Boundaries	-	-	-	-.	1.000

Note : 1.** Correlation is significant at 1% level

2. * Correlation is significant at 5% level

The Correlation Coefficient between Management Support and Work Discretion is 0.310 which indicate 31 percentage positive relationships between Management Support and Work Discretion and is significant at 1% level. Correlation Coefficient between Corporate Entrepreneurship Factors is 0.257 which indicate 25.07 percentage positive relationships between Corporate Entrepreneurship factors and is significant at 1% level. Correlation Coefficient between Reward Reinforcement and Organizational Boundaries is 0.338 which indicate 33.8 percentage positive relationships between Reward Reinforcement and Organizational Boundaries is significant at 1% level. Correlation Coefficient between Corporate Entrepreneurship factor is 0.257 which indicate 25.7 percentage positive relationship between Corporate Entrepreneurship factors and is significant at 1% level.

The Correlation Coefficient between Time Availability and Organizational Boundaries is 0.207 which indicate 20.7 percentage positive relationships between Time Availability and Organizational Boundaries and is significant at 1% level. Correlation Coefficient between Organizational Boundaries is 0.263 which indicate 26.3 percentage positive relationship between Organizational Boundaries and is significant at 1% level.

The Correlation Coefficient between Management Support and Time Availability is 0.121 which indicate 12.1 percentage positive relationships between Management Support and Time Availability and is significant at 5% level. Correlation Coefficient between Corporate Entrepreneurship factor is 0.257 which indicate 25.7 percentage positive relationships between Corporate Entrepreneurship factor and is significant at 5% level.

Implication for Middle-level-managers

Though the funds for novel projects are fixed by the management, the completion depends on the commitment from middle level managers. They have to identify staff with creativity potential, nurture their talent through workshops, motivate them to generate new ideas, evaluate and represent worthy ideas to the authorities, providing an opportunity to learn latest trends, creating an infrastructure to experiment their new ideas, allowing sharing of information, and recognize their efforts in creating something new.

These responsibilities of middle level managers do imply that they can adopt the philosophy of FEMI to reinforce entrepreneurial behaviour.

F: Funds allocation should be made according to the priority and criticality of the innovative projects.

E: Ethics in every aspect, selecting employees for innovative projects without any prejudice and unbiased performance evaluation.

M: Moral Support. Rendering unflincting support to employees during difficult times while implementing novel ideas and strengthen the confidence level during negative comments.

I: Incentivizing honestly. Rewarding the genuine innovative inputs irrespective of the cadre.

Conclusion

As radical innovation becomes key to organizational performance, firms must pamper creative people and treat idea generation as the key performance indicator. Ensuring quick internal career growth opportunities along with adequate rewards/recognition would pave way for better corporate entrepreneurship initiatives.

Emotionally intelligent middle level managers with proactiveness and aggressiveness would successfully implement corporate entrepreneurship programs and they need to guide supervisors to acquire new knowledge. Establishing a conducive environment to learn and to conduct experiments will certainly encourage employees to support the corporate entrepreneurship policy. Employees will experience a sense of satisfaction in their job, owing to the firms' readiness to initiate and consistently implement corporate entrepreneurship activities. Needless to say that creation of sustainable entrepreneurship affects firm performance.

To conclude, corporate entrepreneurship is considered globally as a critical driver of sustainable growth and it is imperative that Indian companies should understand the forces that drive corporate entrepreneurship to have competitive advantage.

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10. Opportunities and Challenges of Organised Retailing in Chennai: A Factor Analysis

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Abstract

Retailing in India is one of the pillars of its economy and accounts for 14 to 15 percent of its GDP. The Indian retail market is estimated to be US$ 500 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail markets in the world, with 1.2 billion people. As of 2013, India's retailing industry was essentially owner manned small shops. In 2010, larger format convenience stores and supermarkets accounted for about 4 percent of the industry, and these were present only in large urban centers. India's retail and logistics industry employs about 40 million Indians (3.3% of Indian population). Until 2011, Indian central government denied foreign direct investment (FDI) in multi-brand retail, forbidding foreign groups from any ownership in supermarkets, convenience stores or any retail outlets. Even single-brand retail was limited to 51% ownership and a bureaucratic process.

INTRODUCTION

Retailing in India is one of the pillars of its economy and accounts for 14 to 15 percent of its GDP. The Indian retail market is estimated to be US$ 500 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail markets in the world, with 1.2 billion people. As of 2013, India's retailing industry was essentially owner manned small shops. In 2010, larger format convenience stores and supermarkets accounted for about 4 percent of the industry, and these were present only in large urban centers. India's retail and logistics industry employs about 40 million Indians (3.3% of Indian population). Until 2011, Indian central government denied foreign direct investment (FDI) in multi-brand retail, forbidding foreign groups from any ownership in supermarkets, convenience stores or any retail outlets. Even single-brand retail was limited to 51% ownership and a bureaucratic process. In November 2011, India's central government announced retail reforms for both multi-brand stores and single-brand stores. These market reforms paved the way for retail innovation and competition with multi-brand retailers such as Walmart, Carrefour and Tesco, as well single brand majors such as IKEA, Nike, and Apple. The announcement sparked intense activism, both in opposition and in support of the reforms. In December 2011, under pressure from the opposition, Indian government placed the retail reforms on hold till it reaches a consensus.

Retail formats in India

1.Hyper marts/supermarkets Large self-servicing outlets offering products from a variety of categories. 2. Mom-and-pop stores They are family owned business catering to small sections; they are individually handled retail outlets and have a personal touch. 3. Departmental stores Are general retail merchandisers offering quality products and services. 4. Convenience stores Are located in residential areas with slightly higher prices goods due to the convenience offered. 5. Shopping malls The biggest form of retail in India, malls offers customers a mix of all types of products and services including entertainment and food under a single roof. 6. E-trailers Are retailers providing online buying and selling of products and services. 7. Discount stores These are factory outlets that give discount on the MRP. 8.

Vending It is a relatively new entry, in the retail sector. Here beverages, snacks and other small items can be bought via vending machines. 9. Category killers Small specialty stores that offer a variety of categories. They are known as category killers as they focus on specific categories, such as electronics and sporting goods. This is also known as Multi Brand Outlets or MBO's. 10. Specialty stores Are retail chains dealing in specific categories and provide deep assortment. Mumbai's Crossword Book Store and RPG's Music World is a couple of examples.

The retail sector has played a phenomenal role throughout the world in increasing productivity of consumer goods and services. The retail industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. It is also the second largest industry in US in terms of number of employees and establishments. The Indian retail industry is the largest among all the industries, accounting for over 10 percent of the country"s GDP and around 8 percent of the employment. According to an estimate unorganized retailing sector has 97 per cent presence, whereas, organized retailing accounts merely three percent. The main challenge facing the organized sector is the competition from unorganized sector. Unorganized retailing has been there in India for centuries, these are named as mom-pop stores. The main advantage in unorganized retailing is consumer familiarity that runs from generation to generation. It is a low cost structure; they are mostly operated by owners, have very low real estate and labour costs and have low taxes to pay

RETAIL IN INDIA – HISTORICAL PERSPECTIVE

The Indian retail industry is divided into organized and unorganized sectors. Organized retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, such as the local kirana shops, owner manned general stores, paan/beedi shops, convenience stores, hand cart and pavement vendors, etc. In the beginning there were only kirana stores called Mom and Pop Stores, the Friendly neighborhood stores selling every day needs. In the 1980s manufacturer"s retail chains like DCM, Gwalior Suitings, Bombay Dying, Calico, Titan etc started making its appearance in metros and small towns. Multi brand retailers came into the picture in the 1990s. In the food and FMCG sectors retailers like Food world, Nilgris are some of the examples. In music segment Planet M, Music world and in books Crossword and Fountainhead are some others. Shopping Centres began to be established from 1995 onwards. A unique example was the establishment of margin free markets in Kerala. The 21st century saw the emergence of super markets and hyper markets. Big players like Reliance, Bharti, Tatas, HLL, ITC etc. are entering into the organized retail segment. The international retail bigwigs are waiting in the wings as the present FDI guidelines do not allow them to own retail outlets in the country. The retail sector has gradually undergone considerable changes in its form since 1991. The major shift has been the emergence of an organized sector within the retail industry. Many Indian entrepreneurs have taken a keen interest in retailing over the last decade and have successfully established organized retail chains. Along with these domestic developments, there has been a simultaneous attention being given to the Indian retail market by international retail giants, mainly because of the sheer size of the market. The most important development in this context has been the tie up of Wal-mart, America"s largest retail chain with Bharti, the Indian telecom giant which is likely to be concretized in June, 2009. India"s modern retail business currently accounts for only about 5 per cent of the country"s annual retail business. The modern retail business will create about 1.6 million jobs in the next five years. Modern retailers will notonly create employment opportunities but also would help raise India‟s overall economic productivity and could also result in lowering prices of goods.

IMPACT OF ORGANIZED RETAILING ON THE UNORGANIZED SECTOR

According to a study on impact of organized retailing on the unorganized sector, the real GDP is expected to grow at 8-10 per cent per annum in the next five years. As a result, the consuming class with annual household incomes above Rs. 90,000 is expected to rise from about 370 million in 2006-07 to 620 million in 2011-12. Consequently, the retail business in India is estimated to grow at 13 per cent annually. The unorganized retail sector is expected to grow at about 10 per cent per annum. Given the relatively weak financial state of unorganized retailers, and the physical space constraints on their expansion prospects, this sector alone will not be able to meet the growing demand for retail. Hence, organized retail which now constitutes a small four per cent of total retail sector is likely to grow at a much faster pace of 45-50 per cent per annum and quadruple its share in total retail trade to 16 per cent by 2011-12.

This factor loadings of dimensions organized retailers

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
ATMOSPHIERE (11 ITEMS)	0.86 (23.22%)	The spaces in this mall are bright and airy	0.83
Public spaces, signages, Decoration, Crowding levels, Mall layout, Ease, Clientele		The spaces in this mall have modern appearance.	0.78
		The space in this mall is visually appealing.	0.77
		The spaces in this mall are clean and fresh.	0.88
		The shops/outlet in this mall are clean and fresh.	0.92
		The Signs and decoration of spaces in this mall are pleasant and tasteful.	0.89
		The Signs and decoration of shops in this mall are pleasant and tasteful.	0.76
		The level of crowding in this mall is low.	0.79
		This mall has a customer friendly layout.	0.82
		It is easy to find way to this mall.	0.83
		This clientele visiting this mall is decent.	0.86
Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Convienience (10 Items)	0.92 (14.01%)	The mall has an adequate number of resting seats for the visitors.	0.76
Entrances, Resting seats, working hours, Escalators, Lifts, Stairs, Parking facilities, Rest rooms, Concierge, Facilities for physically		The mall has well designed and adequate number of entrance(s).	0.85
		The opening hours /working hours of the mall is satisfactory to the customers.	0.91
		The mall has adequate number of quality lifts.	0.85
		The mall has adequate number of quality escalators.	0.76
		The mall has good accessibility of stairs.	0.79
		The mall has adequate and well managed parking facilities.	0.92
		The mall has adequate number of clean rest rooms/toilets.	0.77
		The mall has a concierge/information desk.	0.84

challenged		The mall offers facilities for physically challenged customers.	0.79

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Employee (5Items)	0.83 (8.23)	The staff receives the customers in a friendly manner.	0.87
Friendly attitude, Assistance, Knowledge		The staff in this mall is available to provide necessary assistance when required.	0.68
		T he staff in this mall is friendly during the checkout stage.	0.72
		The staff in this mall is generally very friendly.	0.90
		The staff has knowledge about the store location.	0.66

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Location (2 Items)	0.77 (5.21%)	The mall is located at a convenient location.	0.69
		The mall is located near other shopping areas.	0.82

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Merchandise (5 Items)	0.74 (4.76%)	The price levels of merchandise in this mall are reasonable.	0.98
Price level, Quality, Exclusivity, Diverse, Fairness of prices.		The mall offers merchandise of high quality.	0.65
		The merchandise on offer in this mall is exclusive.	0.56
		The merchandise on offer in this mall is diverse.	0.77
		The price of goods and services offered is fair.	0.83

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Promotion (4 Items)	0.91 (4.22%)	The mall has a positive image and is very popular.	0.70
Image, Events, Discounts, Promotions, Advertiseme nt		The mall organizes special events regularly.	0.75
		The shops in this mall offer discount and sales promotion schemes.	0.69
		The mall is advertised on a regular basis.	0.81

Factor	**Cronbach's Alpha**	**Items**	**Factor loading**
Refreshments (2 Items)	0.69 (3.1%)	The mall has an excellent food court.	0.78
		The mall has an excellent cafeteria/coffee shop.	0.77

Factor	Cronbach's Alpha	Items	Factor loading
Selection (4 Items)	0.75 (2.9%)	The shops/outlets in the mall are wide and varied.	0.65
Diverse outlets, Range, Entertainment		There is attractive range of shops in this mall.	0.56
		The mall has an excellent gaming/entertainment zone.	0.77
		The mall offers excellent theatre & multiplex options.	0.83

Factor	Cronbach's Alpha	Items	Factor loading
Security (2 Items)	0.66 (1.9%)	The security facilities in this mall are good.	0.98
		The security staff in the mall is helpful.	0.65

KMO Value = 0.82 ; Total Variance Explained = 67.55%

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.820
Bartlett's Test of Sphericity	Approx.Chi-Square	2973.668
	df	176
	Sig.	.001

Data Analysis and results

Data collected from the regret Respondents was subjected to factor analysis using SPSS for exploring the underlying dimensions of retailers in the context of shopping malls.

Factor Analysis:

In order to explore the possibility of applying factor analysis to the data in hand, the inter correlation matrix was first calculated by using Bartlett's test of sphericity and Kaiser-Meyer-Meyer –Olkin measure of sampling adequacy(KMO). The KMO value of 0.20 it shows in the above table suggests that the factors extracted account for a substantial amount of variance. Furthermore, Bartlett's test of sphericity also suggests that the between different items is also statistically significant ($p<0.00$).

The anti-image matrix was also calculated, and the findings suggest that there is no need to drop any item and all items should be included in the final factor analysis procure. Principal component method, the mosts

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11. Human resource management and performance: A Review and Empirical Research Study

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Abstract

There is a growing body of evidence supporting an association between what are termed high performance or high commitment human resource management (HRM) practices and various measures of organizational performance. However, it is not clear why this association exists. This paper argues that to provide a convincing explanation of this association we need to improve our theoretical and analytic frameworks in three key areas. These are the nature of HRM, and especially the rationale for the specific lists of HR practices; the nature of organizational performance; and the linkage between HRM and performance. A model is presented within which to explore these linkages. The existing literature on HRM and performance is reviewed in the light of this analysis to identify key gaps in knowledge and help to focus further the research priorities.

Keywords: Human resource management, performance, outcomes, theory, strategic integration.

Introduction

The impact of human resource management on performance has become the dominant research issue in the field. There has been a rash of studies demonstrating a positive association between human resource management (HRM) and performance, providing encouragement to those who have always advocated the case for a distinctive approach to the management of human resources. While these studies represent encouraging signs of progress, statistical sophistication appears to have been emphasized at the expense of theoretical rigour. As a result, the studies are non-additive, except in a very general way. My aim in this paper is to present a form of research agenda which seeks to reintroduce theory into the empirical debate and to use this to review some of the emerging empirical findings. If we are to improve our understanding of the impact of HRM on performance, we need a theory about HRM, a theory about performance and a theory about how they are linked. The interest in HRM and performance partly reflects a view that the debates about theory in HRM had become rather introspective and boring. Perhaps it is only when the empirical data begin to emerge that we realize how important the theory is. I shall begin by brie y reviewing where we stand on theories of HRM, of performance and of the link between HRM and performance. I shall then review some of the recent literature within a simple framework. Finally, I shall outline the issues emerging from this review and highlight some of the developments that need to occur in theory and practice if we are to improve our understanding of HRM and performance.

Theory about human resource management

In any empirical study, we need to have a clear view about our independent variable. At present we seem to have only confusion. There appear to be three broad categories of general-level theory about HRM and a host of more specific and concrete theories about particular areas of policy and practice, such as quality, commitment and performance related pay. The three categories of theory can be labelled strategic, descriptive and normative. Strategic theories of HRM These are primarily concerned with the relationship between a range of possible external contingencies and HRM policy and practice.

Some of the best-known UK research in this category has been reported by Hendry and Pettigrew (1990) whose main concern was to identify and classify key environmental influences on HRM. In their work, HRM policy and practice becomes, in a sense, the

dependent variable, judged in terms of how well it fits the context. The implicit but untested hypothesis is that a good fit will be associated with superior performance.
In their research, Hendry and Pettigrew concentrated on mapping the context, identifying an inner context (within the organization) and an outer context (in the wider environment) and exploring how HRM adapted to changes in context rather than analysing any link to performance. In the USA, attention has focused more on classifying types of HR strategy, often drawing on existing models of corporate strategy. One frequently cited example has been presented by Miles and Snow (1984), building on their earlier work on strategy and structure.

They propose that each of their strategic types of firm will need to adopt a different set of HRM policies and they are reasonably precise about some of the variations. Again the hypothesis is that those firms that have between business strategy, structure and HRM policy and practice will have superior performance. A similar rationale lies behind the work of Schuler and Jackson (1987) which outlines three HRM strategies linked to Porter's (1980) three general competitive strategies. There are several other writers whose work falls within this broad focus on strategy. They are helpful in identifying influences on strategic fit and sometimes in specifying types of fit. But they are often simplistic in characterizing HRM, usually identifying about four broad areas of activity such as selection, training and development, rewards and careers. While the implication is that those firms achieving fit between business strategy and HRM strategy will have superior performance, they are weak in specifying the process whereby HRM is linked to performance. Finally, they generally adopt a limited view of performance, defining it largely in financial terms.

Descriptive theories of HRM

These set out to describe the field in a comprehensive way. The two best known are those presented by Beer and his colleagues from Harvard (Beer et al. 1985) and by Kochan, Katz and McKersie (1986) from MIT. In both cases, there is an attempt to capture the broad field and to address some of the interrelationships. For Beer at al. this means listing four broad areas of HRM policy and practice and four key outcomes. For Kochan and colleagues it entails a systems approach, describing the interrelationships between levels. Both are essentially descriptive, mapping the field and classifying inputs and outcomes. Both can be developed into theory, but only at a very general level of specification.
Strength and a weakness in this respect is the emphasis on an open systems approach which may accurately capture an element of reality but fails to offer specific city. By providing conceptual maps of the field, these models do provide a broad classification of the content of HRM and of a range of outcomes. Both are useful in adopting a stakeholder approach and in identifying a range of outcomes of interest to the various stakeholders. However, they are essentially employee relations models concerned with the managers' role in balancing competing interests, in highlighting the scope for choice and in identifying some of the influences on the choices. Despite implicit preferences on the part of their authors, by specifying a range of choices and not recommending specific approaches, they are largely non-prescriptive. They therefore provide no clear focus for any test of the relationship between HRM and performance.

Normative theories of HRM

Models or theories of this type are more prescriptive in their approach, reflecting the view either that a sufficient body of knowledge exists to provide a basis for prescribed best practice or that a set of values indicates best practice. Often these two perspectives become con ated. One of the best known examples of this approach is Walton's work on control and commitment (Walton, 1985).

In presenting the contrast between the two approaches to the management of human resources, he follows McGregor (1960) some twenty-five years earlier in saying these are in one sense ideal types but in practice if you wish to flourish you have no choice. He is prescribing a commitment strategy as the distinctive basis for HRM. The same general analysis can be found in the work of Lawler (1986, 1992), although he uses the language of involvement rather than HRM. More recently, the work of Pfeffer (1994) has attracted a lot of attention. He lists sixteen HRM practices (subsequently amended to thirteen (Pfeffer, 1995) on the grounds that the precise number and presumably the precise nature of the practices is neither clearly known nor particularly important) which he advocates on the grounds that their positive effects are now well established.

This fits with an essentially theoretical stream of work about 'high performance' work practices. My own work (Guest, 1987) has attempted to capture some of the spirit of this approach by seeking to present it within a coherent framework, specifying some of the links so that the resulting model can at least be tested – and possibly refuted. The central hypothesis is that if an integrated set of HRM practices is applied with a view to achieving the normative goals of high commitment to the organization plus high quality and flexibility, then higher worker performance will result. The assumption is that this will have a positive impact on organizational performance. Unlike other approaches, this normative perspective argues that specific practices and specific HRM goals will always be superior.

There are a number of problems with this view of HRM. One is that it focuses predominantly on the internal characteristics of HRM at the expense of broader strategic issues. In doing so, and in advocating a best set of practices while ignoring the variety of pressures and consequent business strategies, it is taking a considerable risk in implying 'one best way'. A second problem is that, while the goals of HRM can be reasonably well defined, the related list of HRM practices is far from clear (for an outline of the variables included in the various studies, see Dyer and Reeves (1995) and Becker and Gerhart (1996)) and awaits either a clear theoretical specification or a much stronger empirical base.

Each of the three approaches outlined has some sort of theoretical basis in either contingency/ business strategy, systems theory or OB/motivation theory. Each implies rather different levels of analysis. Only the second and more particularly the third begin to specify the dimensions of HRM policy and practice in any way potentially helpful for measurement and even they are not really sufficiently precise. In summary, we still lack a coherent theoretical basis for classifying HRM policy and practice, a problem that becomes more apparent when we start to look at the empirical research.

The empirical studies of HRM and performance

A number of studies linking HRM and performance have been published; others have been presented in conference papers or exist in the form of working papers. They are mostly, but not exclusively, cross-sectional. The studies vary in quality, particularly with respect to their measurement of HRM policy and practice, although they share a tendency to display some statistical sophistication. While some range widely across industry, others concentrate on particular sectors.

External fit: HRM as strategic integration

There is some support for this approach. Huselid (1995) has found that those organizations that link HRM practices to strategy report higher financial performance outcomes. Delery and Doty (1996) found modest support for a fit with the Miles and Snow typology. Youndt et al. (1996) found support for this type of fit in a sample of ninety-seven manufacturing plants, more particularly with respect to the fit between high performance HRM practices and a

quality strategy. MacDuffe (1995), in contrast, explicitly rejects this hypothesis, claiming that in his international study of car-manufacturing plants he found no evidence that a fit' of appropriate HRM practices to mass production was able to compete with flexible production.

Internal fit: HRM as an ideal set of practices

This is the most widely tested and the most strongly supported type of fit. Almost every study, including those already cited but also those reported by Huselid and his colleagues (Huselid, 1995; Huselid, Jackson and Schuler, 1995; Delaney and Huselid, 1996), by Arthur (1994), Ichniowski, Shaw and Prennushi (1994) and MacDuf e (1995) support this type of fit. Essentially, what they all show, either across industries or within a specific sector, is that the more of the high performance HRM practices that are used, the better the performance as indicated by productivity, labour turnover or financial indicators. Where different types of fit were compared, this was invariably the one that received strongest support. The main exception to this general pattern, to date, is the study by Youndt at al. (1996) which finds that a 'fit' between high performance HRM practices and a quality strategy provides the best results.

Configurationally fit: HRM as bundles

Huselid and Becker (1995), in a panel study, have provided a partial test of this by examining the impact of three separate factors which emerged from their factor analysis of a list of HRM practices. These they label selection and development, motivation and HR strategy, though the labels may not be very appropriate. Although support was strongest for the cumulative measure of 'fit as ideal type', there was significant independent support for each of these factors. In a study using subjective measures of organizational performance, Delaney and Huselid (1996) failed to find any positive impact for specific combinations of practices as opposed to the total number of HRM practices. However Delery and Doty (1996) found some support for the configurational approach in their study in the banking sector.

Guest and Hoque (1994) examined the impact of HRM comparing those above and below the median number of HRM practices in a sample of green field sites. When this was combined with a measure of the presence of an HRM strategy, it was found that establishments in this group reported superior HRM outcomes (commitment, employee quality, aspects of flexibility) and employee relations outcomes but not superior productivity or product quality. This highlights the need to take into account the range of outcomes and performance indicators. The study also hinted at a 'cluster' or 'bundle' reflecting deliberate low use of the proffered set of HRM practices.

Those who did this as a deliberate strategy had poorer HRM and employment relations outcomes but reported no differences in productivity and product quality. This in turn raises a somewhat neglected issue of the costs of HRM practices. Bringing these results together, there is empirical support for each of the three main approaches to HRM and performance but consistently stronger support for the internal t model with its view that those organizations that use more high performance HRM practices report higher performance. The general approach represented by this stream of research is sufficiently encouraging to suggest that it is continued and improved. There is no doubt that it is attracting a lot of research interest in North America. It is to be hoped that it can do the same in Europe. However, in taking it forward, we need to be aware of the shortcomings and in so doing return to the issue of theory.

Emerging issues for future research on HRM and performance

The first key issue is the lack of theory about the nature of HRM practices. As I have argued elsewhere (Guest, 1987), it is not the presence of selection or training but a distinctive approach to selection or training that matters. It is the use of high performance or high commitment HRM practices. There is little consensus on what these are and little interest to date in developing theory about what they might be. I would propose that we build on something like expectancy theory, in a way outlined above, to provide a sensible rationale for these practices. As MacDufe (1995) indicates, expectancy theory, or some variation of it, can also point to a range of configurations depending on preferred rewards and perhaps indicating when performance-related pay can be considered a high performance practice. The alternative is to adopt a statistical approach and to see what emerges from factor analysis or some variation (for an example of this, see Wood and Albanese, 1995).

In building a set of best practices, we should also take care to account for cultural differences, for example in practices associated with training, job security or trade unions. Finally, in collecting information about high performance HRM policy and practice, we need to be cautious about the validity assumptions underlying use of data collected at head office as a basis for company-wide statements about HR practices in what might be multi-plant sites.

A second concern is to improve our measures of performance. Indeed, performance may be the wrong term. It might be more sensible to use the term ‘outcomes’. One argument might be that the unitarist philosophy underlining HRM implies that the employees share the concern of shareholders for profit. However it would be unwise to accept this assumption. What we need are outcomes that reflect the concept of the balanced score card. The idea of balance, like the concept of optimizing socio-technical systems, implies that compromises may sometimes be necessary.

The plant-level studies reported by Arthur (1994), MacDuffie (1995) and Guest and Hoque (1994) measure productivity and quality, but those by Huselid (1995) and others using company-level measures overwhelmingly emphasize financial criteria. Despite the attractions of financial indicators for any attempt to convince senior managers of the impact of HRM, we need to use a greater range of outcome measures if only to understand how and why HRM has an impact on financial results. The study by Guest and Hoque raises the question of contradictory criteria. The study by Guest and Hoque raises the question of contradictory criteria. Their establishments categorized as ‘ugly’, with a deliberate strategy of low uptake of high performance HRM practices, reported performance outcomes as good as any other category but had poorer HRM outcomes and employee relations outcomes.

Conclusion

To establish linkages, we also need longitudinal research designs, ideally with some sort of interventions to alter HRM practices. In summary, we need to improve our theory and empirical testing on all three fronts – the nature of HRM, the nature of the outcomes and the nature of the linkages. As usual, we need to find the right combination of survey-based and case-study-based research. And we need to ensure that the research is not conned to the USA. We can now say with increasing confidence that HRM works. But this is a skeletal finding and we need to put a lot of flesh on the bonesa. Their establishments categorized as 'ugly', with a deliberate strategy of low uptake of high performance HRM practices, reported performance outcomes as good as any other category but had poorer HRM outcomes and employee relations outcomes. The firms got good results but were not attractive places in which to work. The other studies took no account of contradictory outcome criteria. Only when we have made progress in measuring the only when we have made progress in measuring the independent and dependent variables can we begin to give full attention to the

way in which they are linked. At present the studies report a promising association between HRM and outcomes, but we are not yet in a position to assert cause and effect. We need to develop theory which integrates aspects of strategy and strategic integration with something like expectancy theory to create specific hypotheses about linkages.

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12. Role of Green Marketing and its Impact on Sustainable Development for Business

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ABSTRACT

Green marketing refers solely to the promotion or advertising of products with environmental Characteristics, Recyclable, Refillable, Ozone Friendly, and Environmentally Friendly. The paper deals with introduction, objectives of study, evolution of green marketing, necessity of green marketing, benefits of green marketing, adoption of green marketing.

The concept of green marketing has undergone tremendous transformation as a business strategy since its first appearance in the 1980's. Business firms have realized the importance of green marketing as a means of gaining competitive advantage over rivals in the industry. Business strategy of a business is devised in response to the changing needs in the market and Green marketing has received a tremendous boost with the revival of environmental consciousness among consumers.

"Green Marketing or Environmental Marketing consists of all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment."

Keywords: green marketing, competitive advantage, sustainability, business strategy

INTRODUCTION

First of all, environment and environmental problems, one of the reason why the green marketing emerged. According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Green marketing refers to holistic marketing concept wherein the product, marketing consumption on disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch into green products and services.

Many people believe that green marketing refers solely to the promotion and advertising of products with environmental characteristics. Generally terms like phosphate free, recyclable, refillable, ozone friendly and environment friendly are most of the things consumers often associated with green marketing.

Green marketing involves developing and promoting products and services that satisfy customers want and need for Quality, Performance, Affordable Pricing and Convenience without having a detrimental input on the environment.

Firms have recognized the value of green marketing as a step towards catering to customer needs while appreciating the significance to the growth and expansion of a business. It has become fashionable for companies to be touted being green as a way of identifying themselves with customers. Green marketing in fact represents a paradigm shift strategy in many business firms since it has altered the manner in which a business goes about in reaching out to the customers. Firms deploy number of green marketing strategies to outsmart rivals in the industry so as to gain competitive advantage. There are pitfalls and limitations in green marketing but overall as a marketing strategy it has brought about unique elements as strategy evolves in different contexts (Ottman, 1998).

Objectives of the Study

1. To know the concept of green marketing.
2. To identify the importance and need of green marketing.
3. To study the challenges and prospects of green marketing.
4. To know which company implemented green marketing.

Research Methodology: The research is exploratory in nature; it focuses on Literature review, News Papers, Journals, websites and the other reliable sources.

REVIEW OF LITERATURE

Kilbourne, W.E. (1998) discussed the failure of green marketing to move beyond the limitations of the prevailing paradigm. The author identified areas that must be examined for their effect in the marketing/environment relationship, namely economic, political and technological dimensions of the cultural frame of reference.

Prothero, A. (1998) introduced several papers discussed in the July 1998 issue of 'Journal of Marketing Management' focusing on green marketing. This included a citation of the need to review existing literature on green marketing, an empirical study of United States and Australian marketing managers, a description of what a green alliance look like in practice in Great Britain, ecotourism and definitions of green marketing.

Prothero, A. & Fitchett, J.A. (2000) argued that greater ecological enlightenment can be secured through capitalism by using the characteristics of commodity culture to further progress environmental goals. Marketing not only has the potential to contribute to the establishment of more sustainable forms of society but, as a principle agent in the operation and proliferation of commodity discourse, also has a considerable responsibility to do so.

WHY ARE FIRMS USING GREEN MARKETING?

Opportunity In India, around 25% of the consumers prefer environment friendly products, and around 28% may be considered health conscious. Therefore, green marketers have diversified to fairly sizeable segment of consumers to cater to.

Social Responsibility Many companies have started realizing that they must behave in an environment friendly fashion. They believe both in achieving environmental objectives as well as profit related objectives respecting the principle of Extended Producer Responsibility (EPR).

Governmental Pressure Various regulations are framed by the government to protect consumers and the society at large. The Indian government too has developed a framework of legislations to reduce the production of harmful goods and by-products. These reduce the industry's production and consumer‘s consumption of harmful goods, including those detrimental to the environment; for example, the ban of plastic bags, prohibition of smoking in public areas, etc.

Competitive Pressure Another major force in the environmental marketing area has been firms' desire to maintain their competitive position. In many cases firms observe competitors promoting their environmental behaviors and attempt to emulate this behavior. In some instances this competitive pressure has caused an entire industry to modify and thus reduce its detrimental environmental behavior.

Cost Reduction Reduction of harmful waste may lead to substantial cost savings. Sometimes, many firms develop a symbiotic relationship whereby the waste generated by one company is used by another as a cost-effective raw material.

The Effectiveness of Green Marketing as a Business Strategy

A green marketing strategy brings about certain benefits to a business which can be harnessed to derive competitive advantage. One of the main benefits has been the reduction in cost of production. Green production process would result in cutting down costs in terms of less waste, less use of raw materials an d saving of energy costs. A significant reduction in cost would raise the profits of a business (Baker, 1999).

Another advantage that accrues to a business as a result of green marketing would be the brand loyalty. Studies have proved that customers attach les s importance to brand loyalty in the case of products which carry intrinsic benefits. Green products are held in a different perspective owing to their contribution to the environment. Here develops spiritual relationship between green products and customers. Increased brand loyalty would make a product less price sensitive so that eve n if the product carries a premium still customers would tend to buy them. Even in times of economic downturns green products would witness a less drip in sales since owing to health concerns even at worst times consumers look for a positive outcome (Baker, 1999).

Green products would foster a positive image about brands and the business as a whole. Being green may increase customer attraction and the company may gain recognition among the population at large. Even consumer who does not see products of a company may switch their allegiance. Green product companies would be able to gain acceptance from regulators and the general public so that many promotional activities would bear fruit without much effort since the general public at large would respond to them enthusiastically. The positioning of product in the mind would occupy a strategic position so that most green products would become top of the mind products as they can be easily recalled by customers. This would serve as a unique selling proposition so that a business stands out among rival firms quite easily (Baker, 1999).

Producing or selling of green products would result in a pleasant business environment with reduction in chaotic business activities. This would enhance the ambience and healthy working environment. Since the process of evolving a green marketing involves a holistic approach aligning all the functions of the business a strategic congruence can be attained. Apart from this, the strategy formulation would build better relationships with employees as their participation is sought. Employee engagement would increase and there would be a mutual understanding between different stakeholders of a business (Zintom et al., 2001).

A business would stand to gain mileage if it introduces an innovative ecological product to the market as customers can be lured from existing products in the market. A green marketing strategy would result in a win-win situation for business stakeholders as in the process there would be pooling together of each other's skills, capabilities and resources which are transferred. In the end consumer satisfaction increases since customers would be able to get high quality products at reasonable prices. This would increase the overall welfare of an economy and a sustainable development would result from green marketing initiatives (Baker, 1999).

THE NEW COLOUR OF BUSINESS: GREEN

Being environmentally- friendly is no longer just a nice-to-do thing for companies. It's fast becoming a business differentiator. These 7 companies are walking the talk on sustainable practices and seeing their businesses through the prism of climate change. 1. Tata Group: Every Tata company is working to lower its carbon footprint. 2. ITC group: It's water positive and carbon positive. Now, it's waiting to profit from the effort. 3. Yes Bank: it is the only bank with a vertical dedicated to the sustainability space. 4. IOC: The oil refiner has

launched a number of initiatives to develop cleaner fuels. 5. Wipro: It turned green long before it became fashionable to do so. Now , Wipro is using that credibility to bag Projects. 6. Mahindra Group: The auto major is using green initiatives to cut costs. 7. Infosys: It has developed energy – saving solutions for itself. Now it plans to sell them.
There are basically five reasons for which a marketer should go for the adoption of green marketing. They are - Opportunities or competitive advantage, Corporate social responsibilities (CSR), Government pressure, Competitive pressure, Cost or profit issues.

SOME CASES OF COMPANY WHO ADOPT GREEN MARKETING POLICY

McDonald's restaurant's napkins, bags are made of recycled paper. Mcdonalds replaced clamshell packaging with waxed paper, because of polystyrene production and ozone layer depletion.
Xerox introduced a "high quality" recycled photocopier paper in an attempt to satisfy the demands of firms for less environmentally harmful products.
Body Shop heavily promotes the fact that they are environmentally responsible. While this behavior is a competitive advantage, the firm was established specifically to offer consumers environmentally responsible alternatives to conventional cosmetic products.
Walt Disney World (WDW) WDW has an extensive waste management program and infrastructure in place, yet these facilities are not highlighted in their general tourist promotional activities.
Coca-Cola has invested large sums of money in various recycling activities, as well as having modified their packaging to minimize its environmental impactCoca-Cola pumped syrup directly from tank instead of plastic which saved 68 million pound/year.
Badarpur Thermal Power station of NTPC in Delhi is devising ways to utilize coal-ash that has been a major source of air and water pollution.
Barauni refinery of IOC has taken steps for restricting air and water pollutants. In an advertisement in National Geographic magazine in 2004, Ford Motor Company tried to convince readers of its commitment to the environment by announcing the launch of the Escape Hybrid SUV and the remodeling its River Rouge factory.
One print ad read, "Green vehicles. Cleaner factories. It's the right road for our company, and we're well underway." What Ford failed to tell readers is that it only planned on producing 20,000 of its Hybrid SUVs per year, while continuing to produce almost 80,000 F-series trucks per month.
Moreover, just prior to the campaign's release, the Environmental Protection Agency announced that Ford had the worst fleet wide fuel economy of all major automakers. Ford's failure to live up to its environmentally friendly image earned the company first prize among America's top ten worst green washers of the year.
Many companies have started realizing that they must behave in an environment-friendly fashion. They believe both in achieving environmental objectives as well as profit related objectives. The HSBC became the world's first bank to go carbon-neutral. Other examples include Coca-Cola, which has invested in various recycling activities. Walt Disney World in Florida, US, has an extensive waste management program and infrastructure in place.

Conclusion

Green marketing is a tool for protecting the environment for future generation**.** It is not going to be an easy concept. The firm has to plan and then carry out research to find out how feasible it is going to be. Green marketing has to evolve since it is still at its infancy stage. Adoption of Green marketing may not be easy in the short run, but in the long run it will definitely have a positive impact on the firm. Green Marketing is still in the stage of childhood in the Indian companies. Lots of opportunities are available. Now this is the right time to select Green Marketing globally.

In order to gain competitive advantage, a green marketing strategy has to address some fundamental areas of importance such as market segmentation, developing a green product, green positioning, setting green prices, application of green logistics, proper waste management, launch of green promotion, forging green partnerships and in essence having the right green marketing mix. In green marketing, the marketing mix will have to be responsive towards environmental concerns.

Indian market Customers too are ready to pay premium price for green products. One thing that is being reiterated is that the current consumption levels are too high and are unsustainable. Therefore there is a need for green marketing and a need for a shift in the consumer's behavior and attitude towards more environment friendly life styles. Ultimately green marketing requires that consumers want a cleaner environment and are willing to pay for it, possibly through higher priced goods, modified individual lifestyles, or even governmental intervention. Final consumers and industrial buyers also have the ability to pressure organizations to integrate the environment into their corporate culture and thus ensure all organizations minimize the detrimental environmental impact of their activities.

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13. A Study on Quality of Work Life

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ABSTRACT

Quality of work life is a multifaceted concept. The premise of the quality of work life is having a work environment where an employee's activities become more important and relevant to the society. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedure or policies include autonomy, recognition, belonging, progress, and development, and external rewards. Quality of work life refers to the favorableness or un – favorableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. Quality of work life provides a more humanized work environment. It attempts to serve the higher – order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

Key Words: External rewards, Job Design, Job Enlargement, Job Enrichment, Communication.

INTRODUCTION

The pace and scale of change in organizations over recent years has brought about a renewed interest in the issue of the Quality of people's work lives. Invariably, different interest groups concentrate on a range of indicators in assessing the Quality of peoples work lives. While job insecurity and declining working conditions are of paramount importance to employee groups, perceived employee dissatisfaction and the concomitant effects on productivity and on-costs are of concern to employer groups. Needless to say the measures to include in a quality of work life index are not without controversy. In addition, there remain significant methodological challenges to overcome in constructing robust measures that can effectively operationalize the indicators.

EMPOWERMENT

Empowerment is the cutting-edge "technology" that provides both the strategic advantage companies are seeking and the opportunity people are seeking. While giving people the authority and responsibility to make important business decisions is a key structural aspect of empowerment, it is not the whole picture, as is usually thought to be. The real essence of empowerment comes from releasing the knowledge, experience and motivational power that is already in people but is being severely underutilized.

JOB DESIGN

The concept of job design is not new. It has roots back to the beginning of the industrial era. The best-known theorist on job design is Frederick Taylor, who wrote the Principles of Scientific Management. He proposed analysing and breaking jobs into simplified tasks through motion studies. Job design defines and delineates the tasks, duties, and responsibilities of a job. This information is then used to write job description. With this tool, the personnel manager can assess the skills and knowledge required in the candidate to fill the position.

JOB ENLARGEMENT

The reverse of Taylor's work simplification theory is job enlargement. This involves enlarging a job by horizontally increasing the number of tasks or activities required. The rationale behind the theory is that an enlarged job will increase job satisfaction and productivity. The process of job enlargement is relatively simple and can be applied in a variety of situation. Job enlargement will motivate employees to increase productivity. The motivation will occur from the relief of boredom, since the diversity of change is stimulation in and of competence since additional abilities are utilized.

JOB ENRICHMENT

Job enrichment stress job content and structure as the critical issue in job design similar to enlargement job enrichment increases the tasks and duties of job, but it included more responsibility for decision making, planning and/or control. It entails more self- monitoring and more planning and controlling decisions. The traditional information feedback loop between superior and subordinates is altered in job enrichment. A single employee may follow the project from beginning to end, because the decision maker and planner and operator are the same person, quick feedback and necessary alterations are possible if standards are not met. The tasks that are added are of different nature then those already performed. Very often the job is enriched to include functions that were previously considered to be supervisory or managerial. Job enrichment can apply to individual jobs or to autonomous workgroups, but in either case the objective is to give people better freedom and autonomy in their work organization.

OBJECTIVE

The main objective is to measure the overall perception and importance of Quality of Work Life in the organization.

REVIEW OF LITERATURE

B.Alirezaetal (2011) researched on the Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs Relationship b/w QWL and demographic characteristics of IT staff with objective Measure the relation b/w QWL and demographics. The dimensions of QWL used as fair compensation, safe and healthy environment, growth and security, social relevance, life span, social integration, development of human capacities and age, gender, work experience income has taken as demographic factors

Stephen J. Havlovic - 1991 This study develops and tests hypotheses regarding the influence of Quality of Work Life (QWL) initiatives on absenteeism, accidents, grievances, and quits, using monthly longitudinal human resource archival data collected at a unionized Midwestern heavy manufacturing firm for the period from 1976 to 1986. The sample size is 129 months (48 months of pre-QWL measures and 81 months of post-QWL measures). Autoregression procedures are utilized to examine the direct impact of QWL on human resource outcomes. QWL is found to significantly reduce absenteeism, minor accidents, grievances, and quits.

G Nasl Saraji, H Dargahi 2006 A high quality of work life (QWL) is essential for organizations to continue to attract and retain employees. QWL is a comprehensive program designated to improve employee satisfaction. This research aimed to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals' employees from their quality of life.

Radha Yadav,Ashu Khanna - 2014 Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Attrition, employees commitment, productivity etc. depend upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. An organization provides a better QWL then it develops the healthy working environment as well as satisfied employee.

High QWL can give a result in better organizational performance, effectiveness, innovativeness, etc

Normal and Daud (2010) investigated the relation between QWL and Organizational Commitment amongst employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. A random sample of 500 employees was taken at the supervisory and executives' levels in various firms in Malaysia received the questionnaire. Of these, 360 useable responses were returned and analyzed, which represented a 72% response rate.

RESEARCH METHODOLOGY

TABLE 1 SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS

S.No	Gender	Respondents	Percentage Of Respondents
1	Male	136	68
2	Female	64	32
	Total	**200**	**100**

Interpretation: In the project on Quality of work life, the researcher has segregated the total sample size of 200 as male employee 136 and female respondents.

TABLE 2 SHOWING AGE WISE CLASSIFICATION OF RESPONDENTS

S.No	Age	Respondents	Percentage Of Respondents
1	Below25 yrs	10	5
2	25-35 yrs	52	26
3	35-45 yrs	76	38
4	45-55 yrs	56	28
	Above 55 yrs	6	3
	Total	**200**	**100**

Interpretation: The above table shows that 38% of respondent are belongs to the age group of 35-45 yrs, 28% of respondents lies between 45-55 yrs,26% of respondents lies between 25-35 yrs, 5% of respondent lies between below 25yrs and then 3% of the respondents fall from the age of 55 above.

TABLE 3 SHOWING SUGGESTION SYSTEM

S.No	Opinion	Respondents	Percentage Of Respondents
1	Highly Satisfied	2	1
2	Satisfied	86	43
3	Neutral	60	30
4	Dissatisfied	48	24
5	Highly Dissatisfied	4	2
	Total	**200**	**100**

Interpretation: The above table shows that 43 % of employees are satisfied with suggestion system,only1%are highly satisfied, 30 % of employees are neutral and 24% are dissatisfied and 2% are highly dissatisfied.

CHI SQUARE TEST

Chi square test is used to check the relationship between the age and suggestion

(H0): There is no significant relationship between age and suggestion.

(H1): There is significant relationship between age and Suggestion

Age	high satisfied	satisfied	neutral	dissatisfied	high dissatisfied	total
Below25 yrs	1	3	2	4	0	10
25-35 yrs	1	30	14	6	1	52
35-45 yrs	0	15	31	28	2	76
45-55 yrs	0	35	12	9	0	56
Above 55 yrs	0	0	3	1	1	5
Total	2	83	62	48	4	200

OBSERVED FREQUENCY	EXPECTED FREQUENCY	O-E	(O-E)2	(O-E)2/E
1	0.1	0.9	0.81	8.1
3	4.3	-1.3	1.69	0.39
2	3	-1	1	0.33
4	2.4	1.6	2.56	1.07
0	0.2	-0.2	0.04	0.2
1	0.52	0.48	0.23	0.44
30	22.36	7.64	58.37	2.61
14	15.6	-1.6	2.56	0.16
6	12.48	-6.48	41.99	3.36
1	1.04	-0.04	0	0
0	0.76	-0.76	0.58	0.76
15	32.68	-17.68	312.58	9.56
31	22.8	8.2	67.24	2.95
28	18.24	9.76	95.26	5.22
2	1.52	0.48	0.23	0.15
0	0.56	-0.56	0.31	0.56
35	24.08	10.92	119.25	4.95
12	16.8	-4.8	23.04	1.37
9	13.44	-4.44	19.71	1.47
0	1.12	-1.12	1.25	1.12
0	0.06	-0.06	0	0.06
3	2.58	0.42	0.18	0.07
1	1.8	-0.8	0.64	0.36
1	1.44	-0.44	0.19	0.13
1	0.12	0.88	0.77	6.45
TOTAL				**51.87**

Calculated value of x2= 51.87

Degree of freedom = (R-1)*(c-1) = (5-1) (5-1) = 4*4 = 16
Table value of X2 at 5% level of significance 26.30

INFERENCE
The calculated value is greater than table value, therefore null hypothesis is rejected. Hence there is significant relationship between age and suggestion system

SUGGESTION
Relook at the flow of work in the manufacturing organization. Impact of new technology on people, work condition and environment There should be different working conditions and working hours for men, women and older people so as to provide more flexibility in working hours. Women may have more commitment towards their family therefore their working hours should be according to that. Their working hours should be less as compared to others. Older people may not be able to work for more hours at a stretch. Therefore they should be provided more breaks and duration of their work hours must also be less. Participation in management Workers should be allowed to participate in management in improving working conditions, health and safety of the workers.

CONCULSION
QWL provides for the balanced relationship among work, non- work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc. This study quantifies the effects of Quality of Work Life (QWL) on employees. It aims to gain an insight into current working life policies and practices, as well as work-life balance issues of employees.Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. . It expresses a special way of thinking about people their work, and the organizational in which careers are fulfilled. QWL focus on the problem of creating a human working environment where employees work co – operatively and achieve results collectively. Quality of work life covers various aspects under the general umbrella of supportive organizational behavior.

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14. Financial Performance Evaluation of Indian Oil Corporation

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Abstract

Finance is life blood of an organisation. Financial appraisal is very essential to know liquidity, profitability and short term as well as long term solvency position of a firm. Every firm needs optimum funds for its long – term activities and the operational activities. It's main motive is profit. So, firm should concentrate both on long term as well as short term profit. The long term capital generates the funds in the long run by investing on various fixed assets while the short term funds in the short run by investing on various current activities such as production and marketing. Long term profit helps the Employer to settle long term dues. Short term profit not only settles short term dues but it gives profitability as well as liquidity position to firm. Any flaw in this regard, would paralyse the entire operational activities. Against this background, this research paper examined the financial performance of Indian Oil Corporation in India. This study will give true picture of financial position of IOC in last 5 years. Solvency, liquidity, profitability ratios are considered for evaluating financial performance.

Introduction

Financial analysis is the process of evaluating businesses, projects, budgets and other finance related entities to determine their performance, solvent position, liquidity position and profitability position of business. Financial position of the firm can determine its operating performance. The financial statements are therefore important tools for the decision making process. Finance is the base for every business activities. Therefore, it is essential to analyze the financial performance of the company with their financial statement. Based on this, a study was conducted about the financial performance of Indian oil corporation.

Company Profile

Indian oil corporation (Indian oil) is India's largest commercial enterprise headquartered in Delhi with a sales turnover of Rs.4,50,756 corer (US $ 73.7 billion) and profits of Rs.5,273 corer for the year 2014-15. It is also the leading Indian corporate in Fortune's prestigious 'Global 500' listing of the worlds largest corporate, ranked at the 119th position for the year 2015.

As India's flagship national oil company, with 33,000 strong work-forces currently, Indian oil has been meeting India's energy demands for over half a century. With a corporate vision to be 'The Energy of India ' and to become 'A global admired company', Indian Oil's business interests straddle the entire hydrocarbon value-chain – from refining, pipeline transportation and marketing of petroleum products to exploration& Production of crude oil & gas, marketing of natural gas and petrochemicals, besides forays into alternative energy and globalisation of downstream operations.

Having set up subsidiaries in Sri Lanka, Mauritius and the UAE, the Corporation is simultaneously scouting for new business opportunities in the energy markets of Asia and Africa. It has also formed about 20 joint ventures with reputed business partners from India and abroad to pursue diverse business interests. Products and Services:The main products of Indian oil are petrol, diesel, LPG, auto LPG, aviation turbine fuel, Lubricants and petrochemicals: naphtha, bitumen, kerosene etc.

LITERATURE REVIEW

Banerjee, B. (1982) opined in a research article that corporate profitability is influenced by its liquidity in three different manners. Up to a certain level increase in liquidity leads to an increase in profitability, beyond that profitability remains constant with the increase in liquidity up to a certain point and thereafter increase in liquidity leads to decline in profitability.

Das (1998) attempted in his research study to estimate the influence of various factors, endogenous to banks, on return on equity of the Indian public sector banks for which the **return on equity** has emerged as a significant performance indicator. This study has over emphasised on a single financial parameter that determine the overall performance. But in reality, return on equity is one of the indicators of overall performance. To review the overall performance huge number of variables are to be reckoned with.

Bose, Santanu Kumar (2000) evaluated the financial performance of Indian ports. Using ratios such as **operating ratio, return on capital employed, net surplus margin ,capital employed turnover and ,fixed assets turnover ratio** to judge the performance of the ports. The above five ratios alone are insufficient to review the overall performance since the total performance is the combination of financial performance, operational and the performance of the physical assets. Variables pertaining to the above three key areas of performance are tried through the present research.

Vijaya Kumar (2002) analysed the various determinants of profitability using **growth rate of sales, vertical integration and leverages**. In addition he also incorporated the variables such **as current ratio, operating expenses to sales ratio and inventory turnover ratio t**o review the overall performance. Efficiency in inventory management and other current assets are important to improve profitability, is the findings of this research. In the above research the author had a focus only on profitability. He failed to incorporate the liquidity and solvency positions. The performance of human assets and the physical assets are completely omitted from the research purview. However, these things are more relevant and important to make the performance evaluation process complete and full-fledged. This deficiency in the above research is sealed in the present research.

OBJECTIVES OF STUDY

The Present study is conducted to achieve the following objectives:

- To analyse the Liquidity position of the Indian Oil Corporation.
- To know the profitability position of the Indian Oil Corporation.
- To analyse the Long term solvency position of the Indian Oil Corporation.
- To find out the degree of association between liquidity and profitability, being two key determinants of financial performance, of the company under study.

HYPOTHESIS STUDY

The selection of the topic is made with a view the evaluate the overall financial performance of Indian Oil Corporation. The following hypothesis is formulated in order to test their validity.

- Ho1: There is negative relationship between liquidity position and Return on Capital Employed.
- Ho2: There is no relationship between profitability and Return on Capital Employed.
- Ho3: There is no relationship between long-term solvency position and Return on long-term funds.

RESEARCH METHODOLOGY

The study has been carried out by adopting the proper methodology:

Data: Secondary data has been used for the study. The data has been collected from website, newspapers, business magazines and journals.

Type of Data: Time series data of Indian Oil Corporation have been taken from the annual report of the company for the study in this paper. The data is been extracted from capital line. Period of study: Data has been collected from March 2011 until March 2015.

Type of research: This research is exploratory in nature.
Tools used: To test the hypothesis, Ratio Analysis, Correlation Analysis and T- test is applied.**Test applied : T Test**

$$\mathbf{T = \frac{r\sqrt{(N-2)}}{\sqrt{(1-r^2)}}}$$

Where, t = test of significance, r = rank coefficient of correlation
N = No. of pairs of observation T Test is applied at 5% level of significance. The degree of freedom is (n-2).

Table 1. Correlation analysis between selected ratios relating to liquidity position and Return on capital employed of IOC for the period from March 2011 to March 2015.

Year	Current ratio	Quick ratio	Inventory turnover ratio	Debtors turnover ratio	Fixed Assets turnover ratio	Total assets turnover ratio	Return on capital employed
Mar'11	1.27	0.61	6.39	37.01	5.63	.32	12.26
Mar'12	1.44	0.91	7.39	28.30	7.29	.29	14.38
Mar'13	1.49	1.00	7.30	39.72	7.37	.31	9.85
Mar'14	1.24	0.85	7.07	42.92	7.51	.30	10.71
Mar'15	0.91	0.64	9.38	64.74	6.60	0.26	8.62
Rank correlation (r)	0.4	0	(0.25)	(0.9)	(0.1)	(0.45)	(0.1)
Calculated value of /t/ with (n-2) d.f.	0.7559	0	0.4472	(3.58)	(1.742)	(0.872)	

Source: Annual report of IOC

Note: Tabulated value of /t/ with (n-2) d.f. at 5% level of significance is 3.182 respectively.

Moderate level of correlation between Current ratio and ROC .High degree of negative correlation between Debtors turnover ratio and ROC. Moderate level of negative correlation between Total assets turnover ratio and ROC.There is no correlation between quick ratio and ROC. Tabulated value of \t\ with (n-2) d.f. @ 5% level of significance for two tailed test is 3.182. Since the computed value is less than the table value the null hypothesis (H0) is accepted, which states that there is no relationship between liquidity position and ROC, expect incase of debtors turnover ratio.

Table 2. **Correlation Analysis between selected ratios relating to profitability conditions and Return on capital employed of IOC from March 2011 to March 2015.**

Year	Operating profit ratio (%)	Net profit ratio (%)	Gross Profit ratio (%)	Return on capital employed
Mar' 11	3.94	2.26	6.09	12.26
Mar'12	4.20	0.90	7.79	14.38
Mar'13	3.07	1.11	5.60	9.85
Mar'14	3.31	1.48	7.49	10.71
Mar'15	2.32	1.20	9.08	8.62
Rank correlation (r)	0.7	(0.1)	(0.1)	
Calculated value of /t/ with (n-2) d.f.	1.69	(0.174)	(0.174)	

Source: Annual report of IOC

Note: Tabulated value of /t/ with (n-2) d.f. at 5% level of significance is 3.182 respectively.

High positive correlation between Operating profit and ROC. Low degree of negative correlation between Net profit and ROC. Tabulated value of \t\ with (n-2) d.f. @ 5% level of significance for two tailed test is 3.182. Since the computed value is less than the table value the null hypothesis (H0) is accepted, which states that there is no relationship between Profitability condition and ROC.

Table 3. Correlation Analysis between the selected ratios relating to long term solvency position of the company and Return on long term funds of IOC for the period from March 2011 to 2015.

Year	Debt equity ratio	Long term debt equity ratio	Total debt to owners fund	Interest coverage ratio	Return on long term funds
Mar' 11	0.909	.34	1.909	6.13	34.98
Mar'12	1.21	.22	2021	2.49	25.55
Mar'13	1.28	.23	2.28	2.69	29.64
Mar'14	1.22	.27	2.22	4.10	34.58
Mar'15	0.73	.24	1.73	4.64	28.27
Rank correlation	0.1	0.9	0.1	0.7	
Calculated value of /t/ with (n-2)	0.174	3.57	0.174	1.69	

Source: Annual report of IOC

Note: Tabulated value of /t/ with (n-2) d.f. at 5% level of significance is 3.182 respectively.

Correlation result shows high degree of positive correlation between Long term debt equity ratio and Return on long term funds and also Interest coverage ratio and Return on long term funds. There is low degree of positive correlation between Debt equity ratio and Return on long term funds and also between Total debt to owners fund and Return on long term funds. Tabulated value of \t\ with (n-2) d.f. at 5% level of significance for two tailed test is 3.182. Since the computed value is less than the table value the null hypothesis (H0) is accepted, which state that there is no relationship between Long term solvency position and Return on long term funds, except incase of Long term debt equity ratio.

Conclusion

After data, analysis certain interpretations had been done related to financial performance of Indian Oil Corporation taking into consideration the three broad areas i.e. liquidity, profitability and long-term solvency position. Taking these areas into consideration, finally we can conclude that there is no relationship between liquidity position and return on capital employed, expect incase of debtors turnover ratio. There is no relationship between profitability condition and return on capital employed and finally there is no relationship between long term solvency ratio and return on long term funds, except incase of long term debt equity ratio. Due to heavy amount locked in inventory and debtors the liquidity position is low. The company's profitability condition had improved. Comparing to debt capital, equity capital is more. So, maximum of the long term returns will go in the way of dividend and locked in reserves. If the company utilizes their reserves properly, it could settle their long term as well as short term debt and can also use its expansion purposes.

15. Problems of Lean Management Initiatives in Business Processing & Outsourcing (BPO) Industry in Chennai – A Study

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Abstract:
Initially, Lean management initiatives were most popular only in the field of manufacturing sector in which the implementation process predominantly depends on scientific and engineering techniques. At present, the booming service industries are concentrating more on lean managementtechniques and initiatives in order to achieve more profitability and productivity.This research paper aims at revealing the problems faced by employees due to Lean management initiatives in the Business Processing and Outsourcing (BPO) industry. The research work is empirical in nature; the primary data is collected through a structured questionnaire by using judgment sampling method covering respondents who are BPO employees in Chennai city.

Key words: Lean management, service industries, BPO industry, problems

Introduction:

Lean management concentrates on the elimination of waste in general; however the implementation of lean management initiatives is not an easy task to execute. The organisation should be more careful in the process of implementing lean initiatives, as it creates a greater impact towards the organisation's workforce and which will result in the output. Primarily, employees are set to be the first target through whom the objectives pertaining to the lean initiatives can be implemented and achieved. Secondly, the organisation needs to be prepared financially before proposing any lean management initiatives.This paper intends to provide insights on various lean initiatives that has taken place in the BPO industry and the significant problems the employees face through the execution of lean management initiatives.

Lean management:

In general, Lean management or Lean initiatives aims at efficiently getting rid of waste, minimizing cost, and without tampering quality products or services. Lean manufacturing is defined as a business model and collection of tactical methods that emphasize elimination of non-value adding activities (waste) while delivering quality

products on time at minimal cost with greater efficiency (United States Environmental Protection Agency - EPA). Lean management is an approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality (techtarget.com).

Business Processing & Outsourcing (BPO):

BPO stands for 'Business Process outsourcing' which is the process through which one company hands over part of its work to another company, making it responsible for the design and implementation of the business process under strict guidelines regarding requirements and specifications from the outsourcing company (Destination India, 2009).Webster's Universal Dictionary's meaning of 'Outsourcing' is: "A company or person that provides information; to find a supplier or service, to identify a source".

Lean Management Initiatives in BPO Industry in India:

The lean management initiatives in the service sectors like BPO industry are quite challenging and also risky but it is inevitable. However, the globalised scenario makes it

necessary for lean management practises in the service sector. Production, quality and performance are the three major driving forces of the BPO industry. Hence, the lean initiatives mainly target these components in order to ensure improvement in outcome and reduction of waste in the organisation. Not many BPOs are successful in implementing the lean practices, however the organisation which puts strenuous and strategic efforts alone can sustain with the adoption of lean management practices and proceedings.

Literature Review:

NoraniNordin, Baba MdDeros and DzuraidahAbdWahab (2010) studied the various barriers of lean management in the Malaysian automotive industry. The research work identified that the lack of understanding lean concepts by their employees is the major barrier in the successful implementation of the lean initiatives in the organisation. Paschal Ugochukwu, Jon Engstrom & Jostein Langstrand (2012) studied the implementation of lean practices in the supply chain management. The researchers suggested that all the stake holders and participants of the organisations need to be well informed about the lean practices for the effective outcomes and glitch free functions. Rajesh Kumar Mehta, Dhermendra Mehta & Naveen K. Mehta (2012) enquired the process of lean management in the automobile industry. The study revealed that the lean initiatives is not an easy task, both the insiders and outsiders of the organisations need to be well aware of the lean practices that are implemented in the business for the positive outcomes.

Harsha N. & S. Nagabhushan (2013) through their case studies revealed that the lean management implementation can result in the reduction of errors in the production to the maximum extend. Khalil A. El-Namrouty & Mohammed S. AbuShaaban (2013) revealed in their case study that lean management has a positive impact towards the reduction of wastage in the production cost of the business. Naveen Kumar, Sanjay Kumar, Abid Haleem & Pardeep Gahlot (2013) studied the implementation of lean practices in the manufacturing systems. Their research work aimed at creating a model for their study to achieve productive lean function. However, the research work delivered the findings by highlighting that the lean management practices have a great impact towards the cost benefits of the organisation.

Akhilkumar (2014) stated that lack of planning, lack of top management commitment, lack of methodology and unwillingness to learn are the major barriers in the implementing process of lean management. David Arfmann & Federico, G. Topolansky Barbe (2014) studied the problems of lean management among the manufacturing and service industries. The researchers stated that the manufacturing industries can benefit through lean initiatives but the glitches developed in implementing lean in the service industries is hard to understand and identify.David A. Marshall (2015) classified the lean production in two categories namely lean production implementation and lean production practice. The research work disclosed that the work force empowerment and management commitment are the major driving force for the profitable lean production functionin the business organisation.

Rationale of the Study:

Research works on lean management is mostly concentrated on manufacturing industries. Lean management research studies are limited and not so specific to service industries. So, this research paper is unique as it concentrates on problems of lean initiatives in the BPO industry in particular. Moreover, this research paper discloses the various lean initiatives of BPO industries and employees problems arising from the same.

Objectives of the Study:

1. To study the various Lean management initiatives in BPO Industry
2. To study the problems faced by BPO employees in regards to Lean initiatives.
3. To suggest measures to overcome the problems of Lean initiatives in BPO Industry.

Hypotheses of the Study:

1. H_o - There is no significant association between Age of the respondents and their adaptability to Lean Management initiatives in the BPO Industry.
2. H_o - There is no significant difference between Educational Qualification of the respondents and Problems of Lean initiatives in the BPO Industry.
3. H_o - There is no significant association between Nature of BPO services of the respondents and Problems of Lean initiatives.

Research Methodology:

The research work is empirical in nature. A survey questionnaire designed and distributed under Judgment sampling method to find out the BPO Employees' problems in taking up Lean initiatives. Out of 180 respondents only 150 valid samples are considered for the study. Books, Journals and web sites constitute the secondary data.

Limitations of the Study:

1. The sample for the study is confined to BPO Industries inChennai Cityonly. Hence the findings cannot be treated as representative of the entire Nation and also towards any other industries.
2. The judgment sampling method and the limited sample of 150 respondents have limited the findings of the study.
3. Of course time is also a major concern; with in the short span of time the research work has been done, this also causes a limitation for the study.

Data Analysis and Interpretation:

The data analysis is completely done with the help of SPSS (15th version). The reliability of the data per Cronbach's Alpha is 83.79%. In order to achieve the objectives of the study statistical techniques such as Descriptive analysis, Chi-square test, F-test and Multivariate Analysis including Factor Analysis.

Table: 1 Lean management Initiatives in BPO Industry

Descriptive Statistics		
Lean Management Initiatives in BPO	**Mean**	**Std. Deviation**
Innovative Business Continuity Plan	3.55	1.001
Process Improvement Initiatives	3.50	1.054
Restricting in Lunch/Break Timings	3.09	1.141
Alteration in Transportation facilities	3.07	1.081
Decreasing the Call/Chat timings	2.99	1.280
Defining Team size and leadership styles	2.94	1.357
Alteration in Seating Arrangements	2.93	1.014
Change of Shift timings	2.81	1.066
Increasing the Productivity Target	2.80	1.081
Increasing the Quality Cut off	2.77	1.126

Source: Computed Data

The Lean management Initiatives in BPO Industry are ranged with a score of 5 (Strongly Agree) to 1 (Strongly Disagree). The overall mean score of the variable pertaining to the problems of SHGs in repayment of loans is 3.30. So, it is statistically evident that BPO employees are undergoing and experiencing various Lean management initiatives in their organisation. Innovative Business Continuity Plan, Process Improvement Initiatives, Restricting in Lunch/Break Timings and Alteration in Transportation facilities are the major and popular Lean Initiatives in the BPO industry in the present scenario.

