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RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

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AN EMPIRICAL EVALUATION OF THE FACTORS AFFECTING PROFITABILITY OF PUNJAB NATIONAL BANK: SECOND FROM THE TOP IN NPA

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ANAND

ABSTRACT
This research examines the effect of desecrating independent variable Rate of return on shareholder's fund, provision coverage ratio, Net Non-Performing assets, Credit to deposit ratio, Net interest margin, profit per employee and unique dependent variable rate of return on assets of Punjab national bank. Secondary data has been considered in the study. The data has been collected from official websites of the Reserve bank of India and published by Punjab National Bank. To get the concrete results researcher has collected the data for the period of 1st April 2009 to 31st March 2018. The study reveals that the Rate of Return on assets has an extremely positive co-relation with the bank's net interest margin, Rate of return on shareholder's fund and credit to deposit ratio. On the other hand, Rate of return on assets has a partial positive relation to the bank's provision coverage ratio and credit to deposit ratio. Vice versa rate of return on assets has perfect negative co-relation with bank's net non-performing assets. Similarly, the rate of return on assets has a partial negative relation with the bank's profit per employee. The study also concludes that due to the high provision of Non-performing assets, net profit the company continuously decreases.

KEYWORDS
non-performing assets, profitability, banking sector reforms, provision coverage ratio, credit risk.

JEL CODES
G21, G29, G33.

INTRODUCTION
The Reserve bank of India frequently emphasizes to the slowdown increasing speed of NPA, especially in a nationalized bank. In India, major two banks are top in the context of NPA. State bank India has the highest NPA in 2018-19 and Punjab National Bank ranks second in the NPA. The NPA is a very hard nut to crack for Reserve bank India. Presently an act of Punjab & Maharashtra Co-operative Bank Ltd, it will just like adding fuel to fire. Everyone has come to know that Govt. Of India and RBI has not a single restriction over bank operation weather it is scheduled bank and non-scheduled bank. It is a very panic situation for RBI to deal with those people who had a blind trust in such a co-operative bank. People who trust an annual statement which is published by the bank and audited by the reputed audit firm are absolutely manipulated. Since 2012, PNB is constantly going into loss and of course, there is a base factor that bank is ignoring, therefore, the researcher selects PNB to find the way that how to overcome from the loss in the banking business?

OBJECTIVES
1. To find out various elements effects on profitability.
2. To study the impact of the Rate of return on assets on the various independent variable such as profitability, capital leverage and quantum data.
3. To establish the significance model of profitability.

METHODOLOGY
The researcher has used secondary data in his study, which is available on PNB websites. In this study, the researcher has considered the last ten-year financial data to find out how PNB gain loss year to year. To analysis obtained financial data Person correlation model, Multi Linear regression, ANOVA-F Test Value, and Normality test is conducted to find a relation between the dependent variable and independent variable as well as data normality.

PEARSON CORRELATION COEFFICIENT (PEARSON'S *R*) MODEL
As we know that Pearson's *R*- Model is used to identify that Is there any relation between one variable to another or not? In this study, the researcher has made the best effort to find out the relation between dependent variable ROA between independent variables RRSF, BPCR, BNNPA, BDCR, BCD, BNIM, and BPPE whether it is positive co-relation of negative correlation between two or more variable.

TABLE NO. 1: DEPENDENT AND INDEPENDENT VARIABLE

Dependent Variable		Independent Variable	
Parameter	**Formula**	**Parameter**	**Formula**
RRA stands for Rate of Return on Assets)	Net Profit of the year for investors/Total Assets	RRSF stands for Rate of Return on Shareholder's Fund)	Total Net profit of the year/ Total Shareholders fund incl. E.S.H and P.S.H.
		BPCR stands for Bank Provision coverage ratio	Total Equity – Net N.P.A. / Total Factual Assets
		BNNAPA stands for Bank's Net Non-Performing Assets	N.P.A.- Provision/G. Advances-Provision
		BCDR stands for Banks Credit to Deposit Ratio	Total Credit/Total Deposit
		BNIM stands for Bank's Net Interest Margin	Total Rec. Interest- Total Paid Interest/Average investment
		BPPE stands for Bank's Profit per Employee	Total Revenue/Total No. of average Employees

TABLE NO. 2: TESTS OF NORMALITY

Parameter	Shapiro-Wilk		
	Statistic	df	Sig.
Rate of Return on Assets	0.873	10	0.11
Rate of Return on Shareholders Fund	0.841	10	0.05
Bank Provision Coverage Ratio	0.908	10	0.27
Banks Net Non-Performing Assets	0.917	10	0.33
Banks Credit Deposit Ratio	0.806	10	0.06
Banks Cost of Deposit	0.822	10	0.63
Banks Net Interest Margin	0.905	10	0.55
Banks Profit per Employee	0.429	10	0.02
a. Lilliefors Significance Correction			
*. This is a lower bound of the true significance.			