Table: 2 showing the Association between Age of the respondents and their Adaptability to Lean Initiatives in BPO Industry

H_o - There is no significant association between Age of the respondents and their adaptability to Lean Management initiatives in the BPO Industry. Chi-Square test has been conducted and the results are presented below.

Age	Adaptability to Lean Initiatives					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Less than 20 years	1	4	1	3	7	16
20-30 years	38	13	15	5	6	77
31-40 years	11	9	13	3	0	36
41-50 years	2	3	5	3	1	14
Above 50 years	0	7	0	0	0	7
Total	52	36	34	14	14	150
Chi-Square Value - 24.526						
P-Value - 0.000*						
*95% Level of Significance						

Source: Computed Data

It is inferred from the above table that the p-value 0.000 is less than the table value 0.05 at 95% level of significance. Hence null hypothesis is rejected and it is concluded that there is significant association between Age of the respondents and their adaptability to Lean Management initiatives in the BPO Industry.

Table: 3 showing the One way Analysis of Variance between Educational Qualification of the respondents and Problems of Lean initiatives in the BPO Industry

H_o - There is no significant difference between Educational Qualification of the respondents and Problems of Lean initiatives in the BPO Industry. ANOVA test has been executed to test the hypothesis. The results are presented below.

ANOVA					
Educational Qualification & Problems of Lean Initiatives	Sum of Squares	df	Mean Square	F-Value	P-Value
Between Groups	4.161	2	2.080	3.963	0.021*
Within Groups	77.173	147	.525		
Total	81.333	149			
*95% Level of Significance					

Source: Computed Data

It is inferred from the above table that the p-value 0.021 is less than the table value 0.05 at 95% level of significance. Hence null hypothesis is rejected and it is concluded that there is significant difference between Educational Qualification of the respondents and Problems of Lean initiatives in the BPO Industry.

Table: 4 showing the Association between Nature of BPO services of the respondents and Problems of Lean initiatives

H_o - There is no significant association between Nature of BPO services of the respondents and Problems of Lean initiatives. Chi-Square test has been conducted and the results are presented below.

Nature of BPO	Problems in Lean Initiatives (Clusters)			
	Agree	Moderately Agree	Disagree	Total
Health Care Services	41	40	6	87
Transportation Services	12	7	3	22
Banking Services	13	11	17	41
Total	66	58	26	150
Chi-Square Value : 24.526				
P-Value : 0.000*				
*95% Level of Significance				

Source: Computed Data

It is inferred from the above table that the p-value 0.000 is less than the table value 0.05 at 95% level of significance. Hence null hypothesis is rejected and it is concluded that there is significant association between Nature of BPO services of the respondents and Problems of Lean initiatives.

Table: 5 the Problems of BPO employees in regard to Lean management initiatives

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	1044.431
	df	66
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.151	51.258	51.258	4.653	38.778	38.778
2	1.432	11.936	63.194	2.930	24.416	63.194
Extraction Method: Principal Component Analysis.						

Rotated Component Matrix	**Component**	**Communalities**	**Factors**
Lack of Support	.812	.618	COMPATIBILITY FACTOR
Health Issues	.798	.719	
Exploiting Human Resources	.773	.818	
Increased stress	.771	.529	
Imbalanced monetary benefits	.736	.563	
No Uniformity and Regularity	.729	.673	
Immediate deployment	.712	.692	
Feeling Insecure	.603	.596	
Impractical in Nature	.866	.694	ADAPTABILITY FACTOR
Lack of Training	.818	.632	

Unable to adapt things Immediately	.765	.635	
Lack of Motivation	.588	.415	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Source: Computed Data

An exploratory factor analysis was performed on the 12 variables included in the questionnaire in order to determine the Problems faced by BPO employees in regards to Lean management initiatives. Principal component analysis with varimax rotation was conducted. The factor loading matrix is presented in the below tables, and also includes tables on KMO and Bartlett's Test, Communalities, Total Variance Explained, Component Matrix and Rotated Component Matrix. The analysis of the data in these tables is presented below.
The KMO statistic indicates that correlations are relatively compact. Bartlett test also signifies that there is relationship between the variables. In this context of the present study,

Principal component analysis is performed for the Problems faced by BPO employees in regard to Lean management initiatives to verify whether it is possible to reduce the variables into few significant variables.The Eigen value associated with each linear factor is given in the table. Initially before extraction there are 12 linear components and the first factor explains 38.778%of the variance whereas subsequent factor explain small amount of variance. It is clear that two factors can be extracted. Before rotation factor 1 accounted for considerably more variance than the remaining one (24.416%).

The communalities of 16 variables range from 0.415 to 0.818 indicating large amount of variance has been extracted by the factor solution. Using varimax orthogonal criterion and by suppressing the factor loadings less than 0.5 the rotated component matrix is obtained and is given in table. It is evident that all the variables are highly loaded in the first 2 components. In other words, 12 variables are grouped into two factors on the basis of the inter relationship among themselves.

Factor 1 (Compatibility Factor)contains maximum number of variables and explains most of the variance in comparison to the Factor 2 (Adaptability factor). Hence, it is concluded that the Compatibility factor and Adaptability factor are the two major factors affecting the Problems of BPO employees in abiding to Lean initiatives.

Table: 6 showing the Final Cluster Centres of Problems faced by BPO employees in regard to Lean management initiatives in their organisation

Cluster analysis (CA) is an exploratory data analysis tool for organizing observed data into meaningful groups or cluster which maximizes the similarity of cases within each cluster while maximizing the dissimilarity between groups that are initially unknown. A cluster is a group of relatively homogeneous cases or observations. Cluster analysis is the statistical method of partitioning a sample into homogeneous classes to produce an operational classification. The k-means clustering method will produce the exact k different clusters demanded of greatest possible distinction. In K-means clustering, KM application data that has 16 variables with regards to Problems faced by BPO employees in regard to Lean management initiatives in their organisation.

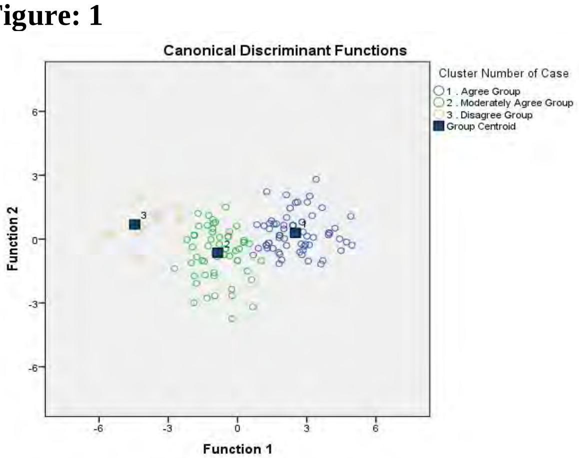
Final Cluster Centers			
Problems in Lean Initiatives in BPO Industry	**Cluster**		
	1	**2**	**3**
Unable to adapt things Immediately	4	4	2
Lack of Training	4	4	2
Impractical in Nature	4	4	2
Feeling Insecure	4	3	2
Immediate deployment	4	3	2
Lack of Support	4	3	2
Exploiting Human Resources	4	3	2
No Uniformity and Regularity	4	3	2
Health Issues	4	3	2
Increased stress	4	3	2
Imbalanced monetary benefits	4	3	2
Lack of Motivation	4	3	2
Cluster	**Number of Cases**		
Agree Group	66.000		
Moderately Agree Group	58.000		
Disagree Group	26.000		
Total	**150.000**		

Source: Computed Data

From the above table we identify the Grouping Clusters that indicates that majority of the respondents belong to Agree Group (66 Cases) whereas 58 cases belong to the Moderately Agree group and only 26 cases belong to the Disagree group. There are so many problems faced by BPO employees in regard to Lean management initiatives in their organisation.

The Problems faced by BPO employees in regard to Lean management initiatives in their organisationbelonging to Cluster 1 (C1) are more affected than those of Cluster 2 (C2) and Cluster 3 (C3). Similarly the cases belonging to Cluster 2 are moderately affected than those of Cluster 3 (C3). The respondents belonging to Cluster 3 (C3) are least affected.

Figure: 1



The present analysis shows that only three groups could be meaningfully formed for each category. Further those are classified into Cluster one, Cluster two, Cluster three categories based on the observation scale parameter, on comparing the preferences of these approaches in terms of clustering the Problems faced by BPO employees in regard to Lean management initiatives in their organisation.

Research Findings:

The overall mean score of the variable pertaining to the problems of SHGs in repayment of loans is 3.30. So, it is statistically evident that BPO employees are undergoing and experiencing various Lean management initiatives in their organisation. Innovative Business Continuity Plan, Process Improvement Initiatives,

Restricting in Lunch/Break Timings and Alteration in Transportation facilities are the major and popular Lean Initiatives in the BPO industry in the present scenario.

There is significant association between Age of the respondents and their adaptability to Lean Management initiatives in the BPO Industry.

There is significant difference between Educational Qualification of the respondents and Problems of Lean initiatives in the BPO Industry.

There is significant association between Nature of BPO services of the respondents and Problems of Lean initiatives.

Suggestion:

Lean initiatives in the BPO industry require strategic approach and technical sustainability. As a result of this research paper, the compatibility and adaptability are the two significant factors that cause potential problems among the employees in regards to the lean management initiatives and its related practices in the BPO industries. The timely trainings, customised team management initiatives, increased employee engagement practices, suitable planning, comprehensive employee – employer communications may enrich the hiccups free implementation of lean management initiatives and practices.

Conclusion:

The successful service industries are totally dependent on the empowered workforce and committed management. Hence, by proper attention to the problems of employees in connection to lean initiatives willresult in profitable and productive lean outcomes. In parallel, the organisation also needs to ensure its financial stability and technological innovation for achievement of lean outcomes in the required time frame. Hence, the BPO industry can achieve sustainable lean approaches through increased compatibility and adaptability nature among their workforce for the organisational growth and development.

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16. A Study on Identifying Factors Motivating Employees with Reference to BPO Sector

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Abstract:
Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee's changes constantly. To achieve the organizational and individual Objectives in an economical and efficient manner, motivation is an important tool in the hands of management to direct the behavior of subordinates in the desired and appropriate direction and thus minimize the wastage of human and other resources.

The present Descriptive study's Primary objective was to identify factors motivating employees. Non- probability convenience sampling method was used to collect primary data through a structured survey questionnaire with a sample size of 200 respondents from a BPO company -Chennai. Statistical package for social sciences (SPSS) was used to analyze the data collected. The results of the study revealed Recognition, Employee relationship, Employee engagement &involvement, Working conditions and Work-life balance as the factors having high influence on motivation levels of the employees. Suggestions such as Appreciation for good work, More learning opportunities etc. based on the findings are also presented in the study.

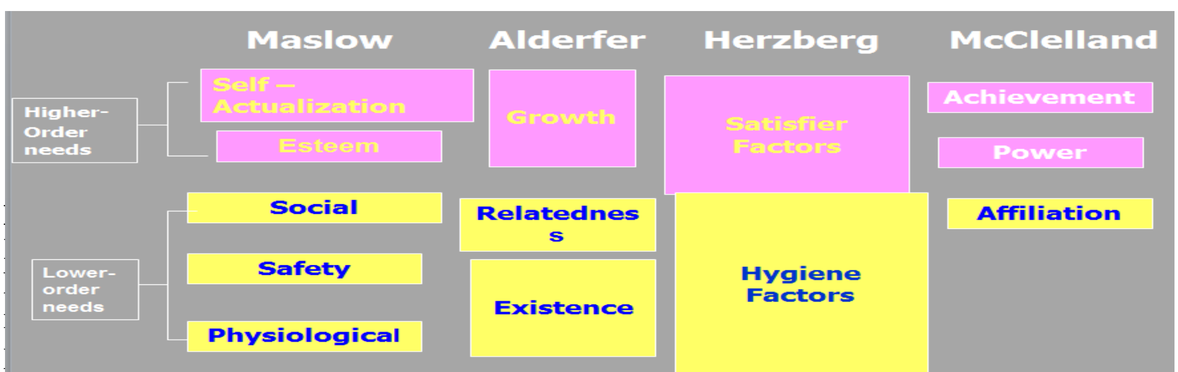
Keywords: Employee Motivation, Retention, Performance, Incentives.

1. Introduction

Motivation

The word motivation is originated from the Latin word "movere" means "to move".D**ubin has defined- "**Motivation is the complex forces starting and keeping a person at work in an organization. Motivation is something that moves a person to action and continues him in the course of action already initiated".

Motivation Theories:



complex. This is due, in part, to the fact that what motivates employee's changes constantly.

Objectives of the study:

Primary objective: To find what are the important factors that really motivates employees in their performance.

Secondaryobjective: To find out the demographic factors and its influence on motivation levels.

Review of Research Papers:

Azoulay, Graff-Zivin, Manso (2010) The analysis reveals that***long term rewards*** rather than short term rewards helped to motivate employees in their work and to promote overall greater creativity.

Kelli Burton(2012). Being able to use ***personal skills*** was ranked highly in what Motivates Employees. Therefore, employers should make this a priority so that their employees are able to use their skills and abilities to their fullest.

Maccoby, Michael (2010)Observing people at work and leading projects, I suggested that to motivate followers, leaders should employ a mix of four ***R's: Responsibilities, Relationships, Rewards, Reasons.***

Research Methodology

Research design used in this study is the **Descriptive Method**. Non- probability convenience sampling method was used to collect primary data through a structured survey questionnaire with a sample size of 200 respondents from a BPO company -Chennai.

2.1 Questionnaire Design:

The questionnaire framed for the research study is a structured questionnaire with questions predetermined before the survey. Section A contains questions related to Demographic Factors such as Age, Gender, Qualification, Tenure, Designation and Averagemonthly income.

Section B contains survey questions related to 13 factors such as Monetary, Working-conditions, Safety, Work-life balance, Status, Supervision, Employee relationship, Recognition, Achievement, Job-enrichment, Responsibility, Growth & advancement, Employee engagement & involvement.The questionnaire ends with an open ended question- "Any other factors that motivates you".

Measurement Scale

The scales used to evaluate the questions are:

Likert 5 point scale (5=Stronglyagree, 4=Agree,3=Neutral,2=Disagree,1=Strongly disagree)

Data Analysis and Interpretation

Percentage Analysis

Age classification:

Table 3.1.1Age classification of Respondents

Sl.No.	Age	Frequency	Percentage
1	Less than 25	113	56.5
2	26-35	64	32.0
3	36-45	19	9.5
4	Above 46	4	2.0
	Total	**200**	**100**

Table 3.1.2 Gender classification of Respondents

Sl.No.	Gender	Frequency	Percentage
1	Male	156	78
2	Female	44	22
	Total	**200**	**100**

Table 3.1.3Designation of the Respondents:

SL.No.	Designation	Frequency	Percentage
1	Junior Management	91	45.5
2	Middle Management	49	24.5
3	Executives	53	26.5
4	Higher management	7	3.5
	Total	**200**	**100**

3.1.4 Average Monthly Income

Table- Average Monthly Income of the Respondents:

Sl.No.	Monthly Income	Frequency	Percentage
1	Less than 15000	109	54.5
2	16000-25000	34	17.0
3	26000-35000	18	9.0
4	36000-45000	17	8.5
5	Above 45000	22	11.0
	Total	**200**	**100**

3.2-REGRESSION ANALYSIS

3.2-Regression analysis between dependent and independent variables

AIM:To identify the factors that motivates employees.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.253	.141		1.794	.074
	monetary	.083	.030	.123	2.767	.006
	working condition	.105	.039	.129	2.684	.008
	Safety	.079	.031	.113	2.569	.011
	Work life	.075	.027	.129	2.811	.005
	Status	.053	.035	.074	1.501	.135
	Supervision	.068	.040	.082	1.702	.091
	Relationship	.130	.037	.177	3.558	.000
	Recognition	.133	.040	.182	3.305	.001
	Achievement	-.019	.033	-.028	-.580	.563
	Enrichment	.050	.040	.063	1.255	.211
	Responsibility	.065	.039	.089	1.671	.096
	Growth	.063	.035	.105	1.780	.077
	Engagement	.089	.038	.132	2.338	.020

Inference

The standardized coefficients beta column, gives us the coefficients of independent variables in the regression equation including all the predictor variables. From that we have developed the following Motivation Model:

Motivation=0.123(Monetary) 0.129(Working condition) 0.113(Safety) 0.129(Work-life balance) 0.074(Status) 0.082(Supervision) 0.177(Employee relationship)0.182 (Recognition) -0.028(Achievement) 0.063(Job Enrichment) 0.089(Responsibility) 0.105(Growth&Advancement)0.132(Employee engagement&involvement).

The factors like Recognition, Employee relationship, Employee engagement &involvement, Working condition, Work-life balance are the factors having ***high influence*** than other factors.

Factors like Monetary, Safety, Growth & advancement, Responsibility, Supervision are the factors that have ***moderate influence.***

Status, Job-enrichment, and Achievement are the other factors having ***less influence*** in the motivation levels of employees.

3.3 Chi Square Analysis

3.3.1 Chi square test between Age and Motivation

AIM: To test if there is significant association between age and motivation level.
Assume,
H0: There is no significant association between age and motivation level.
H1: There is significant association between age and motivation level.

3.3.1 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.798[a]	6	.022
Likelihood Ratio	15.561	6	.016
Linear-by-Linear Association	2.197	1	.138
N of Valid Cases	200		

Inference:

The table3.3.1 shows that the significance level (0.022) is lesser than 0.05.
Hence the Null hypothesis is rejected and the Alternate hypothesis is accepted at 95% confidence level.
Therefore there is significant association between age and motivation level.

3.3.2 Chi square test between Income and Motivation

AIM: To test if there is significant association between Income and motivation level.
Assume,
H0: There is no significant association between Income and motivation level.
H1: There is significant association between Income and motivation level.

3.3.2 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.911[a]	8	.044
Likelihood Ratio	15.363	8	.052
Linear-by-Linear Association	3.150	1	.076
N of Valid Cases	200		

Inference

The table 3.3.2 shows that the significance level (0.044) is lesser than 0.05.
Hence the null hypothesis is rejected and the alternate hypothesis is accepted at 95% confidence level.
There is significant association between Income and motivation level.

3.3.3 Chi square test between Designation and Motivation

AIM: To test if there is significant association between designation and motivation level.
Assume,
H0: There is no significant association between designation and motivation level.
H1: There is significant association between designation and motivation level.

3.3.3 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.142[a]	6	.041
Likelihood Ratio	9.864	6	.130
Linear-by-Linear Association	.689	1	.406
N of Valid Cases	200		

Inference:

The table 3.3.3 shows that the significance level (0.041) is lesser than 0.05.

Hence the null hypothesis is rejected and the alternate hypothesis is accepted at 95% confidence level. ***Therefore there is significant association between designation and motivation level.***

Findings, Suggestions and Conclusion.

Summary of Findings:

56.5% of Respondents are within the age bracket of less than 25 Years.

78% of the respondents are Male.

45.5% of the respondents come under Junior Management category.

54.5%of the Respondents come under less than 15000 per month category.

Regression Analysis:

The factors like Recognition, Employee relationship, Employee engagement & involvement,Working condition, Work-life balance are the factors having ***high influence***on the motivation level of employees than other factors.

Factors like Monetary, Safety, Growth & advancement, Responsibility, Supervision are the factors that have ***moderate influence.***

Status, Job-enrichment, and Achievement are the other factors having **le*ss influence*** on the motivation levels of employees.

Conclusion

The project was undertaken with a primary objective to identify the factors motivating employees.From the findings,Recognition, Employee relationship, Employee engagement &involvement, Working conditions, Work-life balance are the factors having high influence than other factors. Timely appreciation for doing a good job, Clear career paths are some of the suggestions recommended. The findings and suggestions from the study can be used fruitfully for encouraging employees to make positive contribution for achieving organizational objectives. Motivation should be done as a continuous process since motivation process is based on needs which are unlimited. Human resources are the most important asset in the organization, motivating them should be the number one priority for every manager.

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17. A Study on varieties of Branded Milk and pricing Strategy Nagapatinam District

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Abstract:

This article explains the different varieties of branded milk Sales in the Nagai district. the objective of study was to assess the level of brand preference and pricing Strategy dairy brands. Different Milk brands available in Tamilnadu but particularly nagai district Aavin,arokya. Vijai. Thirumalai, Amirtha,KC,Hatsun, Tamil etc.. This brands of milk available in the surrounding Area kuttalam, Mayiladuthurai, Sirkali, Tharangambadi, sales of branded milk.

Keywords: Milk**,** Brand Preference**,** Priceing Strategy**,** Varities of Branded Milk

Introduction

Today India is one of the largest milk producing country in the world. The development in dairy sector in India is one of the most successful development programs of India especially after the independence period. This deserves an appropriation because when the world milk production showed a negative growth of 2%, it showed increased growth rate of 4%. But the demand for the milk is still more than its supply because the total estimated demand of the total population of India is 80 million tones but the supply is estimated 72 billion tones.During the period of 1993-2005, an annual growth of 4$ is recorded by the sector , which is almost equal to 3 times of average growth rate of the dairy sectors in the world while in the year of 2006-2007, the total milk production was over 94.6 million tones with a per capita availability of 229 gm per day in the country. With the present level of milk production, India has emerged as the largest milk producing country in the world and a production level of 135 million tons is expected till the year 2015, because Highest livestock population are available in India.

Brand preference

Brand preference is closely related to brand choice which can assist consumer decision making and activate the brand purchase action. Knowing the pattern of consumers preferences across the population is a critical input for designing and developing innovative marketing strategies There are many factors influencing the consumers to buy a particulars product. Especially consumers preferences are affected by various factors which were endorsed by existing studies. Consumer purchasing choices lead to efficient market segmentation strategies in the company purchasing choices lead to efficient market segmentation strategies in the company also. However the forecasting of consumer,s preferences is not an easy task, it may be predicted by the companies for Their survival in the present competitive scenario.

Milking strategy

A strategy in which generation of short-term revenues is given higher than longer-term concerns, such as brand development or stability of the company. Milking strategies are sometimes used by investors that want to boost stock prices or company revenues in order to create profits quickly.

Pricing Strategy in Marketing

Pricing strategy in marketing is the pursuit of identifying the optimum price for a product. This strategy is combined with the other marketing principles known as the four P's (product, place, price, and promotion), market demand, product characteristics, competition, and economic patterns. The pricing strategy tends to be one of the more critical components of the marketing mix and is focused on generating revenue and ultimately profit for the company. The success in pricing strategies for businesses is heightened with clarity on market conditions, an understanding of the consumer's unmet desire, and the amount they are willing to pay to fulfill it.

1.Manufacturer,s suggested Retail price

Many small businesses prefer to simply price their goods in accordance with the manufacturer's suggested retail price. They thus eliminate costs associated with making their own pricing decisions or pursuing more proactive pricing strategies. Critics note, however, that this strategy—such as it is—is utterly heedless of the competition, which may be able to offer a lower price for any number of reasons.

2. Price Bunding

This is the practice of giving the customers the option of buying several items or services for one price. A furniture retailer, for example, might offer customers a sofa and love seat combination at a price that is somewhat lower than what the two goods would cost if bought separately. Similarly, a landscaper might lure customers by offering two free months of lawn maintenance with any major landscaping job. Leonard Berry and Manjit Yadav noted in *Sloan Management Review* that bundling has several advantages, especially for service-oriented businesses: "The cost structure of most service companies is such that providing an additional service costs less than providing the second service alone…. A second benefit of bundling that appeals to customers is purchasing related services from one service provider. They can save time and money by interacting with an paying one provider rather than multiple providers. Third, bundling effectively increases the number of connections a service company has with its customers."

3. Multiple pricing

Similar to price bundling, multiple pricing is the practice of selling multiple units of an item for a single price. A grocery store that offers two boxes of macaroni and cheese at a single price, for instance, is engaged in multiple pricing. Whereas price bundling is more commonly employed for big-ticket items, multiple pricing is usually used to sell inexpensive consumable items such as razor blades, shampoo, household cleaning products, and food and beverages.

4. Cost – plus pricing

This methodology, popular with manufacturers, involves adding together all labor, material, and overhead costs (the "cost") and then adding the desired profit (the "plus").

5. Competitive pricing

Some small business owners choose to base their own prices on the prices of their principal competitors. Business owners who choose to follow this course, however, should make sure that they look at competing businesses of similar size and strength. "It's very chancy to compete with a large store's prices," noted the SBA's *The Facts About Pricing Your Products and Services,* "because they can buy in larger volume and their cost per unit will be less. Instead, price products based on your local small-store analysis, then highlight other competitive factors, like personalized customer service and convenient location." Competitive pricing among service-oriented businesses, meanwhile, is a hazier proposition, since the nature and quality of services offered can vary so widely from business to business. Still, it is often employed, if only as a general pricing guideline.

6. Pricing above competition

If a business is operating in a community in which low prices are most customers' primary concern, then this pricing strategy is obviously doomed to failure. In settings in which price is not the customer's most important consideration, however, some small businesses can do quite well employing this strategy. The key to making "pricing above competition" work, say experts, is to provide customers with added benefits that justify paying the higher price. These benefits can take the form of: 1) convenient or exclusive location; 2) social status; 3) exclusive merchandise; and 4) high level of service. The latter can take the form of home or office delivery of goods, service and/or product knowledge, speed of service, attractive return policies, and friendly atmosphere.

Some business owners also boost prices in markets that have few competitors, reasoning that the community has little choice but to buy from their businesses. Such prices rarely reach outrageous levels, but they can become sufficiently high that enterprising entrepreneurs will recognize an opportunity to undercut the business with more inexpensively priced goods or services.

7. Pricing Below Competition

Pricing below competition is the practice of setting one's prices below those of its competitors. Commonly employed by major discount chains such as Wal-Mart—which can do so because its purchasing power enables it to save on its costs per unit—this strategy can also be effectively used by smaller businesses in some instances (though not when competing directly with Wal-Mart and its ilk), provided they keep their operating costs down and do not spark a price war. Indeed, the smaller profit margins associated with this pricing strategy make it a practical necessity for participating companies to: exercise tight control over inventory; keep labor costs down; keep major operational expenses such as facility leases and equipment rental under control; obtain good prices from suppliers; and make effective use of its pricing strategy in all advertising.

8. Price lining

Companies that engage in this practice are basically hoping to attract a specific segment of the community by only carrying products within a specified price range. This strategy is often employed by businesses whose goods/services or location are likely to attract upscale buyers, though others use it as well. Advantages sometimes accrued through price lining practices include: reduced inventory and storage costs, ease of merchandise selection, and enhanced status. Analysts note, however, that this strategy frequently limits the company's freedom to react to competitors' pricing strategies, and that it can leave businesses particularly vulnerable to economic trends.

9. Odd pricing

Odd pricing is used in nearly all segments of the business world today. It is the practice of pricing goods and services at prices such as $9.95 (rather than $10) or $79.99 (rather than $80) because of the conviction that consumers will often round the price down rather than up when weighing whether to make a purchase. This little morsel of pricing psychology has become so universally employed that many observers question its value; still, the practice remains widespread across the United States (and elsewhere).

Varieties of Branded Milk sales in Nagai District

Name& Varities of Branded Milk	Pricing Strategy	**PerLitre Rs**
Aavin	Blue Green Orange Magenta	37 41 45 34
Aroky	Full creamMilk Standardised	50 46
Tamil	-	-

KVC	-	-
Rusi	-	-
Hatsun	Full creamMilk Blanced milk price Toned milk price	48 to 50 44 to 46 40 to 42
Eniya	-	-
Vijai	Touble toned	34
Cavins	Consumer paying Standardised	42 44
Amirtha	-	-
Raj	-	-
Thirumalai	Consumer paying Standardised Full creamMilk	-
KC	-	-
Ammaiyar	Consumer paying Standardised Full creamMilk	-
JPR	-	-
Gowtham	-	-
Golden fresh	-	-

Conclusion

Conclude that Different Milk brands available in Tamilnadu but particularly Nagai district Aavin,Arokya. Vijai. Thirumalai, Amirtha,KC,Hatsun, Tamil etc.. This brands of milk available in the surrounding Area kuttalam, Mayiladuthurai, Sirkali, Tharangambadi, sales of branded milk. Private company same Pricing stategy .

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18. A Study on Employee Job Satisfaction

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Introduction

Job satisfaction is the extent to which people like or dislike their jobs. The concept of job satisfaction has been developed in many was by many different researchers and practitioners. This study mainly concentrates on the satisfaction of employees in spite of their years of experience in an organization.

Key words: Job Satisfaction, Punctuality, Absenteeism, Monotony, Anxiety.

1.1.INTRODUCTION

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organisations. High levels of job satisfaction may be a sign of a good emotional and mental state of employees. Job satisfaction causes a series of influences on various aspects of organizational life. Some of them are employee productivity, loyalty and absenteeism.

Employee loyalty is one of the most significant factors that human resource managers in a particular must have in mind. Employee loyalty is classified into three types:Affective loyalty: employee feels emotional connection to the company. Normative loyalty: employee feels like he owes something to the company. Continuity loyalty: employee does not have an opportunity to find another job.

1.2.DEFINITIONS:

"Job satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience." - E.A. LOCKE.

"Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work." - KEITH DANIS

1.3. MEASURING JOB SATISFACTION:

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that workers' level of job satisfaction can impact their job performance, and thus determining metrics is crucial to creating strong efficiency.

Despite widespread belief to the contrary, studies have shown that high-performing employees do not feel satisfied with their job simply as a result of high-level titles or increased pay. This lack of correlation is a significant concern for organizations, since studies also reveal that the implementation of positive human resource practices results in financial gain for the organizations. The cost of employees is quite high, and creating satisfaction relevant to the return onthisinvestmentisparamount.Simplyputpositiveworkenvironmentsand increasedshareholdervalue are directly related.

Some factors of job satisfaction may rank as more important than others, depending on each worker's needs and personal and professional goals. To create a benchmark for measuring and ultimately creating job satisfaction, managers in an organization can employ proven test methods such as the job descriptive index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ). These assessments help management define job satisfaction objectively.

1.4.IMPORTANCE OF JOB SATISFACTION:

Keeping employees happy helps strengthen a company in many ways.

Lower turnover: Turnover can be one of the highest costs attributed to the HR department. Retaining workers helps to create a better environment and makes it easier to recruit quality talent and save money. The bottom line is when employees are satisfied; they are typically much less likely to leave.

Higher productivity: Irrespective of job title and pay grade, employees who report high job satisfaction tend to achieve higher productivity.
Increased profits: keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.
Loyalty: When employees feel the company has their best interests at heart, they often support its mission and work hard to help achieve its objectives. This in turn will spread the goodwill of the company.

1.5. FACTORS INFLUENCING JOB SATISFACTION:

Job satisfaction is under the influence of a series of factors such as: the nature of work, salary, advancement opportunities, management, work groups and work conditions.

1.6. MANAGEMENT AND COMMUNICATION:

In addition to these factors, one of the most important aspects of an individual's work in a modern organization concerns, communication demands that the employee encounters on the job.

Demands can be characterized as a communication load: "the rate and complexity of communication inputs an individual must process in a particular time frame". If an individual receives too many messages simultaneously, does not receive enough input on the job, or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated and unhappy with work, leading to a low level of job satisfaction.

Superior-subordinate communication or the relationship between supervisors and their direct report is another important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship.

1.7. REVIEW OF LITERATURE:

Reamonn Lydon, empirical study on job satisfaction has relied on two hypotheses: firstly, that wages are exogenous in a job satisfaction regression and secondly, that appropriate measures of relative wage can be inferred.

Young-joo Lee, the study examines similarities and differences in what affects managers' job satisfaction in nonprofit and public organizations, focusing on managers' perception of their organization, job, and top management.

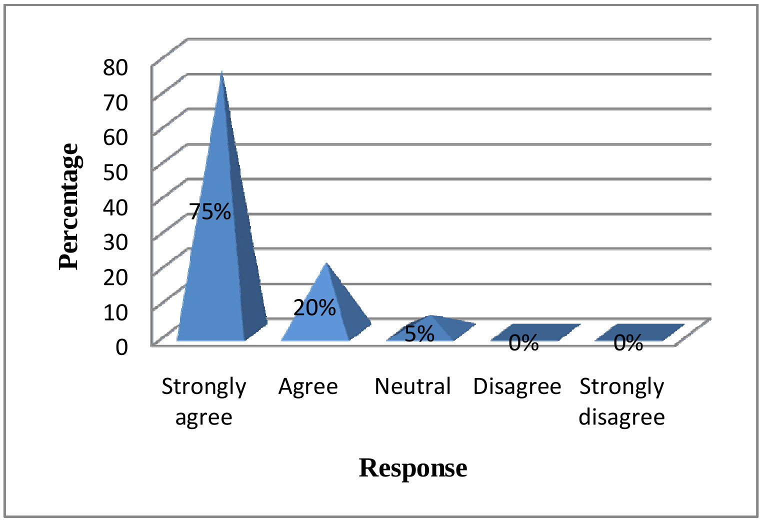
Bradley E. Wrightand**Brian S. Davis,** the study analyzes the effects of three components of the work context: organizational goal conflict, organizational goal specificity, and procedural constraints and four job characteristics: job specificity, routineness, feedback, and human resource development faced by public employees

1.8.OBJECTIVES OF THE STUDY:

- This study mainly concentrates on the satisfaction level of the employees in their respective jobs.
- To check whether the employees have proper working conditions to perform the task assigned to them.
- To check whether job satisfaction brings mutual understanding and favorable attitudes between the workers and the management.

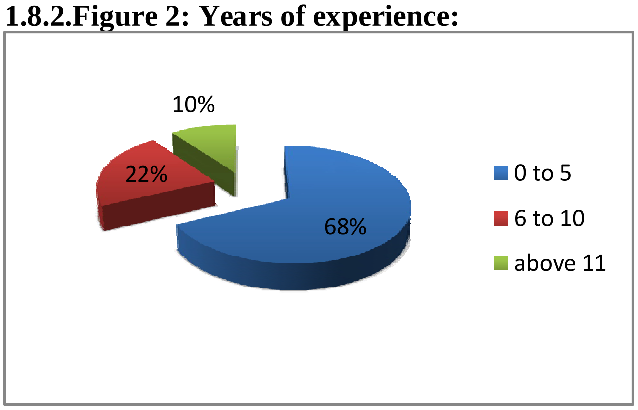
1.9.DESCRIPTIVE STATISTICS:

1.9.1. Figure 1: Employees satisfaction corresponding to their job:



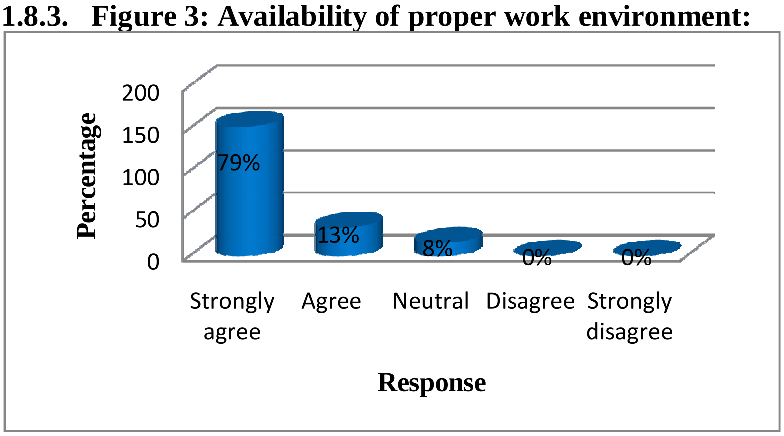
Inference: From the above figure75% of the respondents strongly agree that they are satisfied with their job; 20% of the respondents agreed to the same; while 5% of the respondents are neutral.

1.8.2.Figure 2: Years of experience:



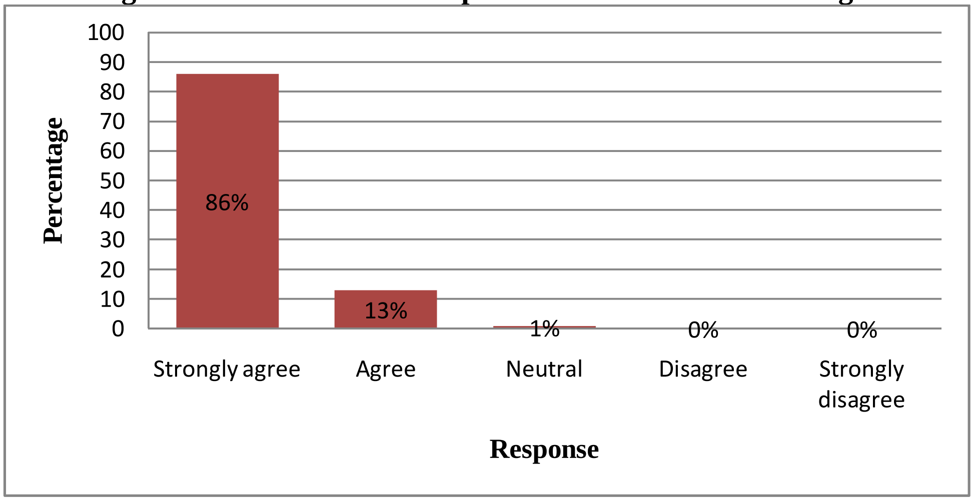
Inference: From the above figure 68% of the respondents have 0-5 years of experience; 22% have 6-10 years of experience; 10% have above 11 years of experience.

1.8.3. Figure 3: Availability of proper work environment:



Inference: From the above figure 79% of the respondents strongly agree that they have proper work environment; 13% of the respondents agreed to the same; while 8% of the respondents are neutral.

1.8.4. Figure 4: Mutual relationship between workers and management



Inference: From the above figure86% of the respondents strongly agree that there is a mutual relationship between workers and management; 13% of the respondents agreed to the same; while 1% of respondents are neutral.

1.9. CHI-SQUARE ANALYSIS:

Ho: There is a relationship between years of experience and the satisfaction level of employees.

H1: There is no relationship between years of experience and the satisfaction level of employees.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SATISFACTION LEVEL OF EMPLOYEES * YEARS OF EXPERIENCE	100	100.0%	0	.0%	100	100.0%

satisfaction level of employees * years of experience

		YEARSOFEXPERIENCE			Total
		0-5	6-10	ABOVE 11	0-5
SATISFACTION LEVEL OF EMPLOYEES	STRONGLY AGREE	50	20	5	75
	AGREE	15	1	4	20
	NEUTRAL	3	1	1	5
Total		68	22	10	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.923(a)	4	.140

Chi Square Value = 6.923 P = 0.140 α= 0.05

Inference: Since the P value 0.140 is greater than α, we accept null hypothesis, that is, there is relationship between years of experience and the satisfaction level of employees.

1.9. FINDINGS:

- 60% of the respondents are male and 40% are female.
- 79% of the respondents feel that they have proper work environment.
- 64% of the respondents feel that their work is assigned truly based on their qualification and skills.
- 86% of the respondents are satisfied with the top management.
- 79% of the respondents are satisfied with their working hours.
- 77% of the respondents feel that they have proper authority to fulfill their responsibility.
- 70% of the respondents agree that they have counseling programs for employee regularity.
- 84% of the respondents agree that top management involves them in management decisions.
- 73% of the respondents feel that employees share their experiences to help each other in their jobs.
- 77% of the respondents feel that they are appreciated if their targets are achieved on time.
- 80% of the respondents feel that the welfare facilities provided to them are satisfactory.
- 72% of the respondents feel that the salary provided to them is satisfactory.
- 75% of the respondents feel the overall satisfaction in their job.

1.10. SUGGESTION:

To increase the job satisfaction level of the employees the company should concentrate mainly on the incentive and reward structure rather than the motivational session.

CONCLUSION:

Employee welfare plays a vital role in every organization. From the analysis I conclude that the job provides the opportunity to the employees to exercise the employee's skills at work place. From the analysis it was also observed that there is scope for the improvement for reward structure. Finally I would like to conclude that the employees are satisfied with their work and organization.

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19. A Study on Interpersonal Behaviour of Working Women in Chennai City

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Abstract

Women, as knowledge facilitators are essentially expected to build healthy relationships in the work front for achieving professional success. During the past fifty years, the situation of women has changed dramatically. They have expanded their career aspirations. The ability to get along with others is immensely helpful to enhance their career and to enrich the existing potentials providing sustainable growth in future. However, the intensity of communication lies upon the interpersonal styles adopted during the formal interactions. Interpersonal Behaviour is the study of one's own perception, knowledge, attitude & motivation and how these affect one's behaviour to the self and with others. This research study is attempted to find out the factors that have an impact and significant influence on interpersonal behaviour of working women in Chennai city. To begin with, the factors are identified through literature review and current context in Chennai city. Factors were found and a quantitative research was done. After developing a questionnaire, survey was conducted among 100 working women.

KEY WORDS: Communication, Interpersonal Behaviour, Interpersonal Style, Perception, Sustainable Growth.

INTRODUCTION:

Today every organization expects its members to focus on establishing an effective interpersonal communication network among their superiors, peers, subordinates and the supporting staff over time, so as to achieve organizational goals through the collaborative effort rather than individuals. Interpersonal communication skills relates to "the ability to interact with others for achieving sustainable relationship at workplace". However, due to the impact of workforce diversity, working women suffer several barriers that create a "Noise" in the interpersonal communication process and thereby induce new communication challenges in their everyday lives. They may communicate everyday with others but they may not be effective in creating good professional relationships.

Therefore working women should certainly understand their multi-dimensional roles and its functions like persuading, influencing, teaching, guiding, coordinating, instructing and discussing among the members of the organization to change their interpersonal behavioural styles according to the communicative situations. .

OBJECTIVES OF THE STUDY:

- The main purpose of the study is to identify the interpersonal behaviour of working women.
- To identify the psychological factors that influence the interpersonal effectiveness of working women.
- To classify the interpersonal behaviour of working women based on the psychological factors.

LIMITATIONS OF THE STUDY:

- Time was a major constraint for the study.
- The sample size consists of female respondents only.
- True details may not be furnished due to fear of respondents.
- Results of the study may not be generalized.

REVIEW OF LITERATURE:

Bianca D'antono, blaine Ditto, D.S Moskowitz, and Norka rios, The study stated that Psychological factors have long been implicated in the development of hypertension.The main objective of the study is to evaluate the relationship between blood pressure and social behaviour in the natural environment over an extended period of time.40 healthy young adult women at varying risk for hypertension were asked to record their behaviour, three times a day for 32 days. Behaviours were representative of the interpersonal circumflex, dominance, submissiveness, agreeableness, and quarrelsomeness. The study found that casual blood pressure was significantly correlated with submissive behaviour and inversely correlated with agreeable behaviour. The authors concluded that the results concur with the literature on the relationship between hostility and blood pressure but also suggest the importance of submissiveness in college women.

R.Krishnaveni and R.Thamaraiselvi (2011) A descriptive research was undertaken among women academicians to identify the psychological barriers at workplace for communicating effectively with others that intrude their workplace interactions. An initiative was made to correlate some highly influencing factors with interpersonal effectiveness and to test their significance in the process.Statistical tools like correlation; regression and independent sample T- test were adopted to substantiate the findings of the study.This survey can help the professional women to understand the psychological influence in the interpersonal process and can try to overcome them by revitalizing the communication style in their work lives. It is concluded that,even though teaching professionals tend to balance their emotions while communicating with others and also tuned up to be cautious about their way of trust, interest and empathy and consciousness during interactions at workplace.

RESEARCH METHODOLOGY:

Research Methodology is a way to systematically solve a problem. It may be understood as a science of study where research is done scientifically. It includes various steps that are generally adopted by a researcher in studying his research problem. This is a descriptive and analytical study based on both primary and secondary data.

Data collection:

Primary data consist of original information collected for specific purpose only from working women of different age groups. **Secondary data** consist of information that already exists somewhere that has been collected for this purpose. The secondary data is obtained from the text book, Internet, research articles and journals.

Sampling design and size:

Under this study, convenience sampling is used for selecting the sample from the universe. The questionnaire has been issued to 100 working women in Chennai City.

ANALYSIS AND FINDINGS:

Analysis and findings is a process of assessing meaning to the collected information and determining the inference of the study.The data that was collected were statistically analysed through percentage analysis and factor analysis using SPSS.

Percentage analysis:

It is used to find out percentage of respondents from the total number of respondents. It compares the relative terms.

$$\text{PERCENTAGE} = \frac{\text{NUMBER OF RESPONDENTS}}{\text{TOTAL NUMBER OF SAMPLES}} \times 100$$

Demographic Profiles	**Frequencies**	**Percentage**
QUALIFICATION		
Diploma	2	2
UG	6	6
PG	42	42
Professional	41	41
Others	9	9
Total	**100**	**100**
EXPERIENCE		
Below 1 year	29	29
2-3 years	36	36
4-5 years	17	17
Above 5 years	18	18
Total	**100**	**100**
INCOME LEVEL		
Below 10000	24	24
10000-20000	20	20
20000-30000	18	18
30000-40000	22	22
Above 40000	16	16
Total	**100**	**100**
NO OF CO-WORKERS		
Below 5	56	56
5-10	21	21
10-15	10	10
15-20	9	9
Above 20	4	4
Total	**100**	**100**
NO OF SUPERIORS		
1	61	61
2-5	26	26
6-10	1	1
Above 10	12	12
Total	**100**	**100**
OCCUPATION		
Employee	47	47
Professional	32	32
Entrepreneur	8	8
Self-employed	13	13
Total	**100**	**100**
INTERPERSONAL BEHAVIOUR		
Never true	6	6
Sometimes true	39	39
Neutral	15	15
Often true	23	23
Always true	17	17
Total	**100**	**100**

FINDINGS:

By applying percentage analysis the following inferences were found:

- Majority of the respondents (42%) are “post graduates”.
- Majority of the respondents (36%) are having an experience of “2-3” years.
- Majority of the respondents (24%) of them are earning “Below 10000”.
- Majority of the respondents (56%) have “less than 5” co-workers.
- Majority of the respondents (61%) are having only “one” superior.
- Majority of the respondents (47%) are “Employees”.
- Majority of the respondents (39%) are considering interpersonal behaviour as “sometimes true”.

Factor analysis:

Factor analysis is by far the most often used multivariate technique of research studies. It is a technique applicable when there is a systematic interdependence among a set of observed or manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this commonality.

Rotated Component Matrix (a)

Factors	**variables**	**Components**				
		1	2	3	4	5
FACTOR 1	People who know me would describe me as cheerful and friendly	.619				
	I feel confident in my ability to stand up for my rights	.617				
	I help my surroundings to get to know each other	.608				
	I ask for a raise when I feel I really deserve it	.309				
	When someone asks me a favour, I curtly (rudely) tell the person to go and look for someone else	(.765)				
FACTOR 2	I find it difficult to speak up in a group of strangers		.698			
	I feel uncomfortable to inform about any unpleasant news to my boss, colleagues and friends		.600			
FACTOR 3	When other people do something different from the way I would do it, I avoid being critical of them			.765		
	Other people find me interesting.			.746		
	I respond with more modesty (humble) than I really feel when my work is compliment			.574		
	When I feel angry with other people, I hide it rather than expressing it			.562		
	I find it easy to ask for help			.334		
	When my boss talks angrily due to poor performance I also get angry rather than apologizing			.320		
FACTOR 4	I win arguments by dominating the discussion				.700	
	I usually become angry and lose my temper when things don't go the way I want them to				.659	

	I work to resolve problems in the team as quickly as possible				.653	
	If people criticize my work, I find a way to make them back.				.548	
	If people are rude, I will be rude right back				.326	
FACTOR 5	I feel panic to talk to my boss when he/ she call me					.734
	People take advantage of me.					.664

NAMING OF FACTORS

S.NO	**NAMES**	**TOTAL VARIANCE**
Factor 1	Assertive Behaviour	1.388
Factor 2	Robust Behaviour	1.296
Factor 3	Passive Behaviour	3.301
Factor 4	Aggressive Behaviour	2.886
Factor 5	Rationale Behaviour	1.398

FINDINGS:

The first factor is“**Assertive Behaviour**”, it includes 5 variables and it explains the variance of 1.388. The second factor is“**Robust Behaviour**”, it includes 2 variables and it explains the variance of 1.296. The third factor is“**Passive Behaviour**”, it includes 6 variables and it explains the variance of 3.301. The forth factor is“**Aggressive Behaviour**”, it includes 5 variables and it explains the variance of 2.886. The fifth factor is“**Rationale Behaviour**”, it includes 2 variables and it explains the variance of 1.398.

SUGGESTIONS:

Even though working women tend to balance their emotions while communicating with others and also tuned up to be receptive when listening to students or superiors or colleagues. The research findings recommendthem to be cautious about their way of expressing trust, interest, empathy and consciousness during the interactions at workplace.

CONCLUSION:

The bed rock of good interpersonal behaviour is the ability to motivate, persuade, influence, listen, and create understanding during the process. Working women should realize the need for effective interactions in their day to day lives and determine their interpersonal levels to meet the corporate challenges. They also need to fine tune their communicative approach towards their colleagues and technical staffs to transform their knowledge into actions through excellent interpersonal communication skills.Interpersonal behavioural skills are one of the useful domestic equipment that can be optimized for creating a “Conflict-Free” working environment.

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20. A Study on 'Effectiveness of Advertisements in Social Media'with Special Reference to Facebook, Twitter and Instagram

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ABSTRACT

Social media is a growing form of connectivity in India. People from all walks of life use this media to connect with the world. Advertising in this media is also not costly in comparison with other media. Marketers can use this base to attract and create new customers. This study is aimed at finding out whether advertisements made in these sites are beneficial or not to the marketers. Questionnaires were distributed to 100 respondents in Chennai city. As far as statistical tool, Percentage analysis, Chi square and Regression analysis using SPSS Package were used.

INTRODUCTION

India has an internet base user of about 462 million as of July 1, 2016. It is the second largest user base in the world, next only to China. Today's youths are hooked to Social Media sites like Facebook, Twitter, Instagram, Hangouts, WhatsApp, Hike etc., Not only youths, many users of various walks of life, belonging to various age groups has a Social media active account. Social media advertising is also called as Viral Marketing as it works on the principal of a virus that spreads speedily. Social media, especially social networking sites, provide a virtual space for people to communicate. It helps a website to swiftly reach throughout the world with multiplied networking chain. The Advantage a Marketer enjoys is that, advertisements made in these sites are charged meager and the reach is also to the Mass. This paper tries to find whether advertisements made in these sites convert the viewers as customers.

OBJECTIVES OF THE STUDY

- To find the factors influencing the online purchase
- To determine whether there is relationship between browsing hours and purchase
- To study the effectiveness of advertisement in social media
- To find whether the customers are satisfied with the site from which they made purchase

RESEARCH METHODOLOGY

Primary data was collected by circulating questionnaires among respondents who have purchased online after seeing advertisement in any of the Social media sites such as Facebook, Twitter and Instagram. Secondary data was collected from journals, internet and conference articles.

Sample size	: 100
Sample technique	: Simple Random Sampling
Statistical tool	: Chi square, Correlation, Percentage Analysis using SPSS Package
Data collection Methodology	: Primary data

REVIEW OF LITERATURE

Simona Vinerean, in his study on "The Effects of Social Media Marketing on Online Consumer Behavior", found the effects of different predictors related to Social networking sites on the respondents.

Dr. M. Saravana Kumar, Dr. T. Sugantha Lakshmi, in their study, "Social Media Marketing", has found how Advertisements made in these Social networking sites help the Marketers.

LIMITATIONS OF THE STUDY

- The study is limited to Chennai city only
- The survey was conducted only among 100 respondents
- Even though there are many social media sites, this paper studies only about effectiveness of adverstiements made in Facebook, Twitter and Instagram

ANALYSIS AND INTERPRETATION

Table 1 Showing the Chi-square test to find the relationship between browsing hours and purchase

H_0 there is no relationship between browsing hours and purchase

H_1 there is relationship between browsing hours and purchase

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.322[a]	3	.345
Likelihood Ratio	3.486	3	.323
Linear-by-Linear Association	1.962	1	.161
N of Valid Cases	100		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 4.41.

Interpretation:

From the above table it is clear that the table value is less than 0.05. Hence H_0 is accepted, which means there is no relationship between browsing hours and purchase.

Table 2 Shows the relationship between Age and Satisfaction level

H_0 there is no relationship between Age group and Satisfaction level

H_1 there is relationship between Age group and Satisfaction level

Correlations

		AGE	8E
AGE	Pearson Correlation	1	-.056
	Sig. (2-tailed)		.695
	N	100	51
8E	Pearson Correlation	-.056	1
	Sig. (2-tailed)	.695	
	N	51	51

Interpretation:

From the above table it is clear that H_0 is accepted as there is negative correlation between Age group and Satisfaction level in Online purchase.

Table 3 Showing the Satisfaction level of Age group between 15 and 25

Particulars	Percentage
Highly satisfied	2
Satisfied	34
Not satisfied	1
Not purchased	34
Total under age 15-25	71

Interpretation:
From the above chart it is clear that 34% of the respondents are satisfied. However only 2% are Highly satisfied. But 34% of the respondents between the age group of 15-25 have not purchased after seeing the advertisements.

Table 4 Shows the Factors influencing their purchase

Particulars	Percentage
Offers & discounts	25
Numerous choice	9
Easy mode of purchase	4
Reasonable price	4
EMI	9
Total	51

Interpretation:
From the above table and chart, out of 51% of respondents, 25% of the respondents have purchased after seeing advertisements because they were attracted by the offers and discounts. There is equal weightage 9% given to EMI and Numerous choice. Meager percentage of 4% of respondents have purchased because of Easy payment and Reasonable price.

Table 5 Shows the reasons of respondents for not purchasing

Particulars	Percentage
Not interested	28
Not attracted	7
Waste of time	4
Don’t believe in offers	10
Total	49

Interpretation:
From the above chart, it is clear that 28% of respondents are not interested in the advertisements so they have not purchased. 7% says that they are not attracted by the advertisements, while 4% says they think it is waste of time and 10% don’t believe in offers.

Table 6 Shows the opinion of the respondents based on recommendation from friends

Particulars	Percentage
Yes	10
No	12
Maybe	27
Total	49

CONCLUSION:

Social media is a powerful tool to spread awareness. It offers businesses the opportunity to garner data about their prospective consumers base to an extent that has hitherto been very difficult to achieve via traditional ways. If a marketer, catches the attention of the public they can sell their products at ease. Advertising in Social media is gaining popularity. The study shows that out of 100 respondents 49 have not purchased after seeing the advertisements in Facebook, Twitter or Instagram. Marketers should work on how to kindle interest in this group so that they become customers.

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21. A smart way to Lean Management with respect to Working capital Finance in a reputed limited company near Chennai

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Abstract:
The recent techniques to "Lean Management" are helpful tools to every organisation to find out the key resource area to keep the cost intact of various functions of management such as production technology, the shop floor, and how productivity and quality gains end at the factory floor and warehouse door. But there are important differences between back office workflows and traditional operations where lean management first evolved. On the surface, finance doesn't look much like the shop floor.Finance and accounting are certainly different frommanufacturing, and making these workflows more efficient and reliable can behard. Lean helps accounting and finance organizations identify the value they provide to their customers, focus on the processes that deliver value, and eliminate wasteful activities wherever they exist.

Introduction:*“ Lean Management is a continuous improvement, not a project”.*

- In Japanese term “hinsetsu kanri” means controlling the quality of both products and services.Lean doesn't end when that project is finished, it is a system of methods for the cost effective provision of goods or services whose quality is fit for the purchaser.
- Lean is a long-term mind set, continually looking for (small, incremental) improvements through the elimination of waste in everything we do.Lean, not only look at doing what we do more efficiently, but look at changing what we do everyday to see if we are achieving our goals.
- It is a systematic method for the elimination of waste “Muda” within a manufacturing system such as Transport of products in the production process, Inventory, Motion of people or equipment moving or walking more than is required to perform the processing, Waiting during pre and post production, Overproduction, Over Processing which resulting from poor tool or product design creating activity and Defects.
- Lean also takes into account waste created through overburden “Muri” and waste created through unevenness in workloads “Mura”.

Company profile: M/s.Polymer Industries Ltd is a well-known company engaged in production of Two wheeler seats, manufacturer of foam and other seat components, car segment etc. having elite and genuine OE (operations engineering) customers such as Royal Enfield, Lear Chahan, TVS motor company etc…is the strength of the company.

Objectivesofthestudy:

(a) To find out the reason for excess in working capital,kept idle.To focus on its stability and trace the opportunity gain by analysing various investment opportunity using Gemba Analysis.

(b)To systemize and implement the Project linked with our Department Profit Improvement Plan by educating the employees inoperation, standardization of proposal through 5W1H.

(c)To benefit the customers to serve better at a very reasonable price, by estimating the opportunity gain and find a way to reduce the cost.

Research Methodology:

An analysis is made from secondary data is taken for the study, from a reputed limited concern near Chennai so that to focus on working capital management and save the opportunity cost of working capital un utilised. Analyses used are comparative analysis, Gemba observation and standardization with 5W1H.

O***bservation I:***

Reasons observed from the records of the company for positive and effective working capital:

(a) The company is able to maintain positive bank balance for the past 20 months (1133lakhs as on 1st April 2015) and good cash flow, the CC limit is availed to a certain extent only.

(b) The stock of raw material and finished goods are kept for minimum days (25days) as it manufactures on the basis of order processing from customers and their annual requirement and delivery schedule.

(c) The collection period from genuine customers is only 45 days whereas the paymentmade to suppliers only after 60 days supports a great margin of working capital.

(d) The fine advantage is that some supplier discounts the bills (Hundi) for maturity payments for 60 days, in turn the supplier gives back factoring interest of 15.5% is a direct income to the company.

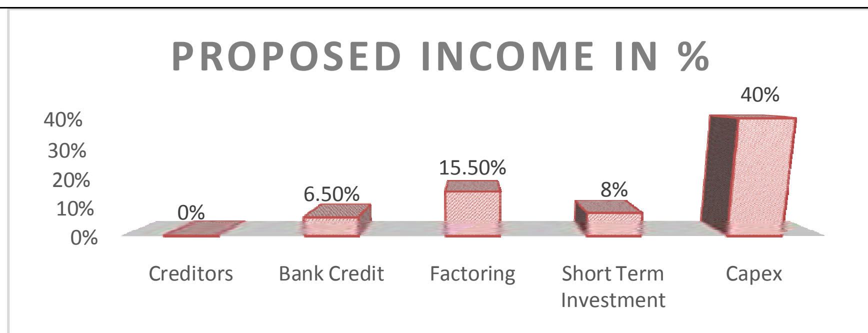
Analysis:Gemba Kaizen *is a Japanese concept of continuous improvement designed for enhancing processes and reducing waste. Within a lean context,* ***Gemba*** *simply refers to the location where value is created, while* ***Kaizen*** *relates to improvements.*

Sl.No	Root Cause	What (Action)	How (Method)	Who	When (Week No)
1	Way of utilisation of working capital	Various investments options analysed	Comparing with bank rates, mutual fund, existing factoring(hundi)by collecting data through various medias	General Manager – Finance	15-20
2	Invested in Mutual fund	Fund invested in bulk in various mutual fund	Under guideline of Corporate Office	Fund Manager, Finance team	20- 52

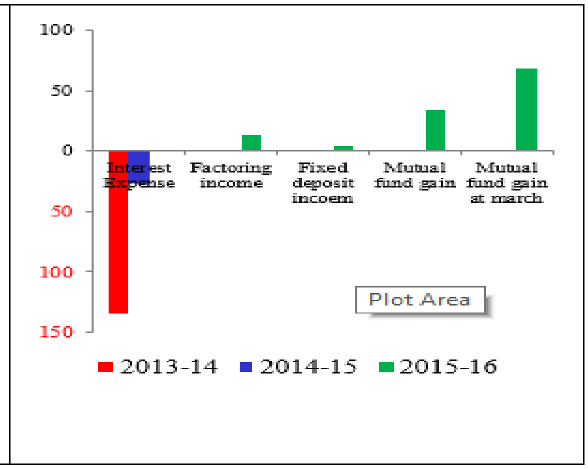
Utilization of working capital in short term investments: (Review and appraisal)

Utilisation of working capital to various investment options:

- Creditors
- Bank Credit
- Factoring
- Short term investment
- Capex/Mutual fund



Description	2013-14	2014-15	2015-16
Cash Balance at beginning	108.76	516.24	1133.28
Interest Expense	-134.23	-27.08	0
Factoring Income			5.74
Fixed Deposit Income			4.06
Total (Expense)/ Income	-134.23	-27.08	99.95

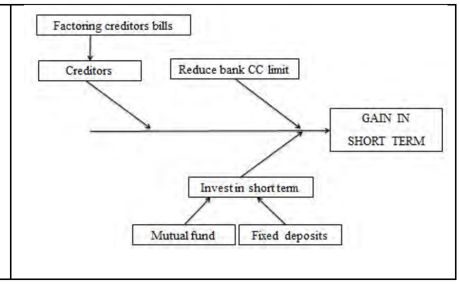


The above Gemba analysis supports to arrive at conclusion:

Gemba observation

SL No	4M'S/4P'S	Cause	Specification	Observed	Conclusion
1	METHOD	Other ways of utilization of WC not identified	Comparison of rate of return	Scope for getting more gain on investment	

Close Relationship Medium Relationship No Relationship



Standardization (5W1H):

What -> Monitor weekly cash flow and pay suppliers from our own fund to save CC interest.

Why -> To increase interest income and improve the process

Where - > Finance Department

Who -> Finance team lead by General Manager – Finance

When-> Weekly

How-> Through daily fund report (FDR)

The results:

Date	Fund title	Gain on sale/Int/switch
31.07.2015	HDFC	301659.25
31.07.2015	TATA MONEY	163276.25
11.09.2015	BIRLA SUNLIFE	131051.66
15.09.2015	SBI	181752.83
19.09.2015	BIRLA SUNLIFE	445336.96
19.09.2015	HDFC	212364.07
29.09.2015	MUTUAL FUND	1830514.31
05.11.2015	IDFC	14973.39
05.11.2015	MUTUAL FUND	247195.36
16.12.2015	BIRLA SUNLIFE	311385.82
15.03.2016	MUTUAL FUND	31436.47
16.03.2016	SBI	66147.65
16.03.2016	IDFC	981420.66

16.03.2016	TFD	-111.26
18.03.2016	TATA MONEY	14274.05
18.03.2016	MUTUAL FUND	432908.66
18.03.2016	SBI	1786970.62
18.03.2016	TATA MONEY	189236.08
28.03.2016	SBI	355816.42
28.03.2016	L&T	1013599.19
29.03.2016	UTI	380278.96
31.03.2016	**Total**	**9091487.40**

Benefits:

- Improved productivity of working capital quality
- On time delivery and payment of dues
- Additional income of Rs.90 Lakhs by saving in short-term investments by March 2016, resulted in considerable raise in profit.
- Morale – Increase in income improves morality of the team members.

Observation II:

- It is observed that the effective and positive working capital supported the concern to raise up to Rs.24 crores to be invested in Short term and Mutual Fund investment, which returned a good return on Rs.90 Lakhs.
- The Kaizen study has proven about the stability and continuous growth of working capital and its effective utilisation.
- It is also observed when analysing the break-up details of creditors that major raw material used in production is a chemical named “Polyol and Isocynate” is being imported from Hongkonk.
- The problem under study
  a) Raise in price of chemical
  b) Raise in purchase cost
  c) Tough to maintain EOQ, because of import procedures
  d) Volatility of Import Duty.

Proposed Solution:

After discussion with Assistant Manager, the Researcher got through the idea and evaluates:

a) To install a blending unit to manufacture of in-house chemical unit.
b) Total project cost is estimated around Rs.20 crores (Estimated life :5 years)
c) The surplus fund invested in short-term funds will be utilised for proposed project of chemical blending unit.

d) At present import of a part of chemical “Base Polyal” costs 6 lakhs dollars. (Rs.400 crores approx.) inclusive of all costs.

e) Evaluation of the proposed projectexpenditure per annum:

Material cost	: Rs. 148 crores	(approximate)
Labour and Manpower	: Rs. 2 crores	(at least 6 persons)
Depreciation	: Rs. 4 crores	
Annual maintenance cost	: Rs. 6 crores	
Total	: Rs.160 crores	

f) It is clear that the annual cost saving is around Rs.240 crores by installing the blending unit instead of importing from Hongkonk.

Limitations of the study:

The study is taken for a particular period of 3 years, focused on current items only.

The components break up of profit and loss account are not be supplied by the company for secrecy. The mutual fund investments are subject to risk, so proper analysis is compulsory.

Conclusion:

With the implementation of Lean Management techniques such as Gemba observation, 5W1H and component analysis, it is clear that the company is able to make effective utilisation of working capital, able to meet creditors in time, satisfy debtors with good rapo and better service at reduced interest and better price. It can also step into new project with the support of adequate working capital circulations to install a new plant which greatly reduce in cost of goods sold, to benefit the customers.

Refference

:www.lean.org

The schedules and working capital, supplier information from the company.

22. Organizational Stress Management Techniques: A Productive Approach to Prevent Stress at Work

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Abstract

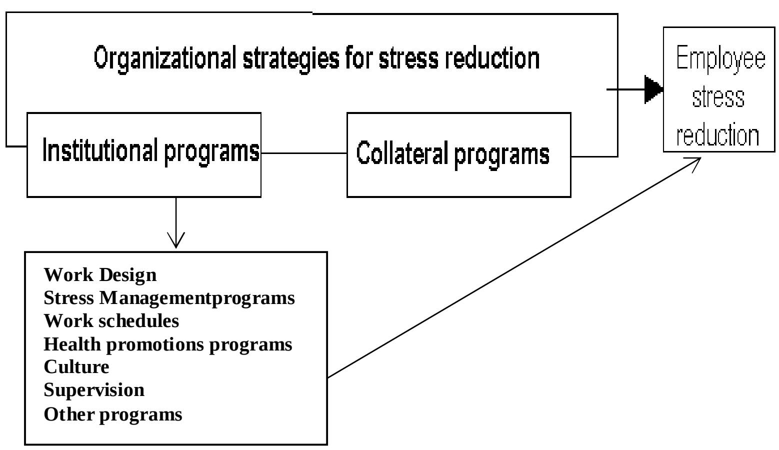
The major objective of this project was to find out means/method of managing employee's stress by the employers. For this purpose, the normative survey method was used to collect information from 400 employees (200 men & 200 women). Information was collected through general information blanks and other psychological tests as The Proactive Coping Inventory (PCI) and Stress Assessment Form (SAF). This study revealed that Training programs is effective proactive intervention and jobs should be redesigned & redefined time to time.

Key Words: Coping strategies, Employees, Stress

INTRODUCTION

Many organizations have realized that high levels of stress in the workplace can often lead to sharp losses in productivity, increased absenteeism, bigger health care spending as well as increased disability and workers compensation claims (Murphy, 1995). There are two ways to deal effectively with this phenomenon (Moorhead & Griffin, 1989). Two basic organizational strategies for helping employees manage stress are **institutional programs** and **collateral programs**.

Fig.1 Organizatinaol strategies for stress reduction



Institutional programs

Institutional programs for managing stress are undertaken to established organizational mechanism for example, a properly designed job and word schedules can help ease stress. Shift work in particular can constantly have to adjust their sleep and relaxation patterns. Thus, the design of work schedules should be a focused of organizational efforts to reduce stress.

Institutional programs areundertaken through established organizational mechanisms (Randall, Jackson &Griffin, 1989). For example the *work-environment* fit as a result of effective job design and work schedules may decrease the level of stress. The reorganization ofworking time schedules has occurred over the last decade as a result of economic restructuring (Bosch, Faragher & Cooper, 2001). This includes greater flexibility in work schedules to cover extended operating or opening hours. Flexible work-time systems, based on weekly, monthly or yearly work hours are used by many organizations across Europe (Brewster, Mayne, Tregaskis, Parsons, & Atterbury, Faragher &Cooper, 2001). Flexible work hours have resulted in lower stress levels, increased job enrichment, morale and autonomy, reduced absenteeism and tardiness and improved job satisfaction and productivity (Pierce *et at* in Sutherland & Cooper, 2000) especially when the employees could choose their work time schedules (CARNET and Work Family Directions, Faragher and Cooper, 2001).

Organizational culture, which expects the employee for example not to take time off or go on leave, may contribute to high levels of stress (Moorhead & Griffin, 1989). When workers feel that they do not belong and that they lack opportunities to participate and be involved in decision-making, they may feel unduly restricted, which is associated with high levels of stress (Sauter, Hurrell &Cooper, Cartwright & Cooper, 1997).

Supervision can play an important role in managing stress (Moorhead & Griffin, 1989, Sparks, Faragher, Cooper, 2001). Managers and supervisors intentionally or unintentionally can be a source of stress for their subordinates. A more democratic management style was associated with lower levels of perceived stress (Beehr & Gupta, Faragher, &Cooper, 2001) whereas a bullying management style has been linked with ill health of employees, including stress, anxiety and depression (Hoel, Rayner, Cooper & Faragher, 2001). Existing research has identified two leadership styles that can improve work performance and benefit employee wellbeing, for example transformational and transactional leadership (Burns in Luthans, 2002, Sparks, Faragher & Cooper, 2001). **Transactional** leadership is based on and exchange relationship that involves goal-setting, feedback and reinforcement strategies to help employees work more effectively. **Transformational** leadership is based more on leader's encouragement of their employees to find meaning in their work, inspiring them, effecting intellectual stimulation, giving individual consideration, involving them in participative decision-making and elective delegation (Bass, Faragher & Cooper, 2001).

The *organization's culture* can also used to help to manage stress. The organization should strive to foster a culture that reinforces a healthy mix of work and nonworking activities.

Finally, supervision can play an important institutional role in overload. In managing stress a supervisor is a potential manager source of overload. If made aware of their potential for assigning stressful amounts of work, supervisors can do a better job keeping workloads reasonable.

Collateral programs

In addition to their institutional efforts aimed at reducing stress, many organizations are turning to collateral programs. A collateral stress program in an organizational program specifically created to help employees deal with stress. The organizations have adopted stress management programs, health promotion programs and other kinds of programs.

Many organizations have also introduced collateral programs to aid in the reduction of stress (Moorhead & Griffin, 1989). Collateral programs refer to programs that the organization has specifically introduced to help employees deal with stress and they include stress management programs, work-family initiatives and Employee Assistance Programs (EAP) (Moorhead &Griffin, 1989, Luthans, 2002).

METHODOLOGY

Research objectives

To find out means/method of managing employee's stress by the employers with comparison between two groups-male & female.

Methods of data collection

The data required for the purpose of study was collected from both primary and secondarysources. Primary data were collected through structured questionnaires. The survey was conducted through the distribution of the structured questionnaire.

Selection of the locale

The area selected for the present study was Chennai city.

Selection of the sample

For the purpose of survey, The sample for this research was selected on the basis of random sampling method. The present study was conducted on two sample groups follows: 400 employees (200 men & 200 women)

Design of the study

The study uses a descriptive research design. For this purpose, a normative survey was conducted among the professionals with the help of questionnaires.

Selection and development of tool

In the present study, the investigator used self-constructed interview schedule, standardized psychological test and general information blank for the collection of relevant data as per the requirement of the objectives.For collecting of information, General information blank and other psychometric tests, as mentioned above, were distributed and administrated to company employees to elicit their responses according to the instructions and conditions mentioned.

Psychometric instruments

1 General information blanks
2 The Proactive Coping Inventory (PCI)
3 Stress Assessment Form (SAF)

General information blanks (Biographical questionnaire)

The participants responded to some items, for example by scaling their sex, age in years and months, ethnicity, marital status, home language, highest qualification achieved, the organization they presently work for, their present position title, their overall work experience, their work experience with their present employer, the department they were presently in and their occupation. Their name was not required as to maintain confidentiality.

Proactive Coping Inventory (PCI)- by (Greenglass, 1998).

Seven new scales consisting of a total of 55 items were developed from the original 137 PCI item set using statistical techniques such as Pearson product-moment correlation, confirmatory factor analysis, and principal component analysis and reliability procedures. The seven scales of the PCI are: The Proactive Coping Scale, the Reflective Coping Scale, Strategic Planning, Preventive Coping, Instrumental Support Seeking, Emotional Support Seeking and Avoidance Coping.

Stress Assessment Form (SAF)-by the investigator self

It isdeveloped by the investigator self to measure workplace environment and means/measures to control the stress by supervisors. With total 6 items, it covers-

1. Area affected by job stress
2. Environment and experience at work place
3. Major proactive intervention by the employer
4. Means of managing stress of the employees by the employer
5. General ways of reducing stress by the employees themselves

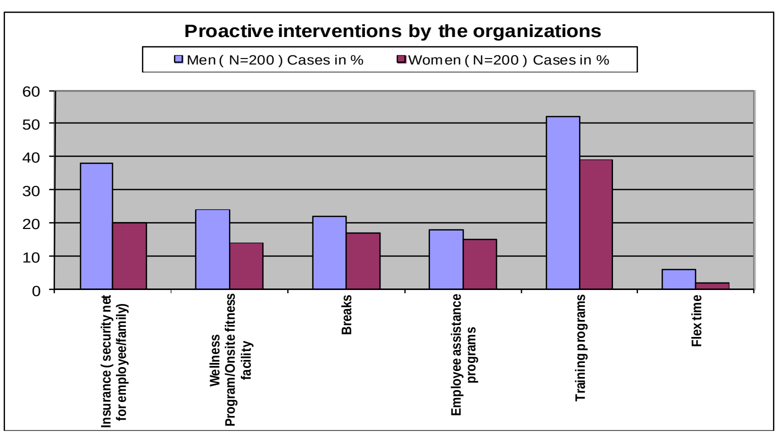
Results

Table-1

Proactive interventions by the organizations

S. No.	Proactive interventions by the organizations	Men (N=200) cases in %	Women (N=200) cases in %
1	Insurance (security net for employee/family)	38	20
2	Wellness Program/Onsite fitness facility	24	14
3	Breaks	22	17
4	Employee assistance programs	18	15
5	Training programs	52	39
6	Flex time	6	2

Fig.2

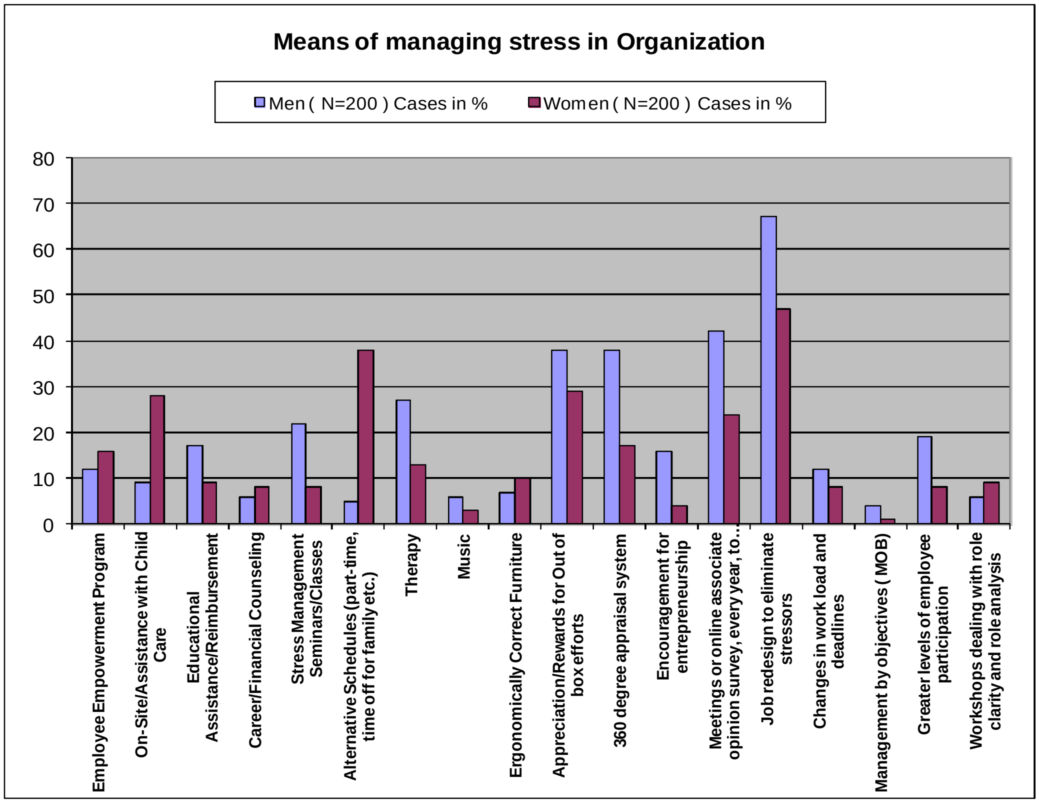


According to this table 52% Men and 39% Women have facility of training program in their organization for the welfare of the employees. This is a form of proactive interventions program where employees can be trained to operate machine, reduce scrap and avoid accidents. Moreover this constitutes an ongoing process of acquiring new knowledge & technology. It is not only the workers who need training. Supervisors, Managers and executives also need to be developed in order to enable them to grow and acquire maturity of thoughts and action to handle any situation. Training leads to improved profitability and/or more positive attitude towards profit orientation. So training programs are beneficial for employees and organization both. This is one of effective ways to handle stressful situation for the employee.

Table-2 Means of managing stress in Organization

S. No.	**Means of managing stress in Organization**	**Men (N=200) cases in %**	**Women (N=200) cases in %**
1	Employee Empowerment Program	12	16
2	On-Site/Assistance with Child Care	9	28
3	Educational Assistance/Reimbursement	17	9
4	Career/Financial Counseling	6	8
5	Stress Management Seminars/Classes	22	8
6	Alternative Schedules	5	38
7	Therapy	27	13
8	Music	6	3
9	Ergonomically Correct Furniture	7	10
10	Appreciation/Rewards for Out of box efforts	38	29
11	360 degree appraisal system	38	17
12	Encouragement for entrepreneurship	16	4
13	Meetings or online associate opinion survey, every year, to know employees happiness	42	24
14	Job redesign to eliminate stressors	67*	47*
15	Changes in work load and deadlines	12	8
16	Management by objectives (MOB)	4	1

Fig.3



Respondents were asked to give their opinion about mean of managing stress which should be adopted by their organization.

It is evident from the table some common means of managing stress by their employer's as suggested by men are -

- Job redesign to eliminate stressors- 67%
- Online Associate- 42%
- 360 degree appraisal system- 38%
- Appreciation/ Rewards for out of box efforts- 38%

Whereas, women reported-

- Job redesign to eliminate stressors- 47%
- Alternative Schedule (part-time, time off for the family etc.)- 38%
- Appreciation/ Rewards for out of box efforts- 29%

As both groups of employees are not satisfied with their job design. So they suggested redesigning the job. Job design involves conscious efforts to organize task, duties and responsibilities into a unit of work to achieve organizational and employee objectives. For an employee, motivation and job satisfaction are affected by the match between job factors (content, qualification, and rewards) and personal needs. From organizations perspective the way tasks and responsibilities are grouped can affect productivity and costs. Jobs that are not satisfying or are too demanding are difficult to fill. Boring jobs may lead to a higher turnover. Therefore thoughtful design of jobs can help both the organization and its employees to achieve their objectives.Appreciation/Rewards are the second most effective mean of managing stress, as this study revels.

38% Men employees prefer for 360 degree appraisal system, employees performance is rated by supervisors, peers, subordinated and clients. In this method besides averaging performance other attributes of the raisers talent, behavioral quirks, values ethical standards, tempers and loyalty are evaluated by people who are best placed to do it. Employees think that this method keeps him/her ready for appraisal interview by analyzing his/her performance, Strengths, weakness and development needs. While 38% Female wants flexible timing or alternative schedule for their family.

Conclusion

Training programs is effective proactive intervention and jobs should be redesigned & redefined time to time to get rid of synonymous routine from the same work. According to employees, these two are most effective means of managing employees stress. All the employees level, work place problem should be solved actively and in constructive way. Also, by using better communication, stress can be eliminated easily. However, these findings will provide a baseline understanding of the employees' behavior and adjustment in Indian context which is quite different from other countries and are a good start for providing researchers, caregivers, and policymaker basic descriptive information about them.

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23. Quality Circles

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Abstract

Quality Circle is a small group of employees in the same work area or doing similar type of work who voluntarily meet regularly for about an hour every week to identify, analyse and resolve work-related problems, leading to total performance and enrichment of their work life.

The Concept and Philosophy of Quality Circles

In Organisation lacking the culture of participative management, it would be difficult for employees to understand the role of quality circles. The basic aim of Quality Circles is:

1. To Contribute to the improvement and development of the enterprise.
2. To respect humanity and build a happy work place. The quality circle concept enables employees to utilize their intrinsic wisdom and creativity in the work that they are engaged in.
3. To satisfy the higher human needs of recognition and self-development.

Key words: Quality circles, total performance, self-development, happy work place, recognition.

I. INTRODUCTION

Quality Circle is a small group of employees in the same work area or doing similar type of work who voluntarily meet regularly for about an hour every week to identify, analyse and resolve work-related problems, leading to total performance and enrichment of their work life.

II. THE CONCEPT AND PHILOSOPHY OF QUALITY CIRCLES

In Organisation lacking the culture of participative management, it would be difficult for employees to understand the role of quality circles. The basic aim of Quality Circles is:

1. To Contribute to the improvement and development of the enterprise.
2. To respect humanity and build a happy work place. The quality circle concept enables employees to utilize their intrinsic wisdom and creativity in the work that they are engaged in.
3. To satisfy the higher human needs of recognition and self-development.

III. SIGNIFICANT CHARACTERISTICS OF QUALITY CIRCLES

1. Small group of employees: It has been learnt by experience that the optimum number of members recommended are 5 and 15 respectively to avoid a circle becoming inactive (if members are less than 5) or resulting in deprivation opportunity for active participation by every member (if members are more than 15).

2.Members are from the same work area or doing the similar type of work: A quality circle is a homogeneous group and not an inter-departmental or interdisciplinary group (for example, in an assembly area, welding section, stores department etc.)

3. Membership of the quality circle is voluntary: Employees decide to join the quality circles voluntarily. No coercion or pressure is to be exerted on them to join or not to join. Nor can anyone be barred from joining quality circles by virtue of his being a union leader or for lack of qualification.

4. Members meet regularly for about an hour every week: The members of quality circles should meet regularly once in a week for an hour after their working hours or during working hours to discuss the problems related to their work and find solutions to the problem.

5. Members meet to identify analyse resolve work-related problems: Employees who work in a work place, know best what problems are hindering achievement of good quality, productivity and optimum performance and also how those problems could be solved. It should

be noted that only work-related problems come under the purview of the quality circles and not other issues such as personal grievances or demands.

6. Members resolve work-related problems leading to improvement in their total performance: As a result of quality circles resolving work related problems relating to quality, productivity, cost reduction, safety etc., the total performance of the work-unit improves, resulting in both tangible and intangible gains to the whole organisation.

7. Quality circles enrich the work life of the employees: Quality circles help in enriching the work life of the employees apart from attitudinal changes, cohesive team culture etc. This is because of avoidance of rework, greater job satisfaction, improved working environment and better human relationships among employees. The quality of work fife of any individual is said to be good only if he or she is enjoying the work that he or she is happy in the work environment and finds his or her work meaningful.

IV. THE IMPACT OF QUALITY CIRCLES ARE

1. Improvement of human relations and work place morale
2. Promotion of participative culture
3. Enhancement of job interest
4. More effective teamwork
5. Reducing defects and improving quality
6. Improving house-keeping, cost effectiveness, safety etc.
7. Improving of productivity
8. Enhancing problem-solving capability
9. Encouraging an attitude of problem prevention
10. Improving communication and interaction
11. Promotion of personal and leadership development and
12. Catalysing attitudinal changes

V. GAINS OF QUALITY CIRCLES

Tangible gains	**Intangible gains**
Better quality	Enriched quality of work life
Productivity improvement	Attitudinal changes
Higher safety (Reduced number of accidents)	Harmony, mutual trust
Greater cost-effectiveness	Effective team-working
Better housekeeping	Better human relations
Increased profitability	Participative culture
Waste reduction	Human Resource Development
Reduced absenteeism	Promotion of job knowledge
Reduced grievances	Greater sense of belonging

VI. POTENTIAL BENEFITS OF QUALITY CIRCLES

1. Effect the individual's characteristics

- Enable the individual to improve personal capabilities
- Improve the individual's self-respect
- Help employees change certain personality characteristics

2. Effect on individual's relations with others

- Increase the respect of the supervisor for employees
- Increase employee's understanding of the difficulties faced by supervisors

- Increase management's respect for employees

3. Effect on employees and their attitudes towards the company

- Change some employee's negative attitudes
- Reduce conflict stemming from the working environment
- Help employees to understand better the reasons why many problems cannot be solved quickly
- Employees better understand the importance of quality

VII. WHAT MANAGEMENT SHOULD DO TO SUPPORT AND SUSUTAIN QUALITY CIRCLES?

Baker (1988) provided some recommendations for the management to support and sustain quality circles. There are:

1. Recognising and rewarding the efforts of employees even if their suggestions recommendations are implemented
2. Giving employees increased discretion and self-control to act on their own recommendation
3. Offering monetary rewards through the suggestion schemes
4. Providing sufficient training to expand employee's skills to take up more complex project tasks
5. Providing scope and a system for quality circles to expand into cross-functional teams when needed
6. Training middle managers in the use of quality circle tools and techniques
7. Addressing resistance of the middle management when diagnosed
8. Measuring effectiveness by focusing on the quality of the process such as the training, group discussion, and inter-relationship, supervisory leadership rather than outcomes (such as reduction of scrap and costs). The outcome of the right process will reinforce the employee involvement and management commitment.

VIII. CONCLUSION

Although the concept has had some success in white collar operations, the major impact has been among "direct labour" employees in manufacturing where concerns are primarily with quality, cost, specifications, productivity and schedules. The major growth of quality circles occurred in the late 1970s and early 1980s, as thousands of companies adopted the concept. However, the concept never met expectations and widespread abandonment resulted by the late 1980s. The major reason for failure was a general lack of commitment to the concept of participation and the lack of interest and participation by the management. From a Total quality management perspective, quality circles lack the prerequisites of integration with strategy, company goals and management systems. Organizations can go beyond using quality circles by creating task forces, work teams and cross-functional teams.

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24. An Upliftment of Bajaj Group with its Effective Organisational Management Practices– A Case Study Approach

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ABSTRACT

Entrepreneurs are emerging in the market in large numbers, but when comes to sustaining in the market creates a question mark. Any enterprise which has lean management and carrying out effective organisational work will uplift the company. This paper is based on case study with reference to BAJAJ GROUP, which took place in the list of top 10 entrepreneurs in India. Bajaj group has improved the organisation with the effective vision such as integrity, team work, customer delight, empowerment and innovation. Bajaj Group's greatest asset is its employees. It is committed to attracting its employees, retaining and developing the quality and most keen work force in today's market. It strives to hire and promote people on the basis of their qualifications, performance and abilities and is determined to provide a work environment free of any form of illegal discrimination both direct and indirect. This research paper is carried out to know the effective organizational practices of Bajaj Groups. This paper aimsto identify the long-term goals of Bajaj Group which is framed to make an appropriate management, to find out the secret behind the excellence of Bajaj groups and to know the effectiveness of its organisational practice.

Keywords: Entrepreneurship, Lean Management, Organisational effectiveness, Innovation.

INTRODUCTION

"Do whatever you think best, but be best at whatever you do"

– Rahul Bajaj

Bajaj Group is an Indian companystarted by Jamnalal Bajaj in Mumbai in 1926. Bajaj Group is one of the oldest and largest companyfounded in Mumbai and Maharashtra. The group comprises 36 companies and its flagship company Bajaj Auto is rated as the world's fourth largest two and three-wheeler manufacturer. The group has involvement in various industries that include automobiles (2- and 3-wheelers), home appliances, lighting,iron and steel,insurance, financeand travel. Bajaj Company was incorporated as Radio Lamp Works Limited under the Indian Companies Act, 1913 as a public company limited by shares, pursuant to a certificate of incorporation dated July 14, 1938. Subsequently the name of our Company was changed to Bajaj Electricals Limited, pursuant to a fresh certificate of incorporation dated October 1, 1960.[1] Lean management of Bajaj group**-** Lean management is an approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality. Bajaj group has followed the way of management in a lean manner and it is succeeded with its approach and practice.

Vision of Bajaj group

"Enhancing quality of life and bringing happiness with sustainability."

Bajaj has integrity in what they feel, what they speak and what they do, thereby signifying honesty and moral principles. The firm belief in the reliability, ability of all stakeholders and company processes.As a team they believing in 'One for all and all for One' thereby working together to exceed expectations in achieving organisational objectives.

Bajaj group give importance to customer whichproactively foreseeinginternal and external customer needs and working towards their expectations.Continuously create, develop, explore and implement new processes, ideas,technology, and products.

OBJECTIVES

1. To identify the long-term goals of Bajaj Group which is framed to make appropriate management.
2. To find out the secret behind the excellence of Bajaj groups.
3. To know the effectiveness of organisational practice.

Bajaj has framed out its long-term goals for its appropriate management in business

Bajaj obtain its leadership position in market by providing quality, reliability and good value in the products and services they offer. They act to be responsive and sensitive to changing customer needs from product development stage to after-sales service.Improvement in the performance of manufacturing, development, marketing and administrative functionshelp them to be constant in the price competitive market. Thereby they increase profits by higher market share rather than by higher margin.

Maintaining relationship with the customers helps them to find out their needs. For that sake they have already established a consumer unit to take care of consumer complaints. It is also desired by the council for Fair Business Practices.Bajaj maintain its company affairs with Honesty and Integrity. People at every level will be likely to follow high standards of business ethics.Suppliers are their backbone. Dealersstimulatethe company by presenting quality products at reasonable prices. They offer growth and encourage promotion from within by proper Training and Motivation. This creates an atmosphere where they encourage best of talent to join their company.

EXCELLENCE OF BAJAJ GROUP

The 4 P's of marketing acts as a secret behind the Bajaj Group People, Processes, Places and Practices. These 4P's are the cornerstones of Bajajwhich pursuit excellence at Bajaj Electrical Limited. They believe that excellence is not a destination but a journey of continuous improvement.

People

- Right people are selected with right attitude, skills & competencies
- Continuous training & development
- Identifying potential performers
- Increased Career &growth progression
- challenging role & responsibilities are provided
- Job rotation
- Succession planning

Processes

- Introduce robust psychometric tools to ensure better selection
- Induction & hand-holding

- Training needs are identified and create grade-wise programmes
- Organize PMS workshop for managers
- Share 360° feedback report and create developmental plan
- Conducting assessment and development workshop to identify successors
- Group discussions are focused to consider new policies

Places & Practices

- Make Bajaj company a great place to work
- Create, change and amend HR policies in line with business
- Session on Yoga for stress management
- Screen good management videos and encourage deliberations
- Managers to read at least 1 book a year and share synopsis
- Create excitement at work-place such as on-going activities, competitions, quizand get-together to break monotony.
- Annual trip to create sense of belonging, pride andteam-working

EFFECTIVE ORGANISATIONAL PRACTICES

Bajaj Group has carrying out an effective organisation by providing proper training and development to its employees. The culture of Bajaj group provides excellent motivation to every individual to put in his best performance in akeen and charged up environment without any fear of failure. While the best performers find their names and achievements displayed on the company's intranet. Stable communication on individual performance, business unit's performance and company's overall performance keeps employees updated and motivated. Training and Development-People in real sense are a lasting competitive gain of any organization. People are the devicewhich driving their business successfully. Almost everything else can be replicated: products, services, assets and infrastructure, but not people resources. Besides a well-acclaimed Bajaj brand of their excellent products in Fans, Appliances, Luminaries and lighting, they are an organization well known for excellent human resources. Through constant training & development activitiesin-house and external, Bajaj ensure that competencies, skills, knowledge and capabilities of their employees are continuously sharpened. Besides these business topics they also have behavioural training programmes on topics such as interpersonal relations, team building, personal effectiveness and goal setting, etc. Through in house Development centres, theyevaluate people on business specific skills and provide valuable feedback as required.

SWOT ANALYSIS

STRENGTH	**WEAKNESS**
• Excellent training and learning opportunities • Commitment to excellence in Quality and Customer Service • An ethical-value based approach	• Trade through overseas • Issue in usage of optimum resource
OPPORTUNITIES	**THREAT**
• Secure careers that offer learning opportunities • Interesting work content / work with cutting edge technology	• Additional challenges and responsibilities

CONCLUSION

Each person is capable of contributing to the growth of the organization. Bajaj develop a sense of belonging to the company and take privilegein the company's products and services. People at every levels should derive satisfaction and a sense of accomplishment from the employees' involvement and participation in the work. Bajaj must attempt to combine the accountability, flexibility and freedom of a family with the strength of a large organization. Individual initiative, ability and accomplishment have to be encouraged when opportunities are provided within the organization for advancement. Allemployees should be offered appropriate opportunities to improve their skills and capabilities and prepare themselves for responsible jobs. The company will make known to everyone in the organization such career paths are open within the various functions and by moving from one function to another, together with the experience or qualification appropriate to each successive level. Bajaj should aim for the fulfilment of employees' potential within the framework of available opportunities by the use of framed succession plan, career plan,analyzing performance and training needs.

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25. A Study on Employee Attrition and Retention in Information Technology Sector

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ABSTRACT

In the global competitive scenario as there is no dearth of opportunities for talented persons in this world, given a chance, employees are prone to move from one organization to another. Corporate are facing the problem of attrition at this time of economic revival. Attrition rate is increasing day by day, and especially the software industry is affected the most in the present era. Organizations spend a lot of effort, time and money on employee's retention because losing a valued employee proves to be costly in the form of lost knowledge, lost money and worried co-workers. Retention is more economic than going for fresh recruitment. Organizations should have an effective retention plan to retain the existing employees. The study among 100 respondentsis attempted to find out causes of attrition and retention strategies among employees in Information Technology sector. Factors were found and a qualitative research was made. Data was collected with the help of well-structured questionnaire and analyzed using Factor Analysis and Henry Garrett Ranking test.

KEYWORDS: Attrition, Global Competitive scenario, Information technology sector, Retention, Strategies

INTRODUCTION

In today's turbulent times, organisations are very conscious about their reputation in the market and also like toget competitive advantage over others. More and more organisations are focusing upon HR issues and practices.Organisations value employees as the greatest resource, so they should be handled with care. It is the duty of theorganization to address employees' grievances and to satisfy them by providing proper solutions relating job and also thework environment. As attrition is a serious concern for many companies, it is necessary to find out why people are leavingthe company. There was a time when employees joined a particular company and struck to the same through their life.But the situation is entirely different now. New age employees are far more flexible than the old ones. Companies also playa vital role in curbing the attrition and retaining the talented pool. Increasing attrition is a serious concern for everycompany today and they are fighting with this problem by redefining their HR policies and practices. At a certain point wecannot stop attrition, but we can definitely reduce the rates by devising suitable retention strategies.

ATTRITION-MEANING

Attrition stands for a gradual reduction in work force without firing of personnel, as and when workers resign orretire and is not replaced. Business dictionary states, Attrition is "Unpredictable and uncontrollable, but normal reductionof work force due to resignations, retirement, sickness or death." As per the Longman Dictionary of ContemporaryEnglish, Attrition happens "when people leave a company or course of study and are not replaced." As per the AmericanHeritage Dictionary of the English Language," Attrition is a gradual, natural reduction in membership or personnel,as through retirement, resignation or death." Dr. Paul Carr and Dr. Michael Hartsfield in their article "Attrition as an HRChallenge" (The Icfai Journal: HRM Review, March 2008) states that Attrition can be conceptualized in many forms butthe two prominent forms of attrition are: attrition due to employees leaving an organization and employees retiring from anorganization.

CAUSES OF ATTRITION As there is no dearth of opportunities for talented persons in this world, given a chance, employees are prone tomove from one organization to another. Reasons for attrition can be plenty and range from dissatisfaction due to meagresalaries, less or no career growth opportunities, inferior employee supervision, eagerness to get into companies with globalpresence, lack of recognition, lack of freedom of expression in the organization and underutilization of talents and skills ofthe individuals.

REVIEW OF LITERATURE

Chandramohan and Vasanthikumari (2006) conducted a study on "Attrition: A Predicament for ITES in India" and found out that high attrition rate is a major challenge for the HR manager as many individuals (mostly fresh graduates) take it as a time-pass job. Once they join the sector and understand the requirement, they start leaving the organization because many are not able to take the pressure of work. Again high percentage of females in the workforce adds to the high attrition rate. There are various costs which incurred due to attrition like recruitment costs, training costs, lost productivity costs, lost sales costs and hiring costs. They suggested that pay checks alone are not enough to motivate the employees. Apart from salaries, ITES Company should also focus on smart people, management tools and strategies to keep their people happy. They should also focus on how to hold on to their people by anti-poaching agreements, better perks, flexible working hours, higher compensation levels, good career plans to retain employees, better recruitment methods to filter right people for right places and balance between performance expectations and growth aspiration.

Srikant and Tyagi (2007) an average Indian call center employee works with a company for 11 months, whereas an average UK call center employee stays in a company for three years, due to high stress level at the job, monotonous nature of the job, loss of identity, demand-supply disparity, vague values and vision, lack of positive direction, wrong hiring policies, mismatched measures and rewards, overwork and burnout. They found that most people join a BPO not for quick money but for a luxurious lifestyle at a young age and a career that requires no particular educational background. Exit from a BPO happens because of certain reasons like lack of growth avenues, mismatch of expectations, dissatisfaction with the organizational policies and the quest for a better job profile. It is not the night shift, monotony of work and lack of salary hikes that contribute to the attrition rate as the case.

Abdul Rahman, S.M.M. Raza Naqvi and M. Ismail Ramay(2008) conducted a study on **"**Measuring Turnover Intention: A Study of IT Professionals in Pakistan" theystudied IT firms in Pakistan have witnessed high turnover during the past years, but no serious efforts have been made to find out the factors causing this. The focus of this studywas on three independent variables namely job satisfaction, organizational commitment and perceived alternative job opportunities, which are thought to be associated with turnover intentions. The finding revealed that job satisfaction and organizational commitment hadnegative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and is the major factor associated with turnover intention among IT Professionals in Pakistan.

Caramollah Daneshfard & Kokab Elsadat Ekvaniyan (2012)conducted a study with the main purpose of analyzing the comparison job satisfaction and organizational commitment in employees, managers and members of the delegation in Islamic Azad University of Kogiluyeh & Boyer Ahmad province. Directors, employees, faculties are scientific. The nature of this research is survey methodology. The statistical population is all of employees (including managers, staffs and faculties), student areas, education, research, financial and administrative branches at the University of Kogiluyeh & Boyer Ahmad total of three Branches (Gachsaran - Dehdasht - Yasuj). Based on a regional classification into three Universities were randomly selected. Then, the affordable number of samples was randomly selected in terms of frequency of employees at the IAU. The estimated size samples were 223, when the Cochran formulas of calculating size samples were used. The results show that faculty's job satisfaction is more than employees, employee's job satisfaction is as same as managers, and organizational commitment of all three groups is same.

OBJECTIVES OF THE STUDY

- To evaluate the factors that influences the employee attrition in IT sector.
- To understand the underlying factors that retains the employee in IT sector.
- To find the core attributes that focus more on working environment in IT sector.
- To provide remedial measures and Suggestion to retain the employees in IT sector.

LIMITATIONS OF THE STUDY

1. The study is based only on sample analysis. Making generalization from the sample study has its own limitations.
2. The size of the sample is restricted to 100 respondents.
3. The required sample has been picked up in Chennai city due to time constraint.

RESEARCH METHODOLOGY

The study among 100 respondents is attempted to find out causes of attrition and retention strategies among employees in Information Technology sector. The data is collected with the help of well structured questionnaire. Percentage analysis, Factor analysis and Henry Garrett Ranking test were used to analyse the data.

ANALYSIS AND FINDINGS

The following were the **general findings** after analysing data using percentage analysis:
Majority (72%) of the respondents are Female.
66% respondents are in the Age group of 21-30.
Marital Status shows that 68% respondents are single.
58% respondents had completed post graduation.
44% respondents fall in the Income group of Rs. 10,001- Rs. 30,000.
37% respondents had 1-3 years of experience.
35% respondents feel that Employee Training Effectiveness is the greatest HRM Challenge faced by their organization.
85% respondents accepted that Employee Attrition is a recognized HR challenge in their organization.

34% respondents are actively applying for other jobs.
75% respondents accepted that their organization is adopting HRM strategies to counter Employee Attrition.
The following were the **specific findings** after analysing data using Factor analysisandHenry Garrett Ranking Test:

1. Factor Analysis

Factor analysis has been applied to identify the factors causing Employee Attrition in Information Technology Sector. The table shows the extraction of 30 variables and these are loaded on 'five' factors. These five factors are named and variables included in each factor are explained below:

FACTOR 1: ORGANISATIONAL CULTURE

Variables	Factor loading
Absence of challenge	.781
Lack of team work	.776
Poor mentoring	.713
Lack of security	.696
Disillusioned employees	.655
Dissatisfied with compensation	.613
Mismatch of job profile	.595
Lack of employee recognition	.502
Pressure to perform on metrics	.485
Job monotony	.482
Absence of conductive work environment	.442

The first factor is Organisational Culture. It includes 11 variables and explains the variance of 28.980%

FACTOR 2:WORK CONDITIONS

Variables	Factor loading
Power and politics	.785
Lack of equality	.757
Leader and Staff communication is not effective	.752
Dearth of self-motivation	.638
Stress due to work pressure	.605
Employee's expectations of the job are not fulfilled	.566
Policies that do not support its staff	.482
No sense of future direction	.471
Lack of friendly atmosphere in office	.466
Gender discrimination	.419
lack of trust on employees	.413

The second factor isWork Conditions. It includes 11 variables and explains the variance of 10.604%

FACTOR 3:CAREER GROWTH OPPORTUNITIES

Variables	Factor loading
Not promoting respect and fair treatment	.789
Skill development opportunities are less	.765

The third factor is Career Growth Opportunities. It includes 2 variables and explains the variance of 8.208%

FACTOR 4: WORK PRESSURE

Variables	Factor loading
No incentives for staff	.759
Odd working hours and shifts	.724
No regular staff meetings	.593

The fourth factor is Work Pressure. It includes 3 variables and explains the variance of 7.122%

FACTOR 5: TRUST FACTORS

Variables	**Factor loading**
Stress may be cause of leaving the organisation	.543
Lesser scope for career growth	.485
More scope in other offices	-.645

The fifth factor is named as Trust Factors. It includes 3 variables and explains the variance of 5.668%

2. Henry Garrett Ranking test

Strategies to overcome employee attrition in Information Technology Sector has been analysed and ranked as follows:

FACTORS	**AVERAGE SCORE**	**RANK**
1. Optimize Recruiting And Hiring	59.64	**I**
2. Improve Work Conditions	40.73	**VIII**
3. Provide Room For Fun	38.69	**IX**
4. Conduct Satisfaction Surveys	57.35	**II**
5. Enhance Training Programs	56.47	**III**
6. Build Effective Team Spirit	34.86	**X**
7. Establish Clear Communication Channels	56.27	**IV**
8. Enhance Recognition And Rewards Programs	54.17	**V**
9. Provide Skill Development Programs	51.38	**VI**
10. Offer Continuous Opportunities For Promotion	48.44	**VII**

Among various factors, “Optimize Recruiting and Hiring” has been ranked as the best strategy to overcome attrition followed by “Conduct Satisfaction Surveys”, “Enhance Training Programs” and others as specified in the table.

SUGGESTIONS

Fresh graduates should be provided sufficient training before job is assigned to them. The pay should be given according to their grade, but there should be increment or hike every year this will motivate the employees to stay and work for the organization. Managers should be trained to treat their employees with respect, because without those employees, the business could not operate. Opinion surveys, feedback forms, employee suggestion box or employee suggestion committee and employee satisfaction surveys should be conducted on a regular basis. Organization should always get involved in finding out the causes of Attrition. They should have an open door policy style of managing to allow employee to comment on what might be bothering about the job. The HR team should optimize recruiting and hiring process and also try to develop and constantly update training strategies.

CONCLUSION

Despite increased globalization and fluctuating economic times of American jobs, most employers are nowstruggling hard to keep good workers who are expecting more from their management and can willingly shift if their needsare not met. If an organization succeeds in managing its people well, employee retention will take care of itself. It is hightime organisations realize that each employee is valuable and with time their added experience makes them even morevaluable.Retention plans are an inexpensive way of enhancing work place productivity and engaging employeesemotionally. Proficient employees keep the quality up and business operations run smoothly along with cost saving in thelonger run.

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26. Impact of Demographic Variables on Balancing Work and Personal Life of Women Constables

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Abstract

Work and personal life are interrelated. Individual with their 'high motivations'they put themselves under pressure. Work life imbalance is creating different kind of problems and disturbs the employees which stop themto lead peaceful life. Employees with different profession and personal goals, which are often contradictory, brings imbalance in their lives.Employees are facing a lot ofproblems in regular life due to tight schedules, responsibilities and commitments which makes them to be exhausted and irritates them whereas they are unable to spend time for spouse and children. With increase of work pressure and home demands, the work life balance is at stake. Women employees in police department constitute the universe for the study and a sample of 200 employees is chosen using simple random sampling method. The hypothesis is tested using ANOVAand chi-square. The results revealed that there is significant relationship between demographic variables and work life balance.
Keywords: women employees, police profession, work life balance.

Introduction:

Work-life balance of an employee is to find out the different ways to balance the challenging demands of work and home when both coincide. Work–life and personal life are interdependent and interconnected. It's very important to balance both with regard to time and work management. Nowadays it becomes common for highly qualified professionals to strike a balance between work and personal life. An individual has an ability to meet work and family commitments and non-work responsibilities Parkes and Langford (2008) Demographic variables such as age, education, income, experience, marital status, number of children, influence the women employees in their work life balance. Clark (2000) stated a more precise definition of WLB as being "satisfaction and good functioning at work and at home, with a minimum of role conflict"

Review of Literature:

Hamilton and Gordon (2006) in their article focussed on work life conflict of unmarried women and women without children. Findings revealed that unmarried women and women without children experienced work to life conflict. Pocock et al (2007) proved that long work hours are consistently associated with worse work life outcomes. The majority of the respondents (93%) agreed thatwork-life balance is a joint responsibility of both employeesand employers.

SenthilkumarK.G. etal (2012) analysed that the respondents of different age category and gender category have perceived more stress work life balance. The chi-square showed that there is a close relationshipbetween age of the respondents and their stress level in work life balance.
Similarly, there is aclose relationship between gender of the respondents and theirlevel of stress in balancing work and life.

Fiona (2007) explained that flexible working practices are good for work life balance and employers has to support employees to maintain work life balance. Development of suitable WLB policy assists in ensures positive attitudes of employees. Prerna (2012) concluded that working married women found high level of stress and depression.Married working women faces more pressure when compared to non-working married women.

Scope for the study:

The study is to explore the enhancing and affectingfactors of work life balance. This study helps the police officials to understand the various factors enhancingand affecting work life balance.

Limitations:

Due to time constraints the researcher confined to Chennai city only. The results may not be concluded to other different areas. Data has been collected through self-administered questionnaire and the result has been arrived based on the respondents' honesty in filling the questionnaire. Police service is one of the male predominance sectors, but the researcher concentrated only towards the women police constables.

Objectives:

- To find out the various factors enhancing and affecting work life balance.
- To analysehow far the demographic variables influence work life balance influencing factors.

Hypothesis:

1. **Ho**: There is no significant impact of age on factors enhancing work life balance of women constables.
2. **Ho**: There is no association between years of experience and factors affecting work life balance of women constables.

Methodology:

The study is exploratory and descriptive in nature. It is based on the police constables in Chennai city. A random sampling technique was used for the selection of sample and adopted simple random sampling techniques for the collection of primary data. The present study is mainly based on primary data collected from 200 women constables. A structured questionnaire based on Likert's five point scale was administered among the respondents. ANOVA is used to determine the relationship between demographic variables and work-life balance of women employees.

Period of the Study:

The main field survey and data collection were carried out during 2010-2011.

The Sampling Design:

The study is a survey research. Factors relating to enhancing work life balance and affecting work life balance were considered for the study. The following sampling design is followed:

1. **Defining the Target Population:** The respondents were women police in Chennai city. The study has been conducted in year 2015-2016. The responses recorded based on their work life.

2. **Determining the Sampling Frame:** A depiction of the elements ofthe target area is a sampling frame. The employees working in police profession was the sampling frame.

3. **Selecting a Sampling Technique:**A simple random sampling technique was used for the selection of sample and the data has been collected.

4. **Sample Size:**Out of230 responses 30 were incomplete and 200 were taken for consideration of the study.

5. **Data Collection:** The data collected from women policethrough a structured questionnaire containing two different sections:
   a) Demographic and personal detailsassociatedwith work.
   b) Information pertaining to enhancing and affecting work life balance.

6. **Measurement Scale:** The questions were in the form of statements relating to enhancingand affecting work life balance. The respondents were answered in form of agreement level on a 5-point Likert scale (1 is for strongly agree, 2 is forAgree, 3 is for Neutral, 4 is for Disagree and 5 is forstrongly disagree) respectively.

Reliability test:

Reliability Statistics	
Cronbach's Alpha	N of Items
0.923	36

Since the Cronbach's Alpha value > 0.7, the data collected is considered to be highly reliable.

Frequency analysis:

Descriptive statistics on the variables of the study helps us to understand the demographiccharacteristics of the group. In this study the 48% respondent are between the age groupof 20-30 years and 41.5 % of the respondents are belong to 30-40 years.Considerably 56% of the respondents' educational qualification is higher secondary and 31% of the respondents are graduate. Majority of the respondents (62.5%) are married and 33.5% of the respondents are

single. 33.5% of the respondents have 2 children and 29% of the respondents have no children.About 44 % of respondent have 5-10 years of experience and 27% of the respondents have 3-5 years of experience. And the annual income comes to less than 2 lakhs for 49.5% of the respondents and 43.5%of the respondents fall in the category of2 – 5 lakhs.

Work life balancingenhancing factors		
	Frequency	Percent
Strongly agree	51	25.5
Agree	104	52
Neutral	27	13.5
Disagree	17	8.5
Strongly Disagree	1	5
Total	200	100

52% of the respondents stated that factors like nature of job, salary structure, promotion opportunities, proper recognition, co-workers supportand administration support enhancing the work life balance and 25.5% of the respondents strongly agreed.

Work life balance affecting factors		
	Frequency	Percent
Strongly agree	42	21
Agree	74	37
Neutral	56	28
Disagree	26	13
Strongly Disagree	2	1
Total	200	100

Majority of the respondents (37%) agreed that the factors like more responsibility in job, monotony in job profile, frequent transfer, inadequacy of leave, non-availability of crèche facility, gender discrimination and poor interpersonal relationship among the workers severely affecting the work life balance and 28% were neutral.

Anova:

Influence of factors relating to Work life balance and age of the respondents. In this part, the researcher intended to find micro scope results pertaining to relationship between unique independent and multiple dependent factors. The One Way Analysis of Variance is more appropriate in comparing mean values of independent variable over the dependent factor.

Ho: There is no significant impact of demographic variables on factors enhancing work life balance of women constables.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Work life balance	Between Groups	2.313	2	1.157	1.501	.226
	Within Groups	151.842	197	.771		
	Total	154.155	199			

From the above table, it is found that work life balance enhancing factors (F= 1.501, P = .226) are statistically not significant @ 5% level. This leads to mean comparison among the 4 age groups of the police personnel as in the descriptive table.

Descriptives			
Age of the respondents		N	Mean
Work life balance motivators	20-30	96	2.17
	30-40	83	1.94
	40-50	21	2.10
	Total	200	2.07

From the above table it is found that the police personnel in the age group 20-30 years disagree (mean = 2.17) with factors influencing the WLB. Therefore the hypothesis is rejected at @ 5% level and concluded that age of the women police constables are not enhancing their WLB factors.

Chi square analysis:

Ho: There is no association between years of experience and factors affecting work life balance of women constables.

The different level of agreement level of work life balance affecting factors and distribution over the years of experience less than 1 year, 1 - 3 years, 3 -5 years, 5 – 10 years and above 10 years is presented in following cross tab table.

YEARS OF EXPERIENCE * WLB AFFECTING FACTORS Crosstabulation							
Count							
WLB AFFECTING FACTORS							
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Years Of Experience	Less than 1 year	3	5	1	0	0	9
	1 -3 years	6	11	10	3	0	30
	3 - 5 years	11	33	4	6	0	54
	5-10 years	29	39	12	7	1	88
	Above 10 years	2	16	0	1	0	19
Total		51	104	27	17	1	200

From the above table it is found that 44% of employees fall under the category of 5 – 10 years and 19.5% of respondents are agreeing that due to years of experience factors affecting work life balance.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.394[a]	16	.037
Likelihood Ratio	28.747	16	.026
Linear-by-Linear Association	.793	1	.373
N of Valid Cases	200		

It is found that Pearson chi-square = 27.394, P = .000 are statistically significant at 5% level. This implies that there is strong association between years of experience and factors affecting work life balance.

Findings:

- 48% respondents were between the age group of 20-30 years and 41.5 % of the respondents are belongs to 30-40 years.
- 56% of the respondents' educational qualification is higher secondary and 31% of the respondents are graduate.
- Majority of the respondents (62.5%) are married and 33.5% of the respondents are single. 33.5% of the respondents have 2 children and 29% of the respondents have no children.
- About 44 % of respondent have 5-10 years of experience and 27% of the respondents have 3-5 years of experience.

- Annual income comes to less than 2 lakhs for 49.5% of the respondents and 43.5% of the respondents fall in the category of 2 – 5 lakhs.
- It is found that the police personnel in the age group 20-30 years disagree (mean = 2.17) with factors influencing the WLB. Therefore the hypothesis is rejected at @ 5% level and concluded that age of the women police constables are not enhancing their WLB factors.
- It is found that Pearson chi-square = 27.394, P = .000 are statistically significant at 5% level. This implies that there is strong association between years of experience and factors affecting work life balance.

Conclusions:

Based on the analysis it is concluded thatexperience level influences factors affecting work life balance.This work pressure will have an impacton their personal life and lead to imbalance in their work andlife. Police profession is stress related job whereas it requires morebalance. Police department should also facilitate their employees to get relieved from stress and to balance work and life.Work-life balance initiatives have to help employees for balancing their work and personal lives.

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27. The Influence of Psychological Contract on Employee Retention

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ABSTRACT

This paper examines the influence of psychological contract on employee retention. Psychological contract refers to mutual unwritten expectations that exist between an employee and employer regarding policies and practices in their organisation. Psychological contract emerges when employee believes the organisation is in fulfilling its perceived obligations above & beyond formal written contract. This in turn determines the employee's engagement, job satisfaction, job performance, relationship with the organisation. Today employee retention has become an important strategic aspect for the organisation. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organisation and its people. The Psychological Contract has been of increasing interest for HR departments as it can be used to measure factors impacting behaviour in the workplace. This paper aims at examining the relationship between psychological contract and employee's retention. The valuable employees can be retained by the organization by fulfilling their expectations.

Key words: psychological contract, employee retention, value, trust.

INTRODUCTION:

The researchers and human resource (HR) practitioners agree that the employment relationship is undergoing fundamental changes that have implications for the attraction, motivation and retention of talented employees (Horwitz, Heng, & Quazi, 2003). Over the past decades, the economic environment organizations work in has changed dramatically. Due to on-going evolutions towards international competition, deregularization and globalization of markets, organizations are required to be more flexible and to increase their productivity. This has reduced the job security of employees at all levels in the organization (King, 2000) but at the same time organizations are pressed to attract and retain talented employees who have competencies that are critical for organizational survival. Often, however, exactly these employees are difficult to retain due to their tendency to attach more importance to marking out their own career path than to organizational loyalty; a tendency which results in increased rates of voluntary turnover (Cappelli, 2001). Within the HRM literature, *retention management* has become a popular concept to examine the portfolio of HR practices put into place by organizations in order to reduce voluntary turnover. Another concept that has gained interest as a construct relevant for understanding and managing contemporary employment relationships is the *psychological contract*; the concept of psychological contract has drawn considerable attention of academician, researcher and management in the corporate also.

UNDERSTANDING PSYCHOLOGICAL CONTRACT

The psychological contract refers to mutual unwritten expectations that exist between an employee and employer regarding policies and practices in the organization. Argyris (1960) first referred to the psychological contract only in passing as the relationship between employer and employee. Levinson (1962) is the father of the concept and defined psychological contract as 'unwritten contract, the sum of the mutual expectations between the organization and employees'. Psychological contracts are mental models or schemas that develop through an individual's interactions and experiences. The definition given by

Rousseau (1960) highlights employees perception of the existence of mutual obligations deposited with the employer.

While there is no one universally accepted definition of the psychological contract, most definitions tend to see it as the implicit understanding of the mutual obligations owed by an employee and their employing organisation to one another. It is often contrasted with the formal, legal employment contract that specifies the formal duties, responsibilities and obligations of employer and employee in the employment relationship. Commentators vary in the extent to which they see these two sorts of contracts as mutually exclusive, overlapping or interdependent. Shields (2007: 49), for example, sees the psychological contract as ‘filling in the gaps’ left by the formal legal contract of employment to constitute a more complete account of the entire range of mutual obligations between employer and employee.

From a different perspective the psychological contract signals a new ground of contestation at work and over work. The fundamental contradiction of contemporary work is the incompatibility of flexibility and commitment (Bratton 2007: 43). Employers, facing intensified competition, have increasingly called for increased productivity and performance from employees. Under the influence of ideas associated with strategic HRM they have sought to achieve this through increasing employee commitment to the job and the organisation as a way of driving and sustaining greater work intensity and high performance. However at the same time they have sought to drive down costs through, amongst other things, greater labour flexibility that has tended to result in harsher working conditions for most employees. The lens of the psychological contract magnifies the ways in which employers are demanding more for less in the contemporary workplace.

The strength of the psychological contract depends on how far the individual believes the organization is in fulfilling its perceived obligations above and beyond the formal written contract of employment. This in turn determines individual’s commitment and engagement to the organization, motivation, job satisfaction, job security. It leads to positive attitudes and high level of commitment.

The concept of psychological contract addresses those relationship that are very hard to define clearly in a formal employment contract, such as knowledge and skills development, one’s work and motivation, relationships with one’s boss and co-workers, the role one is expected to fulfil, the ethical code by which the employee and the organization will act, the support from the organization and vice versa, and so on.

Psychological contract are voluntary commitments that limit one’s future action. They are open-ended and need to be flexible enough to accommodate changes without breaking. It is observed that potential employees can be retained by the organization when they value and recognise the skilled and talented employee’s. Now a different type of workforce is emerging. People are required to take charge of their own careers, instead of relying on organizations to provide them with a clearly defined career path.

EXPECTATIONS OF EMPLOYEES FROM THE EMPLOYER / ORGANIZATION:

The following expectations between the employee and employer when it is fulfilled, it helps the organization in employee retention:

FINANCIAL REWARDS:

In a competitive business world, more employers are looking at developments in excellence and increase productivity while decreasing costs. An employee reward program is one method of motivating employees to change work routines and key behaviours to benefit an organization. Reward programs are frequently used by organization to try to retain employees. Offer a fair, competitive compensation program. You don't have to pay much more than your competitors — even a nominal step above the rest is enough. Also, consider implementing a retention bonus plan in lieu of a signing bonus. Promising a strong annual raise after three, five, or 10 years is a strong incentive for employees to stay. Remember to ensure that compensation is commensurate with the nature of and amount of work an employee is expected to perform. Along with financial rewards provide an attractive benefits package. Employees are more apt to stay with a company if they receive benefits like great health care, tuition reimbursement, gym memberships, child care, wellness programs, a good retirement plan, etc. Be generous with holidays, vacation, sick or personal days, benefits you can increase with seniority. Though it seems counterintuitive, it all leads to greater productivity and motivation. In today's economic situation, one time recognition awards are not effective in preventing turnover, rather small noncash rewards and good old fashioned permanent salary increases were the most effective in decreasing the probability of turnover. When these expectations are met employees become more attached to the organization.

WORK TO BE MEANINGFUL:"**Engage employees with meaningful work or watch them walk out the door".** In today's workforce many have been seeking new employment because they believe their job does not make good use of their skills and abilities. Lack of career progress and challenge in their jobs. It's impossible to be engaged at work if you feel like the work your doing is not engaging. Situations like these create strong feelings of unhappiness, inadequacy and frustration. Furthermore, when employees view their tasks as challenging with opportunities for learning and information exchange, they are also less likely to leave.

TRAINING AND CAREER DEVELOPMENT:

The 21st century employment relationship has redefined development and career opportunity. Employees benefit by experiencing greater satisfaction about their ability to achieve results on the job and by taking responsibility for their career; the organization benefits by having employees with more skills who are more productive. The availability of employees in terms of skill development opportunities and career movement is the 'key attractors' to organizations. If an organization does not recognize the individual's need and desire to grow, then 'development' becomes a primary reason for leaving the organization. Give employees the best tools and training to succeed.

TRUST AND RECOGNITION:

When there is high level of trust in their management the employees tend to stay with the organisation. When will an employee have trust in the organization when they feel the organization is Fulfilling its perceived obligations above & beyond formal written contract.Considering their visions, ideas & values. When their work is recognised, appreciated and reward "As organizations become more transparent they will also become more trusted". Research evidence shows that, where employees believe that management have broken promises or failed to deliver on commitments, this has a negative effect on job satisfaction and commitment, engagement and on the psychological contract as a whole. This is particularly the case where managers themselves are responsible for breaches, for instance where employees do not receive promised training, or performance reviews are badly handled.

POSITIVE WORKING ENVIRONMENT:

As a leader, your attitude has great bearing on your employee's motivation and engagement. If you come to work angry, they will too, or they'll just avoid dealing with you and spend the day wishing they were somewhere else. Make the office a pleasant and even inviting place to work. Ensure the decor is pleasing; the temperature is comfortable for working. Celebrating birthdays, providing occasional treats, holding sporting competitions and celebrating company or individual successes. When your staffs look forward to coming to work, they'll be motivated to do their best.

PSYCHOLOGICAL CONTRACT AND EMPLOYEE RETENTION:

In relation to the above mentioned factors, various research and studies suggest that employers should consider these factors when implementing retention policies. To understand the effectiveness of these retention factors, it is imperative to relate them to employees' views on their importance and actual delivery by their employer. This is known as psychological contract. An increasing number of today's employees believe they have suffered an injustice or have been treated unfairly by their employers. This is called psychological contract breach; this breach leads to employee's intention to leave the organization. When these expectations are met by the employer the employees become more satisfied, engaged, committed towards the job & organization, loyal and attached with the organization.

CONCLUSION:

A main concern of any organization is to attract, engage, and retain the right employee. Certain factors are crucial in influencing the employees' decision to either leave or remain in an organization. When these expectations are met the employees become more engaged with the organization. Engaged employees are those who are willing to go the extra mile, work with passion and feel a profound connection to their company. These are the people who will drive innovation and move the business forward. Getting people to turn up for work is the easy bit. Getting them to go extra mile requires effort and imagination. The organisation should be looking to generate passion and enthusiasm, and to make work a happier experience for all their employees.

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28. Awareness on the Usage of E-Banking Services – Pilot Study

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ABSTRACT

Traditional banking services are time consuming, inconvenient and have limited banking hours. The E-Banking Services has become as self-service alternative support system which has eliminated the hurdles posed by the traditional banking services. E-Banking services leads to paperless transactions and provides more advantageous features as expected by the bank customers. Among the E-Banking services, Internet Banking, ATM Banking and Mobile Banking was taken up for the study to identify the factors of Awareness on usage of E-Banking services among the E-Banking customers using Factor Analysis.
Key words : E-Banking, Enabling factors, Disabling factors, Safety, Privacy

INTRODUCTION

E-Banking is the automated delivery of new and traditional banking products and services directly to customers through electronic, interactive communication channels (Daniel 1999). Awareness of E-Banking services, Ease of use, Willingness to adopt E-Banking, Internet Access, Convenience were the factors which influence the adoption of E-Banking services (Dhekra Azouzi 2009). The same finding was found in another study conducted by Catherine S.Weir et al. (2009) which also proved that usability and convenience were the influencing factors towards adoption of E-Banking services. The Enabling and Disabling factors influencing the E-Banking usage was analysed by Harman Preet singh, Shaveta T. Grove (2011). Simplicity and clarity in operation was found to be the enabling factors and Security concerns and lack of awareness among customers were found to be the disabling factors. The main barriers found among the non-user of E-Banking services are safety, security and privacy issues faced while using the E-Banking services (Prerna Sharma Barmoriya, Preeti Singh 2011). The same finding was revealed in another study too conducted by Mohammed Ather Akhlaq, Asadullah Shah (2011).

METHODOLOGY:

Sources and Type of sample chosen for the study

Chennai has been chosen as the survey area. The data was collected from North Chennai, Central Chennai and South Chennai covering areas namely Perambur, Korattur, Ambattur. Mylapore, Egmore, Guindy, T.Nagar, Chromepet, Tambaram, Chengalpet. The respondents surveyed comprised only E-Banking customers from Chennai region who were employed in Public and Private sectors, Professionals, Businessmen and Pensioners.

Sampling Technique

Convenience sampling method is adopted for the study. Exploratory factor analysis is carried out to extract factors and reduce data. Cronbach reliability scale is used to test the reliability of the measure after factor extraction and data reduction. Reliability Test was conducted using Cronbach Alpha Method which revealed the Reliability Percentage as 86% for variables of Awareness on usage of E-Banking services.

Reliability Test

Reliability Test was conducted using Cronbach Alpha Method which revealed the Reliability Percentage as 86% for variables of Awareness on usage of E-Banking services.

Factor Analysis

A total of 100 responses collected from E-Banking customers were used to test the level of awareness on the usage of E-Banking customers using five-point Likert's scale ranging from strongly agree to strongly disagree. Factor analysis is a technique which is adopted to reduce large number of variables into few predominant factors based on common criteria found among the variables. After collecting the data, using Factor Analysis, two factors were extracted from 15 variables.

The KMO and Bartlett's test exhibits a high value of .920, as it is more than 0.05 . It implies that factor analysis can be done for the data collected for studying the awareness on usage of E-Banking services. The significant value for KMO Bartlett's test is 0.000 which reveals that factor analysis can be applied, as there is a strong relationship among the variables. The application of Factor analysis by Principal Component Method derived the following results.

KMO and Bartlett's Test for Awareness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.920
Bartlett's Test of Approx. Chi-Square Sphericity	3282.475
Df	105
Sig.	.000

EXTRACTION OF FACTORS:

Factor I – Safety Awareness:

The Rotation component matrix shows that fifteen variables are converted into 2 factors. .The items having a loading value above .40 are included under the factors. The other variables having a loading value less than .40 are ignored. The following variables are reduced to one factor known as "Safety Awareness" .The **First factor** represents **Eight** variables which has been reduced into one factor. The following are the statements pertaining to Awareness on usage of E-Banking Services.

Variables of Safety Awareness on usage of E-Banking services

Awareness Question number	**Variables of Safety Awareness**	**Factor loading value**
AW 4	I remember to log off from the bank site after an online Banking session	.786
AW 7	I don't disclose my Customer ID/Password/PIN to anyone	.737
AW 2	I never leave my Computer unattended while using Internet Banking Services	.729
AW 6	While using Online Banking, I reject any request for personal information from any unknown source	.705
AW 10	I check for my mobile alerts after performing E-Banking transactions	.661
AW 8	I ensure that my computer is equipped with a security Tool kit to help keeping trespassers out	.534
AW 3	I disconnect my computer from the Internet when not in use.	.462
AW 1	I monitor my bank accounts statements frequently and thoroughly to check the correctness.	.459

The First factor **Safety Awareness** implies that the respondents of E-Banking customers showed the varied Awareness level on Safety while using the E-Banking services.

Factor II - Privacy Awareness:

The following table consisting of variables are reduced to one factor known as "Privacy Awareness" which is the **Second factor** extracted through factor analysis. It represents **Seven** variables containing statements that measure the Awareness on maintenance of Privacy by the E-Banking customers.

Variables of Privacy Awareness on usage of E-Banking services

Awareness Question Number	Variables of Privacy Awareness	Factor Loading Value
AW 12	I am aware of Spyware affecting Internet Banking.	.806
AW 14	I set Multi-Level password for Debit cum ATM card	.706
AW 11	I am aware of legitimate Bank Sites	.704
AW 9	I change my passwords periodically for security purpose.	.655
AW 13	I maintain the new pin number communication secretly	.634
AW 15	I don't save my pin number on my mobile	.470
AW 5	I personally maintain complete details of my ATM card along with Bank phone number to be contacted during emergency.	.446

The respondents revealed varied degree of Privacy Awareness level on the usage of E-Banking services. The factor "Privacy awareness" exhibits that E-Banking customers are very cautious and confidential in maintaining their personal information, while using the E-Banking Services. The following total variance table explains the formation of number of factors out of 15 variables pertaining to Awareness on usage of E-Banking services.

Total Eigen Variance and its Loading for Awareness on usage of E-Banking services

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.228	41.520	41.520	6.228	41.520	41.520	3.861	25.739	25.739
2	1.327	8.844	50.364	1.327	8.844	50.364	3.694	24.625	50.364
3	.943	6.285	56.649						
4	.892	5.947	62.596						
5	.694	4.626	67.222						
6	.667	4.444	71.666						
7	.621	4.142	75.807						
8	.597	3.978	79.786						
9	.571	3.809	83.595						
10	.524	3.495	87.090						
11	.445	2.964	90.053						
12	.441	2.941	92.994						
13	.393	2.620	95.614						
14	.364	2.426	98.040						
15	.294	1.960	100.000						

Thus, using factor analysis, the 15 variable have been reduced to two factors such as Safety Awareness, Privacy Awareness.

The above table reveals that 15 variables are reduced to two predominant factors with cumulative variance 50.364%. The two factors have individual variances 25.739% and 24.625%. This gives clear evidence that the two factors represent all the fifteen variables.

CONCLUSION

Based on the factor analysis, the E-Banking customers were grouped into clusters representing their different categories to facilitate further analysis using statistical tools. The pilot study was useful for the researcher to eliminate the flaws in the questionnaire by conducting the reliability test followed by factor and cluster analysis.