Before applying any test on the relevant data whether it is time-series data, cross-sectional data or panel data, the researcher should make sure that sample data is normally distributed from the population. presently profuse normality test available like Shapiro-Wilk test, Kolmogorov-Smirnov test, Chen-Shapiro test, Lillifors test, Anderson-Darling test, Students T-test, One Way ANOVA, Two-way ANOVA and Chi-Square Test among them Shapiro Wilk test is used due to get more precise result for small sample size. Table no. 1 divulge that the significance value of the Shapiro Wilk test in terms of RRA, RRSF, BPCR, BNNPA, BCDR, BCD, BNIM is greater than 0.05. thus it can be said that all parameters of profitability except BPPE are normally distributed vice versa, the BPPE significance value is 0.02 which is lower than 0.05. it indicates that the data of BPPE is not irrelevant to the population. the logic behind lower significance value in BPPE is indicating that the bank is not performing well and as a result, constant loss leads investors to losses their certain income.

TABLE NO. 3: ANALYTICAL STATISTICS OF STANDARD DEVIATION AND SAMPLING ERROR

Parameter		RRSF	BPCR	BNNPA	BCDR	BCD	BNIM	BPPE
N	Valid	10	10	10	10	10	10	10
	Missing	0	0	0	0	0	0	0
Mean		316.3940	60.5770	4.6350	73.9097	5.4730	3.1030	2445.4000
Std. Error of Mean		410.3555	4.59123	1.16770	1.43386	.41062	.20898	1192.91042
Median		874.4100	58.8200	3.4550	75.3550	5.6150	3.2950	1301.0000
Std. Deviation		1297.65802	14.51876	3.69259	4.53427	1.29850	.66086	3772.31397
Variance		1683916.335	210.794	13.635	20.560	1.686	.437	14230352.711
Minimum		-2225.50	28.83	.53	67.47	2.24	2.16	808.00
Maximum		1440.71	81.17	11.24	78.86	6.82	3.96	13159.00

TABLE NO. 4: CORRELATIONS AMONG DEPENDENT AND INDEPENDENT VARIABLE

		RRA	RRSF	BPCR	BNNPA	BCDR	BCD	BNIT	BPPE
RRA	Pearson Correlation	1	.983	.011	-.911	.790	.007	.915	-.340
	Sig. (2-tailed)		.000	.976	.000	.007	.984	.000	.337
	N	10	10	10	10	10	10	10	10
RRSF	Pearson Correlation	.983	1	-.006	-.924	.766	.077	.892	-.404
	Sig. (2-tailed)	.000		.987	.000	.010	.833	.001	.247
	N	10	10	10	10	10	10	10	10
BPCR	Pearson Correlation	.011	-.006	1	-.196	-.273	-.546	.079	-.239
	Sig. (2-tailed)	.976	.987		.588	.445	.102	.829	.505
	N	10	10	10	10	10	10	10	10
BNNPA	Pearson Correlation	-.911	-.924	-.196	1	-.781	.028	-.950	.425
	Sig. (2-tailed)	.000	.000	.588		.008	.939	.000	.221
	N	10	10	10	10	10	10	10	10
BCDR	Pearson Correlation	.790	.766	-.273	-.781	1	.187	.884	.005
	Sig. (2-tailed)	.007	.010	.445	.008		.605	.001	.990
	N	10	10	10	10	10	10	10	10
BCD	Pearson Correlation	.007	.077	-.546	.028	.187	1	-.063	.109
	Sig. (2-tailed)	.984	.833	.102	.939	.605		.864	.763
	N	10	10	10	10	10	10	10	10
BNIT	Pearson Correlation	.915	.892	.079	-.950	.884	-.063	1	-.318
	Sig. (2-tailed)	.000	.001	.829	.000	.001	.864		.371
	N	10	10	10	10	10	10	10	10
BPPE	Pearson Correlation	-.340	-.404	-.239	.425	.005	.109	-.318	1
	Sig. (2-tailed)	.337	.247	.505	.221	.990	.763	.371	
	N	10	10	10	10	10	10	10	10

(SPSS Software is used to Data Compilation process)

Table no.4 reveals the perfect picture of a strong positive correlation between two same variables such as RRA to RRA, RRSF to RRSF, BPCR to BPCR so on. Another variable RRA has a strong positive relation with RRSF. It indicates that the higher the RRA, the higher would be RRSF. As well as RRA has a positive relation with BCDR. It indicates that higher the RRA, higher would be BCDR likewise RRA has a positive relation with BNIT. So, we can conclude that if RRA is higher than the BCDR and BNIT will also be higher, Vice versa RRA immensely cross negative relation with BNNPA. It indicates that the higher RRA lower would be BNNPA. Likewise, BPPE has a negative relation with RRA.