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29. A Study on Work Life Balance of Employees in Computer Hardware Company, Chennai

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ABSTRACT

The main objective is to study the work life balance of employees, to find the awareness among the employees regarding existing company policy and to understand various opinions regarding WLB among employees in computer hardware company .To achieve the objectives of the study data was collected from 200 employees from the total population of 450 employees by convenience sampling technique. The research design used in this study is descriptive research design. Primary data was collected using a structured questionnaire which was constructed from an instrument reported by Fisher-McCauley, et al. (2003) and secondary data pertaining to this study was obtained from company website, journals, books and past research studies. The Independent variable used for the study are Age, marital status, gender, educational qualification, experience, and type of family and the dependent Variables used in the study are Personal life intrusion in work, work intrusion in personal life, awareness of organization policy and work place support. Percentage analysis were used to analyze the data and further it is statistically analyzed using tools like the Karl Pearson's Correlation, H Test, Mann Whitney U Test and independent T test through spss. From this study it is found out that about 80% of the respondents are male, about 65% of the respondents are married and about 44.5% of the respondents are 26-35 years of age. The employees are able to balance their work and personal life, though they are not much aware of the work life balance policies provided by the company. Suggestions are given to conduct full-fledge training on the HR policies and benefits available for the employees, to strengthen the welfare policy and improve the level of communication with the employees.

Keywords: *Work life balance, Personal life intrusion in work, work intrusion in personal life, work place support, welfare policy.*

INTRODUCTION

In the highly competitive global scenario, society and organizations are filled with conflicting commitment and responsibilities. Hence, work-life balance has become an important issue at workplace. Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Over the years, there is a growing perception that the quality of an employee's personal life and family life impacts work quality and that it makes business sense to promote work and family integration. A conflict between work and family has real consequences and negatively affects the quality of family and career attainment of both men and women.

DEFINITION

Hill et al defined, work-life balance as the extent to which a person can concurrently balance the emotional, behavioural and time demands of both paid work, personal and family responsibilities.

NEED FOR THE STUDY

A work-life balance survey can indicate whether the organisation is currently doing well, whether employees feel they have work-life balance issues, provide information about possible causes of any difficulties and suggests what could be done to address the problems.

This study provides a clear picture of whether the employees are able to maintain a balance between work and family life. It also helps to understand the extent to which employees have an understanding regarding the company policies such as flexible time, paid time off, maternity leave, etc. The purpose of this study is to guide the organisation to focus on need of the employees. The purpose of the survey is to give an indication of how the organization's 'work-life balance' policies assist employees in balancing their work and life responsibilities and it will also provide an indication of how organization's policies could be improved.

REVIEW OF LITERATURE

Duxbury and Higgins's (2001) study identified many important trends with regard to work and family variables in Canada. They found that work hours and overtime work had been gradually increasing, especially for those employees who worked for larger organizations. Work was also taking over a part of the weekends. Men, managers and professionals and employees who worked for non-profit sector experienced the heaviest work demands. On other hand, women and those with dependents experienced heavier family demands. They also found that in general work demands of employees exceeded their family demands. In the UK, research on work-life issues received a boost after Second World War. As increasing numbers of women in the workforce found it difficult to balance work and family responsibilities while their men were fighting the war, the UK government came up with the option of part-time work. While this did alleviate conflict to a slight degree, it did not change the traditional gendering of work and family roles in the UK

Hughes and Bozioneles (2007) said that work-life imbalance was not only a source of concern but also that it was the major source of dissatisfaction for the participants. Furthermore, the participants made a clear connection between problems with work-life balance and withdrawal behaviors, including turnover and non-genuine sick absence.

Karatepe, Osman, and Mehmet (2006) found that work-family conflict increased emotional exhaustion and decreased job satisfaction among the front-line bank employees

Reimara Valk & Vasanthi Srinivasan (2011) indicated that the multiple roles of women software professionals in India, the nature of the IT industry, and the socio economic context of India pose unique challenges for achieving the work-family balance. Nevertheless, the majority of women in their study were able to "have it all' because of family support

RESEARCH DESIGN

The type of research used in this study is *Descriptive* in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross-sectional study of the current situation .Descriptive research includes surveys and fact-finding enquiries of different kinds.. In this study we decided the sampling unit as hardware company, Chennai, in that we selected convenience sampling technique. Total number of sample participants is 200 from 450 employees. Survey method is employed to collect the data from the respondents and the data are collected with the help of a self administered questionnaire. A close-ended self administered questionnaire was constructed adapting from an instrument reported by Fisher-McCauley, et al. (2003). Secondary data was collected from many websites, books, journals and other research studies which have already been collected by someone else and which have already been passed through the statistical process. Analysis involved estimating the value of unknown parameters of the population and testing of hypothesis for drawing inferences. Interpretation refers to the task of drawing inferences from the collected facts from an analytical study. Interpretation is essential because the usefulness and utility of research finding lies in the proper interpretation. Statistical data have been represented either in univariate or in bivariate forms to provide a clear depiction of the responses in the most suitable form, besides charts have also been provided to highlight the same. The statistical tools like Mann Whitney U Test, Independent Sample T test, Kruskal Wallis Test and correlation analysis was used to further analyse the data.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- To study the work life balance of employees prevailing at the company

SECONDARY OBJECTIVE:

- To identify the factors hindering work life balance of employees
- To understand various opinions regarding WLB among employees.
- To find the awareness among the employees regarding existing company policy.
- To suggest ways to improve work life balance of employees in the company

FORMULATION OF HYPOTHESIS

- There is no relationship between work stress and marital status.
- There is no significant difference between the awareness of existing company policies based on gender.
- There is no relationship between work stress and age.
- There is no relationship between education level and time extended for work.

LIMITATIONS OF THE STUDY

- The attitude of the workers change from time to time. Hence the result of the project may not be applicable in the long run.
- This study is confined to the opinions of employees on sample basis in Chennai. Hence this cannot be construed to reflect the opinion of all the employees.
- The employees are hesitating to give the information.

STATISTICAL ANALYSIS:

MANN WHITNEY TEST FOR RELATIONSHIP BETWEEN MARITAL STATUS AND STRESS

Null Hypothesis (H0): There is no significant relationship between marital status and stress faced by the employees.

Alternate Hypothesis (H1): There is a significant relationship between marital status and stress faced by the employees.

RANKS

	Marital Status	**N**	**Mean Rank**	**Sum of Ranks**
Stress	Married	130	75.28	9787.00
	Single	70	147.33	10313.00
	Total	**200**		

TEST STATISTICS

	Stress
Mann-Whitney U	1.272
Z	-9.076
Asymp. Sig. (2-tailed)	.000

Where a**:** Grouping Variable: marital

INTERPRETATION:

Since p value is lesser than the level of significant i.e. (0.000<0.05), Ho is rejected at 95% level of significance which implies that there is a significant relationship between marital status and with stress.

INDEPENDENT SAMPLE T-TEST FOR SIGNIFICANCT RELATIONSHIP BETWEEN GENDER AND AWARENESS ABOUT POLICY

Null Hypothesis (H0): There is no significant relationship between gender and awareness about policy

Alternate Hypothesis (H1): There is a significant relationship between gender and awareness about policy.

INDEPENDENT SAMPLE T- TEST

Opinion About change in policies	T-Test For Equality Of Means	Mean Difference	Sig.(2-Tailed)
Equal Variances Assumed	-14.843	-1.37500	.000
Variances Not Assumed	-19.909	-1.37500	.000

INTERPRETATION:

Since p value is lesser than the level of significant i.e. (0.000<0.05), Ho is rejected at 95% level of significance which implies that there is a significant relationship between gender and satisfaction towards policies.

KRUSKAL-WALLIS TEST FOR SIGNIFICANCT RELATIONSHIP BETWEEN EDUCATION LEVEL AND TIME EXTENDED FOR WORK

Null Hypothesis (H0): There is no significant relationship between the education level and the time extended after work

Alternate Hypothesis (H1): There is significant relationship between the education level and the time extended after work

RANKS

	Education Level	N	Mean Rank
Time extended after work	Higher Secondary	18	34.75
	Undergraduate	92	64.50
	Postgraduate	70	139.72
	Others	20	188.00
	Total	**200**	

TEST STATISTICS[a,b]

	Time extended after work
Chi square	167.523
Df	3
Asymp. Sig.	.000

Where a: Kruskal Wallis Test

b: Grouping Variable: education level

INTERPRETATION:

Since p value is lesser than the level of significant i.e. (0.000<0.05), Ho is rejected at 95% level of significance which implies that there is significant relationship between the education level and the time extended for work.

MAJOR FINDINGS:

- Majority of the respondents, about 44.5% belong to the category of 26-35 years of age and 10% of the respondents are above 46 years of age
- Majority of the respondents, about 80% are male.
- About 65% of the respondents are married.
- Majority of the respondents, about 46% are under graduate and 10% of the respondents are higher secondary.
- 51.5% of the respondents disagree,10% of the respondents neither agree nor disagree and none of the respondents strongly agree that they cannot concentrate in their work due to dependent care issues at home
- 50% of the respondents agree, 15.5% of the respondents disagree and 4.5% of the respondents strongly agree that their job requires to work after hours for completing the routine task.
- 49% of the respondents disagree, 15% of the respondents strongly disagree and1% of the respondents strongly agree that they are not suffering from work related stress
- 51% of the respondents agree, 15% of the respondents disagree and 1% of the respondents strongly disagree that support from superiors/colleagues is important for better balancing of work life.
- 55% of the respondents agree, 17.5% of the respondents neither agree nor disagree and none of the respondents strongly disagree that company policy should be changed to improve work life balance
- 81% of the respondents are able to balance their work and family life
- 88% of the respondents reveal that better work life balance has positive impact on performance.

SUGGESTIONS:

- The organisation can arrange for transport facility as more than 50% of the total employees spend more than 1 hr in travelling and about 55% of the employees are in nuclear family where there dependence is more.
- The organisation shall re-work on the work timing and frame flexible timing since 50% of the employees have mentioned that they work for extended timing to complete the work.
- The organisation should conduct full-fledged training on the HR policies and benefits available for the employees at least once in a year.

- The organisation should frame a full-fledged welfare policy by taking employees suggestions
- The organisation should conduct family get together at least once in a year to strengthen the bonding between the organisation and employees family.

CONCLUSION:

Work-life balance can bring a huge transformation at the organizational and individual levels. It helps an organization to inherently build a strong value system, which is attributed to the work life balance enjoyed at the employee level. Juggling between the obligations towards the families and expectations of the organisation and constant struggle to maintain a balance can work can have serious implications on the life of an individual. The modern organizations have realized this fact to a great extent and have started addressing this issue with structured programs. However, the organizations need to be more innovative and need to make sure that the programs are really effective in enhancing the Work – Life balance of their employees. The HR department of the organisation and the employees together must work out strategies to help attain work-life balance. The HR department of the Modern organization has more responsibility in enhancing the Work – Life balance of its employees and makes the organization as the happiest place to work. We can understand from this study that the employees have satisfactory level of Work Life Balance. However, there is enough and more scope for strengthening the same.

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30. A Study on Customer Perception and Preferences towards Toilet/Bathing Soap Brands in Chennai

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ABSTRACT

Customer is the king of any business. Understanding customer needs and wants is important and foremost task of any marketer. Customers normally have a general objective of creation and maintaining a collection of goods and services that provide present and future satisfaction. The goods are produced only to meet the needs of the customer. So the analysis of customer perception is one of the foundation on which future marketing depends. Every producer interested to increase the profitability, loyalty and retention and repeat purchases of the product. Customers have wide variety of choices in toilet/bathing soap and they were influenced by many factors internal and external. The study is focused on customer perception and preferences towards toilet/bathing soap brands in Chennai. Questionnaires were distributed to 120 respondents. The study was analysed by using Percentage Analysis, Ranking, Chi- Square Analysis, and ANOVA.

KEY WORDS: *Customer Perception, Different Soap Brands, Customer Preferences, Customer Expectations and Customer Interpretation.*

INTRODUCTION

CUSTOMER PERCEPTION: **Customer perception refers to how customers view a certain product based on their own conclusions.** These conclusions are derived from a number of factors, such as price and overall experience. When it comes to influencing customers to purchase a product, their perception of the brand must be taken into account. This perception may vary based on the customer or a certain demographic of customer. Customer perception can be developed from a variety of factors, such as their own personal experience or how they have heard other people experienced about the product. Three stages of perception are exposure, attention and interpretation.

In simple terms, it is how a customer sees a particular brand with whatever he or she has been able to understand by watching the products, its promotions, feedback etc. It is the image of that particular brand in the mind of the customer.

ORIGIN OF SOAP: Soap was introduced in India by the Lever Brothers during the British reign in the country. Thereafter soaps were imported from England and marketed in India. However the first local soap manufacturing unit was set up by Mr. Jamshedji Tata in Cochin, Kerala around the period 1918.The Indian soap market is ruled by three major giants; Hindustan Unilever Limited, Godrej and Nirma. These three companies alone account for 88% of the total market share in India. Soaps play a useful role in rejuvenating, nourishing, and glorifying the skin. Our skins are daily bombarded with scorching sun, drying winds, biting cold weather, bacteria and dirt while carrying out our daily chores. Soap helps to remove dryness and roughness of skin to some extent by keeping dirt, grime, sweat & odor at bay thus, making you feel clean, fresh & invigorated after every usage. Created with countless ingredients like skin friendly chemicals, preservatives, natural additives of colors and fragrance always ensures you a healthy skin and hygiene Gone are the days when the Indian soap market was dominated by a few soap brands. Presently, there are a myriad of soap brands out there, which are suitable for every skin type. Choice of soap may vary from person to person; depending upon the kind of skin type and need one has that will give you a refreshing bath and great skin.

List of Top 10 Most Popular Soap Brands in India Is Taken For Study:

1. Dove
2. Pears
3. Mysore Sandal Soap
4. Lux
5. Santoor
6. Medimix
7. Cinthol
8. Lifebuoy
9. Dettol
10. Hamam

REVIEW OF LITERATURE:

1. Nissar Mohammed S (May 2012), The study highlighted “The purchasing power of the customer perception has also increased, by giving rise to his wants and needs. Survey conducted on the customers' perception towards the marketing mix of Big Bazaar the following can be concluded regarding the P's: The customers are highly satisfied with the variety and of products, but at the same time they are not very happy with quality and availability of branded products.”

2. Gabriela Mendieta, “Soap- Bath and Shower Products” (March 2013) The study revealed that the soap bath, and shower market can expect to see growth in the next few years due to near universal consumer usage of these products for hygiene maintenance along with a lack of competitive alternatives. However, this market does have some issues it will need to address: there is growing concern around the chemicals being used in personal care offerings. Companies and brands will need to explore ways to refocus consumers’ attention on branded offerings, new product benefits, and ways of helping consumers to feel better about the products that they use.

3. Reddy Praneeth Karnam “Customer Behavior of Rural Women towards Bathing Soaps” (February 2014) In his study, The Rural markets are virtually untapped compared to urban markets, thus marketers are turning towards the vast potential available in the rural markets. Women consumers are playing a vital role in purchase decisions and the current study makes an attempt to know rural customer behavior of women towards soaps. Finally it can be concluded that majority of respondents are satisfied with the current soap brand that they are using.

OBJECTIVES OF THE STUDY:

- To study the demographic profile of the sample respondents in Chennai.
- To analyze the factors that influences the consumer towards toilet/bathing soaps in Chennai.
- To offer valuable suggestions based on the study.

LIMITATIONS OF THE STUDY:

- This study is limited to **120** respondents only.
- Some people are not expressing their views as their using soaps are not in the study; researchers took only 10 brand soaps.
- The required sample has been picked up in Chennai city due to time constraint.

RESEARCH METHODOLOGY:

1. **Research Design: -** Descriptive and Analytical Research
2. **Sample Design: -** Simple Random Sample Techniques was used.
3. **Sources of Data: -**
   a) **Primary Data:** Well Structured Questionnaire.
   b) **Secondary Data:** Data collected from Journals, Magazine and Websites.

ANALYSIS AND FINDINGS:

The following were the **general finding** after analysis data using **Percentage Analysis**

- The majority of the respondents (67.5%) are females.
- Most of the respondents (62.5%) fall under the age group of 21-30 years.
- The majority of the respondents (33.33%) are graduates.
- Majority of the respondents (44.17%) are private sectors.
- From the study, the researchers has found that majority of the respondents (54.17%) purchasing the soap twice in a month.
- More than half of the respondents (64.17%) specified the soap for its effectiveness.
- Most of the respondents stated that (40%) definitely they recommend to a friend or associate.
- From the study, the researchers have found that majority of the respondents (45%) influence their purchase decision by television.

The following were the **specific finding** after analysis data using Chi-Square Test, ANOVA, Kolmogorov - Smirnov Test, Weighted Average and Henry Garrett Ranking.

Chi-Square:- Usage of Soap Brands

1. **Ho:** There is no relationship between different age groups and usage of soap brands.
2. **Ho:** There is no relationship between different income groups and usage of soaps brands.

Demographic Profile	Result	Ho Accept/Reject
Age	Chi-Square=0.10 > Significant value = 0.05	Accepted
Income	Chi-Square=0.243> Significant value = 0.05	Accepted

*At 5% level of Significance.

One Way ANOVA:-Places of Purchasing and Purpose of Bathing/Toilet Soaps

1. **Ho:** There is no significance difference between different income groups and places of purchasing soaps
2. **Ho:** There is no significance difference between gender and purpose of bathing/toilet soaps.

Demographic Profile	Result	Ho Accept/Reject
Income	F=0.664> Significant value = 0.05	Accepted
Gender	F=0.645> Significant value = 0.05	Accepted

*At 5% level of Significance.

Kolmogorov - Smirnov Test:- Soap Brands Preference

After applying Kolmogorov - Smirnov Test regarding the soap brands preferences, the customers provide top priority to Mysore Sandal Soap. The following rankings were obtained by Pears, Medimix, Dove, Santhoor, Lux, Hamam, Cinthol, Dettol and Lifebuoy is ranked as last.

Soaps	Dove	Pears	Mysore Sandal	Lux	Santoor	Medimix	Cinthol	Lifebuoy	Dettol	Hamam
Soap Brands Preference	4	2	1	6	5	3	8	10	9	7

Weighted Average Method:- Advertisement content Influences

After applying Weighted Average Method for Advertisement content customers feel that Hamam Soap's Advertisement as better than other soaps.

Soaps	Dove	Pears	Mysore Sandal	Lux	Santoor	Medimix	Cinthol	Lifebuoy	Dettol	Hamam
Advertisement Content (Weighted Average)	3	4	2	9	10	6	7	8	5	1

Henry Garrett Ranking:- Factors Influencing Purchase Decision

The customers purchase decision is mainly influenced by the Product then comes to Pricing, Fragrance, Packaging, Colour, Promotion of Brands and last comes to Offers Provided.

Factors	Price	Product	Packaging	Promotion of brands	Offers provided	Colour	Fragrance
Ranks	2	1	4	6	7	5	3

SUGGESTIONS:

Soaps have become an important part of the lives of the people. The soap market in India which was once only restricted to the urban regions has now covered practically the remotest corners of the country. The demands of soaps have been increased in recent years mainly for hygiene, freshness and fragrances purposes. These demands are satisfied by different outlets. Consumer prefers the product, making the purchasing decision and expressing the satisfaction level. The consumers have the tendencies brand shift if not satisfied with the utilization of the product as well as availability in the market. The customer's main interests are at advertisement content too which they feel the companies have to handle in better ways.

CONCLUSION:

Consumers now look to their soap products to deliver not only skin cleansing, but also moisturizing, deodorizing, and exfoliating attributes to name a few. However, though this market has performed well and will continue to grow, consumers are very cost conscious due to current economic circumstances and private label offerings are competing with branded offerings, promoting similar benefits for a lower cost. It will be important that companies and brand continue to integrate new functional and cosmetics benefits in the coming years in order to continue growing the market and to keep consumers engaged with this category.

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31. A Study on Employee Engagement in Educational Sector

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ABSTRACT

Employee Engagement is a measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work and thus will act in a way that furthers their organization's interests. Engagement is seen as a positive attitude to the job and it is distinguished from both job satisfaction and commitment. This paper aims to find the level of engagement among the faculty at the education sectors. The study was done using employees from educational sector and questionnaire was distributed to 120 respondents in Chennai city. Percentage analysis and factor analysis are used for analysis of data.

Key words: *engaged employee, employee in education sectors, employee disengagement*

INTRODUCTION

There has been growing interest in recent years with the concept of employee engagement. As the evidence based on the subject has developed, employers have increasingly become aware of the links between engagement and organisational success.
There is no universally accepted definition of ‘employee engagement’. Some faculty see engagement as a state of mind or perception among employees that is easily and empirically measurable in a staff survey. Such an approach is used in the NHS where employee engagement is measured by a compound index made up of nine questions in three areas; staff advocacy, motivation and involvement.
This approach is also evident in AON Hewitt’s much-used model of engagement which measures employee perceptions in three areas:
•SAY – Talking positively about their work and the organisation
•STAY – Long term loyalty to their job and employer
•STRIVE – Inspiration to constantly deliver good work and motivation to contribute more than is normally required to do their job.

CORE 3 CATEGORIES OF EMPLOYEE ENGAGEMENT ARE:

- Engaged
- Not engaged
- Actively Disengaged

ENGAGED

- They perform at consistently high level.
- They want to use their talents and strengths at work every day.
- They work with passion and they drive innovation and move their organization forward.

NOT ENGAGED

- Employees concentrate on tasks rather than the goals and outcomes.
- They feel their contributions are being overlooked, and their potential is not being tapped.

ACTIVELY DIENGAGED

- They are unhappy at work.
- They can cause great damage to an organization's Performance.
- ***ASPECTS OF EMPLOYEE ENGAGEMENT***

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement.
- Interaction between employees at all levels.

REVIEW OF LITERATURE

1. Saks (2006) defines employee engagement as the distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual's role performance.
2. According to Kahn (1990) employee engagement is closely associated with personal engagement that is the psychological presence in performing an organizational role in which a person involves physically, cognitively, and emotionally. While defining employee engagement as the attention an employee gives and the amount of time one spends thinking about the role, Rothbard (2001) differentiates two types of employee engagement viz. job and organization engagements. As far as academic interest in employee engagement is concerned, various factors contribute to it. Firstly, a qualitative study was conducted by Kahn (1990) to conceptualize personal engagement in work roles and to identify the psychological conditions and antecedents thereof.

OBJECTIVES OF THE STUDY:

- Educational institutions all over the world compete like corporate enterprises and this change affects the overall nature and outlook of teachers. This research focuses on defining the concept in the educational sector.
- To measure the level of work engagement amongst the employees (faculty members) working in educational sector in Chennai city.
- To suggest means/methods for improving employee engagement practices in educational sector.

LIMITATIONS OF THE STUDY

a) In this study it is not possible to collect the opinion of all the employees owing to personal constraints. So the assumptions are drawn on the basis of the information given by the respondents.

b) The study needs to be completed within a specified time. So the findings cannot be generalized as a whole.

RESEARCH METHODOLOGY

Research design: Descriptive research

Sample design: Random sampling techniques

Collection of data

1. ***Primary data:*** Structured questionnaire.
2. ***Secondary data:*** Data collected through journals and magazines
3. ***Sample size:*** 120
4. ***Sample area :*** Chennai city

ANALYSIS AND FINDINGS

Percentage analysis:

Demographic Profiles	**Frequencies**	**Percentage**
GENDER		
Male	7	6
Female	113	94
Total	**120**	**100**
AGE		
20-30	75	62
30-40	38	32
Above 40	7	6
Total	**120**	**100**
EDUCATION		
UG	51	42
PG	69	58
Total	**120**	**100**
EXPERIENCE		
Below 5 year	72	60
5-10 years	33	28
Above 10 years	15	12
Total	**120**	**100**
MONTHLY INCOME		
10,000-20,000	72	60
20,000-30,000	38	32
Above 30,000	10	8
Total	**120**	**100**
MARITAL STATUS		
Single	42	35
Married	78	65
Total	**120**	**100**

Source: Primary data

FINDINGS

By applying percentage analysis the following inferences were found:

- 63% of the faculty members belong to the age group of 20-30
- 94% of respondents are female.
- 56% of the respondents are post graduates.
- 60% of the respondents have the experience of below 5 years.
- 50% of the respondents fall under the salary group of 10,000 to 20,000.
- 65% of the respondents are married.

Factor analysis:

Factor analysis is by far the most often used multivariate technique of research studies. It is a technique applicable when there is a systematic interdependence among a set of observed or manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this commonality.

Factors	Variables	Factor loading
Factor-1 Self awareness	My job is challenging	0.795
	I get plenty of opportunities to learn in this job	0.778
	My job is interesting	0.774
	I am prepared to put myself how to do my work	0.764
	I am very satisfied with the work I do	0.760
	I feel competent and able to do the job	0.740
	I know exactly what I am expected to do	0.734
	I am aware of the promotion opportunities in my career	0.661
	My contribution is fully recognized	0.618
	I find it easy to keep up with the demands of my job	0.566
	Promotions are given on fair basis only	0.481
Factor-2 Social	I like working for my boss	0.831
	I get excellent support from my boss	0.782
	Workload is distributed equally throughout our department/ unit	0.699
	The facilities/equipments/tools provided are excellent	0.460
Factor-3 Self efficacy	My co-workers do their best	0.789
	The people I work with help each other when needed	0.749
	My co-workers and I share information and new ideas	0.693
	I get on well with my work colleagues	0.672
Factor-4 Recognitions	I believe that the products/services provided by this organization are excellent	0.801

	I am happy about the values follows in this organization	0.773
	I feel happy with the benefit package provided in this organization	0.628
	I have opportunities to learn and grow	0.603
	The experience I am getting now will be a great help in advancing my future career	0.577
Factor-5 Self management	I am given plenty of freedom to decide how to do my work	0.749
	I have no problems in achieving a balance between my work and my private life	0.650
	I intend to go on working for this organization	0.588

NAMING OF FACTORS

S.No	**Naming factors**	**Total variance explained**
Factor-1	Self awareness	7.671
Factor-2	social	2.772
Factor-3	Self efficacy	2.903
Factor-4	Recognitions	3.382
Factor-5	Self Management	1.987

FINDINGS

The first factor is self awareness, it includes 11 variables and it explains the variance of 7.671.The second factor is social, it includes 4 variables and it explains the variance of 2.772. The third factor is self efficacy, it includes 4 variables and it explains the variance of 2.903. The forth factor is recognitions, it includes 5 variables and it explains the variance of 3.382. The fifth factor is self management, it includes 3 variables and it explains the variance of 1.987.

SUGGESTIONS

The educational institutions can encourage the faculty to come up with their own ideas and suggestion for the betterment of student's welfare and work activity. To improve relationship of the faculties with their colleagues, the activities can be conducted by giving the importance to interpersonal relationship. Regular survey should be conducted every month or a fortnight in order to understand the different need of the faculty since every individual faculty would anticipate for a better experience.

CONCLUSION

Faculty engagement is attracting a great deal of interest in educational institutions. It is a positive attitude held by the employees towards the organization and its values. In some respects it is a very old aspiration – that finds ways to increase faculty motivation and to win more commitment to the job and the organisation. In some ways it is 'new' in that the context within which engagement is being sought is different. The results of this research paper indicate that the academicians have a fairly good level of engagement at work. This is a satisfactory scenario as an engaged teacher plays a pivotal role in an effective, efficient and productive educational sector.

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32. Consumer Perception as Regards Global Retail Outlets

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ABSTRACT

Global Retailing and branding has been one of the sectors that have exponential growth. With increase in standard of living and disposable income, people in developing countries are getting exposed to international brands. Rise of internet and multi-media has further provided impetus to the dream of people to aspire for global retail branded consumer goods. Consumer Perception As Regards Global Retail Outlet, questionnaires were issued to 120 respondents. Methods used for analysis are (Percentage analysis, Chi-square analysis and Factor analysis) using SPSS. The present study gains significance as it aims to study the perception of respondents as regards global retail outlets and to find out the major factors influencing respondents towards global retail outlets.

Keywords: Global Retailing, Brand, Perception, Consumers.

INTRODUCTION

The American Marketing Association defines retailing as the activities involved in selling directly to the ultimate consumer for personal and non-business use. It embraces direct-to-customer sales activities of the producer, whether through his own stores or by house-to-house canvassing or by mail-order business. The retailer is an intermediary in the marketing channels and is a specialist who maintains contact with the consumer and the producer and is an important connecting link in the mechanism of marketing. In today's world if internet and communication boundary has erased geographical boundaries, global retailing has brought the world market to the local store. Any global brand of fashion or product is easily found in the city. The rapid urbanisation, globalisation coupled with economic freedom enjoyed by the youth has helped fuel their ambition and dreams to live a lifestyle that is global and stylish. Thus the global brands and retailers are in for a good time expanding their operations in international markets all over the world.

OBJECTIVES OF THE STUDY

- To study about the socio-economic profile of the respondents.
- To study the perception of respondents as regards global retail outlets.
- To find out the major factors influencing respondents towards global retail outlet.
- To suggest some measures based on the study.

RESEARCH METHODOLOGY

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as **research** problem. In **Methodology**, researcher uses different criteria for solving/searching the given **research** problem. Different sources use different type of methods for solving the problem.

DATA COLLECTION: Primary data, Secondary data.

Primary data was collected through survey and personal interview. A structured questionnaire was prepared to collect relevant primary data from global brand users. Secondary data was collected from various published Books, Journals. The questionnaire was distributed to consumer. All 120 questionnaires were filled and returned back to the researcher.

STATISTICAL TOOLS USED: Percentage analysis, Chi-square analysis, Factor analysis. The size of the sample is 120. To select sample simple random sampling technique is used. The area of study is within Chennai.

REVIEW OF LITERATURE:

Siddiqui.M.Y, Bahaudin Mujtaba and Rehman.C.A (2016) focused on the attributes of store image, store attributes, store atmosphere, in-store service, accessibility, reputation, promotion facilities and post-transaction service found that merchandising of the store, promotion, store facilities, accessibility and reputation of store had significant contribution in generation of positive customer acuity towards retail stores. Quality of in store services was the most significant challenge for retail stores. Improvement of store atmosphere especially the shopping atmosphere and the post transaction services for the return and exchange procedures would help retail managers and stores to take appropriate action for the improvement of customer experience.

Ali Zareei and Peyman Ghafari Ashtiani (2015) investigated consumer attitudes and preferences towards local and foreign brand purchases against factors like Prestige, Quality, Availability and Price. It was found that the quality of global brands was perceived to be generally higher and superior and symbolic to local brands. Most consumers associated greater accessibility of foreign brands in the Iran market. Consumers decided to buy a particular brand as it was reflective of the ongoing fashion. Price was rated as the third most important factor in influencing consumer choice, whereas the quality of the product was considered the most significant, followed by the current trends and fashion.

Sengupta, Aniket (2014) found that consumers were in favor of European brand over American and local brands. Indian consumers' affinity towards global brands was more and there was strong affinity for procurement of global as well as local brands.

Vanja Menon Vadakepat (2013) found that Arab consumers in Emirates welcomed global markets. They demanded government initiatives to assure quality of products, pricing, distribution and prevention of misleading promotions. UAE government's initiative was focused on expanding the functioning of consumer courts across the Emirates.

ANALYSIS

FREQUENCY OF PURCHASE

Respondents prefer global retail brands for its quality. Table 4.10 gives information about frequency of purchase by respondents.

FREQUENCY OF PURCHASE

Frequency of Purchase	No. of Respondents	Percentage
Always	39	32.5
Never	36	30.0
Rarely	45	37.5
Total	120	100

Source: Survey data-Questionnaire

Table shows that 37.5% of respondents rarely purchase global retail branded products while 32.5% of respondents always purchase branded products from global retail outlets.

CHI-SQUARE TEST

RELATIONSHIP BETWEEN GENDER AND PREFERENCE FOR GLOBAL RETAIL OUTLETS

Chi-Square Test is used to find out whether there is relationship between gender and preference for global retail outlets

H0: There is no relationship between gender and preference for global retail outlets

H1: There is significant relationship between gender and preference for global retail outlets

Chi-Square Test

Independent variable	**d.f.**	**X2 values**	**p-value**
Gender	3	0.476	0.924

Since the p-value (0.924) is greater than (0.05) at 5% level of significance, null hypothesis (H0) is accepted. Hence there is no significant relationship between gender and preference for global retail outlets.

RELATIONSHIP BETWEEN INCOME AND PREFERENCE FOR GLOBAL RETAIL OUTLETS

Chi-Square Test is used to find out whether there is relationship between income and preference for global retail outlets

H0: There is no relationship between income and preference for global retail outlets

H1: There is significant relationship between income and preference for global retail outlets

Chi-Square Test

Independent variable	**d.f.**	**X2 values**	**p-value**
Income	3	3.329	0.344

Since the p-value (0.344) which is greater than (0.05) at 5% level of significance, null hypothesis (H0) is accepted. Hence there is no significant relationship between income and preference for global retail outlets.

FACTOR ANALYSIS

Factor analysis had been applied to investigate the underlying structure of the variables that influences consumer perception as regards global retail outlets.

KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin- Measure of Sampling	.671
Bartlett's Test of	1029.226
d.f	325
Significance	.000

Table 4.19 showed that the KMO measure of sampling adequacy was 0.671 and Bartlett's test showed a significance of 0.000.Therefore factor analysis can be applied to 26 variables measuring perception of consumers as regards global retail outlets. The anti-image matrices of variables measuring perception of consumers as regards global retail outlets was calculated and it is observed that all measures of sampling adequacy (MSA) being more than 0.5, all the 26 variables can be subjected to factor analysis.

S.NO	**Over all sample N=120**	**% of Variance**
Factor 1	quality	14,093%
Factor 2	price	8.923%
Factor 3	brand	7.922%
Factor 4	customer relationship	7.342%
Factor 5	promotion	7.322%
Factor 6	novelty	7.006%

Factor 7	variety	5.868%
Factor 8	location	5.820%
	% of Total Variance Explained	**64.295%**

Consumers' Perception Variables in respective Factors

Factors	Variables	Factor
Factor 1 **QUALITY**	Get the best quality products	0.844
	Preference is given to quality of the product	0.802
	Choose the best quality products	0.745
	Good quality global brands are available	0.465
	Global brands offer good quality products	0.410
Factor 2 **PRICE**	Best value for the money is given more importance while purchasing	0.793
	Products are purchased from global retail outlets where maximum discount is given	0.750
	Purchase is done when there is seasonal offer	0.610
	Price of global brands matches its quality	0.609
	Purchase from global retail outlets matches value perception	0.570
	Price of global retail outlets is reasonable	0.527
Factor 3 **BRAND**	Global retail outlets offer the best brands	0.762
	The most expensive brands are available	0.729
	Preference given to best global brands	0.628
Factor 4 **CUSTOMER RELATIONSHIP**	Service offered by global retail outlets is good	0.686
	Global retail outlets have close contacts with consumers	0.550
Factor 5 **PROMOTION**	Global retail outlets provide better information about new products	0.669
	Advertising campaign influences place of purchase	0.654
Factor 6 **NOVELTY**	Global brands match changing fashions	0.657
	Global retail outlets have more brands which match new style and fashion	0.646
	Fashionable, attractive brands are available	0.593
	Shopping is done in Global retail outlets to choose the latest products	0.583
Factor 7 **VARIETY**	Purchase of products from global retail outlets where large number of varieties are available	0.613
Factor 8 **LOCATION**	Global accessibility influences the purchase	0.488
	Global retail outlets location influences purchase decision	0.392
	Preference is given to the location of global retail outlets	0.369

This analysis shows that consumers prefer quality products and also they feel that Global Retail Outlets provide quality products. Most of the Consumers feel that the prices of the product are too high. Consumer says that Global Retail Outlets offer best branded products. Consumers feel that Customer Relationship in Global Retail Outlet is not satisfying them. Promotional activities in Global Retail Outlets are not given more importance. Novelties of Global Retail Outlets are up-to-date. Varieties in Global Retail Outlets are limited. Locations of Global Retail Outlets are not easily accessible.

SUGGESTIONS

Consumers experiment with global brands and choose brands that are reasonable in price. Hence global brand outlets should sell their products at reasonable price to attract consumers. Place of purchase influence decision of purchase. Global retail outlets should be located at convenient locations. Fluctuation in price should be avoided as it may lead to brand switching. Consumers rarely use global retail brands due to limited varieties. Hence more varieties should be made available. Global retail outlets do not satisfy the needs and preference of different age groups and gender. They have to take steps to satisfy all type of consumers and their needs. Global retail outlets should develop good advertisement strategies to reach all types of people.

CONCLUSION

India has attracted a large number of international brands as it is one of the most important emerging markets. The dramatic changes within the economy have resulted in many new opportunities. There has been a significant rise in consumer disposable income, development of modern urban lifestyles and an increase in consumer awareness. These changes have affected buying behaviour and the consumer decision making process.

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33. An Empirical Study on Employees Perception towards Training and Development Programs in IT Sector

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ABSTRACT:

In this competitive era, Training and Development of employees is critical in organisations due to the fact that organisations need to survive, grow and develop. Employees training in IT sector help companies as well as employees to improve their performance. Hence, keeping these in mind, the companies are eager to go for the training programs for their employees with regular intervals in the IT sector. These training programs definitely result in skill enhancement, improved efficiency and productivity, growth opportunities for employees. However, Investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future. The present study indicates the employee's perception towards the training and development program, their strong participation in it, and the quality of training and development program. Data have been collected from 100 IT employees through Questionnaire. Percentage analysis and Factor analysis were done using SPSS package.

Keywords: *Training and Development, Perception, Skills, Knowledge, Efficiency.*

INTRODUCTION:

Human Resources, are the most valuable assets of any organisation, with the machines, materials and even the money, nothing gets done without man-power. Making maximum utilisation of the assets is the core responsibility, and it's the responsibility to provide better opportunity for improving their performance. Training and Development programs play a vital role in every organisation. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their Personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the Job Performance and accordingly take decisions like Employee Promotion, Rewards, Compensations, Welfare Facilities, etc. These training programs also help the managers in Succession Planning, Employee Retention and Motivation. It creates Efficient and Effective employees in the Organisation. The need for training & development is determined by the employee's performance deficiency, computed as follows:

Training & Development Need = Standard Performance - Actual Performance

Training enhances the overall performance of an organisation in various ways. The major areas where employees are normally trained in an organisation are Soft-skill Development, Personality Development, Interpersonal Relationship, Problem Solving Techniques, Managerial and Supervisory Training Program, Quality Improvement Programs, Time Management Skills, Employee Efficiency Development Programs, Violence Prevention Programs, Regulatory Compliances, Goal Setting and Implementation of Programs, Workplace Safety Management and so on. Training enables the employees to develop their skills within the organisation and hence naturally helps to increase the organisation's market value, earning power of the employees and job security of the employees. Training moulds the employee's attitude and helps them to achieve a better cooperation within the organisation.

REVIEW OF LITERATURE:

Aneesh, V. and Vidyeswari, V. In their research on the topic **"A Detailed Analysis on Training Needs a Cochin Shipyard Ltd"** examined the employee's **perception** towards training and development program, employee's **satisfaction** level about the training program, employee's perception towards the training need identification systems and to understand the employee's satisfaction regarding the trainer and training environment. Most of the respondents are of the opinion that the quality of in-company programs was excellent but they had an opinion that they have to increase the duration of training program in the company. After the training program the level of motivation, interpersonal relation, team spirit and confidence of employees has increased, but there was less improvement in intergroup relations.

Modak, K.C. and Joshi, N. In their study on **"Impact of Training on Productivity of IT Industry: A Study of Indore"** analysed that training had significant effect on the productivity of employees of IT industry and organisational performance and improved the productivity of employees. It was found that training helped in enhancing communication, develop competence, generate healthy feedback in determining reward objectives, defining tasks, make planning systematic, problem management etc.

Venukumar, G. In his research on the topic "**Impact of Training and Development in Productivity Management – A Study"** evaluated the impact of training and developing programs in the field of operations where these programs develop the individuals as well as the organisation, with a sample selection from the organisation and as well as from the society. It was found that how important in implementing the new trends in training and development in the department of operations and also found that stress was a major obstacle for every individual and the organisation and in order to sustain we need to manage it.

OBJECTIVES OF THE STUDY:

- To study the employee's perception towards training and development programs in IT Sector.
- To analyse whether the needs of employees are fully satisfied by the training programs in IT Sector.
- To offer suggestions to improve the quality of training and development programs in IT Sector.

RESEARCH METHODOLOGY:

The research is the basic frame work or a plan for the study that guides collection of data and analysis of data. This is fact finding study the information are collected from the individuals and analyzed with the help of different statistical tool to find the employees perception towards training and development programs.

DATA COLLECTION:

Primary data is the data which is collected for the first time. For the purpose of collection of primary data, a well-structured questionnaire was filled by the respondents. Secondary Data was collected from various published Books, Research Articles, Journals and Internet.

SAMPLE DESIGN AND SAMPLE SIZE:

Under this study, simple random sampling is used for selecting the sample from the universe. The questionnaire has been issued to 100 respondents.

LIMITATIONS OF THE STUDY:

- The study has been conducted only with 100 respondents.
- Some employees are not ready to express their view point frankly, only a general picture could be made out.
- Only IT Sector employees were selected for the study.
- Time is a limiting factor.

ANALYSIS AND FINDINGS:

Data Analysis and Interpretation is the process of assigning meaning to the collected information and determine the conclusions, significance, and implications of the findings.

General Findings after analysing the data by using **Percentage Analysis:**

- 65% of the employees are Female and 35% are Male.
- Majority of the respondents (47%) are in the age group of 21-25 years.
- Majority of the respondents (60%) are Postgraduates.
- Majority of the respondents (32%) are having an experience of Less than 1year.
- Majority of the respondents (39%) of them are earning Rs.30001 and Above.

Factor Analysis:

TABLE SHOWING ROTATED COMPONENT MATRIX (a)

FACTORS		COMPONENT				
		1	2	3	4	5
FACTOR 1 Efficiency Factor	Training helps in effective utilization of resources	.751				
	Training programs help in career development	.748				
	Training makes you more productive	.699				
	Training leads to higher production and productivity	.691				
	Training helps in establishing a good recognition in the company	.680				
	Training programs helps in promoting team spirit among the employees	.638				
	Is it easy to apply the training which you have received	.600				
	Training and development helps in handling multiple stress and pressure	.537				
FACTOR 2 Growth Factor	Training programs covers the vision and mission of the organization		.824			
	Training programs helps you to achieve organisational goals		.797			
	Training helps in infusing proper knowledge and skills into you		.709			
	Training program is well-organized / well-planned		.641			
	Training helped you in your personal growth		.576			
	Training helps you to cultivate positive work attitude		.573			
FACTOR 3 Motivating Factor	Trainer has a good approach towards you			.741		
	Training leads to less supervision			.663		
	Training leads to job satisfaction			.572		
	Does the reading material provided during the training is useful to you			.412		
FACTOR 4 Satisfactory Factor	Duration of the training is sufficient				.892	
	Frequency of the training program is sufficient				.742	
	Duration of the training is effective				.501	
FACTOR 5 Indispensable Factor	Training is required in the organisation					.810

TABE SHOWING THE FACTOR NAMES AND THEIR TOTAL VARIANCE EXPLAINED

S.NO	OVER ALL SAMPLE (N=100)	TOTAL VARIANCE EXPLAINED
Factor 1	**Efficiency Factor**	19.541
Factor 2	**Growth Factor**	17.379
Factor 3	**Motivating Factor**	10.854
Factor 4	**Satisfactory Factor**	10.764
Factor 5	**Indispensable Factor**	5.647
% Of Total Variance		**64.185%**

SUGGESTIONS:

Company should have Training and Development Department, as they will be in a better position to interrelate training session along with skill requirement as they are more aware about nature of business organisation.

Efficient training session must be held in order to improve high Performance Growth, Interpersonal Relationship and to increase the Productivity Level.

Supervisors should provide timely feedback to employees once they are back from training as thought how they can go about implementing skill possessed during training program.

Train the employees in all areas like Personality Development, Technical Training, Standard Operating Procedures etc., with that they can handle multi tasks and balance their pressures.

CONCLUSION:

Competent human resources are considered to be the assets of the organisation as they create value for the organisation. If an organisation's greatest asset is its people, then the development of this asset is critical to the continued health of the organisation. Training and Development plays an important role in the betterment of employees and also increases the overall productivity of organisation. Training program has a positive effect on employee satisfaction and an organisation to compete with the challenging and changing world. **If the training is planned in a good manner, it can prove beneficial to the employees as well as for the organisation.**

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34. An Analysis on Women Entrepreneurship

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ABSTRACT

Women come together to form self-help groups in order to undertake income generating activities. Thus they have created an economic revolution in the country. Moreover they get economic status and thereby provide effective means to eradicate poverty. They contribute a lot to rural development and growth of the economy. However their potential is not utilized to the optimum level. Women Entrepreneurship plays a vital role in the industrial development. It also helps in strengthening the women empowerment and to remove gender inequality. There are many obstacles faced by them especially in finance and marketing of their product. This study tries to find out the growth and problem faced by women in business enterprises. Further the study also investigates to what extent they are aware of the various government schemes to support their enterprises. The methodology used in this study is simple random sampling. A structured questionnaire was prepared. It was given to appropriate entrepreneurs for collecting data. The data so received were subjected to analysis and to draw valid conclusions.

KEYWORDS: *self-help groups,economic status,women empowerment, government schemes, gender equality.*

1. INTRODUCTION

The word Entrepreneur is derived from the French word “entreprender” which means a person who undertakes the task of bringing together various resources and manages them to achieve desired results and take some share. Entrepreneurs are considered to be the most important economic agent for the economic augmentation of the nation. Women entrepreneurship in India represents a group of women who are exploring new avenues of economic participation. The entry of the women in organized business is a fairly recent phenomenon. The Government of India has defined women entrepreneurs based on women participation in equity and employment in a business.Like men entrepreneurs, women entrepreneurs also have an equal role in the nation’s development. Women entrepreneurs will be able to ensure the prosperity and growth of the nation by starting enterprises, exploring new markets, innovating new products and techniques and by giving employment to people.

2. REVIEW OF THE LITERATURE

GHOSH (1998) in his study emphasized that the development of the women micro entrepreneurs should be seen as the appropriate way to assault poverty at grass root level as it generates employment and income.

SEETHA KUMARI (2007) conducted a comparative study on women entrepreneurs in Kerala and Tamil Nadu. The result of this study reveals that women entrepreneurs in Kerala and Tamil Nadu were indifferent in certain extent. But most of the women entrepreneurs in Kerala and Tamil Nadu have no access to information and communication technology even after entering the business. The majority of the women entrepreneurs have utilized the service of government agencies. However, they have similarities in the basic reason for inadequate credit from financial institution.

SHETAL (2010) conducted work in the rural areas, & the result of that study indicates the lack of supportive network. Financial and marketing issues were major problem area for rural women entrepreneurs and major de- motivator for other women to initiate entrepreneurial activity.

KISHORE AND CHOUDHARY (2011) in their study emphasized the role of women entrepreneurs, as they have been making a significant impact in all segments of the economy in India. However, it is potentially empowering and liberating only if it provides women an opportunity to improve their well-being and enhance their capabilities.

3. SIGNIFICANCE OF THE STUDY

The mere presence of Industries, whether it is small, large or medium provides the sign of economic development of a nation.Women Entrepreneurs have created economic revolution and help to eradicate poverty. They contribute a lot in rural development and growth of the economy but their potential is still untapped. Right effort from multi direction is required in the development of women entrepreneurs. Women entrepreneurship is strengthening the women empowerment and removes gender inequality. The present study is much relevant and timely because women entrepreneur starts and run their unit in the form of micro enterprises and they faces financial and marketing problem. Problem identification is the first step in taking suitable decision. So this study helps various authorities to take suitable decision to solve problems faced by women entrepreneurs in the nation.

4. OBJECTIVES OF THE STUDY

The main objective of the study is:

- To identify the status and growth of the women entrepreneurs in the economy.
- To estimate and evaluate various difficulties faced by the women entrepreneurs with respect to their finance and marketing.
- To evaluate the perception of women entrepreneurs towards government schemes.
- To identify the motivating factors of women entrepreneurs; and
- To examine the contributing factors to the success of women entrepreneurs
- To analyse the relationship between industries related factors and success of women entrepreneurs.

5. SCOPE OF THE STUDY

Women start and run their enterprises in different forms such as micro enterprises, small, medium-scale enterprises, etc. The scope of this study is restricted to women entrepreneurs in business enterprises.

6. HYPOTHESIS

There is no significant relationship between industrial related factors and success level of women entrepreneurs.

7. RESEARCH METHODOLOGY

Chennai city has been selected for the study. Statistical tools such as percentage analysis and factor analysis are used for the purpose. The primary data was collected through questionnaire by convenience sampling methods.

7.1 COLLECTION OF DATA

Necessary data for this study were collected through primary data and secondary data.

7.1.1Primary Data

A structured questionnaire was used to collect the primary data. The questionnaire was distributed to different women entrepreneurs in Chennai city. Interaction with the Manager of District Industries Centre was also done.

7.1.2 Secondary Data

Secondary data were collected from books, journals and various internet sites.

7.2 SAMPLING METHOD

A sample size of 100 registered women entrepreneurs in all enterprises of the Chennai city have been selected at random for this study. Simple random sampling method was used.

7.3 ANALYTICAL TOOL

The data collected were analysed and interpreted by using simple mathematical techniques such as percentage. Percentage = No of respondent / 100

8. WOMEN ENTREPRENEURSHIP

Women entrepreneurship has gained momentum in the last three decades.However, the participation of women in the economic activities is low.Women enterprises are contributing to economic growth and they are important for the sustained economic development and social progress.To put it in the words of Dr. A.P.J Abdul Kalam, "empowering women is a prerequisite for creating a good nation, when women are empowered, society with stability is assured".

9. SCHEMES FOR THE DEVELOPMENT AND PROMOTION OF WOMEN ENTREPRENEUR

The schemes are diversified to target the development of women enterprises in India. They are:

1. Trade Related Entrepreneurship Assistance and Development Scheme for women (TREAD).
2. Micro & Small Enterprises Cluster Development Programme (MSE – CDP).
3. Credit Guarantee Fund Scheme for Micro and Small Enterprises.
4. Support for Entrepreneurial and Managerial Development.
5. Exhibitions for Women under promotion package for Micro & Small Enterprises.

10. DATA ANAYLSIS AND INTERPERTATION:

DEMOGRAPHIC FACTORS

TABLE 1 THE SIZE OF YOUR ENTERPRISE FOR ENTREPRENEUR

S.NO	SIZE OF YOUR ENTERPRISE	NO OF RESPONDENTS	PERCENTAGE
1	Micro	46	46
2	Small	30	30
3	Medium	18	18
4	Large	6	6
	TOTAL	100	100

It is found that out of 100respondents 46% of them belong to the sizemicro, 30% to small, 18% to medium and 6% of the respondents belong to the sizelarge enterprises.

TABLE 2 TYPE OF SECTOR FOR WOMEN ENTREPRENEUR

S.NO	TYPE OF SECTOR	NO OF RESPONDENTS	PERCENTAGE
1	Manufacturing	58	58
2	Services	42	42
	TOTAL	100	100

It is found that out of 100 respondents, 58% belong to manufacturing sector and 42% belong to the type service sector.

TABLE 3 AGEWISE DISTRIBUTION

S.NO	SIZE OF YOUR ENTERPRISE	NO OF RESPONDENTS	PERCENTAGE
1	20-30	42	42
2	30-40	40	40
3	40-50	12	12
4	Above 50	6	6
	TOTAL	100	100

Out of 100respondents, 42% of them belong to the age group 20-30 and this is maximum, 40% of them to 30-40, 12% of them to the age of group of 40-50 and 6% to the age group of more than 50 and this are minimum.

TABLE 4 EDUCATIONWISE BREAKUP

S.NO	SIZE OF YOUR ENTERPRISE	NO OF RESPONDENTS	PERCENTAGE
1	SSLC	18	18
2	HSSLC	20	20
3	UG	34	34
4	PG	26	26
5	Others	2	2
	TOTAL	100	100

Out of 100 respondents,18% of them are SSLC, 20% of them are HSSLC, 34% of the respondents are UG and 26% of the respondents arePG and this is maximum;and 2% are 'others' and this is minimum.

TABLE 5 MARITAL STATUS

S.NO	TYPE OF SECTOR	NO OF RESPONDENTS	PERCENTAGE
1	Married	74	74
2	Single	26	26
	TOTAL	100	100

It is found that out of 100 respondents, 26% are unmarried and this is minimum. 74% are married and this is maximum.

TABLE 6 INCOMEWISE BREAKUP

S.NO	TYPE OF SECTOR	NO OF RESPONDENTS	PERCENTAGE
1	Below 1lakh	18	18
2	1lakh-5lakh	54	54
3	Above 5lakh	28	28
	TOTAL	100	100

It is found that out of 100 respondents, 18% get income below 1lakh and this is minimum, and the rest 54% have income from1 lakh-5lakh and this is maximum. 28% have income above 5lakh

TABLE 7 BANK LOAN

S.NO	TYPE OF SECTOR	NO OF RESPONDENTS	PERCENTAGE
1	Yes	74	74
2	No	26	26
	TOTAL	100	100

It is found that out of 100 respondents, 74% got bank loans and this is maximum., and the rest 26% have not takenloan and this is minimum.

TABLE 8 REASON FOR NOT USING THE SCHEMES

S.NO	SIZE OF YOUR ENTERPRISE	NO OF RESPONDENTS	PERCENTAGE
1	Not aware about schemes	10	10
2	Not eligible for bank loan	22	22
3	Huge fund not required for business	38	38
4	Had enough funds (Saving)	30	30
	TOTAL	100	100

Majority of respondents has chosen that huge fund not required and it is the reason for not using the schemes

FACTOR ANALYSIS

It is a multivariate technique. It is used when there is a systematic interdependence among a set of observed variables. It is used to find out commonality in the variables. It is used here to determine the major factors which influence entrepreneur participation in making decisions.

(KMO) and BARTLETT'S TEST

It is clear that the value of KMO **0.576** is more than the prescribed value i.e. 0.5. Therefore the test satisfied the first condition to proceed with the factor analysis. By seeing Bartlett's test the significant value 0.000 is less than 0.05. Hence it is significant to apply factor analysis.

TOTAL VARIABLE EXPLAINED

From the table, it is known that the first factor accounts for 13.157%, the second 12.926%, the third 12.437%, fourth 11.680%, and the fifth 11.575%. All the remaining factors are considered insignificant.

TABLE 9 ROTATED COMPONENT MATRIX(A)

	Component				
	1	2	3	4	5
VAR00001		.522			
VAR00002		.498			
VAR00003				.455	
VAR00004				.416	
VAR00005				.878	
VAR00006				.764	
VAR00007	.845				
VAR00008	.853				
VAR00009	.831				
VAR00010			.684		
VAR00011			.786		
VAR00012			.662		
VAR00013			.668		
VAR00014			.432		
VAR00015		.826			
VAR00016		.703			
VAR00017					.587
VAR00018					.838
VAR00019					.604
VAR00020					.569

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.ARotation converged in 13 iterations.

The table shows how the various variables are loaded on five factors. And these five factors are named and explained below

TABLE 10

FACTORS	**VARIABLES**	**FACTOR LOADING**
FACTOR 1 PROBLEM FACTORS	Combining family and work life	0.853
	Lack of information / advice on how to start an enterprise	0.845
	Financial questions (raising capital)	0.831
FACTOR 2 SATISFACTION FACTORS	Good communication skills for business activities	0.826
	Pr and marketing activities	0.703
	Self- achievement	0.522
	Social status	0.498
FACTOR 3 ENTREPRENEURIAL ORIENTATION FACTORS	Time for training / upgrading skills	0.786
	Finding the right contacts for your business venture	0.684
	Stereotyping and preconceptions of women’s role and abilities	0.668

	Gaining the acceptance / respect of people	0.662
	Competition	0.432
FACTOR 4 SELF - MANAGEMENT FACTORS	Want for control and freedom to make my own decisions	0.878
	Did not want to work for others	0.764
	Making money/ profit for their families	0.455
	Confidence in selling their products / services offered by them	0.415
FACTOR 5 SUCCESS FACTORS	Seeking out difficult or highly visible assignments	0.838
	Having recognized expertise in a specific area	0.604
	Consistently exceeding performance expectations	0.587
	Optimising entrepreneurial spirit and skills	0.569

TABLE 11

SNO	**NAMING FACTORS**	**TOTAL VARIANCE EXPLAINED**
FACTOR 1	Problem factors	2.529
FACTOR 2	Satisfaction factors	2.549
FACTOR 3	Entrepreneurial orientation factors	3.232
FACTOR 4	Self - management factors	2.313
FACTOR 5	Success factors	2.598

These factors are determined to find out the development and improvement of women entrepreneurs

FINDINGS

1. Majority (46%) of the respondents have micro enterprises
2. Majority (58%) of the respondents belong to manufacturing sector
3. Majority (42%) of the respondents belong to the age group 20-30
4. Majority (34%) of respondents are U.G.
5. Majority (74%) of the respondents are married
6. Majority of (54%) them earn salary between Rs.1Lak-5Lak P.A
7. Majority (74%) of the respondents are aware of the bank loans for women entrepreneur

8. Majority (38%) of the respondents said huge funds not required for their business & it is the reason for not knowing the schemes by women entrepreneurs.
9. By using factor analysis 20 variables are merged into 5 major factors they areProblem Factors, Satisfaction Factors, Entrepreneurial Orientation Factors, Self - Management Factors, &Success Factors and the total variance is 61.774%

SUGGESTIONS AND RECOMMENDATIONS

It is suggested that the banks should simplify the procedure for getting loan for women entrepreneurs for women generally hesitate in going through the lengthy procedural formalities imposed by the banks. The managerial staff in the bank should assist women applicants in understanding the formalities of the banks and in the completion of the paper work.

It is recommended that proper training have to be given to women entrepreneurs in the preparation of the project report.

It is suggested that the Government departments and public sector undertakings should purchase the products of women entrepreneurs at preferential prices.

It is recommended to identify and select Potential women entrepreneurs and they should be given appropriate training on the basis of their entrepreneurial traits and managerial skills.

It is recommended to conduct women entrepreneurs' awareness camps by government official in order to familiarize entrepreneurs about the new schemes and policies of the government.

It is suggested that Promoting entrepreneurship among women is important in order to tackle problems in under-employment in the society

CONCLUSION

Women Entrepreneurs contribute to industrial development besides providing an effective means to eradicate poverty. They also foster to the economic status of women. Their income generating activities cater to meet the livelihoods of the poor women are to be appreciated. Thereby they fulfil the socio-economic objectives of the nation.Although they face many obstacles specifically in terms of financing and marketing their products, they have really widened the base of industrial growth. The main reason of success factors to become a women entrepreneur is motivation and human relation. Majority of them are aware of the government welfare programmes. In the modern world of business, information is one of the valuable assets of any business. An awareness and understanding about the government support will definitely motivate other rural women to engage in entrepreneurship. This will strengthen their ability, capability and capacity besides adding to their family income and to the national productivity. The part played by the women entrepreneurs in the national economy has become remarkable.

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35. Workplace Skills: A Study on Career Development Contribution in Information Technology Sector.

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ABSTRACT

Employee development has surged to the forefront on concerns for HR depts. Many organizations have established career centers to enhance professional growth and give importance to career planning and development. They should be in full control of their career plans, have a positive mental attitude at all times, come up with an overall career schedule that can be changed from time to time according to the situation at hand, develop interpersonal relationships with peers and the outside world and be constantly prepared to deal with high-pressure situations.Career development, which includes training and education, is seen as an effective tool against the threat of skill obsolescence, but must be undertaken in a well-defined and systematic way to be successful.This research study is attempted to find out the workplace skills that help in career development among employees of Information Technology sector. Factors were found and a qualitative research was made. After developing a questionnaire, survey was conducted among 100 respondents.

KEYWORDSCareerdevelopment, Career schedule, Employees attitude, Information technology, Workplace skills.

INTRODUCTION

Many of today's employees have high expectations about their jobs. There has been a generalincrease in the concern of the quality of life. Workers expect more from their jobs than justincome. A further impetus to career planning is the need for organizations to make the best possible use of their most valuable resources the people in a time of rapid technologicalgrowth and change. To some a career is a carefully worked out plans for self - advancement to others it is a calling-life role to others it is a voyage to self-discovery and to still others it is life itself. A Career has been defined as the sequence of a person's experiences on different jobs over the period of time. It is viewed as fundamentally a relationship between one or moreorganizations and the individual.The reason for thislack of concern regarding career development for a long time, has been the careless,unrealistic assumption about employees functioning smoothly along the right lines, and the belief that the employees guide themselves in their careers. Since the employees areeducated, trained for the job, and appraised, it is felt that the development fund on is over.Modern personnel administration has to be futuristic, it has to look beyond the present tasks,since neither the requirements of the organisation nor the attitudes and abilities of employeesare constant. Fortunately, there has lately been someappreciation of the value of career planning and acceptance of validity of career developmentas a major input in organisational development.Career development refers to set of programs designed to match an individual's needs,abilities, and career goals with current and future opportunities in the organization. Wherecareer plan sets career path for an employee, career development ensures that the employee iswell developed before he or she moves up the next higher ladder in the hierarchy.

Career Development Process

OBJECTIVES OF THE STUDY

→To study the impact of organizational support on career planning and development of employees.
→To study the career planning of employees in information technology sector.
→To analyze the awareness of the employees about their career and its development.
→To suggest appropriate measures to improve the efficiency of employees.

LIMITATIONS OF THE STUDY
→This study is limited to 100 respondents.
→The information given by the respondents might be biased, some of them might not be interested to give correct information.
→ Due to time constraints, the researcher cannot collect more information related to the topic.
→The accuracy of finding is limited by the accuracy of the statistical tools used for theanalysis.

RESEARCH METHODOLOGY
Closed ended questionnaires were circulated among 100 respondents. The data was collected with the help of well-structured questionnaire. Factor Analysis method was used to analyse the data.
REVIEW OF LITERATURE

The review of literature focuses on the use of career management and development systems for improving employees' career motivation and commitment because of the purported link between career management, performance, developmental behaviour, and participation in development activities. No empirical research has investigated the relationship between the career management process, developmental behaviour, and job performance. Developmental behaviour and activities (e.g. attending courses, reading journals, or initiating new projects) are designed to enhance personal and professional growth (London, 1989). Previous studies of career management have focused on only one aspect of the career management process, such as exploration behaviour or career goal setting (e.g. Stumpf, Colarelli and Hartman, 1983). In this study, the influence of multiple aspects of career management is simultaneously investigated. Most other studies of career management have used student samples. The large majority of studies of career management have used outcome measures related to personal effectiveness such as satisfaction with occupational choice and career information (Greenhaus and Sklarew, 1981; Stumpf et al., 1983).

This notion of career planning and development initiatives fostering organisational effectiveness depends on the organisation's ability to transit employees from a traditional pattern of expectation to one of increased responsibility for their own career growth and development (Martin, Romero, Valle & Dolan 2001). A well designed career development system enables organisations to tap their wealth of in house talent for staffing and promotion by matching the skills, experience, and aspirations of individuals to the needs of the organisations. In addition, it enables them to make informed decisions around compensation and succession planning to attract, retain and motivate the employees, resulting in a more engaged and productive workforce (Thite 2001, Kapel & Shepherd 2004, and Kaye 2005). Career development must be an ongoing system linked with the organisation's human resource (HR) structures and not a onetime event (Leibowitz, et al.1988). This paper attempts to explore on variables that link career management and employee development to performance in Indian IT organizations.

ANALYSIS AND FINDINGS

The following were the **general findings** after analysing data using percentage analysis:
→Majority 65.9% of the respondents are Female.
→56.1% respondents are in the Age group of 20-30.
→58.5% are married respondents.
→51.2% of the respondentsare post graduates.
→42.5% of the respondents fall under the income group of Rs10, 000- Rs30, 000.
→26.8% of the respondents have 1-3 years of experience in the Information Technology sector.

The following were the **specific findings** after analysing data using Factor analysis:

FACTOR ANALYSIS

Factor analysis has been applied to identify the factors influencing consumer buying behaviour of green products.The value of KMO 0.721 is more than the prescribed value i.e. 0.5. Therefore the test satisfied the first condition to proceed with the factor analysis. By seeing Bartlett's test the significant value 0.000 is less than 0.05. Hence in this perspective also, it is significant to apply factor analysis.
The table shows the extraction of 18 variables and these are loaded on 'five' factors. These five factors are named and variables included in each factor are explained below:

FACTOR1:WORK ENVIRONMENT

Variables	Factor loading
It is important for me to work hard even if i don't like the work	.739
I frequently discuss with my superiors to plan ahead for my advancement	.719
There are opportunities available for me to work with a mentor	.708
I constantly look forward for change in job if the allotted task is monotonous	.661
Company provides me a safer environment	.646
I have been involved in lot of activities which form a part of career development	.644
I am encouraged to take initiative in determining my own career development	.622

The first factor is Work Environment. It includes 7 variables and explains the variance of 17.929%

FACTOR 2:WORKPLACE SKILLS

Variables	Factor loading
I know what the key skills are, that our company needs in the next five years	.809
Job promotions are awarded fairly without bias	.642
In terms of career development networking facilities are valuable	.604
I know what the career development philosophy of our company is and what their role is in the development process	.589
I always wish to complete my job on time	.571

The second factor isWorkplace Skills. It includes 5 variables and explains the variance of 12.416%

FACTOR 3:DEVELOPMENT OPPOURTUNITIES

Variables	Factor loading
The company respects my dignity and recognizes my contributions	.794
I am satisfied with professional learning and growth opportunities	.774

The third factor isDevelopment Opportunities.It includes 2 variables and explains the variance of 10.199%

FACTOR4:MOTIVATION

Variables	Factor loading
My superior encourages for knowledge sharing activity within the team	.812
There are opportunities for me to cross-train and learn new skills	.735

The forth factor is Motivation .It includes 2 variables and explains the variance of 9.782%

FACTOR5:ADAPTABILITY

Variables	Factor loading
Iam satisfied with my own communication and interpersonal skills	.771
The company fosters an environment where diverse individuals can work together	.678

The fifth factor is Adaptability . It includes 2 variables and explains the variance of 9.170%

SUGGESTIONS

→Awareness about career planning and development has to be made among employees.
→Proper training and development activities have to be provided to the employees.
→The organization must improve upon their working conditions.
→Employees should be motivated with rewards and recognition.
→Superiors must encourage their subordinates to perform better.
→Trust and good faith have to be inculcated in employees through team buildingexercises.

CONCLUSION

A career is not just a job, but revolves around a process, an attitude, behaviour and a situation, in a person's work life to achieve set career goals. Although a career is the property of individuals, but for the employed, it is organisations that should plan and manage employee careers. Career management requires initiative from both organisations as well as individuals in order to provide maximum benefit. In the emerging world of the present and future, the practices of career development are being challenged to find new paradigms and new scientific bases. Organisations need to create a proactive and developmental culture which revolves around organising enrichment program to develop new skills. Naturally, with proper career planning and career management, an individual expects to reap the result of such investment by attaining career development.

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36. A Study on Employees Retention Strategies in IT Industry.

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ABSTRACT
Worldwide, numerous factors have been ascribed to the rise in the level of employee turnover. The way employees are paid, promoted and recognized are some of the critical factors in attracting, retaining and motivating employees. Employees are the assets of any organization and an organization can't afford to lose its key performers. Companies are making efforts to retain their talents by implementing effective retention strategies that would meet the aspirations of employees and at the same time enhance their productivity. The objective of this study is to find out the causes for resignation and their satisfaction level and the other factors that are related to the retention of employees. Simple percentage analysis and chi-square test methods are used as statistical tool for this analysis. At the end of this research, researcher has identified that many of the employees are dissatisfied with the current salary level, training related to the job, incentives, working ambiance and principled equity.
Key words: Attrition Rate, Motivation, Job satisfaction, Employee turnover, Organizational culture.

INTRODUCTION

It is very important for all the organization for the continual growth in the competitive world. However this growth may be slowdown for various reasons. One of the reasons may be leaving employees in a short span of time. This may cause high attrition, short of manpower, knowledge, incurring additional expenses towards replacement of the employees and training the new hire etc. this in turn will affect the development of the organization. Hence retaining the employees is an important and utmost responsibility of all the organization. To retain the employees organization may follow employee friendly policies, motivating the employees in a right time and rewarding for their achievement, providing good work culture and ambiance. These all are the few possible ways, by which the organization can retain their employees.

WHAT IS EMPLOYEE RETENTION?

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. An effort by an organization to maintain a working environment which supports current staff in remaining with their company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

NEED & IMPORTANCE OF EMPLOYEE RETENTION.

Hiring is not an easy process: The HR Professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time consuming process.

An organization invests time and money in grooming an individual and makes him ready to work and understand the corporate culture: A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy; a mere duplication of work. Finding a right employee for an organization is a tedious job and all efforts simply go waste when the employee leaves.

When an individual resigns from his present organization, it is more likely that he would join the competitors: In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new joiner is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.

The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better: They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.

Every individual needs time to adjust with others: One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new joinee with the previous employees and always find faults in him.

It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization: They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favour of the management. For them the organization comes first and all other things later.

It is essential for the organization to retain the valuable employees showing potential: Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

1.1. REVIEW OF LITERATURE

Author(s): Biju Varkkey, Randhir Kumar, (2008), "Keeping employees in Indian call centres: How to address poor rates of retention" Purpose draws on research into attrition in the Indian BPO/ITES sector to suggest how levels of employee engagement and thus retention might be improved. It identifies the areas of the Indian BPO/ITES sector that are currently leading to poor employee retention and offers advice on what need to be addressed to increase employee engagement. Offers suggestions for starting points for further research.

Author(s): Santoshi Sengupta and Santosh Dev (2013) "What makes employees stay? Exploring the dimensions in context of urban-centric business process outsourcing industry in India" The present study aims to explore the dimensions of retention in a comprehensive manner. The paper identifies the main factors that lead to retention, compares these dimensions across various demographic characteristics and develops a regression model to find out the contribution of the factors to the long term sustenance of employees in a BPO.

Author(s): Dennis R. Self and Terry B. Self, (2014) "Negligent retention of counter productive employees" The purpose of this article is to encourage organizations to recognize the potential risks of retaining counterproductive employees on their payrolls and the steps they should take to prevent and/or correct the situation should it exist within their organizations. The article expands the definition of the negligent retention doctrine to include the often-ignored financial and emotional dangers of retaining unfit or counterproductive employees.

Author: Anthony.T.Russo(2000)"A study on minimizing employee turnover by focusing on the new hire process". A study on minimizing employee turnover by focusing on the new hire process". The study examined survey responses for importance and expectation / realization ratings of 15 job features given by 150 newly hired individuals at their new hire orientation and then at the individual's eight month anniversary. In addition, focus group sessions were conducted and statistical analyses were performed. Overall, respondents who voluntarily resigned or who remained with the organization based their final decision on how effective the supervisor/subordinate communications and organizational citizenship capabilities of the boss were perceived.

RESEARCH METHODOLOG

TABLE 1.5.1 CLASSIFICATION OF REPSONDENTS BY TYPE OF STAFF

Staff Type	No. of Respondents	Percentage
Office Staff	42	58%
Field Staff	31	42%
Total	73	100%

INFERENCE: Based on the analysis of data, out of 73 respondents 58% are under office (Support) staff category and 42% are under field (Production) staff category.

TABLE **1.5.2**. RESPONDENT OPINION ABOUT THE REASON FOR RESIGNATION

Reason for Resignation	No. of Respondents	Percentage
Job Related Issues	13	18%
Better Prospectus	53	73%
Personal Problems	06	08%
Others	01	01%
Total	73	100%

INFERENCE: Based on the survey, out of 73 respondents, 18% of respondents responded for job related issues, 73% of respondents for better prospectus, 8% of respondents responded for personal

TABLE 1.5.4 RESPONDENT SATISFACTION LEVEL ABOUT SALARY

Satisfaction Level	No. of Respondents	Percentage
Highly Dissatisfied	23	32%
Dissatisfied	38	52%
Neither Satisfied nor Dissatisfied	03	04%
Satisfied	05	07%
Highly Satisfied	04	05%
Total	73	100%

INFERENCE: Based on the survey, out 73 respondents, 32% of respondents responded highly dissatisfied, 52% of respondents responded dissatisfied, 4% of respondents responded neither satisfied nor dissatisfied, 7% of respondents responded satisfied and 5% of respondents responded highly satisfied.

TABLE 1.5.5. RESPONDENT SATISFACTION LEVEL ON WORKING AMBIANCE

Satisfaction Level	No. of Respondent	Percentage
Highly Dissatisfied	15	21%
Dissatisfied	20	27%
Neither Satisfied nor Dissatisfied	16	22%
Satisfied	12	16%
Highly Satisfied	10	14%
Total	73	100%

INFERENCE: It is observed from the above table, out of 73 respondents, 21% of respondents responded highly dissatisfied, 27% of respondents responded dissatisfied, 22% of respondents responded neither satisfied nor dissatisfied, 16% of respondents responded satisfied and 14% of respondents responded highly satisfied.

TABLE 1.5.6 CLASSIFICATION OF RESPONDENT AND REASON FOR LEAVING THE ORGANIZATION.

Type of respondent	Reason for Leaving				Total
	Job Related Issues	Better Prospectus	Personal Problems	Others	
Office Staff	6	30	5	1	42
Field Staff	7	23	1	0	31
Total	13	53	6	1	73

Null of hypothesis (Ho) : There is no significant difference between type of respondent and reason of leaving.
Alternative hypothesis(H1): There is significant difference between type of respondent and reason of leaving.
Level of significance = 5%
Degrees of freedom = (r-1) (c-1)- (4.1)
= (2-1) (4-1) =3
X2= ∑(O-E)2/E - (4.2)
= (6-7.48)2 / 7.48 + (30-30.49)2 / 30.49+ (5-3.45)2/3.45+(1-.58)2/0.58 + (7-5.52)2/5.52 + (23-22.51)2 / 22.51+(1-2.55)2 /2.55 + (0-.42)2/0.42 = 3.161
Table value x23 = 7.815
Here x2 calculated value < x2 table value
i.e., **3.161 < 7.815 (Hence the Null hypothesis Ho is accepted)**
INFERENCE: There is no significant difference between type of respondent and reason of leaving.
TABLE 1.5.7. SATISFACTION LEVEL ON SALARY

Type of Respondent	Employee satisfaction level on salary					Total
	Highly Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Highly Satisfied	
Office Staff	13	20	1	4	2	40
Field Staff	10	18	2	1	2	33
Total	23	38	3	5	4	73

Null hypothesis (Ho): Let the null hypothesis be that most of the employees are dissatisfied by the salary.
Alternative hypothesis (H1): Employees are satisfied with the current salary.
Level of significance = 5%
Degrees of freedom = (r-1) (c-1) = (2-1)(5-1) = 4
X2= ∑ (O-E)2/E= (13-12.60)2/12.60=(20-20.82)2/20.82+(1-1.64)2/1.64+(4-2.74)2/2.74+(2-2/19) 2/2.19+(10-10.40)2/10.40+(18-17.18)2/17.18+(2-1.36)2/1.36+(1-2.26)2/2.26+(2-1.82)2/1.81 ***=1.964***
Table value x24 =9.488
Here x2 calculated value < x2 table value
i.e., **1.964 < 9.488 (Hence the Null hypothesis Ho is accepted.)**
INFERENCE: Hence most of the employees are dissatisfied with their salary

1.6 MAJOR FINDINGS

Majority of the respondents are being Office Staff type (58%) i.e., administration, finance, HR accountants employees and rest work in production department who are classified as field employees are (42%).Out of 73 respondents, majority (73%) of the respondents are answered Better Prospectus as reason for resigning the job and they find that not good amount of opportunities available to have a growth in their concern and majority of them responded that salary are not up to the market value of the current industry and majority of them are dissatisfied with the working ambience provided to them. Even though majority of them are satisfied with their job security and encouragement provided to them frequently it does not make them stay long period down the lane in a company because of majority (32%) of the employees are highly dissatisfied with their salary provided. Hence this acts as a major anchor that full high attrition rate for the concern making them to form better retention strategies to sustain their employees for a long run.

SUGGESTION

As most of the employees are dissatisfied with the salary level, lack of growth opportunity related to the job, working ambiance it may be suggested that to provided special attention in order to improve the satisfaction level of the employees on the above subject. The following may help to improve the retention of employees by restructuring the salary scale and add components like retention cum performance linked bonus. This ensures the satisfaction level of the employees on salary and also improves the performance of the employees. It may improve the working ambiance of the organization by providing good workstation, greeneries near work place, exhibiting good Positive pictures, motivating slogans and celebrate domestic festivals like ethnic day and conduct engagement activities to bring out employees various inborn talent adds as an exposure to new skills and bring in motivation among them etc. company can increase the notice period so that they can have enough time to bring in new prospect. it would help organization to inculcate few growth or provide career oriented opportunities to enhance their career growth as majority of them leave organization because of better prospect.

Conclusion

Employee retention practices help support an organizations productivity. Recruiting and training new employees takes time. An unfilled position means work is not getting done. Even if a position is filled, there is still a learning curve most employees must overcome before their work becomes profitable. Taking the necessary steps to keep current workers satisfied with their roles will ensure productivity is not interrupted. A company can significantly benefit from employee retention programs because of a direct effect on an employer's bottom line. The time and amount invested in new hire is more so once we lose a eligible candidate we lose the amount we invested too hence a company should definitely take a keen interest in creating an attractive retention strategy to sustain their employees in their organization to keep up its goodwill as well as lower attrition rate which attracts more new talented employees to join the company.

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37. An Empirical Study On The Factors Influencing Employer Branding Strategies On The Present And Prospect Employees Of IT Companies

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ABSTRACT

Rising competition in the global business environment compels the organisations to develop competitive advantage over other organisations. Now–a-days, Employer Branding has become a prominent strategy that has to be adopted by the companies in the battle for getting talented employees and profitable customers.To combat in this situation, the corporates are now positioning themselves as - brands not only to sell their products even to recruit new talents and also to retain the best employees with them. With the liberalization of the Indian Economy in 1991 and the subsequent economic reforms, Companies are required to focus on employer branding strategy to utilize the employer brand to attract and retain talented employees which leads to expand and growth of the business, even when they have a strong organization or customer brand. In this study, the factors were identified through literature review and current context in IT Companies. Factors were found and after developing a questionnaire, survey was conducted among 120 IT Company Employees. Percentage and Factor Analysis have been used in this study.The study reveals that, Employer Branding is good at attracting and retaining employees as well as customers. It is the process of placing an image of being a - great place to work in the minds of existing and prospecting employees. Enhanced Attraction, Retention, Engagement are the major benefits companies see by strengthening the Employer Brand and be projected as "Employer Of Choice".Employer branding is also viewed as the magic pill for challenges such as a difficult talent climate, shrinking talent pools, and a consumer that is increasingly tough to engage.

Keywords:*Employer-Branding, Attracting, Engaging, Retaining, Talent, Employees.*

INTRODUCTION:

"Employer Branding" is an emerging discipline with its roots in classical marketing and HR principles. Its aim is to develop an image of the organisation as an "Employer Of Choice" in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organization's values, people strategy and HR policies and be linked to the company brand.

Employer Brand is a set of attributes and qualities often intangible that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture.Specifically, organisations that have a strong and attractive employer brand:can use it to help them produce in turn a more engaged workforce who 'Live The Brand' and in turn reduce the costs of employee turnoverand are likely to perform better, have higher attendance levels and deliver a more positive customer experience.

Definitions:

Sartain and Schumann (2006) defined employer brand as: "how a business builds and packages its identity, from its origins and values, what it promises to deliver to emotionally connect employees so that they in turn deliver what a business promises to customers."

Brett Minchington (2005) defines employer branding as "the image of your organization as a **'great place to work'** in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders).”

Origin of Employer Branding:

The term ‘employer brand’ was first publicly introduced to a management audience in 1990 and defined by Simon Barrow, Chairman of **People in Business**, and Tim Ambler, Senior Fellow of **London Business School**, in the Journal of Brand Management in December 1996. This academic paper was the first published attempt to ‘test the application of brand management techniques to human resource management’.

Why Employer Branding important for HR?

HR professionals continue in the search for credibility and strategic influence. Embracing the language and conceptual tools of brand power seems an obvious choice. This direction reflects continuity with earlier iterations of HR, for example with organizational development and culture change.

Key Elements Of Employer Branding: -

The Company’s Mission, Culture and values and Corporate Brand Image are the key factors employees consider in the organization, as many employees use their employer brand for their career development.Employment branding isn’t just about getting more people to apply for your job vacancy – it is about attracting those who are aligned with your organization and believe in it – its vision, values, commitment to employees and clients as well as to ensure employees are a ‘good fit’ with your organization.

Factors Impacting a Desirable Employer Brand:

- Attractiveness of the sector
- Company Reputation
- Quality of Products and Service
- Location
- Work Environment
- Pay
- Economic Conditions
- Employee Benefits
- People and Culture
- Work-Life Balance
- Corporate Social Responsibility

Types Of Branding:

Branding can be done in two ways. They are

- External Branding
- Internal Branding

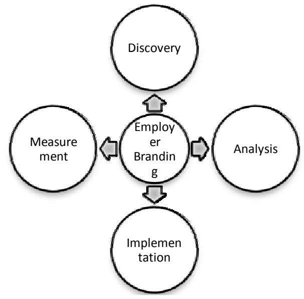
External Branding: This refers to branding which is done by using external sources and which may or may not require any investment. Lets see the different means of doing external branding.

- Use of job sites.
- Banners
- Road shows
- Corporate social Responsibility
- News papers
- Email
- Tagline
- Align with celebrity

Internal Branding: This is comparatively a cheaper way of branding. We can use our internal organizational staffs for this purpose.

- Front Office
- Stays Interview
- Exit Interview
- Employee Satisfaction
- Policy Information
- Customer Orientation
- Employee Participation
- TrainedEmployees

Employer Branding Process Model:



Four distinct steps that result in the gradual alignment of an organization with the desired state of its employer brand.

- Discovery,
- Analysis, interpretation and creation
- Implementation and communication
- Measurement, maintenance and optimization

➢ **Discovery:**The discovery process will help the organization to identify its unique positive qualities.

➢ **Analysis- Creation:**This stage comprises two steps (i.e.) the analysis of the organization's default brand and creating new employer brand.

➢ **Implementation-Communication:**The following should be practiced during implementation.

- Fair treatment
- Impartial, fair and growth promoting organization structure.
- Trustful & open-channeled communication.
- Timely decision making.

➢ **Measurement – Maintenance:**At this stage, the brand starts to make its presence felt in day-to-day measurement. This helps to demonstrate improvement overall.

These four steps ensure an organization's employer brand is comprehensive, relevant and positioned to drive results. Each step in the brand activation process forms the foundation for the next, and the continuous nature of the process ensures the employer brand remains connected to the employment experience over time.

Importance Of Employer Branding:

➢ **Shortage of skilled labour:** With the emergence of China, Russia, India and Brazil as economic powers, and due to the aging population in the U.S., European Union and Japan, the competition for skilled workers has or will continue to increase. Companies or organisations that are perceived to be attractive employers will have an easier time to recruit top talent.

➢ **More with less:** Employer branding results in more successful recruitment and retention of top talent. Moreover, by properly communicating the reality of the work environment, companies are more likely to attract talent that fits their organisational culture, thus increasing the number of people with the right skills in the correct positions.

➢ **Growth & profitability:** Hiring and retaining top performers is essential for growth and to maintain a competitive edge. Employees who have the right skills, experience and knowledge, in relation to the critical areas of a business to drive growth, are strategically important. Employer branding increases your profit margin.

- **Popularity:** Research on the talent market reveals that graduates and professionals want to work for companies with great reputations; they often turn to family members, friends or colleagues for advice and approval when making a decision about which employers to consider.
- **Strength:** Being an attractive employer provides a company or organisation more bargaining power, as employees will want to work for them more than anyone else, even those that have rare or most in demand skills—irrespective of salary levels.

OBJECTIVES OF THE STUDY:

- To study about the employer branding strategies.
- To identify the factors influencing theemployer branding strategies of present and prospect employees of IT Companies.
- To suggest suitable measures to improve the employer branding strategies to attract, engage and retain talented employees.

LIMITATIONS OF THE STUDY:

- The study is limited to the IT CompanyEmployees. Therefore, findings of the study cannot be extended to other sectors.Results of the study may not be generalized.
- This study has been conducted only with 120 respondents. Personal bias of the respondents might have crept in while answering a few questions in the structured interview schedule.

REVIEW OF LITERATURE:

- A Journal on Employer branding: - Mitchell, C. (2002), 'Selling the brand inside', Harvard Business Review, Vol.80, No.1, pp99-105. It is the research article prepared by Colin Mitchell. He talked about the strategies and principles that have to be applied for branding their employees, mainly in linking up the branding strategies applied for products and with the strategies that has to be applied for branding employees. He linked both internal and external marketing features to be implemented such as preaching the beliefs not the intentions of employer to employee by providing images to the vision of employer rather than speaking about them, so that it roots deeply in the minds of employees that they just don't promote the brand, indeed live up the Brand.
- Backhaus, Kristin and SurinderTikoo (2004), "Conceptualizing and Researching Employer Branding," Career Development International, 9 (5), pp501–517. Employer branding targets potential and current employees with an "identifiable and unique employer identity that differentiates it from its competitors". The goal is to create an authentic picture of why an organization is a Great Place to Work. They define "employer branding as the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors"

RESEARCH METHODOLOGY:

Research Methodology is a way to systematically solve a problem. It may be understood as a science of study where research is done scientifically. It includes various steps that are generally adopted by a researcher in studying his research problem. This is a descriptive study based on both primary and secondary data.

Data Collection:

Primary data consist of original information collected for specific purpose only from employees working in IT Companies of different age groups and gender. **Secondary data** consist of information that already exists somewhere that has been collected for this purpose. The secondary data is obtained from the text book, Internet, research articles and journals.

Statistical Analysis:

The data that was collected were statistically analyzed through percentage analysis and factor analysis using SPSS.

ANALYSIS AND FINDINGDS:

Analysis and findings is a process of assessing meaning to the collected information and determining the inference of the study.

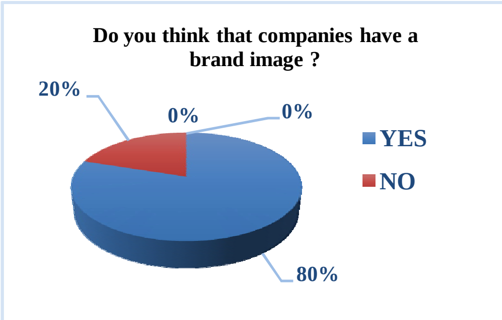
Percentage Analysis:

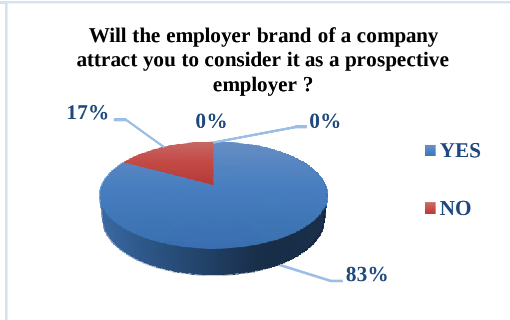
It is used to find out percentage of respondents from the total number of respondents. It compares the relative terms.

$$\text{PERCENTAGE} = \frac{\text{NUMBER OF RESPONDENTS}}{\text{TOTAL NUMBER OF SAMPLES}} \times 100$$

Demographic Profiles	Frequencies	Percentage
GENDER		
Male	39	32.5
Female	81	67.5
Total	**120**	**100**
AGE		
21-25	58	48.3
26-30	8	6.7
31-35	18	15.0
36-40	8	6.7
Above 40	28	23.3
Total	**120**	**100**
EDUCATION		
Diploma	4	3.3
UG	39	32.5
PG	62	51.7
Professional	15	12.5
Total	**120**	**100**
EXPERIENCE		
Below 1 year	31	25.8
2-3 years	23	19.2
4-5 years	4	3.3
Above 5 years	62	51.7
Total	**120**	**100**
ANNUAL INCOME		
Below 1lakh	4	3.3
1-3 lakhs	30	25
3-5 lakhs	32	26.7
Above 5 lakhs	54	45
Total	**120**	**100**

Source: Questionnaire





Factor Analysis:

Factor analysis is by far the most often used multivariate technique of research studies. It is a technique applicable when there is a systematic interdependence among a set of observed or manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this commonality.

Rotated Component Matrix

FACTORS	VARIABLES	COMPONENT				
		1	2	3	4	5
FACTOR 1	A workplace which is dynamic, performance driven and result oriented	.794				
	Offers competitive financial benefits	.762				
	Humanitarian organization-Gives back to society	.718				
	Offers competitive non-financial benefits	.717				
	Availability of training and development programs	.676				
FACTOR 2	See the brand of the company or its products, services from advertisement		.853			
	Work for a company either technical or business role		.779			
	Having friends, relatives working for the company		.764			
	A workplace where the values like trendy, classy or charming style are appreciated		.713			
	Have used the product or service of the company		.633			
	See the events sponsored by the company		.559			
FACTOR 3	Your participation in decision making process			.844		
	Work-life balance			.791		
	A workplace that is open friendly and sincere, where honesty is emphasised			.622		

	A workplace where my competencies are valued and rewarded			.621		
	A workplace where my innovative and creative thinking are encouraged and valued			.529		
	Offers opportunity for career advancement				.789	
FACTOR 4	Empowers to work independently				.765	
	Challenging work load				.718	
	Availability of strong management				.656	
FACTOR 5	A workplace that values international diversity					.860
	Offers opportunity to work abroad					.735

Naming of Factors:

S.No	**Factor Name**	**Total Variance**
Factor 1	Job Enrichment and Benefits	3.667
Factor 2	Reputation and Brand Perception	4.301
Factor 3	Recognition and Rewards	3.407
Factor 4	Independency and Development	2.928
Factor 5	Internationality	1.595

FINDINGS:

The first factor is Job Enrichment and Benefits, it includes 5 variables and it explains the total variance of 3.667. The second factor isReputation and Brand Perception, it includes 6 variables and it explains the variance of 4.301. The third factor isRecognition and Rewards, it includes 5 variables and it explains the variance of 3.407. The forth factor isIndependency and Development, it includes 4 variables and it explains the variance of 2.928. The fifth factor is Internationality, it includes 2 variables and it explains the variance of 1.595.

SUGGESTIONS:

The implementation of this model will provide a strategic framework for employers and will also help them to enhance the performance of the employees as well as the organisation.

- ✓ Effective HRM involves understanding the ways in which policies and procedures influence an employee’s job satisfaction and organisational commitment.A collaborative approach will help organisation to implement the retention strategy at different levels of the organisation.
- ✓ Employment Branding is all about the ‘marketing of employment’. Employees are your ‘customers’ and the employment experience is the ‘product’ being offered for their consideration and purchase.
- ✓ Build an Employee Value Proposition (EVP) that matches both what employees want and what’s expected from them in return. Ensure that it differentiates you from competitors and promote it assertively both internally and externally.
- ✓ Consistently communicating and delivering on your EVP will turn your employees into loyal, ‘brand ambassadors’, who will help to grow your employment reputation externally via word-of-mouth.

CONCLUSION:

With competition getting fierce day by day and high attrition levels have made organisations realize the importance of retaining the right talent. To achieve this, not only the HR Strategy but also the corporate level decisions and policies are aligned towards serving the 'Internal Customers'. The organisations are focusing more and more on goals, aspirations and satisfaction of the employees. Apart from extensive emphasis Performance Management Systems and Career Development, companies are also focusing on promoting workforce diversity, work life balance and goodwill generation through CSR activities.Today, an effective employer brand is essential for gaining competitive advantage. Ultimately, the key to a successful employer brand is to ensure that expectations are fully aligned with the realities of working for the organization. Employer branding is one such strategy that is used to attract, engage and retain one of the pillars of the organization–human capital. Only Continuous Innovation, Corporate Communication and Talent Management will help to achieve strong employer brand, there by making the company "a Dream Company to Work" for the employees.

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38. Role of Lean Management in Improving Efficiency in Banking Sector with Special Reference to Indian Overseas Bank - A Study

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Abstract
The service sector is the key driver for India's economic growth. Banking sector adopt lean management to improve efficiencies and deliver quality service to their customers. Theprimary objective of the study is to identify how effective lean management in banking sector. This research paper attempts to identify the problem faced by customers using lean management. This research work is empirical in nature and the primary data is collected through structured questionnaire by using random sampling techniques. In order to achieve the objectives of the study suitable statistical techniques are utilised. The outcome of the study helps the banks to improve their quality service to their customers.
***Key words**: Improvement, efficiency, service quality, effectiveness, banking sector*

Introduction

Banking sector plays an important role in the economic development of a country. Banking is the customer service industry. The banking sector are facing rapid changes in the market due to advancement in technology and more demanding customers. Increased competition, highly educated customer expect best quality customer service. Many private sector banks are giving tuff competition to public sector banks. It is very difficult to retain their customers in the banks nowadays particularly in public sector banks. It is challenging for banks to attract new customers. To retain existing customers and attract new customers the banks have to make changes in their customer service, to make changes they adopt lean management. Lean management is an approach that supports an organisation to achieve small incremental changes in order to achieve efficiency and quality. Banking sector adopt lean management to improve efficiencies and deliver quality service to their customers.

Indian overseas bank is a public sector bank it adopts lean management techniques to benefit their customer and to reduce cost and save time. Lean management techniques are adopted by Indian overseas bank are faster short message service alerts (sms), Cash deposit machine ,Self-service pass book machine , improved automated teller machine(ATM) , faster money transfer facility especially in real time gross settlement(RTGS) , vehicle loan and personal loan are given to their customers within a day. They have also bulk account opening for the college students within a day they can open 100 accounts. Indian overseas bank improved their services to satisfy their customer.

Hence, this empirical study was undertaken to know recent changes in Indian overseas bank using lean management is effective among the customers and to know the problems faced by the customers.

Review of literature

Morten Sixtus Thestrup Thomas (2016),in their research titled "Lean Process Efficiency in a Financial Company – Case Study of Jyske Bank"This study is conducted to collect and improve the understanding and knowledge within Financial Lean. The financial sector is growing, and becoming one of the biggest in many markets. The competition has increased since the financial crises. The customers are demanding better customer service, and the shareholders demand higher profit margins and overall performance. It is becoming more important than ever within the industry to improve on internal efficiency to improve on the bottom line. The competition is fierce and Lean can be the most effective way to streamline the organisation, as it has proven its worth across industries and markets.

Michael Leyer and Jürgen Moormann(june2013)in their research titled "How lean are financial servicecompanies really? Empiricalevidence from a large scalestudy in Germany" Lean thinking is important for a successful implementation of process-driven changes.Especially financial service providers are forced to improve their organisational efficiency due tointense competition and regulatory burdens.(International Journal of Operations & ProductionManagement) Vol. 34 Iss 11 pp. 1366 - 1388

Vaduva Alina-Maria(2011),in their research titled "Lean management in banking" Their study is to clarify the concept of LeanManagement by describing the system and the key conceptsandtechniques that underline its implementation in particular commercial banks, can gain from Lean Management.

Objective of the study:

1. To identify how effective lean management in Indian overseas bank.
2. To identify the problem faced by customers using lean management.

Limitation of the study:

1. The time period given to collect the data was not enough for the researcher.
2. The sample of the study is confined to Chennai city only. Hence the findings cannot be treated as a representative of entire nation.
3. Respondents may give biased answers for the required data.

Research methodology:

The research work is empirical in nature. A survey questionnaire designed and distributed to find out effectiveness of lean management in Indian overseas bank and to identify the problems faced by customers of Indian overseas bank. Questions were framed on Likert 5 point rating scales.

Sample size:

The size of the sample in the study is 100 respondents.

Sampling technique:

In this study probability sampling was employed. The type of probability sampling used is "random sampling" where in the samples are drawn by randomly.

Primary data:

The primary data is collected through structured questionnaire.

Secondary data:

The secondary data for the study constitute books, journals and websites

Analysis and Findings

The data analysis is completely done with the help of SPSS (20th version). The statistical tools used for analysis is chi square analysis.

Hypothesis:1

There is no significance association between the age and the problems faced by customers.

Table:1 Printing against same statement problem faced by customers using self service pass book machine

Chi square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.278[a]	12	.000
Likelihood Ratio	43.152	12	.000
Linear-by-Linear Association	14.171	1	.000
N of Valid Cases	100		

Interpretation:

From the above table 1 the p value (.000) for age and problem faced by the customers are lesser than the significance value 0.05. Hence null hypothesis rejected and alternative hypothesis accepted.

Table:2 Machine out of service using Cash deposit machine problem faced by customers

Chi square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.222[a]	12	.000
Likelihood Ratio	53.617	12	.000
Linear-by-Linear Association	3.847	1	.050
N of Valid Cases	100		

Interpretation:

From the above table 2 the p value (.000) for age and problem faced by the customers are lesser than the significance value 0.05. Hence null hypothesis rejected and alternative hypothesis accepted.

Table:3 Money transfer problem leaving operation unfinished using (RTGS)

Chi square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	74.667[a]	12	.000
Likelihood Ratio	66.338	12	.000
Linear-by-Linear Association	19.729	1	.000
N of Valid Cases	100		

Interpretation:
From the above table 3 the p value (.000) for age and problem faced by the customers are lesser than the significance value 0.05. Hence null hypothesis rejected and alternative hypothesis accepted.

Hypothesis: 2
There is no significance association between educational qualification of the respondents and effectiveness of service provided by Indian overseas bank.

Table:1 Self Service pass book is effective among customers.

Chi square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.333[a]	9	.000
Likelihood Ratio	50.912	9	.000
Linear-by-Linear Association	3.525	1	.060
N of Valid Cases	100		

Interpretation:
From the above table 1 the p value (.000) for educational qualificationof the respondents and effectiveness of service provided by Indian overseas bank are lesser than the significance value 0.05. Hence null hypothesis rejected and alternative hypothesis accepted.

Table:2 Cash deposit machine is effective among the customers.

Chi square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.566[a]	9	.000
Likelihood Ratio	42.702	9	.000
Linear-by-Linear Association	.071	1	.790
N of Valid Cases	100		

Interpretation:
From the above table 2 the p value (.000)for educational qualification of the respondents and effectiveness of service provided by Indian overseas bankare lesser than the significance value 0.05. Hence null hypothesis rejected and alternative hypothesis accepted.

Findings:
From the survey conducted from Indian overseas bank customers it is found that improvement made by the bank customers by using lean management is effective for the graduates majority of the respondents says that self-service passbook machine and cash deposit machine is effective for them and also found they are facing problems using machines. The problems faced majority

of the respondents from the age group of 18-25 and 26-30 years. The other improved services loan facility, money transfer facility, improved ATM machine are to be found ineffective among customers.

Conclusion:

Lean management techniques are implemented in service industry to improve efficiency and to satisfy the customers.Technology have improved a lot and customers expectations are high nowadays especially in this generation. Indian overseas bank always known for their trust and they are existing in the society for very long period. Indian overseas bank have to improve their services starting from ATM facility to mobile banking and internet banking services. To retain existing customers and to attract new customers the Indian overseas bank have to improve their service to their customers.

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- Morten Sixtus Thestrup Thomas (2016),in their research titled “Lean Process Efficiency in a Financial Company – Case Study of Jyske Bank”
- Michael Leyer and Jürgen Moormann(june2013) in their research titled “How lean are financial service companies really.
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39. Factors Affecting Work - Life Balance of Women Employees in BPO Industry – A Study with special reference to Chennai City

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ABSTRACT

The Emerging BPOs have paved a designed path for better job opportunities and financial independence for Indians. This study dealt with the work life balance of women working in BPO. Most of the studies reflect work-life balance measure on individual appraisals regarding the level of satisfaction or success with the balance between work and family life. The study is done in Ajuba solutions, Chennai which is considered as one of the most reputed International BPOs dealing with Health care Processes. The research work is descriptive and analytical study. The primary data collected through structured questionnaire by utilizing random sampling technique. The secondary data with a documental review are majorly considered for the study. Hence, this conceptual study provides a better understanding about the present scenario of women's' work life balance in BPO industry. The researcher also provided various practical suggestions for the up gradation of women's work life balance.

Key words: *BPO, Work-life balance, Level of Satisfaction, Work and family life.*

Introduction:

India is one of the most preferred outsourcing destinations. Indian ITeS BPO industry has been increasingly contributing to the domestic economy over the years. It is also providing valuable contribution to the services sector (NASSCOM, 2011).Though cost reduction and availability of skilled English-speaking employees have been the key growth drivers in the industry, many other factors such as access to talent, service quality, and productivity have kept the Indian ITeS BPO industry competitive in the global market. Some of the Human Resource related issues receiving considerable attention in the BPOs are work conditions, organizational environment management-labour relationships, work force empowerment and work-life balance. Work-life balance is the stability characterized by the balancing of an individual's life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality, or values.

Definitions of Work life balance:

Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work/life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life. The study of work/life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life.

Business Dictionary mentioned a comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment.

The Work-Life Balance Trust states Work-life balance means different things to different people and different things at different stages of life. However, any definition for anyone must include the problems of lack of time and exhaustion. Research indicates that failure to achieve the correct balance of effort and rest is linked to a feeling of lack of control over your workload, plus lack of energy to fulfill personal goals and commitments. If the balance is wrong, the result may include fatigue, poor performance and a poor quality of life.

Objectives of the Study:

1. To study the socio-economic characteristics of the women in BPO industry.
2. To identify the factors affecting work-life balance of women employees.
3. To identify the various factors helps women to manage her work stress.
4. To give suggestion to improve work-life balance of women in BPO industry.

Research hypotheses:

1. There is no significant association between the working experience of the respondents and the management of work & family
2. There is no significant difference among the work experience of the respondents and the factors affecting the women work life balance

Research Methodology:

The research work is descriptive and analytical in nature. The primary source of data was collected by the researcher using the questionnaire method. The primary data is collected from women employees at BPO industries in Chennai. The researcher has adopted random sampling technique by lottery method to select the sample from the universe. The researcher used chi-square test and f-test to analyze the findings. The sample size is 100. Personnel records, journals, books, periodicals and web sites constitute the secondary source of data for the study.

Literature review:

Murphy and Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual‘s priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place. Staying competitive and managing career can be difficult in a challenging economy however researcher Curson and Skidmore (2010) found that against the odds a public sector organization can attract and retain a high quality workforce in a highly competitive market.

Work stress and work-life imbalance are correlated with workaholism, regardless of gender (Aziz and Cunningham, 2008). Supervisor support and work-family culture are related to job satisfaction and affective commitment (Baral and Bhargava, 2010). Dealing with the work-family- tension results the career as subject of social fascination and family as a factual task (Kasper et al., 2005). There are strong connections between dimensions of the work place, stress and job satisfaction. However, there is an absence of theory to provide conceptual understanding of these relationships.

Thriveni Kumari (2015) studied the work life balance of women employees in varied sector by considering a sample size of 360 in the Bangalore city. The research work revealed that the IT sector and BPO Industry employees are unsatisfied with their work-life balance status and the researcher also suggested that appropriate work-life measures needs to be carried out in the organisation for the benefit of women employees.

Analysis of the study:

The data analysis is completely done with the help of SPSS (15th version). The reliability of the data per Cronbach's Alpha is 81%. In order to achieve the objectives of the study statistical techniques such as Simple percentage Analysis, Descriptive analysis, Chi-square test and One way ANOVA (F-test) are used and the results are presented below.

Socio-Economic characteristics of Women Employees in BPO Industry

The Socio-Economic characteristics of the respondents are presented in the below table.

Table: 1 showing Demographic profile of the respondents

Socio-Economic Factors		**No. of Respondents (n :100)**	**Percentage**
Age (In Years)	20 - 25 years	22	22%
	26 - 30 years	48	48%
	31 - 35 years	26	26%
	Above 40 years	4	4%
Educational Qualification	Under Graduate	68	68%
	Post Graduate	24	24%
	Professional	2	2%
Residence	Urban	64	64%
	Sub/Semi-Urban	30	30%
	Rural	6	6%
Work Experience (In Years)	Fresher	6	6%
	1 - 3 years	22	22%
	3 - 6 years	46	46%
	6 - 10 years	18	18%
	Above 10 years	8	8%
Salary (In Rupees)	10000 - 20000	14	14%
	20001 - 30000	44	44%
	30001 - 40000	38	38%
	40001 - 50000	2	2%
	Above 50000	2	2%

Source: Primary Data

It is inferred from the above table that majority of the respondents (48%) belong to the age group of 26 – 30 years, (68%) are having undergraduate degree, (64%) of the respondents are residing in the urban area, majority (46%) of the respondents have a work experience of 3 – 6 years, and nearly (44%) of the respondents receive a salary of rupees 20,001 – 30,000,

Factors affecting work life balance of women employees in BPO

The various factors affecting work-life balance of women working in BPO industry are presented in the below table.

Table: 2 showing the Descriptive analysis of factors affecting work life balance of women employees in BPO

Factors affecting the work life balance	**Mean N=100**	**S.D**
Travelling abroad for work	4.16	1.12
Travelling with in India for work	4.03	1.25
Attitude of Colleagues	3.69	1.1
Attitude of Supervisor	3.64	1.09
Work from home after office hours	3.56	1.46
Place of work from home	3.54	1.38
Social commitments	3.43	1.07
Family attitude towards work	3.39	1.19
Hours of work	3.38	1.19
Health problems	3.22	0.97

Overtime	3.19	1.11
Work stress related problems	3.14	0.93
Working on Holiday	3.09	1.29
Family commitments	3.02	1.11

Source: Primary Data

It is inferred from the above descriptive analysis that majority of the respondents are considering the travelling to abroad and within India for work as the major factor affecting their work life balance. It's proved that people going out for work will definitely shifted from their family environment which causing the effect on their work life balance. In next to that attitude of the respondent's colleagues & supervisor are also affecting their work life balance. The work from home is the next important factor that affecting the respondents works life balance. The residence and the working location is also one of the factors that are affecting the employees work life balance. The other factors such as over time, working hours, working on holidays, family commitments are comparatively less affecting the working women for their effective work life balance.

Factors help to manage work-stress of women employees in BPO

Various factors help Women to manage her work- stress in BPO industry are presented in the below table.

Table: 3 showing the factors help to manage work- stress

Management of stress arise from work	**Mean N=100**	**S.D**
YOGA/Meditation	1.66	0.48
Tours/Outing	1.62	0.49
Games	1.6	0.49
Chatting with friends etc.	1.44	0.5
Relaxing	1.43	0.5
Movies	1.3	0.46
Music	1.18	0.39

Source: Primary Data

It is inferred from the above descriptive analysis that majority of the working women employees are managing their stress by doing physical exercise, Yoga & meditation. Tours, outing & games are also effectively helping the working women to manage their stress arising from job. Chatting with friends are also helping them for managing their stress. Movies and music is helping least for the working women in managing their stress.

Association between the working experience of the respondents and the managing of work and family

H_0 - There is no significant association between the working experience of the respondents and the management of work & family.

H_1 - There is significant association between the working experience of the respondents and the management of work & family.

In order to test the above hypothesis, chi-square test has been executed and the results are presented below.

Table: 4 showing Association between the working experience of the respondents and the managing of work & family

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.259(a)	8	0.325

From the above table it is inferred that the p-value 0.325 is greater than the table value 0.05 at 95% level of significance. Hence, null hypothesis accepted. So, it is concluded that there is no significant association between the working experience of the respondents and the managing of work & family.

Association between work experience of the respondents and the factors affecting the women work life balance

H_0 - There is no significant difference among the work experience of the respondents and the factors affecting the women work life balance (f test)

H_1 - There is significant association between the working experience of the respondents and the management of work & family.

In order to test the above hypothesis, ANOVA (F-test) has been executed and the results are presented below.

Table: 5 showing One-way analysis of variance among the work experience of the respondents and the factors affecting the women work life balance

Factors affecting the women work life balance	**F-Value**	**P-Value**
Hours of work	0.503	0.804
Overtime	1.338	0.248
Working on Holiday	1.796	0.108
Work from home after office hours	0.905	0.495
Health problems	1.106	0.365
Work stress related problems	0.74	0.619
Family commitments	1.937	0.083
Social commitments	0.558	0.762
Travelling abroad for work	0.598	0.731
Travelling with in India for work	1.193	0.317
Place of work from home	2.445	0.031*
Attitude of Supervisor	1.088	0.376
Attitude of Colleagues	0.689	0.659
Family attitude towards work	0.537	0.779

***95% level of significance**

Source: Computed data

From the above table it is inferred that there is no significant difference between the working experience of the respondents and the factors affecting the work life balance of the respondents except place of work from home. Hence, null hypothesis accepted for all variables except for the variable ‘Place of work from home’.

Major findings:

Majority of the respondents (48%) belong to the age group of 26 – 30 years, (68%) are having undergraduate degree, (64%) of the respondents are residing in the urban area, 46% of the respondents have a work experience of 3 – 6 years and nearly (44%) of the respondents receive a salary of rupees 20,001 – 30,000.

Majority of the respondents are considering the travelling to abroad and within India for work as the major factor affecting their work life balance.

Majority of the working women employees are managing their stress by doing physical exercise, Yoga & meditation. Tours, outing & games are also effectively helping the working women to manage their stress arising from job.

There is no significant association between the working experience of the respondents and the managing of work & family.

There is no significant difference between the working experience of the respondents and the factors affecting the work life balance of the respondents except place of work from home.

Suggestions:

BPO is the place where more stress management is required. The working women should be effectively safeguarded by implementing more stress management programs and policies. Special initiatives are needed in regards to the stress management for better work life balance among the working women. The management should always have a personal concern on their employees for their effective work life balance. Before giving additional responsibilities the managers and supervisor should ask for the employee's opinion to identify their condition and comfort in taking up new responsibilities.

Conclusion:

The Work-life balance has become a subject of concern in view of the contemporary technological, demographic, market, and organisational changes associated with it. Increasing demand for work-life balance have forced BPO companies to take some of the initiatives such as alternative work arrangements, flexible working hours, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes. Hence, by creating better policies and programmes towards women work life balance in the organization will leads to up gradation of women's personal life as well as the organization.

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40. Impact of Perceived Benefits on Adoption of E-Recruitment among HR Professionals in Information Technology Companies in Chennai.

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ABSTRACT: *Universal struggle in fashionable market provides an business to overwhelm the competitors by looking out for an mixed bag of strategy, So many organizations purposefully in implementing e recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is an reason why e-recruitment become the main podium for HR Professionals to think and use e-recruitment. Many companies use e-Recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-Recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, helping to establish relationships with HR managers and facilitate brand building of the companies. Management of human resource in an organization cannot work smoothly if it's not electronically adopted properly. This research will discuss the theoretical background and the previous results of the perceived e-recruitment benefits from the viewpoint of the HR managers. Thus, following the archival research method this study investigates the impact of perceived effectiveness on adoption of E-Recruitment & challenges faced by HR Professionals.*
KEYWORDS: E-recruitment, Adoption, Perceived Benefits, Cost, Time, Saves Efforts.

Introduction:

Universal struggle in fashionable market provides a business to overwhelm the competitors by looking out for an mixed bag of strategy, So many organizations purposefully in implementing e recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is a reason why e-recruitment becomes the main podium for HR Professionals to think and use e-recruitment. Many companies use e-Recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-Recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, this helps to establish relationships with HR managers with applicants and facilitate brand building of the companies.

Nowadays HR professionals in an organization cannot work smoothly if it's not electronically adopted properly. This research helps to identify and analyze HR professional's behavioral intention and acceptance of e-recruitment system. This study investigates the adoptions of E-Recruitment by HR Professionals in Chennai. The study covers the impact of E-Recruitment system by HR Professional and also identifies the attitude, usefulness, easiness, intention to use, barriers of E-Recruitment system.

Research Gap:

Though lot of reviews on E-Recruitment is found, there is no in depth study on the HR professional's perspectives, especially on HR professional's behavioral intention to use e-recruitment system. Many reviews indicate the job seekers perception, applicant's usage and factors influencing of E-Recruitment system but have failed to elaborate the human resources manager adoptions, acceptance and perceived benefits. The reviews are restricted to job seekers areas and have ignored human resources department. The gap is confirmed as intention to use of e-recruitment system. Having a clear picture of the phenomenon that is E-Recruitment and to what extent developments are going on, makes it possible to pose several research questions as the basis of our future empirical ambitions. Therefore, to this end, we pose the following central research question:

- To what extent have HR professional's use E-Recruitment?
  From this basis, we distinguish a number of sub questions:
- How do HR roles (administrative expert, employee champion, change agent, and strategic partner) affect perceived usefulness and perceived ease of use to have HR professional's use E-Recruitment?
- Is perceived ease of use related to perceived usefulness?
- Are perceived usefulness and perceived ease of use related to the attitude towards E-Recruitment use?

RECRUITMENT & E-RECRUITMENT :

The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes activities like analyzing job requirements, attracting candidates, screening applicants, hiring and welcoming the new employee to the organization. E-recruitment is the practice of using web-based resources for tasks involved with searching, attracting, assessing, interviewing and hiring new employees. The function of e-recruitment is to make the processes more productive as well as less expensive. Online recruitment can attract a larger pool of potential employees and smoothens the selection process.

The fundamentals of e-recruitment are as follows: ·

- ✓ **Tracking:** Helpful in tracking the status of candidate with respect to the jobs applied by him/her. **Employer's Website:** Provides details of job opportunities and data collection for same.
- ✓ **Job portals:** Like CareerAge, Indeed , Monster, Naukri, timesjobs, etc these carry job advertisements from employers and agencies.
- ✓ **Online Testing:** Evaluation of candidates over internet based on various job profiles to judge them on various factors.
- ✓ **Social networking:** Sites like google +, twitter, facebook, linkedin, etc helps in building strong networking and finding career opportunities.

LITERATURE REVIEW:

Ms. D Shahila (2013)[1] published an article which helps in explaining E-recruitment challenges covering challenges that are faced by companies while using online recruitment. This article highlights the points like online recruitment is facing challenges from employers and job seekers point of view and covers points like difficulty in finding suitable applicant, competition with competitors for good candidates, negotiation, transparency of system, difficulty in judging companies working culture.

PERCEIVED BENEFITS SCALE
➢ **Quality of applicants**
➢ **Saves Efforts**
➢ **Wider choice of candidates**
➢ **Cost**
➢ **Saves Time**
➢ **Sound Organizational Image**

Avinash S. Kapse (2012)[2] published an article about E recruitment which stated that online recruitment has many advantages to companies like low cost, less time, quick, wider area, better match and along with this they have highlighted some points of disadvantages of online recruitment like scrutinizing applications is a problem, lack of internet awareness in India in some places and they said that employers want to have face to face interaction with candidates.

Florea & Badea (2013)[3]**,** which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel.

Haroon and Zia-ur-Rehman (2010)[4]**,** also investigated online recruitment in Pakistan. A total of sixty-five (65) respondents from small and large firms of the different sectors of the industries in Pakistan participated in the study. Data were collected through telephone interviews showed that preference was given to small firms as compared to large firms in terms of using internet recruitment. They also showed that large firms had their own websites and use them for recruitment as compared to small firms. They also revealed that online recruitment became a new medium that was going to replace the other traditional sources of recruitment because online recruitment offered reduced recruitment costs, time-saving capability, quick response features in checking application status, and online resume development.

Ghadeer Mohamed Badr ElDin Aboul-Ela(2014)[5]**,**

a) **Saves Time:** e-recruitment is associated with time efficiency, this is emphasized in the reduction of time consumed when compared to the traditional recruitment methods, the time needed for the recruitment process becomes shorter, and the time consumed to analyze the collected data is reduced which in return will fasten the selection process.

b) **Geographical Outreach**: e-recruitment helps the organization to reach more applicants, more geographical locations, makes the process simpler through the usage of technology, and facilitates the process of reaching a wider diversity of applicants through various recruitment sources.

c) **Saves Efforts**: e-recruitment will allow the organization to save efforts through the utilization of technology thus allowing for the allocation of these human efforts in other areas which in return may improve the overall efficiency.

d) **Improved Quality of Applicants:** e-recruitment gives the organization the chances to attract more qualified and competent applicants, reduces the costs associated with attracting unqualified applicants, and makes the process of filtering the applicants easier through the adoption of technology.

e) **Sound Organizational Image:** e-recruitment creates an improved and a sounder image for the organization thus, allowing the organization to reach more qualified applicants.

CONCLUSION:

The aim of this paper is to study the perceived e-recruitment benefits from the viewpoint of the HR managers. The purpose of this paper was to develop a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter. E-Recruitment helps organizations to be equipped with competent staff and thus it is linked with many HR activities of organization. E-Recruitment has proved to be important part of the recruitment strategy. It can be used to keep track and maintain candidate applications, mostly among larger organizations. E-Recruitment has provided some remarkable benefits in terms of cost and efficiency. In addition to the above discussion, a continuous improvement in considering the technological issues related to E-Recruitment is highly recommended.

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41. A Study on Work Culture among SFL Employees and its Impact on Job Satisfaction

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ABSTRACT
The term Organisational Culture has become a centre of attraction for many researchers considering its effect on performance of employees and the consequential impact on organization performance. Organisational culture refers to the conduct and mannerism displayed by employees of an organization. It may be defined as the cumulative ideals, views, moralities and philosophies of those comprising the organization. It is a cluster of common conventions and expectations guiding the happenings of an organization by specifying suitable performances for different environmental conditions. Healthy culture strengthens the organization's capacity to accomplish its goals, mission and vision. It increases management commitment to serve customers and enhances team cohesiveness, enthusiasm, morale and attachment among employees, diminishes labour turnover, augments productivity and efficiency, thereby resulting in better performance and growth. This descriptive study has revealed good level of job satisfaction and work culture prevalent among the SFL employees and work culture exerting significant impact on job satisfaction which is in the positive side. Hence, good work culture contributes to job satisfaction among employees which leads to efficiency of organisations, which in turn, contributes to enhancement of organisational effectiveness.
KEYWORDS: Job satisfaction, Work Culture, Structural Equation Modelling, Confirmatory Factor Analysis.

Introduction

The term Organisational Culture has become a centre of attraction for many researchers considering its effect on performance of employees and the consequential impact on organization performance. Though the idea of organizational culture originated in the 1960s and 1970s (Halpin A. W. & Croft D. B. 1963; Fred C. Lunenburg and Allan C. Ornstein 2011), the concept gained prominence during the late 1980s and early 1990s (Linda Smircich, 1983). Organisational culture refers to the conduct and mannerism displayed by employees of an organization. It may be defined as the cumulative ideals, views, moralities and philosophies of those comprising the organization (Needle and David, 2004). It is a cluster of common conventions and expectations guiding the happenings of an organization by specifying suitable performances for different environmental conditions (Ravasi and Schultz, 2006).

Importance of Organisational Culture

Culture might differ among organisations (Schein, 1992; Deal and Kennedy, 2000; Kotter and Heskett, 1992). Organisational culture decides the level of attachment and ownership of employees with their organization (Schrodt, 2002). Human components of an organization play a decisive role in developing the organizational culture (Modaff et al., 2011). Healthy culture strengthens the organization's capacity to accomplish its goals, mission and vision. It increases management commitment to serve customers and enhances team cohesiveness, enthusiasm,

morale and attachment among employees, diminishes labour turnover, augments productivity and efficiency, thereby resulting in better performance and growth (Kotter and Heskett 1992).
Recognising the vitality of organizational culture for the success of any organization, this research proposes to assess the nature of culture prevalent in Sundaram Fosteners Limited and also the level of job satisfaction amongst the company's employees. Finally, the impact exerted by the former on the latter has been identified and the magnitude of such impact has been assessed and measured.

Objectives of the Study

1. To analyse the level of job satisfaction among SFL employees;
2. To analyse the nature of work climate prevalent in SFL;
3. To assess the impact exerted by organisational culture on job satisfaction.

METHODOLOGY

The proposed study is Descriptive in nature, based on primary data collected by administering a well structured interview schedule. The schedule consists of questions relating to the demographic profile of the workers and some statements in Likert's five point scale to assess the nature of organisational culture and job satisfaction prevalent among the employees. The sample frame for the study is Sundaram Fosteners Limited, Puducherry, while the employees of this company have been taken as the Universe for this study. The sample technique used is Simple Random Sampling while the Sample size is 100. The data collected were suitably represented in tabular and diagrammatic forms and analysed using the Statistical software of SPSS, LISREL and Smart PLS, employing the statistical tools of Mean, Cluster analysis, Correspondence analysis, Anova, Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM) and Regression.

Research Hypothesis

The hypothesis used for this study is "Organisational Culture exerts significant positive impact on job satisfaction of employees". This hypothesis has been tested using job satisfaction and organisational culture as dependent and independent variables respectively.

Data Analysis and Interpretation

Demographic Profile of Respondents Studied

85% of the employees selected for this study are males and 15% are females; 24% are aged less then 25, 62% are aged 25-40 and 14 % are aged more than 40; 13 %are under-graduates, 37% are graduates, 18% are post graduates and 32 % are diploma-holders; 10% earn a monthly income of less than Rs. 10000, 55% earn 10000-25000, 26% earn 25000-40000 and 9% earn more than Rs. 40000; 14% belong to worker cadre, 44% to supervisory cadre and 42% to managerial cadre; 27% have served the company for less than 2 yrs, 42% for 2-5 yrs, 16% for 5-10 yrs and 15% for more than 10 yrs; 65% are married and 35% are unmarried.

Employee Opinion about Job Satisfaction

As a first step, variables used to measure the level of job satisfaction prevalent among the SFL employees have been tested for validity for inclusion under the construct using Lisrel and the results have been displayed in Figure 1.

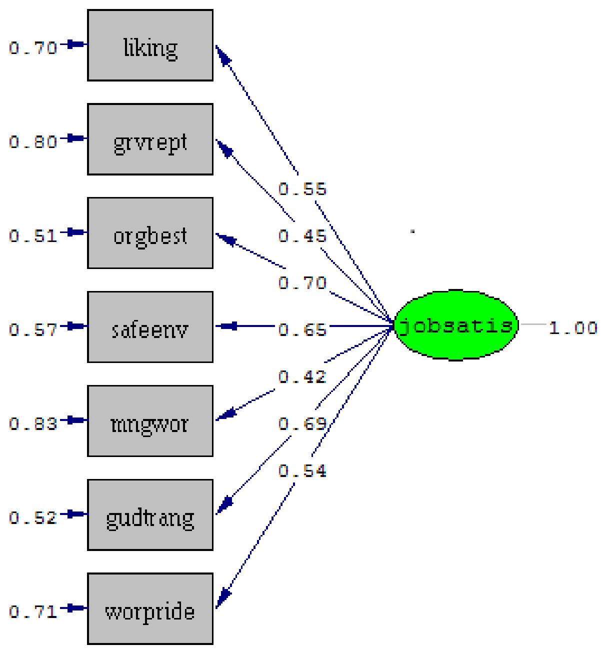


Fig 1: CFA for Variables used for Job Satisfaction

Figure 1 suggests that the five variables used for measuring job satisfaction aptly fit into the construct as the factor loadings in respect of these variables exceed the threshold limit of 0.4.

Table 1: Employee opinion About Job Satisfaction

Group	Respondents	Mean	F	P
Gender	Males	3.9882	0.154	0.695
	Females	3.9238		
Marital Status	Married	4.0374	1.906	0.171
	Unmarried	3.8694		
Age	Less than 25	*3.8869	2.569	0.082
	25-40	*3.9424		
	More than 40	4.2959		
Education	UG	*3.4176	5.270	0.002
	PG	4.0159		
	Degree	4.0656		
	Diploma	4.0848		
Income	<10000	*3.5429	2.997	0.035

	10000-25000	3.9532		
	>40000	4.1270		
	25000-40000	4.1484		
Cadre	Worker	*3.5	6.774	0.002
	Supervisor	3.9903		
	Managerial	4.1259		
Experience (in years)	< 2	3.8995	1.660	0.181
	2-5	3.9082		
	5-10	4.0268		
	> 10	4.2667		

It can be observed from Table 1 that the employees of SFL are pretty satisfied with their job as the mean in respect of job satisfaction is 3.9786. The level of job satisfaction is even among the employees segregated based on their gender, marital status and length of experience in the company. However, the employees with education of less than graduation, those with monthly income of less than Rs. 10000 and those in worker cadre have lesser magnitude of job satisfaction when compared with their respective counterparts.

Cluster Analysis Based on Job Satisfaction

Proceeding further, the employees have been grouped based on their response about job satisfaction and the results are displayed in Table 2.

Table 2: Final Cluster Centers

Factor	Dissatisfied Group	Immensely Satisfied Group	Reasonably Satisfied Group	F	P
Job Satisfaction	2.34	4.40	3.65	208.531	0.000
No. of Employees	5	52	43		

It can be inferred from Table 2 that three clusters may be formed based on opinion of the employees about job satisfaction. The value of significance being less than 0.05 suggests that job satisfaction factor significantly contribute to the segmentation process. Based on the mean values, the three clusters may be designated as “reasonably satisfied group”, “immensely satisfied Group” and “Dissatisfied Group”. Five employees constitute the “Dissatisfied Group” while 43 employees constitute the “reasonably satisfied group” and 52 constitute the “Immensely satisfied group”.

Employee Opinion about Organisation Culture

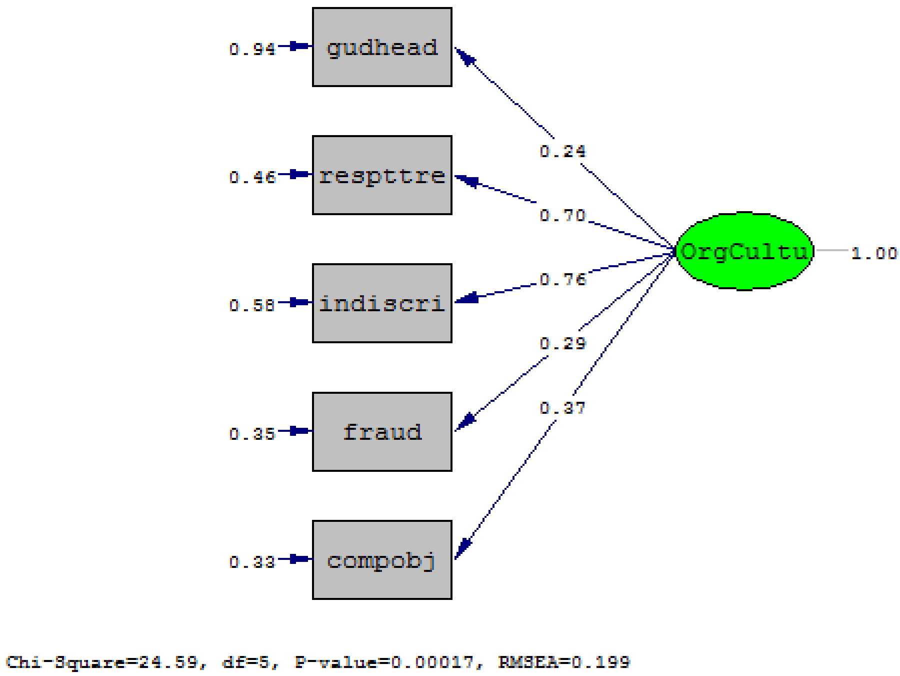


Fig 2: CFA for Variables used for Organisation Culture

Figure 2 highlights that all the five statements used to assess employee opinion about work culture prevalent in SFL well fit into the construct as the factor loadings in respect of all the statements well exceed the threshold limit of 0.4.

Employee Opinion about Work Culture

SFL employees opinion about work culture prevalent in their company has been analysed using ANOVA and the results have been displayed in Table 3.

Table 3: Employee Opinion about Work Culture

Group	Respondents	Mean	F	P
Gender	Males	^4.3271	6.781	0.011
	Females	*3.9200		
Marrital Status	Married	^4.3877	9.016	0.003
	Unmarried	*4.0400		
Age (in years)	< 25	*4.0167	3.243	0.043
	25-40	^4.3290		
	>40	^4.4143		
Education	< Degree	*3.9538	3.200	0.027
	Degree	^4.1892		
	PG	^4.2667		
	Diploma	^4.4813		
Income (in Rs.)	< 10000	*3.8600	2.299	0.082
	10000-25000	^4.2618		
	25000-40000	^4.4000		

	>40000	^4.3556		
Cadre	Worker	*4.000	3.553	0.032
	Supervisory	*4.2000		
	Managerial	^4.4238		
Experience (in years)	< 2	*4.1630	1.828	0.147
	2-5	*4.2000		
	5-10	*4.3500		
	>10	^4.5467		

Table 3 highlights that there is significant relationship between employee opinion about work culture and all their profile attributes. The table further reveals that employees who have served the company for less than 10 years, those belonging to worker and supervisory cadres, female and unmarried employees and those with least education, age and income have lesser satisfaction about work culture when compared with their respective counterparts.

Grouping Employees based on Work Culture

Based on opinion of the employees about work culture, they have been segregated into three groups using Cluster Analysis and the results have been depicted in Table 4.

Table 4: Final Cluster Centres

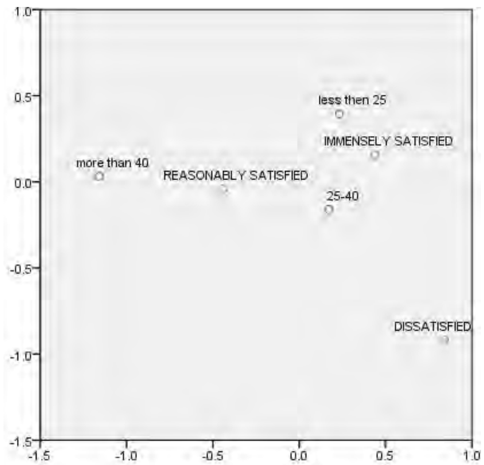
Factor	fairly appreciative group	Immensely appreciative group	justly appreciative group	F	P
Organisational culture	3.99	4.71	3.17	47.852	0.000
No. of Cases	36	52	12		

Table 4 depicts the formation of three clusters based on the response of employees about organisational culture, designated as Justly Appreciative, Immensely Appreciative and Fairly Appreciative Group, each consisting of 12, 52 and 36 employees respectively.

Demographic Characteristics of Clusters

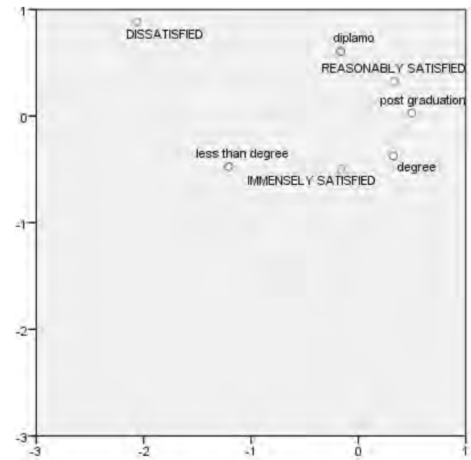
The demographic characteristics of clusters formed based on the employees opinion about organisational culture has been analysed using Correspondence Analysis and the results have been depicted in figures a)

Figure 3



b)

Figure 4



c)

Figure 5

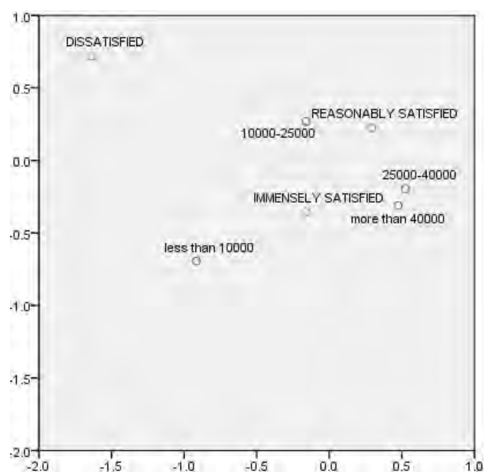


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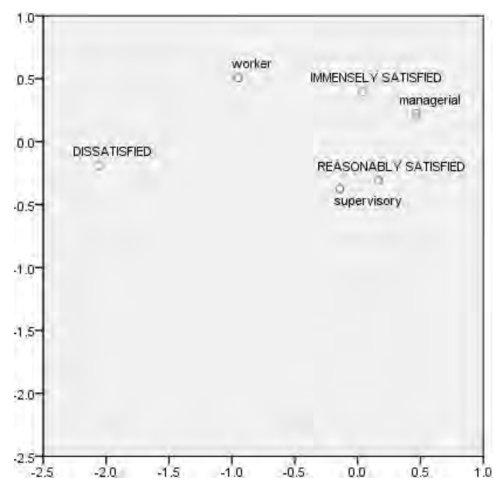
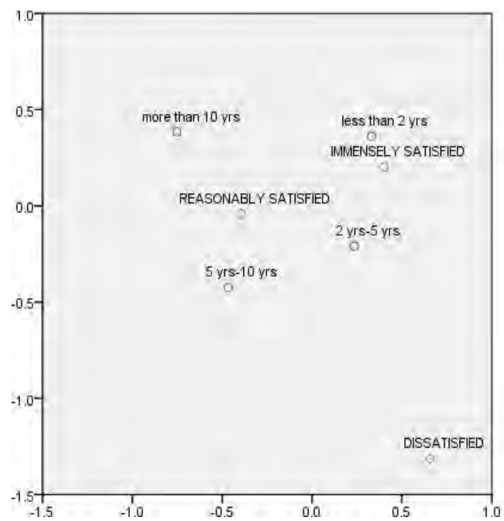
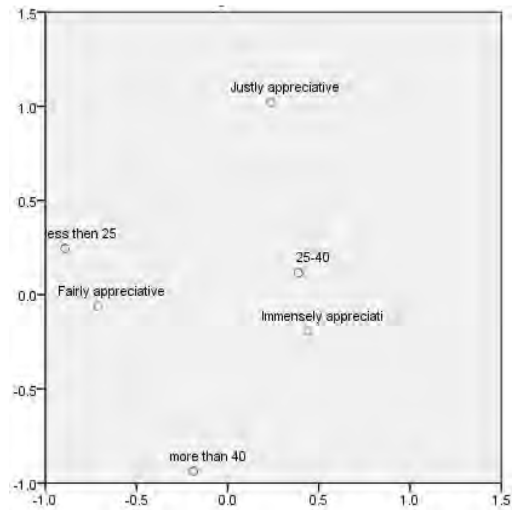
Figure 6



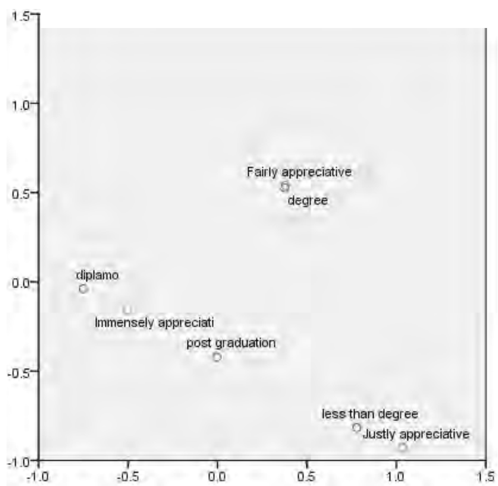
e) Figure 7



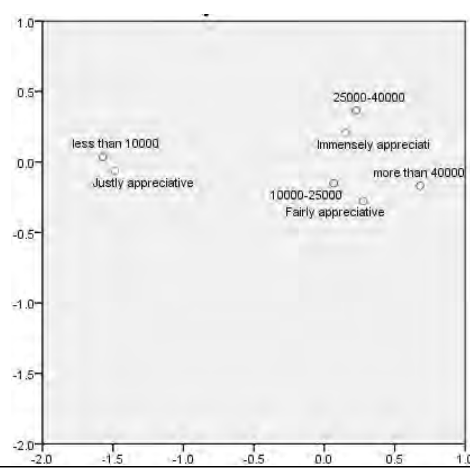
f) Figure 8



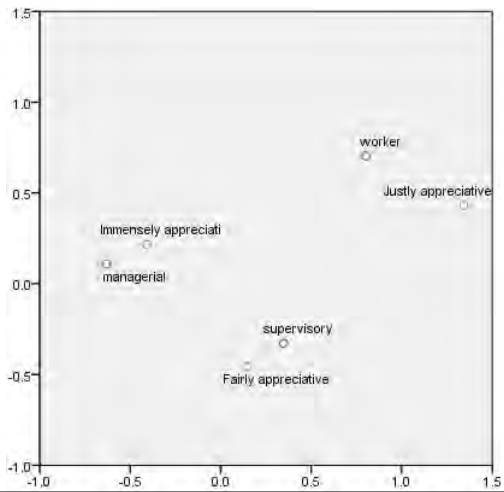
g) Figure 9



h) Figure 10

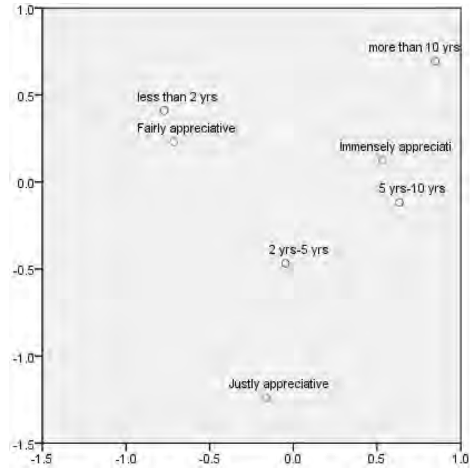


i) **Figure 11**



a) Age And Job Satisfaction
b) Education And Job Satisfaction
c) Income And Job Satisfaction
d) Cadre And Job Satisfaction
e) Experience And Job Satisfaction

j) **Figure 12**



a) Age And Organisation Culture
b) Education And Organisation Culture
c) Income And Organisation Culture
d) Cadre And Organisation Culture
f) Experience And Organisation Culture

The above figures highlight that employees belonging to supervisory cadre, those with monthly income of Rs. 10000-25000 & more than Rs. 40000, graduates and those aged Less than 25 years are associated with fairly appreciative group while employees who have served the company for a period of 5-10 years, those belonging to Managerial cadre, those with monthly income of Rs. 25000-40000, those possessing education of diploma& post-graduation and those aged 25-40 years are associated with Immensely Appreciative group. Those employees who have served the company for a period of less than 2 years, those with monthly income of Less than Rs. 10000, under graduates and those belonging to worker cadre are associated with Justly Appreciative group.

Impact of Work Culture on Job Satisfaction

The nature of impact exerted by work culture on job satisfaction of SFL employees has been explored using SEM and the results are portrayed in the following figures.

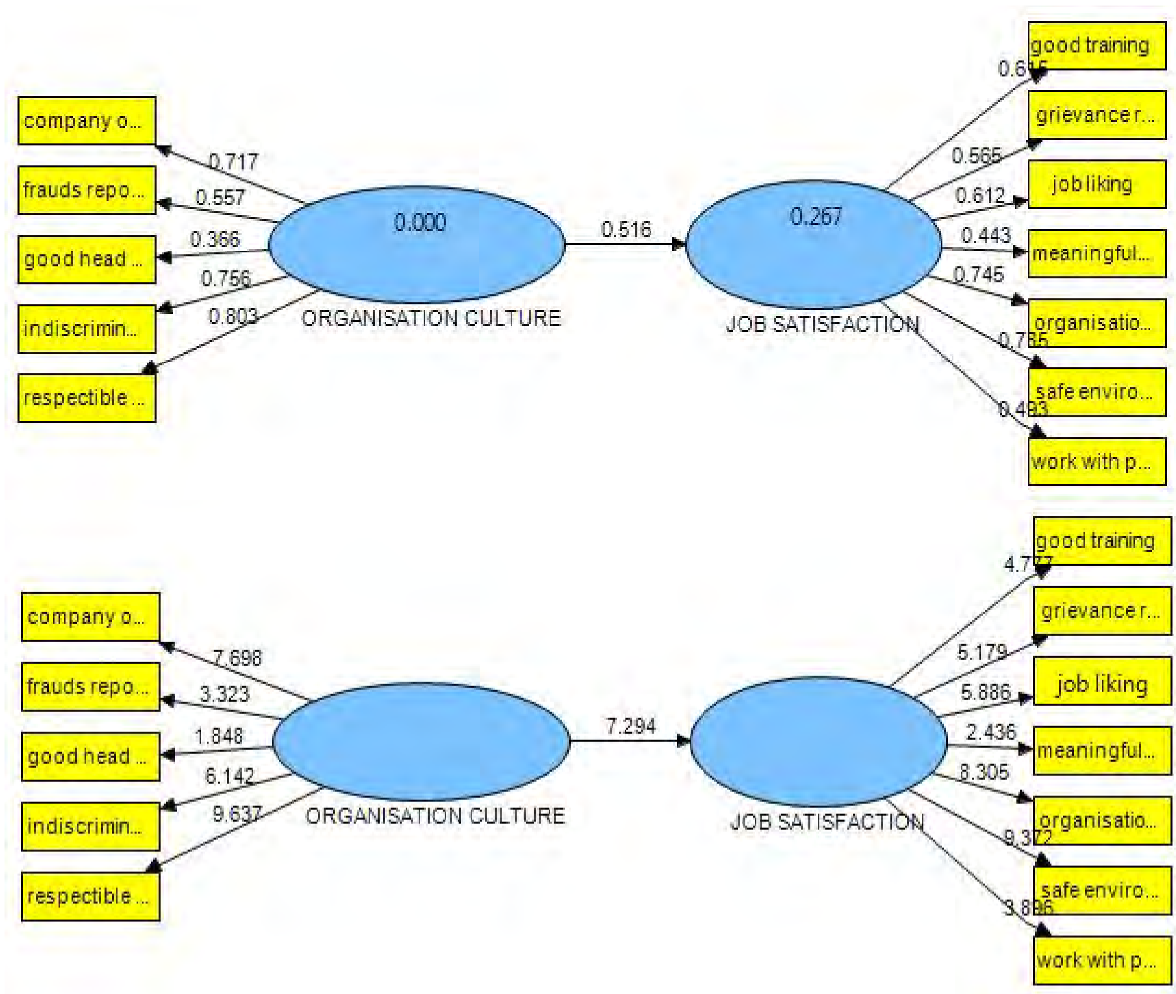


Fig 13: Impact of Work Culture on Job Satisfaction

Figure 13 suggests that organisation culture exerts a significant positive impact on job satisfaction and the magnitude of this impact has been explored using Regression Analysis and the results have been displayed in the following table.

Table 5: Magnitude of Impact of Organisation Culture on Job Satisfaction

Factor	Coefficients	Std. Error	T	P	R^2
(Constant)	2.048	0.395	5.184	0.000	0.199
Work Culture	0.452	0.092	4.928	0.000	

Table 6 suggests that organisation culture exerts significant positive impact on job satisfaction. Based on the results, the following Regression Model can be arrived at:

Job Satisfaction = 2.048 + 0.452* Organisation Culture

Summary of Findings

The employees of SFL are pretty satisfied with their job. However, the lesser educated, those in lesser cadre and those earning less have relatively lesser degree of satisfaction. This proves a point that earnings and job satisfaction have positive relationship. Similarly, younger employees and those with lesser income, cadre, length of service and education are not that satisfied with the organizational culture prevalent in the company.

Organisation culture exerts a significant positive impact on job satisfaction of SFL employees, reiterating the importance of work culture in determining the level of job satisfaction of employees. Hence, the hypothesis formulated stands accepted.

Conclusion

Well satisfied employees shall contribute significantly to efficiency of an organisation. Organisational effectiveness can be accomplished only through well contented employees. Job satisfaction among employees is influenced by various factors and organisational culture is one such important factor. Excellent work culture shall result in job satisfaction among employees which in turn leads to better efficiency of the organisation which improves organisational effectiveness. Hence, it can be concluded that good organisational culture contributes immensely to effectiveness of an organisation.

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42. A Study on Motivation among Employees and the most Influenced Motivational Factor on Motivation in Organization, Chennai

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ABSTARACT

With the fast changing world, especially in the last few decades, in modern industries that require higher skill sets and knowledge based industries, employers can hardly continue to exploit workers for maximum output while not offering the appropriate and competitive commensuration accordingly. The concept of motivation has great influence on personnel desire to work whole heartedly for the organization and can make significant impact in determining the effectiveness of an organization and company's business success. Thus, it was critical for an organization to focus on the factors that will result in job satisfaction and employee motivation. Data was collected from 200 employees as the sample size from the total population of 600 employees working in the Organization. This paper presents the findings and suggestions in order to improve the commitment of the employees towards the organization by providing satisfactory benefits and support to the employees.

Key words: knowledge based industry, competitive commensuration, job satisfaction, employee commitment, satisfactory benefits.

INTRODUCTION

The concept of motivation has great influence on personnel desire to work whole heartedly for the organization and can make significant impact in determining the effectiveness of an organization and company's business success. Thus, it was critical for an organization to focus on the factors that will result in job satisfaction and employee motivation. Managers need to have a good knowledge about different motivational theories and effectively uncover the real desire in each employee or team and adopt the right theory on the person or team to get optimal results.

This study provides a clear depiction on whether the employees are being motivated by the organization and which factor influences the most on motivating the employees. It also helps to comprehend the preference among various factors such as monetary incentives, promotion and career development, appreciation for job well done, supervisor's help with workers and etc. The purpose of this study is to guide the organization to focus on need of the employees. The purpose of the survey is to give an indication of how the organization's motivation factors influenced among employees to be committed with the organization. Employees motivation survey can indicate what the organization is currently doing well, whether employees feel they have issues on job security, career opportunity, loyalty, and other important things, provide information about possible causes of any difficulties and suggests what could be done to address the problems.

OBJECTIVES OF THE STUDY

1. To study the important factors which are needed to motivate the employees

2. To study the effect of monetary and non-monetary benefits provided by the organization on employees performance

3. To provide the practical suggestion for the improvement of organization's performance

FORMULATION OF HYPOTHESIS

1. There is no relationship between job security and gender.
2. There is no relationship between promotion or career development and experience
3. There is no relationship between superior support and age
4. There is no relationship between wages and marital status

REVIEW IF LITERATURE

Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field

Niekerk (1987) also stated that the creation of a motivated workplace environment and conditions can exert a strong influence on a person to perform on his own wish, whereby he can attain certain personal goal that satisfies his own needs.

Smith and Rupp (2003) stated that "performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization".

NEED FOR THE STUDY

This study provides a clear depiction on whether the employees are being motivated by the organization and which factor influences the most on motivating the employees. It also helps to comprehend the preference among various factors such as monetary incentives, promotion and career development, appreciation for job well done, supervisor's help with workers and etc. The purpose of this study is to guide the organization to focus on need of the employees. The purpose of the survey is to give an indication of how the organization's motivation factors influenced among employees to be committed with the organization. Employee's motivation survey can indicate what the organization is currently doing well, whether employees feel they have issues on job security, career opportunity, loyalty, and other important things, provide information about possible causes of any difficulties and suggests what could be done to address the problems

RESEARCH METHODOLOGY

The type of research used in this project is Descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross-sectional study of the current situation .Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present

INDEPENDENT VARIABLES

The Independent variable used for the study are Age, marital status, gender, educational qualification, years of experiences in the company and total years of experience in the field.

DEPENDENT VARIABLES

Dependent variables are incentives and wages, interpersonal relations, career development opportunities and job security.

SAMPLE SIZE

Data was collected from 200 employees as the sample size from the total population of 600 employees working in the Organization.

TOOLS USED

Survey method is used to collect the data from the respondents and the data are collected with the help of a self administered questionnaire. This study was conducted by collecting of primary data using 200 questionnaires and through personal interview, each consisting of 29 questions. All the questions are closed ended questions in nature. Some secondary data was also collected through the company manual and internet sources that was available, books and journals.

DATA ANALYSIS AND INTERPRETATION

The Data collected is further analyses using other statistical tools like the T-test, Mann whitney test, Kruskal wallis test to obtain the relationship and differences between the variables that is taken into consideration for the study

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

PROFILE		**FREQUENCY**	**PERCENTAGE**
GENDER	Male	190	95
	Female	10	05
AGE	Below 20	12	06
	21-30	70	35
	31-40	98	45
	Above 40	28	16
MARITAL STATUS	Married	116	58
	Unmarried	84	42
INCOME	Less than 5000	02	01
	5000-10000	44	22
	10000 above	154	77
EDUCATION	HSC	33	17
	ITI/Diploma	07	03
	Degree	90	45
	PG/Professional	70	35
EXPERIENCE	Less than 1year	11	06
	1-5years	40	20
	5-10 years	86	43
	More than 10years	63	31

STATISTICAL ANALYSIS

PERCENTAGE ANALYSIS:

Percentage Analysis is applied to create a contingency chart from the frequency distribution and represent the collected data for better understanding.

INDEPENDENT T-TEST

H0: There is no significant relationship between gender and opinion about job security in the Company

H1: There is significant relationship between gender and opinion about job security in The company

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
opinion about job security	Male	190	1.1263	.41766	.03030
	female	10	3.8000	.78881	.24944

INTERPRETATION

Since p value is lesser than the level of significant i.e. (0.000<0.05), Ho is rejected at 95% level of significance which implies that There is significant relationship between gender and opinion about job security in the company.

MANN-WHITNEY U TEST

H0: There is no significance relationship between marital status and opinion about wages

Opinion About change in policies	T-Test For Equality Of Means	Mean Difference	Sig.(2-Tailed)
Equal Variances Assumed	-18.672	-2.67368	.000
Variances Not Assumed	-10.640	-2.67368	.000

H1: There is significance relationship between marital status and opinion about wages

Ranks

	marital status	N	Mean Rank	Sum of Ranks
opinion about good wages	Married	84	86.50	7266.00
	unmarried	116	110.64	12834.00
	Total	200		

Test Statistics

	opinion about good wages
Mann-Whitney U	3696.000
Wilcox on W	7266.000
Z	- 4.827
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: marital status

INTERPRETATION

Since p value is lesser than the level of significant i.e. (0.000<0.05), Ho is rejected at 95% level of significance which implies that there is significance relationship between marital status and opinion about wage

KRUSKAL-WALLIS H TEST

H0: There is no significance relationship between experience and opinion about career development in the organization.

H1: There is significance relationship between experience and opinion about career development in the organization

Ranks

	experience	N	Mean Rank
opinion about career	below 1 yr	11	86.50
	1-3 yrs	40	86.50
	3-5 yrs	86	86.50
	above 5	63	116.93
	Total	200	

INTERPRETATION

Since p value is lesser than the level of significant i.e. ($0.000<0.05$), Ho is rejected at 95% level of significance which implies that there is significance relationship between experience and opinion about career development prevailing in the organization.

FINDINGS

- 95% of the respondents are male and 5% of the respondents are female in the organization
- 43% of the respondents are feeling job security is very important, 11% of the respondents are feeling neutral and 7% of the respondents are feeling very unimportant
- 43% of the respondents are having 3-5 years of total experience in the industry and 5% of the respondents are having less than 1 year of total experience in the industry
- 52% of respondents are feeling that Promotion and career development is very important, 15% of the respondents are feeling neutral and 4% of the respondents are feeling very unimportant
- 58% of the respondents are married and 42% of the respondents are single
- 52% of respondents are feeling that good wages are very important, 9% of the respondents are feeling neutral and 8% of the respondents are feeling very unimportant

SUGGESTIONS AND CONCLUSION

Meaningful and stimulating work would therefore serve as more powerful motivators to them than to their lesser-educated colleagues. This is an important aspect for managements to consider not only when recruiting, moving or promoting people, but also when designing job profiles and the accompanying skills and educational requirements. The organization should provide career development and promotions at right time for the right employees who deserve to promote , this helps the organization to sustain employees for long time. The appreciation and monetary incentives for a job well done really plays a major role in motivating the employees. It is a major factor that makes an employee feels good in his work and results in his satisfaction too

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43. A Study on the Comparative Financial Performance of Selected NBFCs Using DEA

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ABSTRACT
This descriptive research has made an attempt to analyse the financial performance of four Non-Banking Finance Companies (NBFCs) namely, Sundaram Finance, Sakthi Finance, Mahaveer Finance and Muthoot Finance during the five year period of 2012-16, based on secondary data collected from Bloomberg. Analysis of the data using Data Envelopment Analysis reveal that Mahaveer Finance has performed very well during the five year period based on all parameters while Sundaram Finance and Sakthi Finance have performed well during few years based on certain parameters. However, Muthoot Finance has performed miserably during all the five years and based on all parameters, which is not good news for the company and the public who have invested in it.

KEYWORDS: Non-Banking Finance Company, Data Envelopment Analysis, Technical Efficiency, Rank.

INTRODUCTION

Finance is the life blood of any establishment and proper mobilization and application of funds determines the very survival of business. This implies that financial performance of any business undertaking deserves close scrutiny.

Financial Analysis

Considering the vitality of financial performance, a strict analysis of financial performance of firms assumes serious proportions. Financial Analysis, alternatively referred to as Accounting Analysis or Financial Statements Analysis, aims at assessing the potential of firms to successfully improve their financial details through the devising of effective plans, budgets and forecasts. It exposes the liquidity, solvency, stability and profitability of a business using financial tools such as ratios to analyse the financial statements such as Profit and Loss Account, Balance Sheet and Cash Flow Statements. Results of such analysis serves as an important input for top management to take important business decisions while investors also use them for deciding about their investment portfolio.

Financial analysis is also performed to trace the trend of performance of the firm over the past and also to estimate the probable future trends. Further, it may also be used to compare the performance of the firm with similar firms in the industry. Hence, financial analysis involves intra-firm and inter-firm comparisons to assess past and comparative performance of a firm as well as to forecast its future performance.

Performance Evaluation

Using financial analysis, performance of a firm is evaluated and compared. This can reveal whether the firm has accomplished its targets and goals in compliance to legislative requirements as well as morals and ethics. Hence, an effective appraissal of performance will expose the management's success or failure in rational utilisation of resources at its disposal and thereby gain competitive advantage (Iswatia & Anshoria, 2007).

Company's financial performance can be gauged on three dimensions. In the first instance, productivity of company can be measured which reveals the efficiency with which inputs are processed efficiently as oupput. In the second instance, company's profitability needs to be scrutinised which can be done by comparing its earnings and cost. The third and final dimension is market premium which is indicated by excessive market value of the company over its book value (Walker, 2001).

Industrial revolution during the 18th century resulted in a spurt in volume and diversification of investments and incorporation of numerous joint stock companies which resulted in serious complexities of quality of capital turnover and this warranted the necessity of having innovative methods to compare and rank performance efficiency of firms (IslamiBidgoli, 2003).

Background of the study

Financial position of any organization is absolutely important for conduct of business. This assumes huge significance in the case of finance companies which are dealing with funds of public as poor performance implies that public money is at stake. Hence, it is absolutely indispensable for assessing financial performance of non-banking financial institutions so that an early red signal can be given for companies which are heading towards the wrong direction.

Review of Literature

Galagedera and Silvapulle (2002) used DEA to study the performance efficiency of 257 Australian mutual fund schemes while Basso and Funari (2001) used DEA to compare the performance of different mutual funds and simultaneously scrutinised the risk measures associated with such investments and arrived at a suitable portfolio of investment. Gregoriou, Sedzro, Komlan and Zhu (2005) also employed DEA to scrutinise the efficiency of risk coverage funds. Sebastia´n and Ester (2008) also established the effectiveness of using DEA to assess the performance efficiency of mutual fund investments. Zhao and Wang (2007) also used DEA to expose the poor performance of almost all Chinese mutual funds. Zhao and Yue (2010) proposed to use a combination of DEA with Fuzzy model to assess the efficiency of mutual funds. Zhao, Wang and Lai (2011) also used DEA of the second order to rank 25 Chinese mutual fund according to their performance using internal measurement and identified risk and productivity as the two important factors determining performance of mutual funds.

Edirisinghe and Zhang (2010) conducted fundamental analysis of over 800 US business firms and used DEA to arrive at an optimized fundamental empowerment index.

Halkos and Salamouris (2004) again used DEA to evaluate the performance efficiency of banks in Greece while IslamiBidgoli and Kashani Poor (2004) used DEA to assess the efficiency of 142 branches of Tejart Bank and established that DEA is the best method of evaluating and comparing performance efficiency.

Keung (2000) assessed the pricing efficiency of different industries in stock market based on risk-return considerations using DEA and found that telecom industry managed the highest pricing efficiency while software industry was pushed to the lowest.

Khajavi, SalimiFard, and Rabiyeh (2005) also used DEA to study the stock market of Tehran and exposed companies which were efficient and inefficient ones.

A close scrutiny of the above sited literature suggest that DEA shall be a competent tool to compare the performance efficiency of firms in a industry and hence, the researcher has used DEA to rank the four NBFCs selected for this study.

Objectives of the study

1. To rank the four non-banking finance companies using Assets and Liabilities as Input variables and Net Profit Margin as Output variable;
2. To rank the four non-banking finance companies using Assets and Liabilities as Input variables and Operating Profit Per Share as Output variable.

Methodology
The proposed research is descriptive in nature, based purely on secondary data, collected from Bloomberg. Financial data of four NBFCs namely, Muthoot Finance, Sundaram Finance, Sakthi Finance and Mahaveer Finance pertaining to the five year period of 2012-16 have been collected and analysed using the statistical software of MS Excel and Data Envelopment Analysis, employing the statistical tools of Mean and DEA.
DEA has been employed to compare financial efficiency of four popular NBFCs and for this purpose, assets and liabilities structure have been used as input variables and Operating Profits Per Share and Net Profit Margin have been used as output variables.

Data Analysis

RANKING OF NON-BANKING FINANCIAL COMPANIES

Four non-banking financial companies have been selected for this study. The four companies are Muthoot Finance, Sundaram Finance, Sakthi Finance and Mahaveer Finance. Performance of these four companies over a period of five years of 2012-16 have been assessed and Data Envelopment Analysis has been employed to rank these four companies using assets and liabilities structure as input variables and Operating Profits Per Share and Net Profit Margin as output variables. Results of the DEA has been discussed in the following paragraphs.

RANKING OF COMPANIES USING NET PROFIT MARGIN AS OUTPUT VARIABLE AND ASSETS AS INPUT VARIABLES

The four non-banking financial companies have been ranked using assets as input variables and Net Profit Margin as output variable and the result is portrayed in Table 1.

TABLE 1: RANKING COMPANIES (ASSETS AS INPUT VARIABLES AND NET PROFIT MARGIN AS OUTPUT VARIABLE)

Year	Particulars	Muthoot Finance	Sundaram Finance	Sakthi Finance	Mahaveer Finance
2016(0.545)	Technical Efficiency	0.003	0.253	0.156	1.000
	Rank	4	2	3	1
2015(0.456)	Technical Efficiency	0.006	0.025	0.175	1.000
	Rank	4	3	2	1
2014(0.332)	Technical Efficiency	0.007	0.046	0.115	1.000
	Rank	4	3	2	1
2013(0.5197)	Technical Efficiency	0.013	0.036	0.883	1.000
	Rank	4	3	2	1
2012(0.448)	Technical Efficiency	0.014	0.008	0.705	1.000
	Rank	3	4	2	1

It can be inferred from Table 1 that using net profit margin as output variable and assets structure as input variables, DEA has projected that Mahaveer Finance is the best performing company of the four NBFCs during the entire five year period while all the other three are performing below par. However, Sakthi Finance is performing above par during the two years of 2013 and 2012.

Ranking NBFCs using NET PROFIT MARGIN as Output Variable and Liabilities Structure as Input Variables

The four NBFCs have been ranked using liabilities as input variables and Net Profit Margin as output variable and the result is portrayed in Table 2.

Table 2: Ranking NBFCs using NET PROFIT MARGIN as Output Variable and Liabilities Structure as Input Variables

Year	Particulars	Muthoot Finance	Sundaram Finance	Sakthi Finance	Mahaveer Finance
2016(0.263)	Technical Efficiency	0.002	0.002	0.035	1.000
	Rank	3	3	2	1
2015(0.309)	Technical Efficiency	0.002	0.003	0.054	1.000
	Rank	4	3	2	1
2014(0.271)	Technical Efficiency	0.003	0.005	0.052	1.000
	Rank	4	3	2	1
2013(0.299)	Technical Efficiency	0.004	0.005	0.161	1.000
	Rank	4	3	2	1
2012(0.274)	Technical Efficiency	0.008	0.005	0.043	1.000
	Rank	3	4	2	1

It can be inferred from Table 2 that using NET PROFIT MARGIN as Output Variable and Liabilities Structure as Input Variables, DEA has projected that Mahaveer Company is the best performer of the four NBFCs while all the other three companies are performing below par during the entire five year period.

Ranking NBFCs Using OPERATING PROFIT PER SHARE as Output Variable and ASSETS Structure as Input Variables

Table 3: Ranking NBFCs Using OPERATING PROFIT PER SHARE as Output Variable and ASSETS Structure as Input Variables

Year	Particulars	Muthoot Finance	Sundaram Finance	Sakthi Finance	Mahaveer Finance
2016(0.562)	Technical Efficiency	0.020	0.253	0.156	1.000
	Rank	4	2	3	1
2015(0.787)	Technical Efficiency	0.038	0.420	0.314	1.000
	Rank	4	2	3	1
2014(0.451)	Technical Efficiency	0.038	0.598	0.167	1.000
	Rank	4	2	3	1
2013(0.843)	Technical Efficiency	0.093	1.000	1.000	1.000
	Rank	4	1	1	1

2012(0.793)	Technical Efficiency	0.063	0.230	1.000	1.000
	Rank	4	3	1	1

It can be inferred from Table 3 that using OPERATING PROFIT PER SHARE as Output Variable and ASSETS Structure as Input Variables, DEA has unearthed that Mahaveer Finance is performing extremely well during the entire five year period. During 2015 and 2016, all the other three NBFCs are performing below par while during 2014, Sundaram Finance has performed very well. During 2013, Sakthi Finance as well as Sundaram Finance are performing extremely well while during 2012, Sakthi Finance and Mahaveer Finance are performing absolutely well.

Ranking NBFCs using OPERATING PROFIT PER SHARE as Output Variable and Liabilities Structure as Input Variables

The four NBFCs have been ranked using liabilities as input variables and Operating Profit Per Share as output variable and the result is portrayed in Table 4.

Table 4: Ranking NBFCs using OPERATING PROFIT PER SHARE as Output Variable and Liabilities Structure as Input Variables

Year	Particulars	Muthoot Finance	Sundaram Finance	Sakthi Finance	Mahaveer Finance
2016(0.323)	Technical Efficiency	0.009	0.044	0.079	1.000
	Rank	4	3	2	1
2015(0.342)	Technical Efficiency	0.013	0.055	0.097	1.000
	Rank	4	3	2	1
2014(0.348)	Technical Efficiency	0.018	0.061	0.076	1.000
	Rank	4	3	2	1
2013(0.78)	Technical Efficiency	0.026	0.143	0.361	1.000
	Rank	4	3	2	1
2012(0.494)	Technical Efficiency	0.037	0.157	0.201	1.000
	Rank	4	3	2	1

It can be inferred from Table 4 that using Operating Profit per share as output variable and liabilities structure as input variables, only Mahaveer Finance has performed absolutely well during the entire five year period while all other three companies are reporting below par performance.

Inferences from the Study and Suggestions

Results of the study suggest that Mahaveer Finance is the only company of the four NBFCs which is performing consistently well throughout the five year period with all possible combinations.

Sakthi Finance is performing well during 2013 and 2012 when net profit margin is considered as output variable and assets structure as input variables, while none of the three companies have performed above par during the entire five year period when NET PROFIT MARGIN is considered as Output Variable and Liabilities Structure as Input Variables. When OPERATING PROFIT PER SHARE is considered as Output Variable and ASSETS Structure as Input Variables, Sundaram Finance has performed pretty well during 2014 and 2013 while Sakthi Finance has also performed well during 2013 and 2012. When operating profit per share is considered as output variable and liabilities structure as input variables, none of the three NBFCs have performed well.

A close look at the results obtained from DEA, it can be found that of the four NBFCs, Mahaveer Finance alone seem to be performing well while the other three companies have reported below par performance in most of the years. This implies that performance of the three NBFCs needs to be improved drastically which can be accomplished through better management of earnings, rationalizing working capital, mobilising more fixed deposits for longer duration and trying to extend the period of repayment of loans.

Further, they must introduce innovative financial products to retain and expand their customer base, which will have a telling impact on their profitability.

CONCLUSION

Formulation of rational capital structure and optimum utilisation of finance mobilised through deposits will contribute significantly in enhancing the organizational effectiveness of the NBFCs which is indispensable for the nation and economy. As these companies are in finance sector, dealing with public money, any problem in their performance will adversely impact the savings pattern of the people which in turn, will negatively influence the growth of the nation. Hence, it is vital to ensure that management of the NBFCs seriously think about enhancing their effectiveness and win the confidence of public in the long run.

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44. Adolescent Consumers' Attitude towards Social Media Usage – A Study with reference to Chennai City

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INTRODUCTION:

Social media is hot. Social Media is now the trend. And for businesses it represents a marketing opportunity that transcends the traditional middleman and connects companies directly with customers. This is why nearly every business on the planet—from giants like Starbucks and IBM to the local ice cream shop—are exploring social media marketing initiatives. A year ago, businesses were uncertain about social media. Now it's here to stay and companies are rapidly adopting social media marketing. Much like email and websites first empowered businesses, social media is the next marketing wave.

Social media marketing is marketing using online communities, social networks, blog marketing and more. It's the latest "buzz" in marketing. India is probably among the first proponents of social media marketing. These days, the organizational cause has replaced the social cause as companies seek to engage with their audience via the online platforms.

REVIEW OF LITERATURE

Although research exists in the area of online communications, not all of this work is easily transferable to the social media space. For instance, within the literature there are conflicting ideas regarding the definition of social media. We adopt the definition by Kaplan and Heinlein (2009), who propose that social media describes "Internet based applications that help consumers share opinions, insights, experiences, and perspectives" (p.565). According to these authors, social media can include: collaborative projects (i.e. Wikipedia), blogs, content communities (i.e. YouTube), social networking sites (i.e. Facebook), virtual social worlds (i.e. Second Life) and virtual game worlds (i.e. World of Warcraft) (Kaplan and Haenlein, 2010). Research has focussed on areas such as user segmentation and participation (Berthon, Pitt, and Campbell, 2008; Forrester Research, 2010); motivations for adoption of social media (Gangadharbatla, 2008); electronic word-of-mouth (Okazaki, 2009; Riegner, 2007); and online brand communities (de Chernatony and Christodoulides, 2004; de Valck, Van Bruggen and Wierenga, 2009; Muniz and O'Guinn, 2001).

METHODOLOGY

DATA COLLECTION METHOD

The collection of data was carried out by using self – administered questions were presented in mostly close-ended style with self –structured questions. The questionnaires were distributed to the respondents chosen at random at various locations in Chennai. (Schools, colleges, other educational institutions).

DATA COLLECTION PERIOD

January 2014 to march 2014

SAMPLING METHOD

This study applies a convenience sampling technique as a sampling method. Further convenience sampling method was used for two reasons-firstly, respondents were selected because they happened to be in the right place at the right time and secondly, convenience sampling technique is not recommended for descriptive or casual research, but it can be used in exploratory research for generating ideas (Malhotra2005).

RANKING ANALYSIS OF THE FACTORS OF SOCIAL MEDIA USAGE OF THE ADOLESCENT CONSUMERS

The Ranking Analysis is applied on the factor scores to compare the Mean values with respect to the Assumed Mean value 3. Since 3 is the mid-value of Likert's five point scale it will be useful to state the responses of the adolescents regarding the factors. In this analysis the Mean values are numerically compared and assigned ranks.

The following Tables present the Ranking Mean Values and the One-Sample t- test value.

PURCHASE DECISION FACTORS

Ranking Mean Values and One Sample t-test Value on the important factors in decision to purchase goods online based on SMM (Social Media Marketing) from 1to 7, 1-most important and 7- least important

Table 1 One-Sample Statistics and ranking analysis for purchasing goods online based on Social Media Marketing

Purchase decision Factors	N	Mean	SD	Std. Error Mean	t-value	Sig	Rank
Delivery time	572	3.0000	1.89663	.07930	37.830	.000	1
Reputation of the company	572	3.8776	2.23075	.09327	41.573	.000	4
Guarantees and warrantees	572	3.7780	1.67437	.07001	53.964	.000	3
Privacy of the information	572	5.0839	1.32468	.05539	91.788	.000	7
Goods description	572	4.0035	1.81065	.07571	52.881	.000	5
Security	572	4.5052	1.81403	.07585	59.398	.000	6
Price	572	3.2360	2.42041	.10120	31.976	.000	2

Source: *Primary Data*

From Table 4.22 it is found that the Mean values range from 3.00 to 5.08 with respective Standard Deviations. The Ranking Analysis applied on these Mean values reveals the following, Delivery time ranks first when compared to all other factors to the adolescents when they purchase goods online based on Social media marketing. The second rank two ranks goes to price followed by Guarantees and warrantees placed third. Reputation of the Company and Goods description gets Fourth and fifth rank respectively. The last two ranks are given to Security and Privacy of the information.

It can be concluded that adolescent consumers give importance and choose social media marketing since it provides them immediate delivery of the products. Adolescent consumers generally have the attitude to enjoy the products immediate; hence they have given first rank to immediate delivery. They are not aware or neither bothered about the consequences of the security and privacy, hence they have given 6 and 7 the ranks respectively.

PURPOSES OF ACCESS

Ranking Mean Values and One Sample t-test Value on social media factors while accessing social media, were measured on a five point Liket Scale and anchored by VF: Very Frequently (every time) F: Frequently (once every 2 times) S: Sometimes (once every 3-5 times) R: Rarely (once every 6-10 times) VR: Very Rarely (fewer than once every 10 times)

Table 2 One-Sample Statistics and ranking analysis for Purpose of accessing social media

Purposes of access	N	Mean	Std. Deviation	Std. Error Mean	t-value	Significance	Rank
1. Electronic newspaper or magazine	572	2.9930	1.29120	.05399	-.130	.897	7^{th} Rank
2. Games	572	3.1801	1.18990	.04975	3.619	.000	6^{th} Rank
3. Chatting	572	3.9301	1.13933	.04764	19.524	.000	1^{st} Rank
4. Research / education	572	3.8199	1.18251	.04944	16.583	.000	2^{nd} Rank
5. Product / service information	572	3.4843	1.40106	.05858	8.267	.000	3^{rd} Rank
6. Shopping	572	3.3706	1.35180	.05652	6.557	.000	4^{th} Rank
7. Surfing	572	3.2238	1.34656	.05630	3.975	.000	5^{th} Rank

Table 4.24 shows that the Mean values range from 3.93 to 2.99 with respective Standard Deviations. The Ranking Analysis of social media factors while accessing social media is applied on these Mean values. The above analysis shows that Chatting is the main purpose for which the adolescent use social media. Next they use it for Research / education purposes, followed by third and fourth rank given to Product / service information and shopping respectively. The last three preferences that is fifth, sixth and seventh rank goes to Surfing, Games and electronic newspaper or magazine.

TYPES OF SOCIAL MEDIA WEBSITE

Ranking Mean Values and One Sample t-test Value on how often use the social media websites were measured on a five point Liket Scale and anchored by VF: Very Frequently (atleast once a day) F: Frequently (once every 2-4 days, i.e., at least twice a week) S: Sometimes (once in 1-2 weeks) R: Rarely (once in 3-6 weeks) VR: Very Rarely (< once in 6 weeks)

Table 3 One-Sample Statistics and ranking analyzes of how frequent the Adolescent consumers Use different types of Social media websites

Types of Social Media Website	N	Mean	Std. Deviation	Std. Error Mean	t- value	Significance	Rank
1. LinkedIn	572	3.1626	1.35468	.05664	2.870	.004	4th Rank
2. Facebook	572	3.4213	1.47332	.06160	6.839	.000	2nd Rank
3. Twitter	572	3.3741	1.33781	.05594	6.688	.000	3rd Rank
4. Reddit	572	2.3024	1.34482	.05623	-12.405	.000	9th Rank
5. Tumblr	572	2.4458	1.57993	.06606	-8.389	.000	8th Rank
6. FourSquare	572	2.4965	1.53248	.06408	-7.858	.000	7th Rank
7 . Google+	572	3.4895	1.50826	.06306	7.762	.000	1st Rank
8. Myspace	572	2.9423	1.46954	.06144	-.939	.348	5th Rank
9. Flixster	572	2.5962	1.69563	.07090	-5.696	.000	6th Rank

Source: computed data

From the Table 4.26 it can be seen that the Mean Values Range from 3.4895 to 2.5962 with respective Standard Deviations. The Ranking Analysis is applied on these Mean Values and found that the adolescents often use Google +, followed by the famous website Face book and the third preference is Twitter 4th preference is LinkedIn, then the fifth, sixth, seventh and eighth, ninth preferences goes to Others - 1 Four Square, Others - 2 and Tumblr, Reddit respectively.

The social networking website Facebook is available in more than 100 languages. From a marketing perspective, Facebook can be extremely useful in finding new consumers. This is the most frequently visited social media website with 1.1 billion unique visitors every month according to the data available at http://www.ebizmba.com/articles/social-networking-websites in October 2016. This fact is also corroborated by the data provided by the respondents that they typically visit Facebook at least once a day.

Social networking sites first started as a means to communicate within friends, family and co-workers and have evolved into a powerful social media and as a great and extremely fast way to disseminate information. It also reaches adolescents easily. The respondents visit Twitter frequently, once every 2-4 days, i.e., at least twice a week.

LinkedIn serves to help individuals and companies to build relationship and maintain them. The main purpose of LinkedIn is to allow registered users to maintain a list of contact details of people they know and trust in Marketing. People included in a LinkedIn network are called connections. LinkedIn was also found to be visited frequently by the adolescents that is once every 2-4 days, i.e., at least twice a week.

Myspace (Other 1) Myspace was the most visited social networking site; one has to be older than 14 years to be able to register in Myspace. The respondent visited these sites ‘Sometimes’, i.e., once in 1-2 weeks.

Foursquare is a geo-location based social network. A good marketing strategy for businesses to increase foot traffic or retain loyal customers includes offering incentives such as discounts or free food/beverages for people checking into their location. The adolescents are found to visit the social network rarely that is once in 3-6 weeks.

Flixster (others 2) is an online service that combines social networking and movie reviewing. As a Flixster user reviews of movie can be shared and discover new movies. The respondents visit the social networking site rarely that is once in 3-6 weeks.

Tumblr first launched ad products on May 29, 2012. Rather than relying on simple banner ads, in one year, four native ad formats were created on web and mobile, and had more than 100 brands advertising on Tumblr with 500 cumulative sponsored posts**.** Adolescents very rarely visit the media that is < once in 6 weeks.

Reddit users can vote articles up or down on the site, so readers can check out the hot, trending topics from blogs, newspapers and other sources around the globe. The respondents very rarely visit the media that is less than once in 6 weeks. Therefore it can be concluded that adolescent consumers give importance to Google + because it is a new and the latest social media the while on the other hand adolescent consumers give last rank to Reddit because it is one of the oldest social media.

LINKS /INFO ON SOCIAL MEDIA

Ranking Mean Values and One Sample t-test Value on the important factors influencing online shopping through links / info available on social media - were measured on a Ranking Scale and anchored from 1 to 8, 1 – most important, 8 – least important.

One-Sample Statistics and ranking analyzes for
Table 4 Online shopping through links /info on social media

Links /info on social media	N	Mean	Std. Deviation	Std. Error Mean	t-value	Significance	Rank
1. Extensive & current information available	572	4.6101	2.42797	.10152	15.861	.000	6th Rank
2. 24x7 Availability	572	3.8042	2.20335	.09213	8.729	.000	2nd Rank
3. Can shop from anywhere	572	3.8217	2.14362	.08963	9.168	.000	3rd Rank
4. Can engage in other online activities while shopping	572	4.6416	2.02935	.08485	19.347	.000	7th Rank
5. Home delivery	572	3.9615	2.15476	.09010	10.672	.000	4th Rank
6. Cheaper price	572	3.4021	1.90745	.07975	5.042	.000	1st Rank
7. Trustworthiness	572	4.8549	2.18615	.09141	20.293	.000	8th Rank
8. Feedback	572	4.3322	3.24722	.13577	9.812	.000	5th Rank

Source: *computed data*

From the Table 4.28 it can be read that the Mean values range from 3.4021to 4.8549 with respective Standard Deviations. The Ranking Analysis is applied on these Mean values and found that the important factors influencing your online shopping through links / info available on social media. As regards online shopping through link/info on social media surveyed adolescent consumers' rank cheap price as the first factor influencing them for purchase. Since online prices are substantially less i.e., 25% to 50% off the prevailing retail prices, adolescents are found to be initiated to shop online through link/info on social media.

Adolescence give second rank to 24X7 over the clock shopping facilities provided to consumer through link/info on social media. Here 24X7 refers to 24 hours for each day, all the weeks in a year i.e., shopping facilities are provided any time round the clock. One of the biggest advantages of online shopping is that anything can be purchased without leaving the house or office. Online shops are open 24 hours a day and are accessible from any location with an internet connection. As a result of which this facility has gained third rank by Chennai adolescents surveyed. Home delivery is one among the important factors taken into consideration for shopping online through social media. As it saves lot of time and effort for purchasing goods, adolescents have given fourth rank to this facility. Feedback helps to communicate and collaborate among current and potential consumers. Purchase experiences and opinions of previous purchasers have been ranked fifth by Chennai adolescents surveyed. Thus adolescent consumers surveyed in Chennai aim at getting cheap and best products and services through online shopping through link/info on social media and give least importance to trustworthiness.

CONCLUSION

Adolescent consumers give importance and choose social media marketing since it provides them immediate delivery of the products. Adolescent consumers generally have the attitude to enjoy the products immediate; hence they have given first rank to immediate delivery. They are not aware or neither bothered about the consequences of the security and privacy.

Next they use social media for Research / education purposes. Adolescents to extensive and current information availability online using social media. The facility available to them for engaging themselves in other online activities while shopping online through social media

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45. Consumer Attitude towards Green Personal Care Products with special reference to Chennai city – An Analytical study

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Abstract

This Study focuses on consumer awareness with respect to green personal care products. Awareness of the destruction of natural resources makes environmental protection a very important issue and makes societies present a pattern of consumption called "green consumption". The growth of FMCG sector is increasing day to day. Role of personal care products is large in our daily life. This study is made with special reference to going green in personal care products with the help of statistical tools like Friedman test and frequency tables.
Keywords: Personal care products, Green products, Animal testing, Environmental awareness and Premium prices.

Introduction

"Green", "environmental", "eco-friendly", "natural" and "organic" food and products have stormed the market, which is often referred to the "green movement". Today there is a wide variety of environmental friendly consumer goods across industries, e.g. food, building materials, beauty etc. available on the market. As never before consumer demand for the green category products is high. According to Organic Monitor (2011), the demand for natural and organic products has spread all over the world, especially in Europe and North America. Increased consumer demand is driven by increased awareness of how chemical ingredients and artificial products impact the planet. Another reason for customers to choose "green" comes from personal needs and concerns regarding product safety and potential risks to the health. Some turn to green just to be on-trend, since being a part of the current environmental movement is good (Join Beauty Packaging, 2009). Personal care products were also affected by the "green" wave, since nowadays cosmetics play an important role in people's daily life.

Review of Literature

Prothero (1998) introduces several papers discussed in the July 1998 issue of the 'Journal of Marketing Management' focusing on green marketing. This includes; a citation of the need to review existing literature on green marketing, an empirical study of United States and Australian marketing managers, a description of what a green alliance looks like in practice in Great Britain, ecotourism and definitions of green marketing.

According to Joseph & Rupali korlekar(2012), there is a scope for in-depth studies on green marketing to be conducted in developing countries like India, not only on understanding consumers' perception but to study the detailed profile of such consumers who have a more positive attitude towards green marketing and green products.

Selvakumar & Ramesh Pandi (2011) indicated that Green Marketing is not all about manufacturing green products and services but encompassing all those marketing activities that are needed to develop and sustain consumers' eco-friendly attitudes and behaviours in a way that helps in creating minimal detrimental impact on the environment.

Robert Dahlstrom (2011) expresses the view that Green Marketing has a positive influence on multiple participants in the economy. The environment, developing economies, consumers, corporate strategy, the product, production processes, and supply chain – all benefit from green marketing. Green marketing firms establish strategic alliances with government, local communities, nongovernmental organizations (NGOs), industry experts, and competitors.

Need for the Study

- To study the consumer buying behavior with relation to green personal care products.
- To study the level of interest of green personal care products of the consumers.
- To study the consumer attitude towards high prices charged for green personal care products.
- To study the attitude of the customers towards animal testing on products.

Statement of the Problem

The attitude that consumers have for green products is unknown. The level of awareness that consumers have for animal tested products and to what extent consumers accept the products that are tested on animals is something that has to be analysed. The research aims to find the attitude that consumers have for various aspects of green products especially green personal care products like premium prices charged and animal tested personal care products.

Research Methodology

The Research is made with the help of questionnaire which is collected from a sample of 150 respondents belonging to Chennai city. Data collected is analysed with the help of SPSS software. The statistical tools used for this study are frequency tables and Friedman test. Hypotheses are formulated in order to test them.

Hypotheses Formulated

H1: There is no significant difference among mean ranks towards pricing factors of green personal care products

H2: There is no significant difference among mean ranks towards attributes of green products

H3: There is no significant difference among mean ranks towards factors relating to testing cosmetics on animals

Table 1 showing Personal care product preferences of consumers

	Yes		No		
Preferences of Personal Care Products	**Count**	**%**	**Count**	**%**	**Total**
Natural	56	37.33	94	62.67	150
Organic	39	26.00	111	74.00	150
Synthetic	9	6.00	141	94.00	150
Herbal	65	43.33	85	56.67	150
Ayurvedic	41	27.33	109	72.67	150
None	5	3.33	145	96.67	150

Source: Primary data

Interpretation

Of the respondents, 43.33% prefer herbal products, 37.33% prefer natural products and 27.33% prefer Ayurvedic products. People commonly believe that herbs and its products are safe because they are natural. Consumers largely prefer green personal care products to synthetic products because they do not cause any side effects.

Table 2 showing Level of interest of consumers towards green personal care products

Level of Interest	Frequency	Percent
Not at all Interested	14	9.3
Not Interested	13	8.7
Somewhat Interested	41	27.3
Interested	57	38.0
Very Interested	25	16.7
Total	**150**	**100.0**

Source: Primary data

Interpretation

Out of 82% of respondents who are interested in green personal care products 16.7% are really very interested. Maximum numbers of consumers are interested in green personal care products and minimum numbers of consumers are not interested in green personal care products. This interest is due to unhealthy ingredients and the side effects caused by synthetic products.

Table 3 Consumer attitude towards various qualities of green personal care products

Qualities	Yes		No		Total
	Count	%	Count	%	
They are earth friendly	52	34.67	98	65.33	150
There is no side effects	76	50.67	74	49.33	150
They possess eco labels	12	8.00	138	92.00	150
They are not tested on animals	28	18.67	122	81.33	150
They are made with natural ingredients	37	24.67	113	75.33	150
They are worth the price paid	8	5.33	142	94.67	150

Source: Primary data

Interpretation

50.67% of consumers are favorable towards the fact that green personal care products does not have any side effects, 34.67% of consumers consider that green personal care products are earth friendly and 24.67% of consumers feel that green personal care products are made with natural ingredients.

Table 4 showing Factors influencing the buying behavior of consumers

Influencing Factors	Yes		No		Total
	Count	%	Count	%	
Advertisements	51	34.00	99	66.00	150
Brand image	33	22.00	117	78.00	150
Quality attributes	54	36.00	96	64.00	150
Celebrity Endorsements	13	8.67	137	91.33	150
Naturalness	44	29.33	106	70.67	150
Price	26	17.33	124	82.67	150

Source: Primary data

Interpretation

Of the respondents, 36% are influenced by quality attributes, 34% are influenced by advertisements and 29% are influenced by claims of naturalness. Most of the consumers purchase personal care products because of the quality attributes of products. This shows that consumers make purchase decisions based largely on quality attributes.

Table 5 showing Friedman test for significant difference among mean ranks towards pricing factors of green personal care products

Pricing Factors of Green personal care products	Mean Rank	Chi-square value	P value
Priced high	3.72	62.718	<0.001**
Willing to pay extra	2.72		
Important factor in decision making	2.89		
Reasonably priced	2.61		
Always compare prices	3.06		

Note: ** Denotes significance at 1% level
Source: Primary data

Interpretation

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference among mean ranks towards pricing factors of green personal care products. Based on mean rank, priced high (3.72) is the most important pricing factor of green personal care products, is followed by always compare prices (3.06), important factor in decision making (2.89), willing to pay extra (2.72), and reasonably priced (2.61).

Table 6 Friedman test for significant difference among ranks towards factors relating to testing cosmetics on animals

Testing cosmetics on animals	Mean Rank	Chi-square value	P value
Aware of animal testing	3.80	97.546	<0.001**
Aware of leaping bunny	2.70		
Cruelty free cosmetics are bought	3.12		
Not always safe	3.04		
Safer for humans	2.34		

Note: ** Denotes significance at 1% level
Source: Primary data

Interpretation

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference among mean ranks towards factors of testing cosmetics on animals. Based on mean rank, awareness of animal testing (3.80) is the most important factor of testing cosmetics on animals followed by Cruelty free cosmetics are bought (3.12), not always safe (3.04), awareness of leaping bunny (2.70) and safer for humans (2.34).

Table 7 Friedman test for significant difference among mean ranks towards attributes of green products

Attributes of green products	Mean Rank	Chi-square value	P value
Recyclable	5.59	35.747	<0.001**
Reusable	4.92		
Costly	4.96		
Save money in the long run	4.42		
Non Toxic	4.82		
Bio degradable	4.96		
Waste minimization	4.88		
Less damage to the environment	5.60		
Cruelty free	4.85		

Note: ** Denotes significance at 1% level
Source: Primary data

Interpretation

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference among mean ranks towards attributes of green products. Based on mean rank, less damage to the environment (5.60) is the most important attribute of green products followed by recyclable (5.59), costly and bio degradable (4.96), reusable (4.92), waste minimization (4.88), cruelty free (4.85), non toxic (4.82) and saves money in the long run (4.42).

Conclusion

From the study it is known that quality attributes is the most influencing factor on making purchase decision. It is also found that the majority of the respondents were aware that many cosmetics are tested on animals and do not show any interest in purchasing green personal care products as it is not safe. The researcher concludes that consumers show favorable attitude towards green personal care products but the premium prices is what that restrains a consumer from buying the same

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46. Impact of Training on Organizational Performance

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ABSTRACT

Training is necessary for any organization to increase the productivity of the employees that helps to attain overall performance of the organization in a better way and further to achieve its long-term goal. This study focus on 'Impact of Training on Organizational performance' through the important determinants of Awareness, Method Undergone, Resource person, Motivation and evaluation of Training program. The study sample comprised of 90 employees of different organizations. The sample is mixed like male and female, different age groups and different year of experience. The data is collected through a questionnaire consists of close ended questions like Dichotomous questions, multiple choice type. The collected data were classified and analyzed with the statistical tools of Percentage analysis and Factor Analysis. This study proves that the Awareness, Method Undergone, Resource person, Motivation and evaluation of Training program contribute towards performance of the organization.

Introduction

HR support in continuing effort towards employees' community to provide opportunities for professional development as well as personal growth by way of education through training. The training techniques support to drive up career opportunities in quantitative and qualitative work spans that translate reliable evidence into effective action. For the organization, career development represents the systematic growth and upgrading of employees. To swing on successful, career development programs must allow individuals to eloquent their desires. At the same time, the organization strives to meet those affirmed needs as much as possible by consistently following through on commitments and meeting the expectations of the employees raised by the program. The evaluation system that embed which include potential components to asses multiple performance of employees must be combined together as a feedback system during and after training to enhance the further development of the organization. This paper investigates about the Awareness, Method Undergone, Resource person, Motivation and evaluation of Training to attain overall performance of the organization.

Literature Review

Traditionally, there was disproportionate association between task and people-related skills. According to new trend, it is revealed that in order to become effective not only require task and people skills, also self-development, knowledge and skills. (Farhad Analoui 1995).Pre-training is essential for an employee to perform well at the job place, without any pre-training, it is difficult to take up the job well (Thomas N. Garavan, 1997). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Training and development increase the overall performance of the organization (Shepard, Jon et al., 2003).

Organization should identify their employees need accordingly the training should designed, (Ginsberg, 1997) ,(Michael Armstrong, 2000), as well as to the organizations to get good results (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001), so that they could compete with their competitors (Carlos A. Primo Braga,1995).Various training methods like 'On the job training' reduces cost and saves time (Flynn et al., 1995; Kaynak, 2003; Heras, 2006) and different approaches whereby individuals can see how they have changed and quantify the amount of change (Diarmuid De Faoite, Colette Henry, 2002) to attain all objectives except interpersonal skill development(Joe Perdue, Jack D. Ninemeier, Robert H. Woods, 2002). Effectiveness is the primary motive for training that describes ways to evaluate training's effectiveness, behaviour changes on the job being the most important. It seems that Training design plays a very vital role in the employee as well as organizational performance and a bad training design is nothing but the loss of time and money (Tsaur and Lin, 2004).

Methodology

The study sample comprised of 90 employees of different organizations. The sample is mixed like male and female, different age groups and different year of experience. The data is collected through a questionnaire consists of close ended questions like Dichotomous questions, multiple choice type. The collected data were classified and analyzed with the statistical tools of Percentage analysis and Factor Analysis..

ANALYSIS AND INTERPRETATION

Percentile

Profile of Respondents

The demographic profiles are clearly analyzed and gender level shows that the males form about 60% while the remaining of the respondents are females. Age of the employees obviously reveals that about 12% are in the age group of 25-30 years, 35% are falls between 31-35 years, followed by 34% belongs to 36 – 40 years, and 22% are more than 41 years of age. Academic qualification of the participants explains that 5% of respondents are school educated, 30% are diploma/ under graduate degree holders and rest 65% are having qualification of PG/Professional. It is observed from the experience of the participants, 30% are experience of less than2 years, 50% of respondents are 2 to 5years, 20% belongs to 5 to 10 years of experience. Around 45% of the respondents are managers and supervisors while 35% of the respondents are casual workers and 20% of the respondents are CEO and MD's.

Response regarding the awareness of training Programs

Majority of the employees that is 80% of the employees are aware about the training programs conducted in the organization, 60% of the employees had undergone off the job training and 29% of the employees had undergone on the job training .11% of the employees had undergone both on and off the job training. Nearly 69% of the employees have undergone on the job training through the immediate supervisor while for 31% of the employees have undergone on the job training through the employee's colleagues.

Satisfaction level regarding the Trainer

80% of the employees are satisfied with the faculty regarding the interaction with the employees.5% of the employees are highly satisfied with the faculty regarding the interaction with the employees. Nearly 36% of the employees are satisfied with the faculty regarding the way of delivery while 18% of the employees are highly satisfied with the faculty regarding the way of delivery whereas 12% of the employees are dissatisfied with the faculty regarding the way of delivery . 95% of the employees are satisfied with the faculty regarding the subject knowledge.23% of the employees are satisfied with the faculty regarding the ability to clear doubts and queries.13% of the employees are highly satisfied with the faculty regarding the ability to clear doubts and queries.

Factor Analysis

TABLE – 1: SATISFACTION LEVEL OF THE TRAINING PROGRAM

Factors	Variables	Factor Loadings	Eigen Value	% of Variance	Cumulative %
Training Awareness	Awareness of training Programs Method of training Programs Undergone Type of training program Resource person for training program	0.821 0.832 0.723 0.802	14.23	28.73	28.73
Training Design	Training program's commitment towards expectation Updating course objectives Development of skill in a particular area	0.814 0.801 0.755	10.11	19.92	48.6
Facility design	Infrastructure of the training hall Availability of course material The availability of updated resources	0.803 0.775 0.813	7.64	13.97	62.62
Methodology	Method of selection of the employees for the training program Duration of the training program Sequence of the training session The use of different training methods	0.782 0.781 0.778 0.742	3.146	13.10	75.72
Motivation	Ensuring healthy learning environment Cooperation of superiors' peers and subordinates.	0.798 0.797	3.31	4.76	80.48
Training evaluation	Pre evaluation Post evaluation Self evaluation	0.785 0.738 0.678	2. 72	3.86	84.34

20 variables with 6 factors, 6 factors extracted together account for 84.34%of the total variance.(Cumulative Percentage of Variance Explained should be 60%).

Training Awareness is the main determining factor in designing the Training, which covers four variables and explains 28.73% of variance in data with Eigen value of14.23, Awareness of training Programmes, Method of training Programmes Undergone, and Type of training program Resource person for training program are the most determining factors. Designing Objective has been loaded with three strings and explains 19.92% variance in data with Eigen value of 10.11, Training program's commitment towards expectation, Updating course objectives, Development of skill in a particular area are the most important variables in this category. Facility design factors have been loaded with three variables such as Infrastructure of the training hall, Availability of course material, the availability of updated resources and explain 13.97% of variance in data with the Eigen value of 7.64.

Training design of any Training programme may driven by the appropriate Methodology need to be adopted. Hence, it has no exception to this fact; it is loaded with variables which explain 13.10% variance in data with Eigen value of 3.146. Ensuring healthy learning environment, Cooperation of superiors' peers and subordinates plays active role in the determining the Motivation as it is essential to design the programme which have been loaded with two variables and explain 4.76% of variance in data with the Eigen value of 3.31. Training evaluation motivate the respondents which comprise of three variables Pre evaluation, Post evaluation and Self evaluation that explains 3.86 % variance in data with Eigen value of 2.72.

Conclusion

In the light of this study, we conclude that Awareness, Method Undergone, Resource person, Motivation and evaluation of Training are the most determining factors to attain overall performance of the organization.

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47. Behaviour of Trade Union Leaders towards Industrial Relation Problems with Special reference to Selected Textile Mills at Virudhunagar District

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ABSTRACT

Industrial relations are broadly concerned with bargaining between employers and trade unions on wages and other terms of employment; the day-to-day relations, within a plant also constitute one of the important elements and impinge on the broader aspects of industrial relations. In any large scale organisation the total manpower is composed of the total number and the willing efforts of two groups of person's viz., employers and employees. Their efforts can be improved when there are coordinated efforts from both groups. Though it is easy to talk about perfect cooperation and coordination among these groups, it has always proved to be a difficult task. Maximum results can be achieved when there is good understanding and better relations between these two conflicting groups. Good industrial relations aim at increased production and continuous peace in the industry. The interpretation and implementation of the various regulations governing wages, employment, working conditions etc., and the conflicting interests of the two groups account for most of the problems. This study depicts the behaviour of trade union leaders towards the problems of textile mills and how their behaviour helps to maintain the sound industrial relation in the selected study area.

INDUSTRIAL RELATIONS:

The term industrial relations are used to express the nature of relationship between the employer and employee in an industry or an organisation. Where willing co-operation emanates from employees towards the achievement of organisational goals, there is said to be good industrial relations.The concept of industrial relations has generally developed as a consequence of the Industrial Revolution as, prior to this, the Master and Servant relationship which existed was simple and of a personal nature. With acceleration in industrialisation, the relations aspect became complex and impersonal.

TRADE UNION:

Mahatma Gandhiji viewed trade unions as moral institutions aiming at making the workers better individuals and responsible citizens. Trade unions are considered to be institutions experimenting with industrial democracy which would strengthen democratic forces and help in the functioning of political democracy. Traditionally, trade unions have been resistance organisations defending the interests of workers and see to it that they are not exploited. They have also been viewed as instruments of change in the socio-political system so that workers may have their own government and prevent their exploitation.

THE TRADE UNION MOVEMENT IN INDIA:

The trade union movement's origin in a sense can be traced back to a very early date to the time when villages had panchayats and guilds for setting disputes between the masters and their members. Trade unions, as understood today, however originated in the first quarter of the present century, although the groundwork was laid during the last quarter of the 19th century. In Bombay, as early as in 1875, a movement was started by reformers under the leadership of Sorabji Shapurji. They protested against the appalling conditions of the factory workers and appealed for introduction of adequate legislation to prevent them. The credit for laying the foundation of the organised labour movement in India is at time accorded to Mr.N.M.Lokhande, a factory worker himself. An agitation was organised by him in 1884 in Mumbai. This resulted in certain amenities being extended to the mill workers which led to the organisation of the Bombay Mill hands Association.Actually a real organised labour movement in India started at the end of the First World War. Many trade unions were formed throughout India. There were a number of strikes during 1919 to 1922. To this was added the influence of the Russian Revolution, the establishment of the ILO (International Labour Organisation) and the All-India Trade Union Congress. This speeded up the pace of the trade union movement. Following the Second World War, there was a spiralling of prices. The workers once again became restive. This further indirectly strengthened the movement in India.

INDIAN TEXTILE INDUSTRY:

Textile industry being one of the oldest industries in India, the study of industrial relations in Textile industry is relevant. It may be pointed out here, that the industrial relations in this industry have indeed set the phase for other manufacturing industries in the sense that employers' and workers' organisations existed in this industry even before the beginning of this century. One of the best knit trade unions in the country is the Textile Labour Association, Ahmedabad. Comparatively better industrial relations that prevailed in this industry in the State of Maharashtra over every long period are largely traceable to this Textile Labour Association and the Bombay Industrial Relations Act, which largely facilitated collective bargaining. The Indian textile industry has overwhelming presence in the economic life of the country. Apart from providing one of the basic necessities of life, the textiles industry also plays a pivotal role through its contribution to industrial output, employment generation, and export earning of the country. Currently, it contributes about 14 percent to industrial production, 4 percent to the GDP, and 17 percent to the country's export earnings. It provides direct employment to over 35 million people. The textile sector is the second largest provider of employment after agriculture. Thus, the growth and all round development of this industry has direct bearing on the improvement if the economy of the nation.

REVIEW OF LITERATURE:

Sivagnanam. S. (2008) the study reveals unions can become vehicles for channelling the collective wisdom and energies of employees into raising productivity and quality.[2]

Zubin R. Mulla. (2008) the study reveals that, when wages increase, there is a tendency for more people to join the labour force. Hence, we can predict that, an increase in the wages will lead to an increase in the supply of labour.[3]

STATEMENT OF THE PROBLEM:

To maintain good relations between employees and employers emphasis has been laid on good treatment of employees and to condone their minor faults. It is also believed that continuous industrial peace can be ensured in an organisation if there is a labour force, which has

[2] Sivagnanam, S. "A Study on Industrial Disputes with Special Reference to Textile Industry in Coimbatore District, Unpublished Ph.D. Dissertation, Alagappa University, Karaikudi, 2008.

[3] Zubin R. Mulla, "Wages and Industry Characteristics: The Impact of Value Added per Employee, Establishment Size and Industry Growth", Management and Labour Studies, Vol.33, No.2, 2008, pp.275&276.

developed a long and continuous loyalty to the organisation in question.In the competitive world, survival of an organisation is found to be very difficult. It is realised by the players in the industrial relations, i.e., employers, employees and union leaders. The perception of activities among themselves differs and they blame each other. The workers feel that managements are exploiting them with less compensation. Management blames union leaders for spoiling the industrial peace in the organisation. Union leaders feel that lack of employee's participation of union activities because management representatives deal directly with the employees and solve their problems through Human Resource Development Experts. It is therefore essential that industrial unrest should be minimised to the maximum extent. It is for the management to follow an enlightened labour policy, which would minimise such areas of conflicts. But it should be accepted that even the best management cannot guarantee perfect industrial peace in an organisation because there should always remain certain areas of conflicts. Some such areas are wages, bonus, working conditions, human problems etc. While crossing this, the researcher, attempts to explore the behaviours of union leaders, the labour and management of the selected mills towards industrial relations problems.

Therefore, the present investigation has been undertaken with a view to find outthe behaviour of trade union leaders towards the problems of textile mills and how their behaviour helps to maintain the sound industrial relation in the selected study area.

OBJECTIVES OF THE STUDY:

1. To study the trade union movement in Virudhunagar district.
2. To study the behaviours of union leaders, the labour and management of the sample units towards industrial relations problems.
3. To analyse the expectations of trade union leaders and members towards the management in the study unit.
4. To suggest better remedial measures based on the findings in the study area.

SAMPLING DESIGN:

The researcher has classified the textile mills in the study into two, namely, Small Scale Industries (SSI) and Non-Small Scale Industries (Non SSI). However, the researcher has selected only the Non SSI Units, because the Non-SSI units were more than the SSI units in the study area and also the workers strengths were more in Non SSI units. In the Virudhunagar District, the Non-SSI units are 37, out of this the researcher has selected first five textile mills in Virudhunagar District, on the basis of workers strength were chosen as the sample textile mills, (i) Shri. Ramalinga Textile Mills Limited, Aruppukkottai; (ii) Sri.Jayajothi & Co. Limited, Rajapalayam; (iii) Sri.Parameswari Textile Mills Limited, Pandalgudi; (iv) Sri.T.P.Textiles (P) Limited, Rajapalayam and (v) Sri. Ayyanar Textile Mills Limited, Malakinar, on the basis of **Multi Stage Random sampling method.**The total population of workers is 7,051 (excluding administrative staff). The sample percentages taken for research are 10 percent i.e., 705 workers as sample. The respondents were selected on the basis of **Systematic sampling Method**. The sample of trade union leaders consists of seven (1 union leader from M/s. Shri. Ramalinga Textile Mills, 2 union leaders from M/s. Sri.Jayajothi & Co. Limited, 1 union leader from M/s. Sri.Parameswari Textile Mills, 1 union leader from M/s. Sri.T.P.Textiles (P) Limited and 2 union leaders from M/s. Sri.Ayyanar Textile Mills Limited) representing the 7 unions in the sample units. The researcher has taken all the seven leaders for the present study.

LEADER'S BEHAVIOUR

The focus of the study is on the perception of the trade union members, and an attempt is made to identify the union leader's behaviour. **Leader's behaviour is measured in four areas; - they are organisational performance, decision making skill, communication skill and personal characteristics.** The researcher has collected information from the union members through interview schedule on the basis of a five point scale.

1. ORGANISATIONAL PERFORMANCE

Union leaders' behaviour are assessed through organisation performance, it depends upon their activities, involvement, approaches and helping tendency to the members in the trade union. Under this organisation performance, different heads are framed to measure the leaders' behaviour.

(i) Delegation of his work

The organisation alone allots the works to every employee. Instead of that, if the union leader delegates his work to the members, such things are basically an offence. It is possible through coercion or influencing the members. The study concluded that the majority of 82.28 percent of the respondents accept and emphasize that the union leader does not delegate his works to members.

(ii) Involvement

This statement is raised to check the behaviour of the union leaders, whether he plays partially (either for employee or employer) or integrity. The analysis reveals that the majority 62.7 percent of the respondents accept and emphasize that the union leaders were more involved in members' welfare.

(iii)Supportive

Every union leader wants to support their union members. This statement is raised to assess the behaviour of the union leader, whether the union leader possess trust in the minds of their members. The analysis states that the majority of 75.1 percent of the respondents accept and emphasize that the union leaders are supportive to the members.

(iv) Control

This statement is raised, since any incident can happen in the institutions. It may be favourable or unfavourable to the employees. If any unfavourable incidents happen, employees are in the position of short-witted, and they do things without knowing the feed back. At that time, union leaders should be capable of controlling the union members and the employees, before harmful actions take place. The study reveals that the majority of 77.6 percent of respondents accept and emphasize that union leader possesses such tendency of controlling all the union members.

(v) Approach to the Organisational Channels

If any unexpected resolutions taken by all the union members, such as strikes, human-chain rally, etc., to lodge a protest against the policies of government or management, it is the responsibility of the union leader to inform the concerned department and get prior approval from them, for conducting such things. The study founds that the majority of 68.7 percent of the respondents accept and emphasize that the union leaders use the organisational channels effectively.

2. DECISION MAKING SKILL

Decision making skill means “selecting a best alternative from two or more alternatives to determine an opinion or a course of action”. Under this, “Decision-making skill”, different heads are framed to measure the leader’s behaviour.

(i) Changing the Opinion

The union leader frequently changes his opinion, it is not considered as a good behaviour. The study found that the majority of 78.5 percent of the respondents accept that the union leader frequently changes his opinion.

(ii) Observation of all the Activities

This statement is raised to check whether the union leaders are aware of the things which are happening in and around the institution and to make sure that the union leader does everything consciously. The analysis concluded that 72.8 percent of the total respondents accept and emphasize that the union leaders observe all the activities of the organisation.

(iii)Taking Appropriate Action

The union leader intends to postpone his activities due to certain reasons. This kind of behaviour will affect the union members due to lack of involvement of union activities. The study states that the majority of 74.7 percent of the total respondents accept that the union leader would take appropriate actions.

3. COMMUNICATION SKILL

Communication skill is an important and unique talent. Every union leader has to possess good communication skill, through which the union leader can easily bind the two contrarily bargaining parties.

(i) Communication Ability

If the union leader could communicate what he intends to express briefly and within a short duration, then the communication ability of the union leader is intensively good.The study concluded that the majority 76.7 percent respondents accept this statement and emphasize that the union leader had good communicating ability, and the leader express what he wanted from the member in an effective manner.

(ii) Listening to Others’ Comments

Generally, interested union members will participate in decision-making process, by giving their valuable suggestions. The union leader must be in a position to observe their ideas before giving his comments. The analysis reveals that the majority of 79.7 percent of the respondents accept that the union leader always listen attentively to others’ comments before giving their opinion.

4. PERSONAL CHARACTERISTICS

Personal characteristics resemble the true behaviour of a person. Here the union leader’s behaviour has been examined through personal characteristics.

(i) Blaming the Members

Generally the person who accepts his mistake will be considered as genuine and a gentleman, and is liked by every person. Similarly, if the person blames others for his mistake, it is the worst behaviour and every person hates him. The study found that out of 705 workers, 344 workers answered strongly agree, 88 workers answered agree, 19 workers answered neutral, 231 workers answered disagree and 23 workers answered strongly disagree, that the union leaders blame the members for their mistakes. From the above analysis, the researcher has concluded that the majority of 61.3 percent of the total respondents accept and emphasize that the union leader blames the members for his mistakes.

(ii) Knowledge of Labour Laws

This statement is raised to check whether the union leader comply with the labour laws, because the union leader barely behaves with the terms of labour laws and not to violate or get revulsion against labour laws. The study depicts that out of 705 workers, 282 workers answered strongly agree, 311 workers answered agree, 25 workers answered neutral, 72 workers answered disagree and 15 workers answered strongly disagree, that the union leaders has adequate knowledge of labour laws. From the above analysis, the researcher has concluded that the majority of 84.1 percent of the total respondents accept and emphasize that the union leader has adequate knowledge in labour laws.

(iii)Conceptual Ability

Conceptual ability means empathy, mentally understanding or digesting both the contrary parties' problems, arguments or grievances. The study reveals that out of 705 workers, 263 workers answered strongly agree, 249 workers answered agree, 106 workers answered neutral, 69 workers answered disagree and 18 workers answered strongly disagree, that the union leaders has good conceptual ability. From the above analysis, the researcher finds out that the majority of 72.6 percent of the respondents accept and emphasize that the union leader possess good conceptual ability.

5. LEADERSHIP EFFECTIVENESS

The leadership effectiveness is measured on the four criteria, namely, planning, human consideration, originality and overall effectiveness.

(i) Ability to Plan and Organise

From the analysis, it is found that 80.2 percent of the total respondents rate high effectiveness towards the union leader's ability to plan and organise the work in the trade union.

(ii) Human Consideration

The research provesthat the majority of 68.7 percent rate high effectiveness of the union leader's willingness to take into consideration the feelings, interest, originality and creativity.

(iii)Work Effectiveness with the Superior Persons

The study proves that the majority of 64 percent of the respondents rate the high effectiveness of the union leader's work effectiveness with the person who possesses more power than him.

TRADE UNION MOVEMENT IN VIRUDHUNAGAR DISTRICT:

Table – 1 Trade Union Movement in Virudhunagar District – Workers' Opinion

Name of the Textile Mills	Weak	Fairly Strong	Very Strong	Total
Shri. Ramalinga Textile Mills Limited	80	110	95	285
Sri.Jayajothi & Co. Limited,	35	120	87	242
Sri.Parameswari Textile Mills Limited	20	40	21	81
Sri.T.P.Textiles (P) Limited	10	30	14	54
Sri.Ayyanar Textile Mills Limited	08	20	15	43
Total	**153**	**320**	**232**	**705**

Source: Primary Data

The above table explains that out of 705 workers, 153 respondents answered weak (mostly in Shri Ramalinga Textiles Mills Limited.), 320 respondents answered fairly strong (mostly in Sri.Jayajothi & Co. Limited.), and 232 respondents answered very strong (majority in Shri Ramalinga Textiles Mills Limited.,), that the trade union movement in Virudhunagar District. From the above analysis, the researcher has concluded that 45.39 percent of the respondents rate that the trade union movement in Virudhunagar District is fairly strong.

EXTENT OF MEMBERS' PARTICIPATION AND INVOLVEMENT IN UNION ACTIVITIES:

Members' participation and involvement in the union activities as perceived by the union leaders are measured are shown in table 2.

Table – 2 Members' Participation in Union Activities

Union Activities	Always		Sometimes		Never		Total
	Number	%	Number	%	Number	%	
1. Attending Union Meeting	5	71.43	2	28.57	-	-	7
2. Payment of Union Subscription	7	100.00	-	-	-	-	7
3. Participating in Union Elections	7	100.00	-	-	-	-	7
4. Taking Part in the Strikes/Dharnas	5	71.43	2	28.57	-	-	7
5. Reading the Union Notices/Pamphlets	5	71.43	2	28.57	-	-	7
6. Canvassing for New Members	6	85.71	1	14.29	-	-	7
7. Creating Funds for the Unions	6	85.71	1	14.29	-	-	7
8. Support 'Pacified State' to a Problem	7	100	-	-	-	-	7

Source: Primary Data

From the above analysis, it will be concluded that the majority of the respondents perceive and accept that the members possess greater degree of participation and involvements in the trade union activities.

SETTLEMENT OF INDUSTRIAL DISPUTES:

In the selected units for the present study, the workers preferred negotiation to arbitration and adjudication. They expressed lack of faith in all other modes of settlements. On the management side too the same opinion prevailed. However, in some instances, some management resorted to adjudication in the belief that such a course would promote industrial peace and help to maintain production as strikes and lock-outs are illegal during the course of adjudication proceedings. However, even in the case of managements preferring adjudication for settlement of industrial disputes a reversal of the preference had occurred due to the post adjudication problems in the form of direct action such as hunger strikes, go-slows, work to rule etc. Resorted to by the workers whose hands were tied during the pendency of adjudication proceedings. The managements were fully alive to the fact that the act of making strikes illegal eliminates workers' discontentment and frustration; if anything, the delay, expense and unhappiness over the awards tend to participate conflicts after the adjudication proceedings have been terminated.

Table – 3 Management Prefer to Settle Disputes through Negotiation and Arbitration than Adjudication

Name of the Textile Mills	Yes	%	No	%	Total
Shri. Ramalinga Textile Mills Limited	100	35.08	185	64.92	285
Sri.Jayajothi & Co. Limited,	120	49.59	122	50.41	242
Sri.Parameswari Textile Mills Limited	30	37.04	51	62.96	81
Sri.T.P.Textiles (P) Limited	22	40.74	32	59.26	54
Sri.Ayyanar Textile Mills Limited	15	34.88	28	65.12	43
Total	**287**	**40.71**	**418**	**59.29**	**705**

Source: Primary Data

When the opinion of the sample population of workers in the units selected was sought as to the preference of management to refer disputes for adjudication, 418 out of 705 workers stated that their managements did not prefer adjudication (Table 3). However, taking the units individually a higher percentage of workers held the view that their managements preferred to settle disputes through adjudication. In the case of Sri.Jayajothi & Co. Limited., 50.41 percent of the respondents held this view. Sri.T.P.Textiles Private Limited. (59.26 per cent); Sri.Parameswari Textile Mills Limited. (62.96 per cent); Shri. Ramalinga Textile Mills Limited. (64.92 percent); Sri.Ayyanar Textile Mills Limited (65.12 per cent); were very high respectively. Therefore, it is evident that the opinions of the workers, working in above mills are not supported by the actual state of affairs. Perhaps, this opinion was expressed by the respondent concerned based on the earlier practice of their respective managements.

EXPECTATIONS OF THE UNION LEADERS FROM THE MANAGEMENT:

The trade union expects certain actions from the management. When they were asked what they expect from the management to improve industrial relations, they have given different views which are shown in table 4. The union leaders expect the management to ensure fair wage and bonus, improve working conditions, avoid hasty disciplinary actions and prompt settlement of grievances in the order of priority. Normally these are all expected of an enlightened management and the mills under study are no exception. The number of respondents given in the table indicates the importance attached to each item by the union leaders. What is significant is that in spite of the best efforts of the management and labour unions, sometimes conflicts might arise which is unavoidable.

Table – 4 Union Leaders Expectations from the Management – Union Leaders' Opinion

Expectations	Number	Percentage
Ensure fair wage and bonus	5	71.43
Improve working conditions and Welfare Facilities	4	57.14
Avoidance of hasty Disciplinary actions	4	57.14
Earlier and prompt Settlement of Grievances	6	85.71
Implementation of Awards and Agreements in Full	1	14.29
Supervisors to adopt Human Approach	3	42.86
Anticipate Problems and take Preventive Measures	4	57.14

Source: Primary Data

Table 4 deals with expectations of the union leaders from the management 71.43 percent of the union leaders answered ensure fair wages, 57.14 percent have answered improve working conditions and welfare facilities, 57.14 percent have answered avoidance of hasty disciplinary actions, 85.71 percent have answered earlier and prompt settlement of grievances, 14.29 percent have answered implementation of awards and agreements in full, 42.86 percent have answered supervisors to adopt human approach and 57.14 percent union leaders have answered anticipate problems and take preventive measures. From the above analysis, it could be concluded most of the union leaders expects from the management that their grievances settled promptly and at the earliest.

STEPS TO BE TAKEN BY THE TRADE UNIONS:

Whateveris the nature of the industry, the level of development of trade unions, membership pattern, or quality of leadership etc., there are many other factors which go to make better industrial peace. To achieve this end there are certain basic conditions to be created/fulfilled by the management, unions and the workers. The enquiry was extended to identify these factors with reference to the mills under study.

Industrial peace is the ultimate result of the interactions of views, actions and reactions of the two parties' viz., employers and employees including union leaders. In actual practice each party expects certain positive actions from the other for the fulfilment of the common objective of continuous peace in the organisation.

Table - 5

Steps to be taken up by the Trade Unions – Union Leaders' Opinion

Different Possible Measures	Number of Leaders	Percentage
Educate Workers	3	42.86
Effective Communication of Managements views to the workers	4	57.14
Avoidance of Inter-Union rivalry	2	28.57
Avoidance of Unreasonable Demands	2	28.57
Adoption of Legal Methods in Solving Differences	1	14.29
Adoption of give take policy during negotiation	5	71.43
Cooperative attitude towards management to increase production	2	28.57
Respect the rights and privileges of management	3	42.86

Source: Primary Data

Table 5 deals with expectations of the union leaders from the management 42.86 percent of the union leaders answered educate workers, 57.14 percent have answered effective communication of managements views' to the workers, 28.57 percent have answered avoidance of inter-union rivalry, 28.57 percent have answered avoidance of unreasonable demands, 14.29 percent have answered adoption of legal methods in solving differences, 74.43 percent have answered adoption of give take policy during negotiation, 28.47 percent union leaders have answered cooperative attitude towards management to increase production and 42.86 percent of the respondents answeredrespect the rights and privileges of management. From the above analysis, it could be concluded the union leaders may take steps by adoption of give and take policy during negotiation.

SUGGESTIONS:

- The researcher finds that the majority of 78.5 per cent of the respondents emphasize that the union leader frequently changes his opinion. Hence, the union leader should decide only after making prompt analysis of the issue.
- The union leader can be the major responsible for industrial relation, but they should be cordial to the members while they are pointing out the members' mistakes.
- The management should settle the members' grievances promptly and at the earliest.
- The management should follow the give and take policy during negotiation to maintain a sound industrial relation.

CONCLUSION:

In the business organisations, people working there need leaders – individuals who could be instrumental in guiding the efforts of groups of workers to the achievement of goals and objectives both of the individuals and the organisation. The objectives, may not be very far reaching and the actions of the leaders may not be so dramatic, but the successful performance of the leadership role is essential to the survival of the business enterprise. Members in the trade union, within themselves elect a person as a trade union leader to lead them for their upliftment. Hence, the Industrial climate is based only on the cordial relationship maintained in the industries among the members through the Union leader. In this study the researcher concludes that the behaviourof the trade union leaders were good and the members accepts that the union leader taking effective actions towards the grievances arises in the textile mills in Virudhunagar district. Hence, the researcher concludes that the behaviour of the trade union leaders were very good towards the industrial relation problems, and the member respondents were highly satisfied with the performance of the trade union leaders in the textile mills of Virudhunagar district.

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48. The Influence of Colours on Customers Buying Behaviour

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Abstract

The way for new formats such as departmental stores, hypermarkets, supermarkets and specialty stores retail sector in India is witnessing a huge revamping exercise as traditional markets make. The fact that Indian retail environment is going through a sea change due to the introduction of new formats and opening up of retail industry, it becomes important to understand the store image perceptions of consumers here. At a time when consumer spending is on decline success will lie with those retailers who can drive customer loyalty by responding to the demands of the discerning customers. In the retail market, especially in a recession situation, price cannot be the only battle tool. The service and environment that each store provides to its customers can be used to create a unique combination, offering customers with a specific formula that they will not find anywhere else Retail store attributes play as important role in selection of a retail store by Colour one customers as well as in customer satisfaction. of retail store attributes plays a role in shaping mood and perception and is culturally specific, with different colours holding different meanings in diverse contexts.' The study was conducted to measure the extent to which customer's perception of the store rated when different colours are used. ***75*** *Customers were asked to complete questionnaires. The responses indicated that, colours actually influenced their perception of the store's atmosphere.*

Keywords:

INTRODUCTION

We are living in a period of upheaval, where change is the norm. In this current changing business scenario, retail industry has witnessed major revolution and global attention. The Indian retail industry is the 5th largest and 3rd attractive in the world and accounts over 10% of the country"s GDP and 8% of total employment. In the background of changing retail trends, understanding customers perceptions, building relationship and retaining customers has been identified as major source of competitive advantage.

Retailing in India is gaining attention like never before. Organized retailing especially is creating euphoria amongst Indian consumers, drawing them into malls and trade areas in huge numbers. Retailers are offering newer service dimensions to create unique shopping experiences for the customers. However, whether consumers are able to perceive newer service dimensions and getting affected for store patronage in new store formats or not, remains to be found out. Store image is a critical component in store choice and store loyalty. Perceptions about stores are driven substantially by tangible characteristics of stores, such as format or list size, distance of store from home, as well as intangible factors like the environment of the store.

The cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy. It requires a great deal of effort to induce satisfied customers to switch away from their current suppliers. Unfortunately, most marketing theory and practice center on the art of attracting new customers rather than retaining existing customers. The empahasis traditionally has been on making sales rather than building relationships. The focus has been on preselling and selling rather than on caring for the customers afterward. Today, however, more companies are recognizing the importance of satisfying and retaining current customers, One of the ways in which the shopping experience is changing is that more consumers are turning their attention to the question of whether shopping itself is a pleasant experience or just a chore. Baker et al. (1992) point out that, when retailers begin to find it extremely difficult to gain advantages in terms of product, price, promotion, and place (channel), the store itself becomes an opportunity for market differentiation. It is no surprise that brand loyalty is important in the retail industry (Kau and Ehrenberg, 1984); retailers are working toward strengthening the environment in their stores in order to create a store atmosphere that can make consumers more loyal.

Retailers combine the elements of retailing mix to come up with a single retailing method to attract the target market. The retailing mix consist of six p's: the four p's of marketing mix (product, price place and promotion) plus personnel and presentation. The combination of the six p's projects a store image which influences consumer's perceptions. Using these impressions of stores shoppers position one store against another. A retail marketing manager must make sure that the store positioning is compaible with the target customers expectations.

Literature is reviewed, identifying various features in shopping malls such as merchandises, accessibility, service, amenities, ambiance, entertainment, security and among others. Academic researchers tried to categorize store image attributes using various methods, however, the list of store image attributes is broaden each time when new studies are developed in this field. For example, Martineau (1958) claims that layout and architecture, symbol and color, sales personnel and advertising are the main parts of store image.each attribute has it's own influence in the buying behavior of the customers. So an attempt was made to know the importance of colours used in retail stores.

Colour is the result of different wavelengths of light which stimulates certain parts of the brain. It is not only the property of objects, spaces or surfaces, but also the sensation caused by certain qualities of light that the eye recognizes and the brain interprets [Rana Kutlu, Banu Manav and Ruken K lanc]. Colours can create a mood or focus attention and therefore are an important factor in the atmosphere. Colours convey emotions and influence the acceptability of a space. The importance of this attribute has driven many authors to make specific studies in the influence of colours in retail atmosphere.

Colour, one of the store attribute plays a role in shaping mood and perception and is culturally specific, with different colours holding different meanings in diverse contexts.'We all share similar responses to colour, although some cultural variations exist. For example, white is the colour of marriage in western societies but is the colour of death in China. In Brazil, purple is the colour of death. Yellow is sacred to the Chinese, but signifies sadness in Greece and jealousy in France. People from tropical countries respond most favourably to warm colours; people from northern climates prefer cooler colours. Our heart rate and blood pressure rise when we look at intense reds; conversely, we can become tired or anxious by looking at large areas of bright whites or greys. In a retail environment, understanding those responses can be crucial to enticing that customer inside, and then enticing open their wallet or purse'.According to the previous researches, Blue, Green and white are clustered close together and associated with peaceful, gentle and calming meanings while, Yellow, gold, orange, red and purple are associated with emotional, vibrant, hot, active and sharp meaning.

. Many researches showed that cool colours, such as cool-white, make areas appear more spacious whereas warm colours create an impression of smallness and familiarity. Studies have shown that customers are easily drawn to yellow and red (warm colours) while cool colours like blue and green often are perceived pleasant. It is therefore advisable to use warm colours in store windows and at places where impulse buying occurs. Blue, green and other cool colours can be used in stores were customers are spending more time thinking over the purchase decision (Peter, Olson 2005, 494; Solomon et. al 2006, 40-42). Red, yellow and orange are considerable warm colours like blue, green and violet, are used to open up closed-in places and create an air of elegance and cleanliness. Some colours are better for display. For instance, diamonds appear most striking against black or dark blue velvet. Intermediate white light extends the amount of time customers spend in a shop and improves their sense of well-being, and should therefore be used for general lighting. For a store atmosphere that makes customers feel safe and secure, opt for warm-white light colours.

EXTRACTED RESEARCH OBJECTIVES OF STUDY

The study singled out two major objectives. They being

1.To do an in-depth review of the relevant literature and to identify the research gaps

2. To study the perceptions of customers regarding in-store colour.

DATA COLLECTION

Data has been collected through primary as well as secondary sources.

The primary data has been collected from field survey through questionnaire in Chennai.

Secondary information has been collected from the related and available literature including books, magazines, journals and internet.

SAMPLE SIZE AND DESIGN

The study is based on retails stores operating in Chennai. A sample size of 100 customers has been chosen and the opinion has been gathered to understand the consumers preference towards different colours.

ANALYSIS OF DATA

Details of statistical tools used for analysis are given below:

1. *Simple Percentage Analysis,*
2. *Factor analysis*
3. *Independent T-test*
4. *The Multiple Regression analysis*

The demographic details of the sample collected is presented in the following Table 1

1. *SIMPLE PERCENTAGE ANALYSIS*

Table: 1

Age (in years)	**percentage**	**Occupation**	**percentage**	**Family Annual income (in Rs)**	**Family Annual income (in Rs)**
Below 20	0.0	Student	00	Less than 200000	12.6
21-30	44.6	Entrepreneur	12.6	200001-400000	16.8
31-40	50.2	Shop Owner	35.9	400001-600000	39.9
41-50	4.7	Private company	33.0	600001 -80000	15.3
Above 50	0.2	professional	18.5	80000 and above	15.4

2. FACTOR ANALYSIS

To study the relationship of in- store colour and customer's perception a scale was developed consisting of five statements namely, *The colour scheme in the store are bright and appealing, Different colours used in different sections of the store is attractive , Colours create warm atmosphere,Colour helps to identify the section, Pleasing colours are used in the store.*The customer's were asked to rate each item on a 5 point scale namely, strongly agree, agree, neither agree or disagree, disagree and strongly disagree and 5,4,3,2,1 weights/points were assigned to these responses respectively. The reliability of the scale measuring customer's perception as regards colour in the retail store, estimated by Cronbach's Alpha is 0.8412 which may be considered as adequate reliability. The descriptive statistics for the total scores of each customer for all the five variables are given in Table No.2

Table No.2 Descriptive statistics for perception of customer's as regards store colour

Particulars	**Value**
Mean	46.25
Standard error of mean	0.39
Median	47
Variance	49.63
Standard deviation	7.04
Range	35
Minimum	25
Maximum	60
Inter quartile range	6
Skewness	-0.326
Standard error of skewness	0.135
Kurtosis	-0.007
Standard error of kurtosis	0.269

FACTOR ANALYSIS FOR IDENTIFYING RELATIONSHIP FACTORS

Factor analysis has been applied to investigate the underlying structure of the variables that influence customer's perception regarding colour. Applicability of factor analysis
The KMO and Bartlett's Tests for measuring sampling adequacy is presented in Table No.3

Table:3 KMO and Bartlett's tests of factor analysis

Particulars	**Value**
Kaiser- Meyer- Olkin measure of sampling adequacy	0.889
Bartlett's test of sphericity	
Approximate Chi-square	1183.373
d.f.	36
Significance	0.000

Table 2 shows that KMO measure of sampling adequacy is 0.889 and Bartlett's test shows a significance of 0.000. Therefore factor analysis can be applied to 5 variables measuring relationship of in store colour and customer's perception. The anti image matrices of variables measuring relationship of in store colour and customer's perception for factor analysis is shown in Table No.4

Table: 4 Anti-image matrices

Anti-image correlation	The colour scheme in the store are bright and appealing.	Different colours used in different sections of the store is attractive	Colours create warm atmospher e	Colour helps to identify the section	Pleasing colours are used in the store.
The colour scheme in the store are bright and appealing	0.918				
Different colours used in different sections of the store is attractive		0.805			
Colours create warm atmosphere			0.837		
Colour helps to identify the section				0.925	
Pleasing colours are used in the store.					0.926

It is observed from table 3 that all measures of sampling adequacy (MSA) being more than 0.5, all the 5 variables can be subjected to factor analysis. Grouping of variables The principal component analysis by factor extraction method and Varimax rotation method have been used to group the variables of perception of in store colour and customer's perception into factors. Tables 5 and 6 show the factor extraction of perception of customer's as regards instore colour

Table: 5 Factor extraction perception of customers as regards the colour

Variables	**Comm unality**	**Initial Eigen value and extraction sum of squares loadings**				**Rotation sum of squared loadings**		
		Fact or	**Eigen value**	**% of varianc e**	**Cumul ative %**	**Tota l**	**% of varianc e**	**Cumul ative %**
The colour scheme in the store are bright and appealing.	0.601	1	4.524	50.263	50.263	2.94 6	32.739	32.739
Different colours used in different sections of the store is attractive	0.802	2	0.997	11.078	61.341	2.57 4	28.602	61.341
Colours create warm atmosphere	0.731							
Colour helps to identify the section	0.561							
Pleasing colours are used in the store.	0.568							

Extraction method –principal component analysis

Table:. 6 Rotated Component Matrix

Variables	Component 1	Component 2
The colour schemes in the store are bright and appealing.	0.233	0.816
Different colours used in different sections of the store is attractive	0.820	0.242
Colours create warm atmosphere	0.718	0.291
Colour helps to identify the section	0.565	0.403
Pleasing colours are used in the store.	0.0582	0.832

Extr0action method: principal component analysis.
Rotation method: Varimax with Kaiser Normalization.
Five variables have been reduced to two factors. The table shows that three statements are loaded in the first factor. These statements deal with the Motivating attribute of colour. The statements loaded in the second factor consist of certain variables which test the customer's liking of colour

Table:7 Naming of Factors

Sl.No.	Overall sample N= 100
Factor 1	Motivating attribute of colour
Factor 2	customer's liking of colour
% of total variance explained	61.341%

Interpretation

The responses indicated that, colour actually influenced their perception of the store's atmosphere.

3. INDEPENDENT T-TEST

As stated earlier , Colour plays a role in shaping mood and perception in a retail environment, understanding those responses can be crucial to enticing that customer inside, and then enticing opens their wallet or purse'. The five variables are identified through the opinion of respondents in Likert five point scale which ranges from strongly agree to strongly disagree. The exact opinion and order of the variables are identified through a parametric 't' test.
The variables are arranged in the order of 't' values as presented in the following table

Table 7 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed)	Ranks
clr.1	1000	4.1570	.82525	.02610	44.335	.000	I
clr2	1000	3.9240	.95558	.03022	30.578	.000	II
clr.3	1000	3.8810	.95590	.03023	29.145	.000	III
clr.4	1000	3.7520	1.02350	.03237	23.234	.000	V
clr.5	1000	3.8020	1.02266	.03234	24.799	.000	IV

From the above table it is found that the 't' values ranges from 23.234 to 44.335. Similarly the mean values ranges from 3.75 to 4.16 with't' he respective standard deviation and standard error the ranking is done with the respective t values and it indicate that with reference to colour bright and appealing colour scheme in the store is their first priority. The different colours used in different sections of the store which is more attractive is their next choice. They also support that colours create warm atmosphere and colour helps to identify the section.and they approve that pleasing colours are used in the store they visit.

4. *THE MULTIPLE REGRESSION ANALYSIS*

1. **To find out theInfluence of store characteristics on customer's perception towards Colour on store image attributes** *Multiple Regression analysis was performed*

The influence of 15 independent variables on the **Colour** is clearly presented in the following multiple regression analysis

Table: 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.170(a)	.029	.014	.72277

Variable: CLR

From the above table it is found that R=.170, R^2= . .029and Adjusted R^2=.014, this implies that the 15 store chacteristics influence the dependent variable **Colour** by 2.9%. This leads to the verification of regression in the following ANOVA table

Table: 9 ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.311	15	1.021	1.954	.016(a)
	Residual	514.039	984	.522		
	Total	529.350	999			

Dependent Variable: CLR

From the above table it can be inferred that all the 15 store chacteristics cumulatively influence the **Colour** of the retail store. It is found that F=1.954, P=.016 are statically significant at 5%. This leads to the verification of individual influences as displayed in the following coefficient table

Table: 10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	4.060	.394		10.296	.000
	Store's Location	.012	.007	.067	1.701	.089
	Store Layout	.001	.007	.005	.125	.901
	Store's Parking facilities	-.014	.007	-.076	-1.988	.047
	Store's outside appearance	-.004	.007	-.022	-.535	.593
	Store's Inside appearance	.005	.008	.026	.657	.511
	Store Timings	-.005	.006	-.030	-.812	.417
	Pleasant music	-.012	.007	-.066	-1.738	.033
	Pleasant temperature	-.001	.007	-.008	-.195	.846

Pleasant and adequate lighting	.009	.007	.050	1.277	.022
Store Employees' Behaviour	-.002	.007	-.011	-.274	.784
Store Employees' knowledge	-.005	.007	-.029	-.691	.490
Good ambience	-.012	.006	-.076	-1.868	.042
Distance from Home	.004	.006	.025	.635	.525
Store Utilities e.g. water, toilets, etc	-.012	.007	-.071	-1.696	.090
Store Trial rooms	.017	.006	.108	2.684	.007

a Dependent Variable: CLR

From the above coefficient table it is found that Store's Parking facilities [β-.076, t=.988, p=.003], Pleasant music[β=.066, t=1.738p=.033], Pleasant and adequate lighting [β=.050, t=1.277 ,p=.007], Good ambience [β=.076, t=1.868p=.007], Store Trial rooms [β=.108, t=2.684p=.007], are statistically significant at 5% level. The result of regression analysis predicts that the effective image of the stores on Colour is highly influential by Store's Parking facilities, Pleasant music, Pleasant and adequate lighting , Good ambience , Store Trial rooms. are statistically significant at 5% level. The result of regression analysis predicts that the effective image of the stores on Colour is highly influential by Store's Parking facilities,Pleasant temperature Store Timings Good ambience

CONCLUSION

The responses indicated that, colour actually influenced their perception of the store's atmosphere. The Presentation of the retail store helps to determine the store's image and position of the retail stores in consumer's mind. The main element of a store's Presentation conveyed by a retail store's physical layout, décor, and surroundings. The atmosphere might create a relax or busy feeling, a sense of luxury or of efficiency, a friendly or cold attitude, a sense of organization or of clusters, or a fun or serious mood. The study concluded that this retail store image attribute is very important for the retail store to attract maximum number of customer. In the liberalized and globalised economy a tough competition is prevailing among the retailers. In today's high street competition retailers are adopting new strategies to compare and survive in order to capture and maintain their customers forever.

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49. HRD Intervention in Vegetable and Fruit Promotion Council Keralam (VFPCK) with Special Emphasis on Training Programmes

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Introduction

Unknown to many, one of India's most successful agriculture development projects is being run in Kerala. Its activities and achievements put to shame much of what our state agriculture departments in this country have been doing since Independence. In VFPCK, a number of HRD intervention programmes have been providing four competency developments. Among them, training is important. They have separate department for trainings. As a profit making organization, VFPCK wants to improve its services. But it has so many drawbacks in providing training. They are providing the trainings in the traditional way. They have no proper mechanism for identifying the training needs. Again, they didn't assess the impact of training in the organizational and field level. They have been conducting the training in usual way and didn't make any scientific intervention upon it. Primary Objective of the study is to analyse the HRD intervention in VFPCK through training programmes.The Satisfaction regarding training programmes among participants and need for further training programmes in he organisation was also analysed. Descriptive design was used in this study. The sampling frame for the study is given from the District Project Area Offices of Thrissur and Kollam districts. Separete questionnaire were prepared for managers and farmers.The collection of data has taken a period of three weeks.

Key Words- HRD Intervention, Vegitable and Fruit Promotion Council Keralalm, Training Programmes

Introduction

Unknown to many, one of India's most successful agriculture development projects is being run in Kerala. Its activities and achievements put to shame much of what our state agriculture departments in this country have been doing since Independence.

Vegetable and Fruit Promotion Council Keralam (VFPCK) is oneof the most successful agriculture development project in this country. Since its inception in November 1993 Kerala Agriculture Development Project (old name of VFPCK) has disproved so many myths we are hearing everyday about Indian agriculture.

Myths like Indian farmers cannot be helped without giving subsidies; farmers are not in the habit of repaying bank loans; farmers will always be exploited by the middle men and nothing much can be done about it, the gap between the institutional research and farmers problem will always remain unbridgeable; agriculture extension project will necessarily be expenditure projects that soon run out of money and run out of halt; any farmer oriented development activity will get politicized and bureaucratized; university graduates are only fit for desk jobs and not of much use to actual farmers........ the list goes on.

Today ten years from the start VFPCK is assisting nearly 35,000 vegetable and banana farmers in Kerala cultivating a gross area of 13,273.80 hectors spread over 9 districts of Kerala without giving any subsidies. Most of these are marginal farmers cultivating between 50 cents and two acre of mainly leased land. Nearly 75 of these farmers have witnessed an increase in their incomes because of VFPCK's activities. 86% of them have reported an increase in area of their cultivation. More than 17,000 farmers most of them cultivating in leased land are receiving over 38 crores of bank loans. The credit recovery percentage of the bank loan has been nearly 90 to 100. Prior to the arrival of VFPCK less than 50 of these farmers were able to get bank loans for agriculture. These envious growths has attained by applying special HRD interventions in the entire organizational and field level.

Human competencies are very critical than those working in services. Those in banking sector, voluntary agencies, rural development; health and family planning, education and other service sectors have to deal constantly with people. For example an agriculture development worker deals directly with other people those who had less of education. He needs to influence these thinking and bring attitude change. Because of this, competency development is very critical for these sectors. VFPCK is an exemption, where HRD has been given due importance

In the field of management science, 1980s can be called as a decade of computers and HRD. 1990s are likely to continue to be decade of new technologies in every field including human resources. It is well recognized everywhere that human competency development is an essential prerequisite for any growth or development effort. Research, experimentation and experience in the field of HRD have grown enormously in the last decade. Many organizations have set up new departments known as "HRD departments" which symbolize the recognition of importance of people's competency development. These departments have done remarkable work in attempting to find out new ways of developing employee competencies. In addition to the well known mechanism of training, experiments are being undertaken to use performance appraisal, potential appraisals, feedback and counselling, mentoring, job rotation, OD intervention, career development systems etc.

In VFPCK, a number of HRD intervention programmes have been providing four competency developments. Among them, training is important. They have separate department for trainings. As a profit making organization, VFPCK wants to improve its services. But it has so many drawbacks in providing training. They are providing the trainings in the traditional way. They have no proper mechanism for identifying the training needs. Again, they didn't assess the impact of training in the organizational and field level. They have been conducting the training in usual way and didn't make any scientific intervention upon it. These problems of the organization lead to make a subject for the study named "HRD Intervention in VFPCK with Special Emphasis on Training Programmes in Kollam and Thrissur Districts."

Objectives

To analyse the HRD intervention in VFPCK through training programmes.

To analyse the Satisfaction of training programmes among participants

To assess the need for further training programmes in the organisation

The following hypothesis were tested and reached at conclusion that leads to the findings of the study.

There will be no significant difference-in the impact of HRD intervention training programmes among the managers and farmers.

There will be no significant difference in the impact of HRD intervention training programmes with respect to the educational qualification of the participants.

There will be no significant difference in the impact of HRD intervention training programmes with respect to experience of the participants.

Methodology

In a descriptive study the investigator does not manipulate the variables, subject or the sample to any experimental treatments or arrange for events to happen, but the events are purely observed, described and analysed.

The sampling frame for the study is given from the District Project Area Offices of Thrissur and Kollam districts. The sampling frame of the study consists of 16 managers, 3961 farmers in 284 SHGs from Thrissur district and 12 managers 1584 farmers in 198 SHGs from Kollam district.

Separete questionnaire were prepared for managers and farmers.The collection of data has taken a period of three weeks. The investigator visited the SHG meetings and distributed the questionnaire among them and collected it. The same procedures were also used to collect data from managers.

Analysis and Discussion

Table.1.Mean Standard Deviation and percentage of the impact level of Participants

Impact level	No. of Respondents	Mean	S.D.	%
LOW	21	81.52	13.79	11.80
AVERAGE	135	112.66	6.95	75.85
HIGH	22	129.73	2.21	12.35
Total	178	111.80	13.00	100.00

Table.1. reveals that the mean value of average category (112.66) is higher than population mean (111.80). This indicates that the impact of HRD intervention training programmes is above average in VFPCK. The findings obtained by Job Hages (1984) are in agreement with the present results. The reason for these findings may be the quality of training programmes provided by VFPCK.

VFPCK is giving more importance to training strategy and training methodology (subjective variable). This is one reason for the above result. Participant’s motivation and absorption capacity (objective variables) is very high in participants and this will also contribute the high value.

Table.2.Mean, Standard Deviation and‘t’ value of total impact of HRD intervention training programmes among Managers And Farmers

Category	No	Mean	S.D.	t
Managers	14	120.57	13.02	3.54**
Farmers	164	111.05	9.31	

(** Significant at 0.01 level)

The table.2. reveals that the mean value of impact is 120.57 and Standard Deviation as 3.02 which indicate that the mean impact of manegers is high as compared total impact (111.80) of trainig in VFPCK.This higher value of mean is due to the high level of Managers' absorption capacity and motivation. Again, table shows that the mean value as 111.05 and Standard Deviation as 13.02. This indicates that the mean value is less as compared to that of total impact (111.8) and impact produced on managers (120.57).

The obtained t' value 3.54 is statically significant at 0.01 level. It can be concluded that there is a significant difference in the impact of HRD intervention training programmes among the managers and farmers. The higher mean value of managers indicates that the impact of HRD intervention training programmes on Manager is higher than that of farmers. This may be due to the higher motivation level and high absorption capacity of managers.

Table.3.Mean Standard Deviation and F values obtained for impact of HRD intervention training programme with respect to Educational Level of participants

Educational Qualification	No. of participants	Percentage	F
Below 10th std.	109	61.2	1.21
10 - Higher secondary	54	30.3	
Graduation and above	15	8.4	
Total	**178**	**100.00**	

Table No. 3 reveals that the percentage of participants who is having the education qualification below 10th standard is 61.2, 10 to higher secondary is 30.3 and graduation and above is 8.4.
It can be seen from the table.. the obtained F ratio (1.21) is not statistically significant. So it can be concluded that there is no significant difference in the impact of HRD intervention training programmes with respect to educational qualification of the participants.

Table.4 Mean Standard deviation and F values obtained for impact of HRD intervention training programme with respect to experience of participants

Experience	No. of participants	Percentage	F
Up to 2 ½ years	12	6.7	1.48
2½ - 5 years	34	19.1	
5 to 7½ years	39	21.9	
Above 7 ½	93	52.2	
Total	**178**	**100.00**	

Table No. 4 shows that the percentage of participants who is having experience above 7½ years is 52.2, 5 to 7½ years is 21.9% 2½ to 5 years is 19.1% and up to 2½ years is 6.7%.

It can be seen from the table.5. that obtained F" ratio (1.480) is not statistically significant. So it can be concluded that there will be no significant difference in the impact of HRD intervention training programme with respect to experience of participants.

Table .5.Mean and percentage values of the satisfaction of Mangers and Farmers

Category	No. of respondents	Mean
Farmers	164	2.2
Managers	14	2.57
Total	178	2.23

From Table.5. it is noted that the mean value of farmers is 2.2 and percentage. By considering the case of managers it is 2.57 and respectively.

When the scores are compared, it is clear that the score of managers are high. This means that the satisfaction of managers is high as compared with the farmers. The reason for this may be the difference in the awareness level about the concept of training programmes as an HRD intervention tool.

For analasying the relationship between the objective variables and subjective variables the relavance of training, training methodology, training strategy and feed back mechanism are the objective variables trainee motivation, absorption capacity and openion for improving training programmesare the subjective variables.The out comevariable is considered as the impact of HRD intervetion training programmes on manaegers and Farmers..

Table. 6.Correlational analisis of Subjective variable Objective variables and Outcome variable

Variables	**Subjective variable**	**Outcome variable**
Subjective variable	1	0.93 **
Outcome variable	0.93 **	1
Variable	**Objective variables**	**Outcome variable**
Objective variable	1	0.72**
Outcome variable	0.72	1

The table,6. shows that there exists significant correlation between subjective variable and outcome variable. The above result can be interpreted as, if we give more interventions on subjective variables like taking innovative methodology and strategy the outcome will be improve in a desirable way.Again the table indicates that there exist significant correlation between objective variables and outcome variable. The above result can be interpreted as if we give interventions to change the motivation and absorption capacity of the participants the outcome will be improved

Findings

The study reveals that the mean impact of training in average category is (112.66) which is higher than that of population mean (111.80). Study reveals that the mean impact of training on mangers are (120.57) and farmers are 111.05 . There is a significant difference in the impact of HRD intervention training programmes among the managers and farmers ($t=3.54, P<0.01$). The managers have high impact than the farmers. The study reveals that the educational level of participants is not a significant factor (F 1.21, $P>.05$) in the impact of HRD intervention training programme in VEPCK The study brought out the fact that experience in VEPCK is not a significant factor (F 1.48, $P>.05$) in the impact of HRD intervention training programmes.

The study explores the facts that mean of the satisfaction level of the farmers is 2.2 and that of managers is 2.57. The managers have high satisfaction level than farmers. The study concludes that there is significant relations between subjective variable and outcome variable ($r=0.93, P<0.01$) i.e. training methodology and training strategy has a positive relationship with impact.

The study explore the fact that there is a significant relation between objective variable and outcome variable ($r=0.72, P<0.01$) i.e. participants motivation and absorption capacity with impact.

Conclusion

The study concludes that HRD intervention training programmes have considarable positive impact on the perfromance of manegers and farmenrs in VFPCK and manegers got relatively high impact than that of farmenrs after getting trainings. The study reveals that the educational level of participants and duration of experience in VEPCK is not significant in producing the impact. The study explores the facts that managers have high satisfaction level than farmers. The study concludes that there are significant relations between subjective variable (training methodology, training strategy) and impact of training programmes. The study explores the fact that there is a significant relation between objective variable (trainee motivation, absorption capacity and openion for improving training programmes) and impact of traing programmes and finally the managers have high satisfaction level than farmers.

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50. Employee Engangement in Emergency Services Managerial Skills on the Wheels

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Abstract
Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. When organizations put sound HR practices in place, they are more likely to discover that employees feel satisfied, safe and will work to their full potential and that means they are more likely to stay put. The former Campbell's Soup CEO, Doug Conant once said "To win in the marketplace you must first win in the workplace". The greater an employee's engagement, the more likely he or she is to "go the extra mile" and deliver excellent on the job performance. In addition engaged employees may be more likely to commit to staying with their current organization.

Keywords: Discretionary effort, talent retention, employee engagement ,loyalty and commitment.

INTRODUCTION

Business scenario is undergoing rapid changes. The economic reforms and increasing global competition have forced organizations to search for better alternatives for organizational growth and excellence. Traditional forms of competitiveness like cost, technology, distribution and product feature can be copied. They may guarantee an organization to be a good player but will not be enough to make it a winner. In the new economy winning will spring from organizational capabilities such as speed, responsiveness, agility and innovation. These will spring from engaged employees who are passionate and involved in their work, who act as key drivers of organizational effectiveness. According to James L. Lewis, PhD., Director of Research for Kornferry International, Employee Engagement reflects the extent to which professionals are satisfied with and emotionally invested in their jobs and whether they expend discretionary effort for their organization. The assumption in the business world is that engagement level predicts the positive intensity and quality of effort the organization can expect from an individual within job confines. Business has also recognized that talent without engagement is of poor value.

REVIEW OF LITERATURE

Kahn (1990) conceptualized the term Engagement at works. He expressed that each performance is as good as the amount of self that is present. For example in the role of employee the more self that is incorporated into the job and the workings of the organisation the better the performance or the better the employee will be. To measure this degree of self Kahn (1990) created and defined personal engagement and disengagement which refers to the harnessing of employee selves to work roles and through expressing themselves cognitively, emotionally and physically; engagement is the degree and amount of involvement in the organisation, and disengagement is the degree of withdrawal. 9 Kahn's (1990) work also concluded that people have dimensions of themselves that they prefer to use and express in the course of role performance. If they can match their preferred actions with the psychological conditions existent in their work environment and work roles, then they will engage with the job (Kahn, 1990).

James K. Harter et al (2002) "Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis", They made a study on 7,939 business units in 36 companies, this study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction– engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

May, Gilson, and Harter (2004) conducted a field study in a large Midwestern insurance agency. Using a survey format they explored why some individuals fully engage in their work while others become alienated or completely disengaged. Results of this study confirmed that engagement differs from simple job satisfaction. They agreed that engagement actually entails the active use of emotions and behaviors in addition to cognitions. Overall, study results supported Kahn's earlier work in that psychological meaningfulness and safety were positively linked to employee investment in work roles. Additionally, job enrichment and role fit were positively related to psychological meaningfulness. Having a supportive supervisor and good relations with co-workers were related to feelings of psychological safety on the job.

Robinson D et al (2004) studied "The Drivers of Employee Engagement". The first step in his research was to investigate what HR professionals understood or meant when they used the term 'engagement' Research shows that committed employees perform better. If we accept that engagement, as many believe, is 'one step up' from commitment, it is clearly in the organisation's interests to understand the drivers of engagement. Analysis of the NHS case study data indicates that opinions about, and experiences of, many aspects of working 10 life are strongly correlated with engagement levels. However, the strongest driver of all is a sense of feeling valued and involved. This has several key components: involvement in decision making the extent to which employees feel able to voice their ideas, and managers listen to these views, and value employees' contributions the opportunities employees have to develop their jobs the extent to which the organisation is concerned for employees' health and wellbeing.

Ulrika Eriksson Hallberg (2005) in her study "Studies of Work Engagement, Type A Behavior and Burnout" she explained the association between being 'on fire' and burnout. More specifically, the thesis focused largely on two representations of involvement in work (work engagement and Type A behavior) and their respective relationships to burnout. Main finding are longitudinal analyses of Type A behavior and burnout indicated that these variables were associated in cross-sectional data. However, no association between change in Type A behavior and burnout (or vice versa) was established to indicate that Type A behavior predicted an increase in burnout (at least not over the one-year interval that the present study comprised). Possibly, this result indicates that the association between Type A behavior and burnout is more complicated than can be surmised from the relatively sparse approach in the present study. Future research should investigate whether Type A behavior and burnout share a common association through workload. Moreover, the results suggested that Type A behavior was related only to the emotional exhaustion component of burnout, something that has been noted elsewhere as well (see Maslach et al., 2001). It could be that Type A behavior predicts exhaustion, although not the particular response of burnout. Future research should investigate

Type A behavior, burnout and exhaustion from a motivational perspective to shed more light on the psychological mechanisms involved. Alan M. Saks (2006) in his research “Antecedents and consequences of employee engagement” surveyed 102 employees in a variety of industries and in one study tested a model of antecedents and consequences of job and organizational engagement. The purpose of this study was to test a 11 model of the antecedents and consequences of job and organization engagements based existing models of engagement and SET. This study provides one of the first empirical tests of the antecedents and consequences of employee engagement and makes a number of contributions to It .

COLLEEN F MILLS (2005) The purpose of this quantitative study was to test the relationship between aggregated employee engagement scores and key business outcomes in the wireless industry using an employee engagement instrument created for the sponsoring company. The study attempted to determine if a relationship exists between market-level employee engagement scores and market-level business outcomes. Overall 8,276, or 78%, of the 10,656 participants completed the employee engagement survey. A factor analysis performed to evaluate the construct validity of the instrument showed that two factors (job information and front-line leadership) accounted for 55.6% of the total variance. Therefore, only limited support was provided for the hypothesis that this instrument measures three distinct dimensions leading to high levels of employee engagement. Pearson correlations (r), computed to test each of the research questions, yielded mixed results with only two of five hypotheses being rejected at the $\alpha = .05$ level. Based on these results, this study could not conclusively determine if a relationship exists between market-level employee engagement scores and market.

LOUIS LITTLER HARRIS (2006) The purpose of this study is to explore the relationship of leaderships' effective communication to employee engagement and intent to stay for a particular organization. Data was obtained from 2,621 employees from a Fortune 500 company through a survey which was originally designed and implemented by Hewitt Associates. The survey consisted of 13 sections used to measure employee engagement and the questions were scored on a 6-Likert scale. A total of 2,567 participants answered the questionnaire for a response rate of 97%. Results of this study showed that the effectiveness of leaderships' communication has a significantly strong relationship to employee's engagement and intent to stay. More specifically, each level of leadership and message communicated by that level revealed a correlation to employee engagement and intent to stay. Additionally, the study confirmed the correlation between employee engagement and intent to stay with several significant relationships between the leadership's communication variables. Implications for future research include further analysis of communication and employee engagement such as: how different mediums used for communicating may relate to engagement, how leadership's behaviors relate to effective communication, and how leadership's communication influence employees' intent to stay. In addition, research on leadership's communication related to specific areas such as coaching, performance management and development would prove to be quite beneficial based on the results of this particular study.

CHELLE STRINGER (2007) This exploratory study examined the relationship between strategic alignment, meaningful work, and employee engagement. Five research questions focused the study: 1) Is there a relationship between strategic alignment and meaningful work? 2) Is there a relationship between strategic alignment and employee engagement? 3) Is there a relationship between meaningful work and employee engagement? 4) Do strategic alignment and meaningful work interact to predict employee engagement? and 5) Which variables-demographic, strategic alignment, or meaningfulness- better predict engagement? This was a quantitative study that used regression analysis to determine the predictive relationship of the three variables: strategic alignment, meaningfulness, and engagement. Convenience sampling was used to select the one hundred sixty participants viii Reproduced with permission of the copyright owner. Further reproduction prohibited without permission. in this study. I used survey methodology using Survey Monkey to host the online survey. Appropriate statistical tests were performed to test the hypotheses. Analyses indicate there is a significant relationship between strategic alignment and meaningful work. There is a positive correlation between alignment and meaningfulness. Employee's strategic alignment scores predict their meaningfulness scores. Strategic alignment and meaningfulness together have a stronger relationship to engagement than they do individually, but not much stronger. Strategic alignment and meaningfulness predict employee engagement, but no much more than meaningfulness alone predicts engagement. Meaningfulness is the strongest predictor of engagement, and strategic alignment has a strong correlation to meaningfulness. In summary, strategic alignment predicts meaningfulness and meaningfulness predicts engagement.

VINCENT W SPERDUTO (2007) The literature states that as many as 75% of mergers and acquisitions (M&As) fail to produce their intended financial results because people do an inadequate job of engaging employees and integrating the cultures of the merging organizations. In this dissertation, the appreciative inquiry (AI) summit process (Ludema, Whitney, Mohr, & Griffin, 2003) was used to integrate the cultures of two merging banks. The AI summit is an approach to organizational change based on appreciative inquiry (Cooperrider & Srivastva, 1987; Barrett & Fry, 2005) that distinguishes itself by focusing on and leveraging individual and organizational strengths. The results of this study show that the AI summit process had a positive impact on employee engagement and culture integration by (1) creating a sense of empowerment across the divide of the merging organizations, (2) honoring and combining cultural elements of each of the organizations, (3) unifying the organizations around a common vision and set of priorities, and (4) shifting the prevailing dialogue in the combined organization from predominantly negative to predominantly positive. Implications for research and practice are discussed.

OBJECTIVES OF THE STUDY

- To examine substantial relationships of Employee Engagement with several aspects of individual performance and teamwork
- To examine the effect of engagement on individual outcomes such as job effectiveness and retention likelihood
- To measure Employee Engagement and all the contributing factors for successful, sustainable human resource and talent management.
- To examine the effect of Leadership on Employee Engagement
- To identify the role and impact of organizational culture in driving Employee Engagement

SCOPE OF THE STUDY

The study focuses on the level of involvement of employees that is needed when they are working in emergency services where each and every second is critical and life saver. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization s goals and values, motivated to contribute to organizational success and are able at the same time to enhance their own sense of well-being. This study focuses on how well employees are motivated to give their best in handling emergency situations like 108 ambulance services.

RESEARCH METHODOLOGY

The research is to find out the involvement of employees in Emergency services ,their successful stories and benefits they are getting from the organization. Research Design- Descriptive research has been used as research design. Primary data was collected through direct observation and secondary data was collected through articles, journals, newspapers and books written on emergency services.

ANALYSIS AND INTERPRETATION

108 is a free telephone number for emergency services in India. It is operational in 18 states and union Territories like Andhra Pradesh, Telangana, Gujarat, Uttarakhand, Goa, Tamilandu, Karnataka, Assam, Meghalaya, Madhya Pradesh, Maharashtra, Himachal Pradesh, Chattisgarh, Uttarpradesh, Rajasthan, Kerala, Odisha and two Union Territories Dadra and Nagar Haveli and Daman and Diu. When there is an emergency the 108 Emergency Response Services is a free 24/7 emergency service providing integrated medical, police and fire emergency services. This service is a public private partenership between state governments and private EMS providers. It was introduced by Y.S. RAJASEKHARA REDDY chief minister of Andhra Pradeh, Telanagana for the first time in India. When an emergency is reported through 108,the call taker gathers the needed basic information and dispatches appropriate services . The information gathered includes

- Where the call is placed from(district/taluk/town/city/exact location/landmark)
- The type of emergency
- Number of people injured and the condition of the injured
- The Caller s name and contact number- for location guidance if required.

The emergency help dispatched through this process is expected to reach the site of the emergency in an average of 18 minutes. Pre-hospital care will be given to patients being transported to the nearest hospital.

- As many as 71,555 emergency cases were attended to by 108 ambulance service during the peak of summer this year
- Majority calls attended were of pregnancy related calls
- There was nearly 30% increase in the number of people seeking the emergency service
- According to the National Crime Records Bureau May is the deadliest month for road users across the country as more fatal accidents tend to happen.
- At present Tamilnadu has 638 vehicles operated by 108

INTERPRETATION

- The level of Employee Engagement shown in Emergency services is excellent and abundant.
- Majority of employees working in 108 call centers are of the age between 20 and 22 years
- This call centre is not like regular one where you will be handing casual calls and complaints regarding products and services
- The calls are of accidents, emergencies, deaths where the caller is fully grief stricken or panicking and vulnerable

- Getting information from such people requires lots of mental stability to make the caller cool down and give the required information
- These employees are not allowed to have their cell phones with them during their working hours, so that they don't have any distraction during calls
- Getting these youngsters to stay away from their cell phone for eight to nine hours and making them concentrate on the work being done requires lot of Employee Engagement skills from the Management side
- 108 Ambulance service has been extremely successful getting the employees engaged
- Their engagement is driven by their passion to help people in distress

MAJOR FINDINGS

- The use of 108 Ambulance service operated by the Emergency Management and Research Institute reached its peak in May where 71,555 beneficiaries were taken care.
- This miraculous three digit number has brought confidence hope and smiles in lives of millions of people all over our country.
- Headquartered at its state of the art Emergency management centre at Kathwada, Ahmedabad a passionate team of 2600 and a fleet of 506 high tech ambulances respond to more than 70,000 emergencies in a month.
- excellent stress and emotions management by the service crew
- Heights of employee engagement achieved with excellent Motivation and Leadership skill

Strategies to facilitate Employee Engagement

- Helping employees make development plans and strategies that can be acted upon, keeping in mind their career goals and aspirations
- Making available learning experiences and challenging work assignments that facilitate development
- Serving as a role model for all or some of the competencies that employees are looking to develop
- Providing employees with access to a developmental network both inside and outside the organization

Getting the Best from People –Martha I Finney,CEO of Engagement Journeys, LLC

Engaged employees are everywhere and they have these general traits in common:

- Engaged employees believe in the mission of their organization
- Engaged employees love what they do and understand how their jobs serve the bigger picture.
- Engaged employees don't need discipline they need clarity, communication and consistency
- Engaged employees augment their skill sets with positive attitudes, focus, will, enthusiasm, creativity and endurance.
- Engaged employees can be trusted, and they trust each other.
- Engaged employees respect their managers.
- Engaged employees know that their managers respect them.
- Engaged employees are a constant source of great new ideas.
- Engaged employees will give you their best.

CONCLUSION

Not everyone has the potential of being engaged, of course. With most people, there is a little gem of engagement potential glowing deep inside. Find that gem, and lead with that. Getting the best is about building a culture of trust, connection, growth and service. If you want your employees to give their all to their jobs, you must be willing to give your all to them especially all the company information that is fit to share. That way they will be better positioned to make informed, adult decisions- one of which, preferably will be to stay and continue giving their all for the company. Extreme pressure kills inspired performance. The best team-building experiences in the world are the ones that allow passionate, dedicated and talented people to get the chance to give their best toward a common goal.

Whether you are in Business boom or business but it all starts and ends with people and having the right people is the closest guarantee you have to success. Employees respond far better when there is display of empathy in addition to other managerial or leadership competencies. Managers must be trained in the basic helping skills so that they are able to engage in a relationship that are genuinely helping oriented. The motive of all organizations regardless of industry or country is to be successful and achieve superior results. Business strategies are developed to attain a sustainable environment in the market. However it is a waste of strategy if it is not properly implemented. Successful implementation occurs when structure, roles, capability, leadership, people management systems and culture are all used in lieu with strategy. It can be concluded that retaining and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time effort, commitment and investment to craft a successful endeavor. Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time and effort.

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51. 720 Degree Performance Appraisals: An Effective Tool to Efficiency of Modern Employees

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ABSTRACT

"Take away all my wealth, take all my machines but leave my men alone and I will become Hendry Ford again" said Henry Ford. These words of Henry highlight and uphold the 'human resource' as a prime resource before all other resources. It's in fact true that the well utilized human resource never leads to disparity or failure. In this line, the role of performance appraisal has a tremendous role to play in developing the effectiveness and efficiency of employees.

"For a man the unexamined life is not worth living", said the Greek philosopher Socrates. In this line an employee whose performance is not examined and enhanced does not lead to fruition. Throughout the Globe the performance appraisal system has been utilized as a method of evaluating an employee's job performance.

It is rightly said that, "Encouraged people achieve the best; Dominated people achieve second best; neglected people achieve the least." as recognition and reward at the right time is the best encouragement. From the time Human beings have evolved they have employed different methods to appraise the performance starting from the traditional comparison method to the modern 720 degree appraisal method. 720 degree appraisal method aims at monitoring, measuring, giving feedback and encouraging the employees to achieve the goal and for the Organization in turn.

Keywords: 360 degree appraisal, 720 degree appraisal, the relevance of 720, and phases of 720 degree appraisal.

Introduction

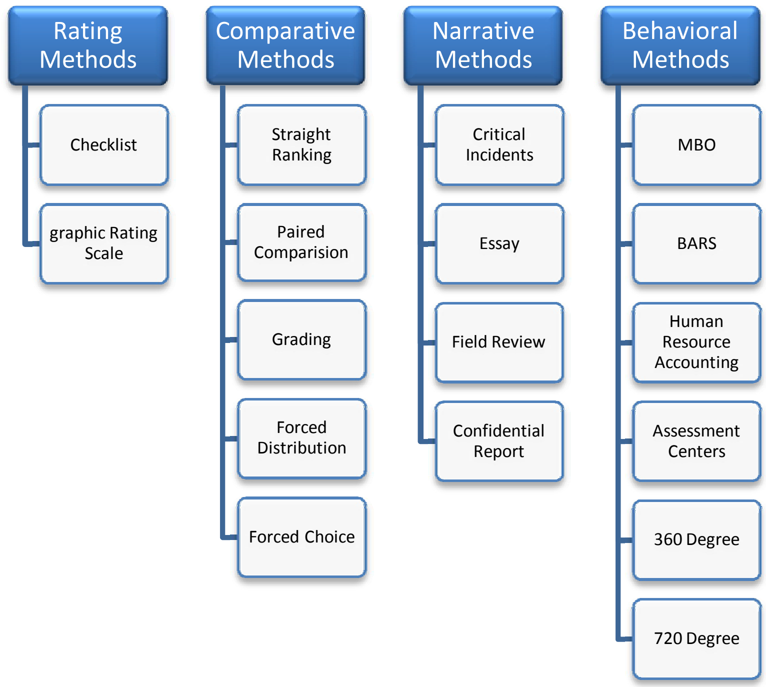
720 degree performance appraisal is one of the most recently introduced concepts. As the name suggests, 720 degree performance appraisal is the evaluation of the performance of an employee from all the aspects and giving timely feedback to ensure that the person is able to achieve the set goals before the next appraisal.

Performance Appraisal

Performance appraisal is a concept that started in the early 20th Century. It is defined as the process of assessing the performance and progress of an employee on a given job and his/their potential for future development. It consists of all formal procedures used in working organizations and potential of employees. According to Flippo, "Performance appraisal is the systematic, periodic and an important rating of an employee's excellence in matters pertaining to his present job and his potential for a better job". "Evaluate what you want because what gets measured gets produced" said James A. Belasco must be the essence of a Performance appraisal.

Various Techniques of Performance Appraisal (Coco Cola diagram)

There are two types of measures used in performance appraisal.



Overview on 720 Degree

Rick Gal Breath who became dissatisfied with 360 degree appraisal system developed the 720 degree appraisal system. 720 degree appraisal is a behavioral approach that emphasis on leaders are not born but made as contrary to trait theorists.

720 degree performance appraisal is the latest appraisal method that has been introduced in new economy companies. Accurately and objectively measuring the performance of an employee is the most difficult part of the Performance appraisal process. 720 degree performance appraisal is an integrated method where the performance of an employee is evaluated from 360 degrees (Management, Colleagues, Self and also customers) and timely feedback is given and performance is evaluated again based on the targets that are set. 720 degree approach gives people a very different perspective of themselves as leaders and growing individuals. It focuses on what matter most, which is the customer or investor perception of their work.

The Essentials of 720 Degree

- Assessment system should be 360 degrees
- Assessment should be done twice or thrice a year
- Different assessments should be tabulated and compared for a given period.
- Conducting an information campaign that highlights the benefits and fairness of 720 feedbacks, and outline the process in some detail.
- Ensuring that the rating instruments are relevant, valid and reliable
- Encourage and train the raters on how to provide accurate ratings
- Treating employees with sensitivity and respect

The Importance of 720

As Organizations evolve and new techniques make work complicated it also becomes necessary to have a complex and integrated appraisal system. As organization grows and become diverse the expectation from each employee becomes high in turn, the employee's expectation from the employer also increases. The main need of 720-degree performance appraisal is the improvement of the performance of the people in their jobs and to ensure that the expectations of the employer, employee and the customers are met.

All organizations aim at being effective and achieving their goals, in order to do this it is important to monitor or measure the performance of the employees on a regular basis. Effective monitoring also includes giving timely feedback, reviewing the performance according to predetermined standards and timely recognition of the accomplishments, that motivates the employee to perform better each day.

Salient Features of 720 Degree Performance Appraisal

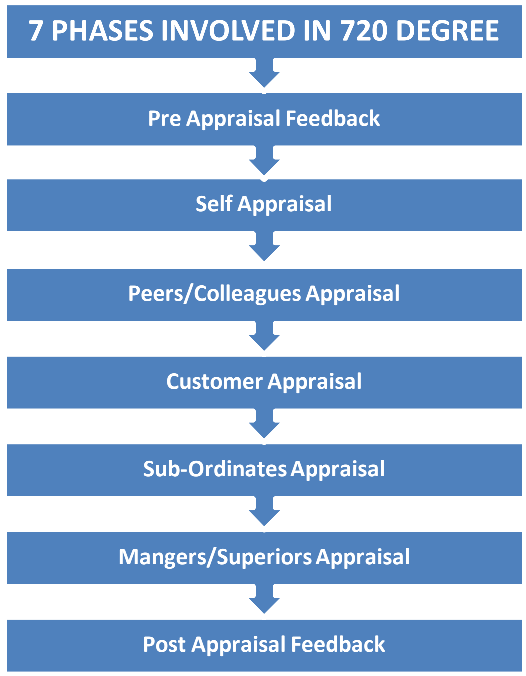
- 720-degree performance appraisal method is more development focused than performance alone, and supplements training and development functions in a better way.
- Provide information about the performance ranks. Assist in taking decisions regarding salary fixation, confirmation, promotion, transfer and demotion.
- Provide timely feedback about the performance, set targets and monitor the performance based on the targets set.
- Help to check the effectiveness of personnel procedures and practice i.e., validation.
- It is needed to ensure that employees reach organizational standards and objectives.
- To discover the work potential and to understand the areas where training is required to guide the employees to perform their best.
- To understand the expectations of the employees and prevent grievances and in disciplinary activities.
- Set realistic target, monitor the performance and provide timely feedback to ensure an enhanced performance.

720- Degree Review: Current Global Trends in Performance Appraisal

- More intense, personalized and greater review of upper-level managers that brings in perspective of their customers or investors, as well as subordinates.
- Performance related pay is being incorporated in the strategies used by the organizations.
- Performance measuring, rating and reviews system have become more detailed, structured and more specific.
- The problems in the implementation of the performance appraisal processes are being anticipated and efforts are being made to overcome them
- After having 360 degree appraisal for an employee if still he is not able to perform up to the expected level then send him for training again. Then after keep a close observation on his performance after 3-6 months again conduct a 360 degree appraisal for him.

7 Phases Involved in 720 Degree

720 Degree performance appraisal has 7 phases such as;



1) Pre Appraisal Feedback

This is the first appraisal step that is done after the feedback is collected from the different dimensions or people with whom the employee would interact. In this step, the performance is evaluated, targets are set and feedback or training is organized to help the employee achieve the target.

2) Self Appraisal

The employee is given a questionnaire and asked to evaluate his performance and through this method, the employee gets an opportunity to express his thoughts and his valuation of strengths, weakness and judge his performance.

3) Peers/Colleagues Appraisal

The feedback from the peers or colleagues is important as it helps to understand the ability of the employee to work as a team, co-operate, co-ordinate with others and bring out the best.

4) Customer Appraisal

In order to survive in the current competitive market, Organizations aim at achieving higher customer satisfaction. Customer feedback helps to analyze the customer point of view and help to improve the person and the Organization.

5) Sub-Ordinates Appraisal

The feedback of the sub-ordinates is essential to analyze the organizing skills of the employee and to understand his abilities like communication and motivating abilities, ability to delegate the work, leadership qualities and way of handling responsibilities.

6) Mangers/Superiors Appraisal

In this, the performance, responsibilities and the attitude of the employee is evaluated by the superiors or managers.

7) Post Appraisal Feedback

It is this step that makes the 720-degree performance appraisal different and better than the 360- degree performance appraisal method. In this step, the performance is evaluated based on the target set in the Pre appraisal and feedback is given. Timely feedback and guidance helps to make the employee improve his performance.

Advantages of 720 Degree

- It helps in better analysis and improved feedback from different dimensions
- Helps to develop a better and co-operative team
- Reduces the appraisal barriers like prejudice, bias and discrimination
- Customer feedback is valued to do better customer service and satisfaction can be obtained
- Encourages transparency and feeling of treated justly.
- Personal and organizational performance development

Disadvantages of 720 Degree

- Exceptional expectations for the process
- It is a time consuming process
- Monetary requirement is higher
- Insufficient training and process understanding
- Focus on negatives and weaknesses
- Rater inexperience and ineffectiveness
- Paper work/computer data entry over load

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The Relevance and My Outlook over 720 Degree

The world we are living today has been witnessing development in all realms; so also there is no exception for the development of human problems. There is an unimaginable growth in the world; human complexities and problems are too growing simultaneously. In addition there are various external and internal factors causing today's modern employees to curtail his growth and development. At this juncture, the employees require constant, evaluation, training, encouragement, motivation and feedback. And it is made possible through 720 degree performance appraisal in better manner.

The success of 720 degree Performance appraisal does not lie in mere act of apprising employee's' performance frequently; but it has to look into various other factors involved and affects employees' performance. The various other factors may include healthy working environment (basic amenities, reward, recognition etc), updated technology, well-equipped machines and good infrastructure etc.

There may be a question rising regarding the need to talk about human complexities and problems. The 720 degree performance appraisal is of behavioral approach of measuring employee performance that does not overlook the psychological aspect of the employees. Basically people differ in their abilities, perceptions and their aptitudes. There is always some difference between the quality and quantity of the same job done by two different people. Therefore, 720 degree Performance appraisal is necessary to understand each employee's abilities, competencies and worth for the organization and then, the organization can move in the right direction through excellence in performance and commitment of employees.

Further, the discipline of Total Quality Management constantly insists upon the quality of products and service which can be achieved through 'continuous' process. Man is not a finished product. He is a dynamic being ever growing. Man is in progress. So also in the building of employees' performance, it is essential to do continuous check and training. And it is specially done through the 720 degree that insists upon 360 degree twice in a year. And 720 degree approach eases the progress of employees by its continual check and support.

A recent review tells us that one of the main reasons for the high turnover of employees today is caused by the unhealthy relationship between the employee and his immediate managers. As it has been often affirmed as 'human resource is most valuable asset', then it has to appraise the relationship of employee and his/her managers too to arrive at better result.

There is no point in only evaluating an employee and his/her worth. We need to provide the healthy environment, reward, recognition, savvy technology, well-equipped machines above all continuous motivation and encouragement that would improve his/her performance. In the world of cut-throat competition all the current organizations aim at achieving higher rate of employee satisfaction and transparency in the working environment. In order to achieve the above objectives, 720 degree performance appraisal would be a vital tool as it is used to appraise the performance of an employee from different dimensions and helps to overcome the barriers of bias, prejudice and discrimination. Eventually 720 degree approach as an effective tool leads modern employees to higher efficiency.

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52. A Study on Employee Motivation and Effectiveness of Organization

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Abstract

Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may be immensely capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthuse the employees to follow them. An important role of management is to help make work more satisfying and rewarding for employees and to make employees‟ motivation consistent with organizational objectives. With the diversity of contemporary workplaces, this is a complex task. Many factors, including the influences of different cultures, affect what people value and what is rewarding to them. From a manager's perspective, this study tries to understand what prompts people, what influences them, and why they persist in particular actions. This study also intends to evaluate motivation of employees in the organization. A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programmes of employees are made not only in this particular organization but also in any other organization, the organizations can achieve the efficiency also to develop a good organizational culture and the attainment of organizational goals at large.

Keywords; Culture, Leadership, Team work, Effective communication, Rewards and Motivational programs.

1.1. INTRODUCTION

The efficiency of a person depends on two factors, firstly, the level of ability to do a certain work, secondly, the willingness to-do the work. So for as the first factor is concerned it can be acquired by education and training, but the second factor can be created by motivation. A person may have several needs and desires. It is only strongly felt needs which motives become. Thus motives are a product of needs and desires motives are many and keep on changing with time motives are invisible and directed towards certain goals. Motivation means that process which creates on inspiration in adperson to motivation is derived from the word 'motive' which means the latest power in a person which impels him to do a work. Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals.

1.2. WHAT IS MOTIVATION

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it .Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying his needs and desires. There is no universal theory that can explain the factors influencing motives which control mans behavior at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviors.

1.3. IMPORTANCE OF MOTIVATION

Motivation is one of the most important factors determining organizational efficiency. All organizational facilities will go to waste in absence of motivated people to utilize these facilities effectively. Every superior in the organization must motivate its subordinates for the right types of behavior. The performance of human beings in the organization is dependent on the ability in the motivation.

1.4 COMPENSATION AND REWARD; Everyone works in expectation of some rewards, and welfare is one of them. In order to understand the impact of employee benefits on employees′ work-motivation and productivity, questionnaires were sent to corporations which had undertaken employee benefit programmers. Some of the significant results of this study are: employee benefit programmers have greater impact on work-motivation than on productivity; monetary benefit programmers are most highly valued by both executives and workers; there is a cognitive gap between management and worker on the importance of employee benefit programmer different genders have different benefit demands; unmarried employees, more than married employees, perceive that employee benefits have a greater impact on job performance. Employees with different education levels and positions perceive different employee benefit impacts; and employee benefit programmers have greater influence on younger employees′ job performance.

1.5 ORGANISATION CULTURE; There are potential connections between artifacts (as an expression of organizational culture) and employee satisfaction, identity, mood, creativity and motivation. Aesthetics seems to be particularly important to employees working with the business segment because of the face-to-face interaction between employees and customers. It appears that the "visual Telenor" influences employees' identification with the organization. When organizations invest in art, design and architecture, they need to be active in engaging employees with its meaning and relevance. If employees are not engaged, the aesthetic environment will not stimulate creativity or influence job satisfaction and motivation.

1.6 REVIEW OF LITERATURE

Abinash Panda presents the current challenges for the learning leaders in India, and what they should do to ensure that learning function is treated as a strategic function by the business leaders. The need is to align learning function with the business, assessing the current level of organizational capabilities vis-à-vis what is needed now and in the future to remain competitive. Such assessment helps to identify the capability gaps, which should be bridged through developmental interventions, conceptualized and executed by the Learning & Development function

Ganesh K. Sankar Muthukumar Sundaram M. Shumuga An empirical study on In this study the effectiveness of HR policy and the effectiveness towards motivating the employees, the interrelationship between the motivation and work factor, and impact of leadership are assessed. The research was a descriptive research design and the method of data collection was done by using questionnaire. The research has been conducted covering 135 employees form various departments by using simple random sampling method.

Gopal1. R & Rima Ghose Chowdhury The objective of this study is to explore how at the western region of a leading oil and refinery Company, leadership styles (the independent variable) influence employee motivation (the dependent variable). Data of both types, primary and secondary, have been used for the study. Secondary data has been collected through published data in public domain. The different leadership style factors will have different impact son employee motivation components.

Kuldeep Singh the aim of the present study was to find out the relationship between the human resources management practices and firm level performance. The study conducted on 82 Indian firms indicates that there is a significant relationship between the two human resources practices, namely, training and compensation, and perceived organizational and market performance of the firm.

Narain (1973) in a study of 1213 public sector managers found that managers at all levels recognized security as the most important need to be satisfied and satisfaction of ego and self actualization needs increased with higher levels of managerial hierarchy. In another study on 84 semi- government employees Saiyadain (1977) found that satisfaction of social and security needs was equally emphasized by all levels and as far as ego and self actualization is concerned the higher the level, the higher was their satisfaction.

Stan Davis, James M. Kohlmeyer (2005) Investigate the effect that employee rank has on attitudes and performance where supervisors establish budgeted standards of performance. This paper advances the extant management accounting literature by considering a variable (employee rank) not considered in prior related studies.

Steven W. Pool, (2000**)** An organizational development model is developed to measure the constructs of a learning organization. A descriptive study was conducted investigating the relationships of total quality management, organizational culture and their impact upon a learning organization. The study investigated the attributes of a learning organization and its influence upon employee motivation.

1.7 RESEARCH METHODOLOGY

TABLE 1.7.1 SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS

S.No	Gender	Respondents	Percentage Of Respondents
1	Male	136	68
2	Female	64	32
	Total	**200**	**100**

Interpretation: In the project on employee motivation analysis, the researcher has segregated the total sample size of 200 as male employee 136 and female respondents.

Findings: Thus, it may be observed that 68 percent of the total sample size is male respondents and the balance 32 percent are female respondents.

TABLE 1.7.2 SHOWING AGE WISE CLASSIFICATION OF RESPONDENTS

S.No	Age	Respondents	Percentage Of Respondents
1	20 - 30 Yrs	125	62.5
2	31-40 Yrs	54	27
3	41and Above	21	10.5
	Total	**200**	**100**

Interpretations: The above table shows that 62.5 percent of respondents are between 20-30 yrs. 27 percent of respondents fall between 31-40. 10.5 percent of respondents are above 40.

Finding : Thus it is inferred that majority of the respondent fall under the age group of 20-30.

TABLE 1.7.3 SALARY OF THE RESPONDENT

S.No	Salary	Respondents	Percentage Of Respondents
1	Strongly agree	85	42.5
2	Agree	89	44.5
3	Neutral	26	13
4	Disagree	0	0
5	Strongly disagree	0	0
Total		**200**	**100**

Interpretation; The above table shows that 42.5 percent of the respondents strongly agree that salary motivate them. 44.5 percent of the respondents agree, 13percent respondents are Neutral; None of the respondents rated disagree and strongly disagree.

Findings; It is thus observed that majority of the respondents strongly agree that salary motivates them.

TABLE 1.7.4 TEAM SPIRIT

S.NO	Team Spirit	Respondents	Percentage Of Respondents
1	Strongly agree	122	61
2	Agree	32	16
3	Neutral	39	19.5
4	Disagree	7	3.5
5	Strongly disagree	0	0
	Total	**200**	**100**

Interpretation; The above table shows that 61 percent of the respondents strongly agree that working with team spirit is important. 16 percent of the respondents agree. 19.5 percent respondents are Neutral.3.5 percent of the respondents disagree. None of the respondents rated strongly disagree. It is thus observed that majority of respondents strongly agree that working with team spirit is important.

Finding : It is thus observed that majority of the respondents strongly agree that working with **t**eam spirit is important

1.8 CHISQUARE

OBJECTIVES

The aim is to test the relationship between gender and salary of the employees in employee motivation.

(H_0) There is no relationship between the gender and salary of the employees in employee motivation.

(H_1) There is a relationship between the gender and salary of the employee in employee motivation.

Salary * Gender Crosstabulation

Count

		Gender		Total
		Male	Female	
Salary	Strongly Agree	49	36	85
	Agree	71	16	87
	Neutral	14	11	25
	Disagree	2	1	3
Total		136	64	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.249[a]	3	.004
Likelihood Ratio	13.749	3	.003
N of Valid Cases	200		

INTERPRETATION

It is inferred that the Calculated Value P = 0.004 and the Level of Significance $\alpha = 0.05$

P Value = 0.004 < 0.05 [If $P<\alpha$, then reject H_0 / If $P>=\alpha$, then do not reject H_0]

Hence calculated value is 0.004 is lesser than the α value 0.05, H_1 (Alternate Hypothesis) is accepted.

FINDINGS

There is a relationship between the gender and salary of the employee in employee motivation.

1.9 MAJOR FINDINGS

Most of the employees feels financial incentives motivates then non – financial. Employee's needs are increased, so many employee are not satisfied with their salary. Employees feel that the opportunitities to meet new challenges in work should be improved. Communication channel is not effective in this organization some employee feels that superior is not recognize their work. Most of the employee are strongly disagree that the company does not informing the issues affecting them. Most of the employees feel relationship in workgroup is satisfied.

SUGGESTION

The organization should provide new opportunities and challenges to the employee should be implemented to all the employees. Salary should be review properly by the human resources department. This will motivate the employee to achieve organization. The organization should provide good working environment to the employee to make them work comfortable. The organization should inform the employees about the matters affecting them. The organization should provide career development opportunities like promotion, rewards to motivate the employees. The superior should recognize the sub – ordinate work, it will energize the employees. The employer branding is very important, it gives good status to the employee. The employee engagement activities should be conducted to improve the team spirit and relationship among the employees. The organization should use the employee potential for growth of the organization.

SUMMARY; Motivation of workers in any organization is important to drive workers to achieve organizational goals. The performance of any organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is a paramount concern. Employees in both private and public sector organizations are becoming increasingly aware that motivation increases productivity. Looking at today's economic trend, it's evident that the pace of change in our business environment presents fresh challenges daily. According to Robins & Mary (1996), lack of motivational factors has been a major hindrance on employees performance, lack of motivational factors like job security, training, enough salary, compressed work which have favorable effects on employees job satisfaction and productivity and lack of flexible time which provides employees with time for pursuing their hobbies or taking care of family all have effect on performance.

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53. Role of Lean Management in Improving Efficiency in Small Scale Enterprises – A Studyat Kanchipuram District

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ABSTRACT

Globalised economy is thriving to fit in an effective and efficient business practice by cost reduction and profit maximization. Lean management is the scientific approach that favors the continuous improvement and effective function in the organisations. This research paper attempts to study the implementation problems of Lean Management in Small Scale Enterprises (SMEs). This research work is exploratory in nature and the primary data is collected through structured questionnaire by using random sampling techniques. In order to achieve the objectives of the study suitable statistical techniques are utilised. The outcome of the study will helps the small scale enterprises to implement the lean management techniques effectively in order to enhance their business worth.

Key words: *cost reduction, effectiveness, implementation, SMEs*

INTRODUCTION

In India, small scale enterprises play an important role in developing economy. They are operating in challenging environment and occupy a prominent position on well development of economy. Therefore the core objective of the small scale enterprises is to create more employment opportunities with less investment and to mobilize and ensure optimum utilization of resources.

Lean management is a systematic approach to identify and eliminate the non-value added activities through continuous improvement and emphasizing focus on improving the quality and efficiency. Thus, implementing lean management in small scale enterprises increases efficiency through getting rid of unnecessary activities and keeping things at right place. However, the main reason behind small scale enterprises contribution is low because they did not actually understand what lean management is and they often did not adopt major components of lean management. There are potential challenges which are opposing the implementation of lean management in small scale enterprises. Hence these barriers should be removed for successful implementation of lean management to enhance overall performance and improve efficiency.

The aim of the research paper is two folds:

Firstly, this research paper attempts to study the implementation problem of lean management in small scale enterprises.

Secondly, this paper represents the success factor after implementing lean management in improving efficiency among small scale enterprises.

REVIEW OF LITERATURE

Womack et al. (1996) define lean thinking as a “multidimensional approach of doing business with the primary focus on waste reduction”. The eight wastes include: mistakes, rectification, overproduction, unnecessary production steps, unnecessary movement or transport of employees, unnecessary movement or transport of goods, people waiting downstream, goods or services that do not meet customer needs.

Many industries in today's competitive and fast moving world have successfully adopted lean manufacturing practices and principles. But, most of these companies are still not what can be considered as a fully lean organization since they have been wasting their valuable resources which could affect their productivity as well as profit. In order to become fully lean, in whatsoever a company must understand lean as a long-term philosophy about the right processes that will produce the right results and added value to the organization, by continuously developing people and partners through continuously solving problems (Liker, 2004)[7].
Actually, as Liker (2004)[8] stated about how organizations should implement the lean process management, there is no exact definition for a fully lean organization. Even though the goal of becoming a fully lean organization can only be reached if the employees are well aligned with the new philosophy. In that case, therefore it is important for an organization to understand and apply all of the practices and principles besides a comprehensive lean thinking, which affects the whole business model as a key and not solely leaner production. This thought process has high chance of eliminating wastes, but the implementation has inbuilt issues.

OBJECTIVES OF THE STUDY

1. To identify the problems in implementing lean management in small scale enterprises.
2. To suggest remedial measures to overcome the problems and to improve efficiency in small scale enterprises.

LIMITATION OF THE STUDY:

4. The time period given to collect the data was not enough for the researcher.
5. The sample of the study is confined to kanchipuram district only. Hence the findings cannot be treated as a representative of entire nation.
6. Respondents may give biased answers for the required data.

RESEARCH METHODOLOGY

Research is an academic activity that involves identifying the research problems, formulating a hypothesis, collecting and analyzing the data to reach the conclusion in the form of solution or general theories

SAMPLE TECHNIQUE

The method of sampling used was random sampling. Random sampling from a finite population refers to that method of sample selection which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have equal chance of being included in the sample.

SAMPLE SIZE

The sample size considered of 100 small scale enterprises in all sectors in kanchipuram district.

DATA COLLECTION

The following are the sources of data used by the researcher

1. Primary Data: The Primary data will be collected using survey as a mode of data collection. To conduct surveys separate sets of structured interview schedule would be prepared for small scale enterprises.
2. Secondary Data: The secondary data shall be collected from various Books, Journals, Magazines and websites.

The study is based on secondary as well as primary data. An interview schedule was administered in small scale enterprises in all sectors from Kanchipuram district.

ANALYSIS AND FINDINGS

For the purpose of the study convenience statistics were used for computing using Microsoft excel software package in analyzing the data obtained from samples and the analysis is computed. The statistical tools used for analysis is Chi-square analysis.
Chi-square test is used to identify observed data with data we would expect to obtain according to a specific hypothesis. It is an association used to discover if there is a relationship between two categorical variables.

Chi-square analysis was conducted on barriers in implementing variables and driving force variables in order to increase efficiency by implementing lean management in small scale enterprises. The following tables show the results of the Chi-square analysis conducted on the data that was collected. The Chi-square measures the sampling adequacy which should be less than 0.5 for a satisfactory analysis to proceed.

HYPOTHESIS

TABLE 1:From the date given below about type of business and lack of understanding about lean management is the major problem in implementing lean in SSEs using CHI-SQUARE TEST, calculated value of freedom at 5% level of significance

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.872[a]	3	.000
Likelihood Ratio	27.566	3	.000
Linear-by-Linear Association	1.044	1	.307
N of Valid Cases	100		

Source: primary data

INTERPRETATION:

From Table 1, it can be noted that the significance of variance that is calculated value under the head significance is (.000) is lesser than the level of significance (0.05). Hence H1, Alternative hypothesis there is a significant difference between type of business and lack of understanding about lean management is accepted. Where Ho, null hypothesis is rejected. Therefore, it can be concluded that the sample size is adequate to derive that major problems in implementing lean management in small scale enterprises is lack of understanding.

TABLE 2: From the date given below about type of business and driving force for implementing lean management in SSEs to improve overall performance using CHI-SQUARE TEST, calculated value of freedom at 5% level of significance

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.532[a]	4	.000
Likelihood Ratio	57.886	4	.000
Linear-by-Linear Association	43.348	1	.000
N of Valid Cases	100		

Source: primary data

INTERPRETATION:

From Table 3, it can be noted that the significance of variance that is calculated value under the head significance is (.000) is lesser than the level of significance (0.05). Hence H1, Alternative hypothesis there is a significant difference between type of business and the driving force to implement lean management is to increase overall performance is accepted. Where Ho, null hypothesis is rejected. Therefore, it can be concluded that the sample size is adequate to derive that major driving force in implementing lean management in small scale enterprises is increase in overall performance.

TABLE 3: From the date given below about type of business and driving force for implementing lean management in SSEs to increase in profit margin using CHI-SQUARE TEST, calculated value of freedom at 5% level of significance

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.687[a]	2	.000
Likelihood Ratio	31.431	2	.000
Linear-by-Linear Association	17.936	1	.000
N of Valid Cases	100		

Source: primary data

INTERPRETATION:

From Table 4, it can be noted that the significance of variance that is calculated value under the head significance is (.000) is lesser than the level of significance (0.05). Hence H1, Alternative hypothesis there is a significant difference between type of business and the driving force to implement lean management is to increase profit margin is accepted. Where Ho, null hypothesis is rejected. Therefore, it can be concluded that the sample size is adequate to derive that major driving force in implementing lean management in small scale enterprises is to increase in profit margin.

FINDINGS

In this study the researcher has examined some variables that are being barriers in implementing lean management in small scale enterprises and some variables that influence the small scale enterprises to implement lean is to improve their efficiency. The factors that contribute barriers in implementing the lean management is lack of management focus, lack of urge, lack of long term vision, lack of communication, technology, fear of failure, lack of understanding about lean, lack of idea innovation among these the major attributes being barrier is fear of failure in implementing and lack of understanding about lean. The variable which be driving force to implement lean management is reduction in cost, improve in financial result, profit margin, increase in morale of employees, improve in overall performance, improve in workers participation, quality ,customer satisfaction, worker efficiency, maintain competitive advantage. In these variables, the researcher has observed overall performance and profit margin is one of the major variables plays a vital role in implementing lean management.

CONCULSION

The study reveals that for successful implementation of lean management in small scale enterprises employee should understand the benefits of lean and their improvement and through empowerment, strong leadership, motivation from superior and building customer satisfaction. In this the researcher has observed future scope of lean management and benefits in implementing lean, which improve their efficiency to help the small scale enterprises to be competitive in the era of globalization.

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54. A Study on Performance Appraisal

Sasikala

Abstract

Performance Management System is a process of setting objectives, making plans to achieve those objectives and accomplishing the desired results. This research describes about the Performance Management System which is followed in NHPC. This research also describes the problems faced by the appraisees and the appraisers in this system. It also elaborates about the steps taken by the appraisers to improve the performances of the appraises so that their efficiency can be increased and later the rewards and recognitions are given in the form of promotions, incentives and empowerment.

Keywords

Training and Development, Job satisfaction, Motivation, Promotion, Effective.

Introduction

Performance appraisal is the process of assessing the performance and progress of the employee or a group of employees on a given job and his potential for future development. It is one of the oldest universal practices of management. Individual appraisal helps to identify those who are not reaching the expected standards and to find the reason for such poor performance. It is a systematic method of detaining analyzing and recording information about a person that is needed for efficient management of business / organization by the manager to help him to improve the worker performance and man his career.

1.2. Objectives of Performance Appraisal

To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.

To identify the strengths and weaknesses of employees to place right men on right job.

To maintain and assess the potential present in a person for further growth and development.

To provide a feedback to employees regarding their performance and related status.

To provide a feedback to employees regarding their performance and related status.

To review and retain the promotional and other training programmes.

1.3. Importance of Performance Appraisal

Performance appraisal may be defined as an evaluation made by the employer or the top management. The purpose of implementing or carrying out performance appraisal activity is to judge the overall performance of the employees in the business organization. It is by means of this activity that the aspects, whether the employee has essentially required skills, knowledge and attitude to perform the current tasks or the assignments to be given in the future, are to be determined periodically. Moreover, it is through the process the capacity of the employees to grow and develop in course of time is to be assessed. In this way, performance appraisal programme provides factual information to be used as a basis to make differentiation between efficient and inefficient employees in the business organization.

1.4.Review of Literature

Armstrong(2006) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges .Better use of technology skills and attributes (Szilagy &Wallace 1990) in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision.

Annual performance appraisals enable management gauge and monitor whether institutional standards, expectations and objectives, and delegation of responsibilities and tasks are achieved. Staff performance appraisals also establish individual training needs and enable organization to identify training needs analysis and planning.

Normally, performance appraisal has been restricted to a feedback process between employees and supervisors. However, with the increased focus on teamwork, employee development, and customer service, the emphasis has shifted to employee feedback from the full circle of sources depicted in the multiple-input approach to performance feedback is sometimes called “360-degree assessment” (McLean, VA, U.S., 1997)

Organizations usually have annual performance reviews with the supervisor providing comments on employee’s performance. However, leading Indian companies are adopting a very progressive approach to performance management by adopting a 360-degree approach or management by objectives (MBO). Wise (2005) also said that performance appraisal system helps an employee discover his strengths and weaknesses and would help him in decision making about his career choices.

Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. There are other processes within the organizations such as technology and design but it is the human factor which is the most difficult to replicate and therefore the most valuable (Armstrong & Baron 2005) strategy implementation and delivery of the organizational strategic target is the best accomplished through high performance people (Michlitsch 2000) and it is the development of these people which performance appraisal seek to advance. This is not the only identified purpose for performance appraisal.

Ideal of the performance appraisal approach is that the desired outcome effectively enable the employee to meet their own performance targets to the organization meet their own performance targets through motivated self learning, also that they understand that this helps the organization meet and indeed exceed their strategic targets by linking individual performance targets to the overall strategic target of the organization. Performance management process in which it was discovered that 65% of the organization surveyed used individual annual performance appraisal and 27 % twice yearly as highlighted by (CIPD survey, 2005)

The institutions need to evaluate programs performance to achieve justice and equality among employees / personnel / staff .In order to raise the enthusiasm and competition among employees and to uncover the talent for the future. (Mohamed Ahmed, 2007) The process of measuring and evaluating the performance of important processes carried out by human resources management, through the measurement and evaluation to enable the Organization to judge the accuracy of the programs and policies adopted, whether policies to attract and selection and appointment, or programs and policies for training, development and follow-up their human resources. (A. Wael Mohamed Jibril, 2009

The impact of the TQM (total quality management) principles to the process of evaluating the performance of workers: Total quality management aims to achieve customer satisfaction and therefore their degree of satisfaction can be judged is the standard by which the level of performance from this perspective appeared in multi-resident agencies, because clients are all employees, officials, and overseas customers and suppliers. Working together: as a team leads to the assessment of individuals collectively, and not individually as it was in the traditional way. The system of performance appraisal in accordance with total quality management as the most effective and objective and fairer system of performance appraisal traditional, who had focused on a set of attributes, criteria that intangible, including the resident is a person tends to attribute more than others, the assessment will be biased and does not give accurate results. (Mohamed Ahmed, 2007)

Some suggestions for an effective performance management: It should focus on the question "How they can meet both individual and organizational purposes?" They should be guided by a philosophy that values both the employee and performance appraisals: Such programs should include regular appraisals of the manager by subordinates, and be reviewed by the manager's superior. Performance management systems should also pay more attention to team's performance so as to be more effective. Involvement of suppliers and customers to provide feedback on the employee's performance can also be considered as criteria for measuring the worth of the employee. (Abdulrahman Al-Sultan HR Manager Matager Company Saudi Arabia, 2007)

Many organizations have adopted the Performance Appraisal Process as one of the main methods used for teachers development, hence, business performance improvement. A direct outcome of that massive adoption was the recognition and understanding of the dependency between accuracy, effectiveness, quality of the Performance Appraisal Process and organizational human resource development. Performance appraisal is very important within an organization that will help to evaluate the staff according to their tasks in order to ensure they conduct their job at a required standard which will effect on the compensation. In addition, it's significant to identify their skills, performance and to know there weakness and how to improve it within the department target. The appraisal system should be up-to- date with the improvement of the company and to satisfy the company goals. In the appraisal system, mangers are conducting employee evaluation according to their work then forward to HR department to collect the performance rating and to decide the compensation package. Every organization may be it educational or non-educational have their own strategy on how to evaluate if their vision and mission is achieve or not. Likewise, annual evaluation is being conducted to evaluate employees performance so that continuous improvements must be effected in order to meet the demands of the changing environment.

1.5. Research Methodology

Table 1.5.1. Objective of Performance Appraisal

Aspects	No. Of Respondents	Percentage
Promotion	18	12
Assessing Training & Development	51	34
Pay Rise	30	20
All the above	51	34
Total	**150**	**100**

Inference

From the above 34% of Respondent are inferred that objective of performance appraisal is Promotion, Assessing Training & Development and Pay rise.34% said Assessing Training & Development. 20% pay rise and 12% said promotion.

Table 1.5.2. On What Basis Performance Appraisal Is Made

Aspects	No. Of Respondents	Percentage
Total Output	-	-
Behavior efficiency	9	6
Both	141	94
Total	**150**	**100**

Inference

From the above 94% of respondent said appraisal made in both total output and behavior efficiency and 6% said only behavior efficiency.

Table 1.5.3. Performance Appraisal Increase Employee's Motivation Effectively

Aspects	No. Of Respondents	Percentage
Highly Effective	21	14
Effective	114	76
Neutral	15	10
Ineffective	-	-
Highly Ineffective	-	-
Total	**150**	**100**

Inference

From the above 76% of the respondent inferred that appraisal increase employee motivation effective, 10% said neutral and 14% said highly effective.

Table 1.5.4. Recognized The Effort Of Hard Work

Aspects	No. Of Respondents	Percentage
Very Good	6	4
Good	102	68
Not Bad	39	26
Bad	3	2
Very Bad	-	-
Total	**150**	**100**

Inference

From the above 68% of the respondent inferred that the management recognizes employee hard work and 4% inferred very good. 26% inferred that not bad and 2% inferred that bad.

1.6 CHI-SQUARE

Ho: There is no significant difference between employee's Motivation increases after Performance Appraisal.

H1: There is significant difference between employee's Motivation increases after Performance Appraisal.

FORMULA:

Oi = Observed Frequency

Ei = Estimated Frequency = $\frac{\text{Sample size}}{\text{No of attributes}} = \frac{150}{5} = 30$

Oi	Ei	$(Oi - Ei)^2/Ei$
21	30	2.7
114	30	235.2
15	30	7.5
0	30	30
0	30	30
	Total	305.4

$$X^2 = \frac{\sum (Oi - Ei)^2}{Ei} = 305.4$$

Table Value = 9.49(with 4 degrees of freedom)

x^2 cal> x^2 table

Conclusion: Hence the calculated value is greater than the table value so we reject Ho. Hence it is proved that there is significant difference between employee's Motivation increases after Performance Appraisal.

1.7 Major Finding

Most of the employees feel that motivation increases after performance appraisal. However it is also observed that there is further scope for improvement in appraisal system in certain area. The organization should take necessary measure in the area of providing merit based promotion and performance based system. Because most of the employees feel that there is favoritism in organization.

Suggestion

- Study find that more interest to work better can be created when promotions, pay rise increments are based on the performance appraisal. This will create more interest to perform their job on a better way which will be reflected on organizations upcoming and will produce better results.
- Proper step to be taken by the organization to implement merit based promotion system. Most of the respondents agreed favoritism inferiors in appraisal.
- All the employees can be provided with performance counseling to improve their performance further.
- The organization should recognize employees work and appreciate by any way is more important to develop healthy competition.

Summary

The main objective of the project is study the performance appraisal method adopted by company. The data collected from workers were analyzed and interpreted. Based on the findings it can be concluded that the organization as an effective appraisal system. However it is also observed that there is further scope for improvement in appraisal system in certain area. The organization should take necessary measure in the area of providing merit based promotion and performance based system.

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55. Mentoring as a Learning Process: A Study on the Learning Style of the Protégé' in an Educational Institution

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Abstract

Mentoring is a very common phenomenon experienced by people in different phases of one's life at any point of time .Mentoring is an influential tool which helps in empowering the person. The mentoring can happen in studies, career, family etc. In India as the youth need a strong mentoring network so that their energy will be directed towards effective utilization of youth power. Mentoring is an indefinite, relationship based activity with several specific but wide ranging goals. The mentor is a facilitator who works with either an individual or a group of people over an extended time period the agenda is open and it continues to evolve over the longer term. Mentoring seeks to build wisdom-the ability to apply skills, knowledge and experience to new situations and processes. A mentor is a trusted teacher or counsellor who plays an influential role in a person's life. The person being mentored is called a protégé or a mentee.

In today's competitive world where the students are more prone to technological distractions, stress, peer pressure, nuclear families they need a mentor to guide him in his future course of action. The mentor helps the mentee by identifying the learning style which will be comfortable and help in better performance of the mentee. This study aims to identify the learning style best suited for the mentee and fine tune him towards better and effective way of attaining their future goals.

Keywords: Protégé's preference, Learning style, Mentoring

1. INTRODUCTION

Learning is the act of acquiring new, or modifying and reinforcing existing, knowledge, behaviors, skills, values, or preferences and may involve synthesizing different types of information. The ability to learn is possessed by humans, animals, plants and some machines. Progress over time tends to follow a learning curve. Learning does not happen all at once, but it builds upon and is shaped by previous knowledge. To that end, learning may be viewed as a process, rather than a collection of factual and procedural knowledge. Learning produces changes in the organism and the changes produced are relatively permanent. Learning is at the heart of the mentoring process. Learning can be perceived as a cyclical process according to Kolb (1994).According to him an individual gains experience through undertaking an activity. He then needs to reflect on the experience and then attempt to understand the experience through analysis and conceptualization. The individual then makes choices based on analyzing the implications of alternative options, decides on the next step to take and undergoes another experience. Learning is thus cyclical and never ending. The process is constantly repeated.

Honey and Mumford (1992) in their research find out that all are not equally skilled or comfortable in each of the four stages of the learning curve. In fact everyone will have their own preferences in some stages. Based on this principle, this study is undergone where it aims to bring out the preferred learning style of the protégé's. The analysis will help the mentor to guide /coach the mentees for their future role in an effective manner as they will be able to identify the best way in which the mentees will comfortable for learning.

Objectives of the study:

- To identify the preferred learning style of the Protégé's and mentoring them to be more effective in their future activities.
- To identify the least preferred learning style.

Conceptual Flow Chart

Relationship between Protégé's learning style and Mentoring

Different Learning Style ⟶ Protégé's Preference ⟶ Mentoring ⟶ Feedback to Protégé

2. REVIEW OF LITERATURE

Mentoring originated back in Greek times. A" mentor was a friend to whom Odysseus entrusted the education of his son, Telemachus"(Blomberg,2014,para.2).According to Parsole (2009) of the Oxford School of Coaching and Mentoring, mentoring supports and encourages people to manage their learning resulting in maximizing their potential, by developing skills, improving their performance, and becoming the person they want to be. Carmin (1988) describes mentoring as " an interactive process occurring between individuals of differing levels of experience and expertise that incorporate interpersonal or psychological development, career, and /or educational development, and socialization function into their relationship"(p.4).

Mentoring is dyadic relationship, in which the more experienced person (mentor) provides workplace guidance and support to a less experienced person (mentee) (Nucube & Washburn, 2010).

According to Klasen & Clutterbuck (2002), an effective mentoring programme should provide the following for mentees:

- Allowing for mentees own learning objectives
- The understanding that motivation is necessary to achieve reasonable objectives
- Appreciation of the prior knowledge and experience of the mentor

When the mentor provides these conditions, it enhances their development and potential of the mentee (Klasen & Clutterbuck, 2002). Before staring a mentoring program, it is better to have an understanding of adult learning process, so that the mentoring program can fulfil its objective.

Learning Styles

Educationist Alan Rogers (1986) has suggested that most adult learners share certain characteristics, whatever their situations or stage of learning, but acknowledge that these may be modified to some extent by cultural settings. Learning styles were developed by Peter Honey and Alan Mumford, based upon the work of Kolb, and they identified four distinct learning styles or preferences: **Activist**, **Theorist**, **Pragmatist** & **Reflector**. These are the learning approaches that individuals naturally prefer and they recommend that in order to maximize one's own personal learning each learner ought to:

- understand their learning style
- seek out opportunities to learn using that style

Honey and Mumford definition

Activist: Activists involve themselves fully and without bias in new experiences. They enjoy the here and now, and are happy to be dominated by immediate experiences. They are open-minded, not sceptical, and this tends to make them enthusiastic about anything new. Their philosophy is: "I'll try anything once". They tend to act first and consider the consequences afterwards. Their days are filled with activity. They tackle problems by brainstorming.

Theorists: Theorists adapt and integrate observations into complex but logically sound theories. They think problems through in a vertical, step-by-step logical way. They assimilate disparate facts into coherent theories. They tend to be perfectionists who won't rest easy until things are tidy and fit into a rational scheme. They like to analyse and synthesize. They are keen on basic assumptions, principles, theories models and systems thinking.

Pragmatists: Pragmatists are keen on trying out ideas, theories and techniques to see if they work in practice. They positively search out new ideas and take the first opportunity to experiment with applications. They are the sort of people who return from courses brimming with new ideas that they want to try out in practice. They like to get on with things and act quickly and confidently on ideas that attract them. They tend to be impatient with ruminating and open-ended discussions. They are essentially practical, down to earth people who like making practical decisions and solving problems.

Reflectors: Reflectors like to stand back to ponder experiences and observe them from many different perspectives. They collect data, both first hand and from others, and prefer to think about it thoroughly before coming to a conclusion. The thorough collection and analysis of data about experiences and events is what counts so they tend to postpone reaching definitive conclusions for as long as possible. Their philosophy is to be cautious. They are thoughtful people who like to consider all possible angles and implications before making a move. They prefer to take a back seat in meetings and discussions.

The mentor's role is to encourage the mentee to complete the learning cycle and learn effectively, bearing in mind the mentee's preference and possible evasion of one or some of the stages. The mentor should respect the mentees learning style but 'the mentor can encourage new behaviours in the mentee' (Lewis, 1996, p107).Equally the mentor will have their own preferences. The preferences of both the mentor and the mentee should be explored within the mentoring relationship.

3. RESEARCH METHODOLOGY

The study was undertaken in an educational institution situated at heart of the city, Chennai. The research design used in this study was descriptive research design. The sampling technique used here is non probability sampling. A standardised questionnaire by Peter Honey & Alan Mumford 1982 was distributed to all the 40 Protégé's to identify the learning styles of the protégé and their preferences for learning. The questionnaire contains 80 items which will help in measuring the extent to which each protégé is expected to learn.

Sample: 40 respondents –Protégé are pursing post graduate in Human Resource Management (10), Micro biology (14) and English (16) from a premier education institution of South India-Chennai. All students are female Protégée'.

Table No.1 Protégé Preferred Learning Style

Scale	**Activist**	**Reflector**	**Theorist**	**Pragmatist**
Very Strong Preference	19	39	19	24
Strong Preference	10	-	13	13
Moderate Preference	9	1	6	3
Low Preference	2	-	2	-
Very Low Preference	-	-	-	-
Total	40	40	40	40

Interpretation:

From the above table it is clear that majority of the respondent fall under the category of reflectors. This clearly shows that the mentor should give more of discussions, they want to watch from sidelines and they may avoid leaping in. They prefer to stand back and view experiences from a number of different perspectives, collecting data and taking time to work towards an appropriate conclusion. These people learn by observing and thinking about what happened. The mentor should give more opportunities to learn and allow them work in their own pace. The mentor should focus on more practical issues as these protégé' s are more in to learn from different perspectives.

Findings:

- From the analysis it is clear that majority of respondents fall under the category of Reflectors.
- The mentor should give feedback and leave the mentees to work in their own pace
- More practical exposure and making them comfortable, without any timeline will help the mentees to perform better.

Reflectors like to stand back to ponder experiences and observe them from many different perspectives. They collect data, both first hand and from others, and prefer to think about it thoroughly before coming to a conclusion. The thorough collection and analysis of data about experiences and events is what counts so they tend to postpone reaching definitive conclusions for as long as possible. Their philosophy is to be cautious. They are thoughtful people who like to consider all possible angles and implications before making a move. They prefer to take a back seat in meetings and discussions. They enjoy observing other people in action. They listen to others and get the drift of the discussion before making their own points. They tend to adopt a low profile and have a slightly distant, tolerant unruffled air about them. When they act it is part of a wide picture which includes the past as well as the present and others' observations as well as their own.

4. CONCLUSION

It is evident from the above findings that the majority of the Protégés' are under the category of Reflectors. Reflectors are those people who want to know in detail about everything before venturing. The mentor had to stream line the mentee in such a way that they will be learning by watching and give maximum information. The mentor should act as a catalyst for the mentee and leave space for him to assimilate what they have learned .The mentor had to develop the mentee for their future.

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56. A Study of Current Market Share of Renault Nissan alliance in Indian Automobile Industry with special Reference to Passenger Car Sales

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INTRODUCTION

The Automobile Industry in India

The automobile industry in India is expected to be the world's third largest by this year end, with the country currently being the world's second largest two-wheeler manufacturer. Two-wheeler production is projected to rise from 18.5 million in FY15 to 34 million by FY20. Furthermore, passenger vehicle production is expected to increase to 10 million in FY20 from 3.2 million in FY15. For understanding the passenger car sales trend the total industry volume (TIV) trend is analysed for last 6 years. From the TIV trend it is found that car sales volume is increasing after the stagnated for 4 years. And this is considered as a positive sign for automotive manufacturers. The Passenger Vehicle Sales Trend in India by 2016 is 29, 80,440. Market share of individual automakers is analysed in Jan 2012 and found Nissan is holding 2.08 & Renault is holding 0.5%. Growth in sales of passenger vehicles in India was the fastest among the eight largest auto markets in the world in the first 11 months of 2015 as vehicle purchases slowed in China and declined in Japan and the US. At 7.64% growth over the previous year, India led the top eight markets as the country’s economy bottomed out and public investment improved market conditions for domestic auto firms during 2015. The pace of growth made India the world’s fifth largest passenger vehicle market by volume, surpassing Brazil where sales declined the most. China continues to be the world’s biggest auto market by volume.

Growth in India was fuelled by positive customer sentiment in cities, gradual uptick in the economy and hope that the economy will do much better in the coming quarters. India ranking by percentage of growth in one year 7.64% and Sales by January to December 2016 is 2.54 millions in world when compare to 2nd position of UK and 3rd position of France and 4th position of China and 5th position of German and 6th position of US and 7th position to Japan and 8th ranking position to Brazil.

Category	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Passenger Vehicles	19,51,333	25,01,542	26,29,839	26,65,015	25,03,509	26,01,111
Commercial Vehicles	5,32,721	6,84,905	8,09,499	7,93,211	6,32,851	6,14,961
Three Wheelers	4,40,392	5,26,024	5,13,281	5,38,290	4,80,085	5,31,927
Two Wheelers	93,70,951	1,17,68,910	1,34,09,150	1,37,97,185	1,48,06,778	1,60,04,581
Grand Total	1,22,95,397	1,54,81,381	1,73,61,769	1,77,93,701	1,84,23,223	1,97,52,580

RENAULT NISSAN ALLIANCE IN INDIA

Renault–Nissan Alliance is a Franco-Japanese strategic partnership between automobile manufacturers Renault, based in Paris, France, and Nissan, based in Yokohama, Japan, which together sell more than one in 10 cars worldwide. The companies, which have been strategic partners since 1999, have nearly 450,000 employees and control eight major brands: Nissan, Renault, Infiniti, Renault Samsung Motors, Dacia, Datsun, Venucia and Lada. The car group sold 8.3 million cars worldwide in 2013, behind Toyota, General Motors, and Volkswagen for total volume.

Renault has entered India in 2005 and Nissan entered in 2008 where already most of the global auto makers exists. Even though Both Renault and Nissan are major player of world auto industry, could not able to achieve their set target for midterm and long term . Renault Launched 7 models in India as Fluence, Koleos, Pulse, Duster, Scala, Lodgy and Kwid. Nissan Launched 9 models in India X trail, Teana, Micra, Sunny, Terrano, Datsun, Go, Go Plus and redi-Go. Even though many models able to succeed, set target on the market share is not achieved by both Renault and Nissan brands.

Jan 2016 market trend is reviewed and found market share of Renault started increasing with the help of KWID market response by 4.5% by January 2016. Nissan market share is decreasing to 1.4%. But market share targets not achieved for both Renault and Nissan brands. Market share trend from 2012 to 2016 data is being analysed and found that share of Renault and Nissan is maintained between 1.5% to 2.5% as mentioned in the graph below

OBJECTIVE OF STUDY:

- To analyse the market share of Renault & Nissan Brands in next few years based on the current market and Total industry volume in India
- And identify the weak areas for non-achievement of the market share and making the proposals to overcome the weak areas.

ANALYSIS OF STUDY:

To identify the reason for non-achievement of market share targets, it is necessary to understand the internal and external context for passenger car sales. External contexts affecting the passenger car sales

Competitors	Product appeal
Brand emotion	Product performance
Consumer behaviour	After sales
Market coverage	Total cost of ownership
Regulatory changes from government	Brand awareness
Value proposition	Product positioning
Internal contexts affecting the passenger car sales	

External context cannot be controlled but internal context can be improved or changed with respect to the external scenario

Pricing:

In the external contexts, price decided by the market is almost found good for our products for most of mass market cars Micra, Sunny, Duster, and Go, Go plus, Kwid, Lodgy and most of the customers feels the cars are rightly priced.

COMPETITORS IN INDIAN MARKET

In the each mass market segment including A, B1, B2, C1, C2 and Utility, competitors are stronger than Renault Nissan in terms of customer satisfaction and thus by market share.

In A segment Alto is stronger in terms of market share than KWID, B1 Wagon R and celerio are stronger than Datsun Go.
In B2 Swift, Grand i10, i20 and Baleno are stronger than Nissan Micra & Renault Pulse.
Similarly in other segments C1,C2 and Utility also competitors' products are stronger than Renault and Nissan products

Brand Image:
In brand emotion Maruti and Suzuki are better than all other brand irrespective of other global and Indian automakers in India.

Consumer behavior:
Consumer behavior is slightly favorable to Renault and Nissan since a segment of customer prefer SUV than sedan type vehicles and other segment called first car buyers prefer advance features and style in competive price.

Market diversity:
In a country like India the diversity of market is huge like urban, semi urban and rural

Market Coverage
Duster sales good in urban areas and got initial success, but could not sustain due to limited market coverage
Scorpio successful at launch and consistently maintaining volumes in its segment.

Value Proposition
Value for money is justified for and accepted for Renault Nissan brand cars in the market.

Product positioning
Product positioning in Renault & Nissan is inline with the market trend and customer requirement

Brand awareness
Brand awareness and Influence of Renault, Nissan and Datsun models are at the bottom of the competition due to Group Influence and Brand Loyalty

Market Survey results
Market survey done through survey Monkey with specific questionnaire on the selected car owners/ potential car buyers and responses received from consumers

- Awareness of Renault Nissan alliance is very limited in rural market 88% Urban customers & 53%rural customers
- 88% of car buyers preferred to have service station within 30 KMS
- Service network is the most important point suggested by existing car buyer to new car buyers
- Urban car buyers prefer the car with trending features(with latest technology like LED, infotainment, etc)
- Rural car buyers go by word of mouth

CONCLUSION:

The results of market survey coincide with our findings based on secondary research analysis. It is clear that Renault Nissan has to work very hard in order to make strong in roads in Indian market. From a threadbare analysis of the overall context in which Renault and Nissan brand work in India, it has been identified there are 3 major areas which require immediate focus.

1. Renault & Nissan has very less Sales & Service network compared to market leaders
2. Challenge: But it is difficult to increase the Sales & Service network in the current form all over nation.
3. Both Renault & Nissan has less awareness in the rural market especially in tier3 cities.
4. Challenge: Rural buyers know about Renault Nissan through digital media but likely to physically touch and see before buying
5. Urban car buyers prefer the car with trending features (like LED, Infotainment etc)

Challenge: Additional features and changes are not significant in the facelift to attract new buyers. It has to be analysed the above 3 factors little more before arriving to the proposed action, Renault and Nissan are strong in adapting to Regulatory changes, understanding consuming behaviour and bringing our products which are perceived as Value for money. Renault and Nissan brands have started to become strong in areas of Product appeal, Product performance and Product position. With strong local R&D and support environment this could be achieved over the years.

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57. A Study on Schemes of District Industrial Centre in Thanjavur District

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Introduction:

. The 'District Industries Centre' (DICs) programme was started by the central government in 1978 with the objective of providing a focal point for promoting small, tiny, cottage and village industries in a particular area and to make available to them all necessary services and facilities at one place. The district industries center is the State level agency for the development of industries in general and MSME in particular.

The following Schemes are being implemented in the State:-

- Prime Minister's Employment Generation Programme (PMEGP)
- Unemployed Youth Employment Generation Programme. (UYEGP)
- New Entrepreneur-Cum- Enterprise Development Scheme (NEEDS)

Prime Minister's Employment Generation Programme (PMEGP)

PMEGP is a central sector scheme administered by the Ministry of Micro, Small and Medium Enterprises (MoMSME). The Scheme is implemented by Khadi and Village Industries Commission (KVIC), a statutory organization under the administrative control of the Ministry of MSME as the single nodal agency at the National level.

Government of India has approved the introduction of a new credit linked subsidy programme called Prime Minister's Employment Generation Programme (PMEGP) by merging the two schemes that were in operation till 31.03.2008 namely Prime Minister's Rojgar Yojana (PMRY) and Rural Employment Generation Programme (REGP) for generation of employment opportunities through establishment of micro enterprises in rural as well as urban areas. At the State level, the Scheme will be implemented through State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) and banks.

Objectives

(i) To generate employment opportunities in rural as well as urban areas of the country through setting up of new self-employment ventures/projects/micro enterprises.
(ii) To bring together widely dispersed traditional artisans/ rural and urban unemployed youth and give them self-employment opportunities to the extent possible, at their place.
(iii) To provide continuous and sustainable employment to a large segment of traditional and prospective artisans and rural and urban unemployed youth in the country, so as to help arrest migration of rural youth to urban areas.
(iv) To increase the wage earning capacity of artisans and contribute to increase in the growth rate of rural and urban employment.

Financial Assistance:

Categories of beneficiaries under PMEGP	**Beneficiary's contribution (of project cost)**	**Rate of Subsidy (of project cost)**	
Area (location of project/unit)		Urban	Rural
General Category	10%	15%	25%
Special (including SC / ST / OBC /Minorities/Women, Ex-serviceman, Physically handicapped, NER, Hill and Border areas etc.	05%	25%	35%

Eligibility:

- Any individual, above 18 years of age.
- For setting up of project costing above Rs.10 lakh in the manufacturing sector and above Rs. 5 lakh in the business /service sector, the beneficiaries should possess at least VIII standard pass educational qualification.
- Assistance under the Scheme is available only for new projects sanctioned specifically under the PMEGP.
- Self Help Groups (including those belonging to BPL provided that they have not availed benefits under any other Scheme) are also eligible for assistance under PMEGP.
- Institutions registered under Societies Registration Act,1860;
- Existing Units (under PMRY, REGP or any other scheme of Government of India or State Government) and the units that have already availed Government Subsidy under any other scheme of Government of India or State Government are not eligible.

Financial Institutions

(i) 27 Public Sector Banks.

(ii) All Regional Rural Banks.

(iii) Co-operative Banks approved by State Level Task Force Committee headed by Principal Secretary (Industries)/Commissioner (Industries)

(iv) Private Sector Scheduled Commercial Banks approved by State Level Task Force Committee headed by Principal Secretary (Industries)/Commissioner (Industries).

(v) Small Industries Development Bank of India (SIDBI).

UNEMPLOYED YOUTH EMPLOYMENT GENERATION PROGRAMME (UYEGP)

Generation Programme (UYEGP)" which aims to mitigate the unemployment problems of socially and economically weaker section of the society, particularly among the educated and unemployed to become self employed by setting up Manufacturing / Service / Business enterprises by availing loan up to the maximum of Rs.5 Lakhs, Rs. 3 Lakhs and Rs. 1 Lakh respectively with subsidy assistance from the State Government up to 15% of the project cost from the year 2010-11 onwards.

Financial Assistance:

Sl. No	CATEGORY	PROJECT COST		SUBSIDY
		PROMOTER'S CONTRIBUTION	BANK LOAN	
1.	General Category	10%	90%	15%
2.	SC / ST/ BC / MBC/ Minorities / Women / Ex-Servicemen / Physically challenged / Transgender	5%	95%	15%

Eligibility to avail Loan under this scheme:

Any individual, above 18 years of age. Upper age limit for General category is 35 years and for Special category 45 years.

Minimum educational qualification is a pass in VIII standard.

The applicant shall be resident of the place for not less than 3 years.

The family income of the beneficiary shall not exceed Rs.1, 50,000/- per annum.

Other Features of the scheme:

The District Task Force Committee headed by the General Manager, District Industries Centre, will select the beneficiaries through an interview process.

Entrepreneur Development Programme (EDP) training will be given to the beneficiaries for Seven days.

Repayment schedule shall be for 5 years after an initial moratorium period of six months or date of commencement of project whichever is earlier.

For marketing support the Concerned General Manager, District Industries Centre, will arrange Buyer seller meet, Exhibitions etc.

NEW ENTREPRENEUR-CUM-ENTERPRISE DEVELOPMENT SCHEME (NEEDS)

In order to assist educated youth to become first generation entrepreneurs, a new scheme under the name "New Entrepreneur–cum-Enterprise Development Scheme (NEEDS)" was introduced based on the guidance of Hon'ble Chief Minister from the year 2012-13 onwards. Under this scheme, educated youth will be given entrepreneur training, assisted to prepare their business plans and helped to tie up with financial institutions to set up new business ventures.

Project cost & Subsidy

For General Category Promoter's Contribution should be 10% of the Project-Cost

For Special Category Promoter's Contribution should be 5% of the Project-Cost

Subsidy from the Government will be 25% of the Project cost subject to a ceiling of Rs.25.00 Lakhs.

Special Category -

- Women
- SC/ST/BC/MBC
- Minorities
- Ex-Servicemen
- Transgender
- Differently Abled

They will be assisted to avail terms loans from Banks/Tamil Nadu Industrial Investment Corporation (TIIC) with capital subsidy at 25% of the project cost not exceeding Rs.25 lakhs and soft loans with 3% interest subvention. Around 1,000 entrepreneurs will be trained each year under this scheme. Under this scheme, at least 50% of the beneficiaries will be women. The Scheme was formally launched by the Hon'ble Chief Minister on 20.02.2013.

Special Features

• The Scheme is applicable for first generation Entrepreneurs only.
• Educated youth with any Degree, Diploma, ITI/Vocational Training from recognized institutions, aspiring to become entrepreneurs would be eligible.
• The applicant should be a resident of Tamil Nadu for not less than 3 years.
• 50% of allocation would be earmarked for Women.
• Capital subsidy at 25% of the project cost not exceeding Rs.25 lakhs.
• Soft loans with 3% interest subvention.

Required Documents

Regarding Applicant:
* Proof of Age (copy of birth certificate or Transfer Certificate from School/College)
* Proof of Residence (Ration Card or Resident Certificate obtained from Tahsildar)
* Copy of Degree/Diploma/Certificate Course completion certificate
* Community Certificate
* Proof for Ex-servicemen - in case of Ex-servicemen
* Proof for differently-abled - in case differently-abled person
* Proof for Transgender - in case of Transgender
* Sworn affidavit obtained from Notary Public in Rs.20/- Stamp paper

Place of Residence

The applicant should be a resident of Tamilnadu state for not less than 3 years.

Age

- General category - Minimum 21 years and Maximum 35 years
- Special category - 45 years for (SC/ST/BC/MBC/Ex-servicemen/Minorities/Transgender/Differently abled persons)

Educational Qualification

- Degree, Diploma, ITI / Vocational training from Recognized Institutions

Promoters Contribution

- General category entrepreneurs - 10% of the project cost
- Special category Entrepreneurs - 5% of the project cost
- (SC/ST/BC/MBC/Ex-servicemen/Minorities/Transgender/Differentlyabled persons)

Reservation

- SC : 18%
- ST : 1%
- Differently abled : 3%
- Under this scheme, at least 50% of the beneficiaries will be women with priority accorded to destitute women subject to the condition that they possess the required qualification.

Income ceiling: There will be no income ceiling under this scheme.

Training: Compulsory EDP training will be given for 1 month with stipend by EDI.

Other conditions

- Assistance under the Scheme is available only for NEW Projects for which loans sanctioned specifically under the NEEDS.
- Entrepreneurs who have already availed subsidy linked loans under other State Government /Government of India schemes such as Prime Minister Rojgar Yojana(PMRY), Rural Employment Generation Programme (REGP),Prime Minister's Employment Generation Programme (PMEGP), Unemployed Youth Employment Generation Programme (UYEGP), TamilNadu Adi Dravidar Housing & Development Corporation Limited (TAHDCO) and Self help group will not be eligible for assistance under NEEDS Scheme.
- The applicant should not be a defaulter to any Commercial Bank/ Tamil Nadu Industrial Investment Corporation Limited (TIIC)

Findings, Suggestions and Conclusion

The performance of MSMEs in Tamil Nadu are satisfactorily as per the conclusion arrived from CAGR, Descriptive Analysis, Trend Analysis, Correlation Analysis and Regression Analysis on independent variable like No. of Units, Investment, Employment and dependent variables like Production. The online filing of EM Part I and II is the great initiative. The Single Window Clearance from Fire Services, Health Department, Inspector of Factories, Local Body and Tamil Nadu Pollution Control Board is also monitored by District Consultative Committee headed by District Collector. The Capital Subsidy, VAT Subsidy, LTPT Subsidy, Generator Subsidy, Technology Development subsidy like Patent Registration and Trade Mark Registration and Back ended interest subsidies given are boost for MSMEs. The credit schemes like UYEGP, PMEGP and NEEDS helps entrepreneurs to get the loan with subsidies / margin money assistance. The marketing support in the way of Price preference and purchase preference is also great boost to MSEs. The MSEFC helps Micro and Small enterprises to get the amount due from Medium and Large Enterprises. The Rehabilitation of sick Micro, Small and Medium Enterprises package also helps micro and small enterprises. Finally the awards given by Government, motivates the Micro, Small and Medium Enterprises and Bankers to perform well

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