TABLE NO. 5: STATISTICAL SIGNIFICANCE: MODEL EXPOSITION[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.993[a]	.986	.939	.26299	.986	20.705	7	2	.047	1.775

Assume (a): Predictors: (Cont.), BPPE, BCDR, BCDR, BPCR, RRSF, BNNPA, BNIM
Assume (b): Dependent Variable: RRA

The researcher has to deploy the Durbin-Watson test to find out that the sample should be free from any bias or not because the multi regression model can be used only if sample data must be selected randomly from the population. Durbin Watson's test value is between one and two, it indicates that the multi regression residuals are independent.

TABLE NO. 6: ANOVA[b] (F-Value)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.024	7	1.432	20.705	.047[a]
	Residual	.138	2	.069		
	Total	10.163	9			

Assume (a): Predictors: (Cont.), BPPE, BCDR, BCDR, BPCR, RRSF, BNNPA, BNIM

Assume (b): Dependent Variable: RRA

The Researcher has used the ANOVA table to find out whether the multi-regression model is a good fit for the relevant data. Table no. 6 shows that independent variable RRA significantly predicts the dependent variable RRSF, BPCR, BNNAPA, BCDR, BCD, BNIT, BPPE, F (7,2) =20.70, p<. 005. It shows that the regression model is perfectly fit for the relevant data.

TABLE NO. 7: MULTIPLE REGRESSION MODEL FOR ANALYZING DATA

	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations		
Model	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part
(Constant)	-0.956	6.233		-0.153	0.892	-27.774	25.862			
RRSF	0.001	0	1.012	3.829	0.062	0	0.002	0.983	0.938	0.316
BPCR	0.002	0.013	0.025	0.143	0.9	-0.053	0.057	0.011	0.1	0.012
BNNPA	0.11	0.124	0.381	0.883	0.47	-0.425	0.644	-0.911	0.53	0.073
BCDR	-0.029	0.099	-0.123	-0.292	0.798	-0.455	0.398	0.79	-0.202	-0.024
BCD	-0.017	0.094	-0.021	-0.183	0.872	-0.424	0.389	0.007	-0.128	-0.015
BNIM	0.811	0.858	0.505	0.945	0.444	-2.881	4.504	0.915	0.556	0.078
BPPE	2.15E-05	0	0.076	0.543	0.641	0	0	-0.34	0.359	0.045

Multiple Regression Model for analyzing data Y is equal to a + b1X1 +b2X2……. ϵ

Where ϵ represent for Error term

The general standard form of the equation may predict that:

RRA= -0.956+ 0.001× RRSF + 0.002×BPCR + 0.110× BNNPA - 0.029 × BCDR -0.017 × BCD + 0.811 × BNIM + 2.15E-05 × BPPE.

SUMMARY AND CONCLUSION

The act of evaluation of any bank performance is debatable and like an acid test. Every year lots of articles are published on it from the viewpoint of Government, Stakeholders, Depositors, and creditors, therefore, research needs to pay more attention while judges and comments on the performance of the bank.

The result shows that the Rate of Return on assets has an extremely positive co-relation with the bank's net interest margin, Rate of return on shareholder's fund and credit to deposit ratio. On the other hand, Rate of return on assets has a partial positive relation to the bank's provision coverage ratio and credit to deposit ratio. Vice versa rate of return on assets has perfect negative co-relation with bank's net non-performing assets. Similarly, the rate of return on assets has a partial negative relation with the bank's profit per employee. The study also concludes that due to the high provision of Nonperforming assets, net profit the company continuously decreases.

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CURRENT TRENDS OF SOCIAL RESPONSIBILITY OF BUSINESS AROUND THE WORLD WITH FOCUS ON AFRICA AND ETHIOPIA

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ABSTRACT

Corporate Social Responsibility, hereinafter referred to as CSR, or Social Responsibility of Business – whichever way it is called, the concept remains rife. But the diversity in its import across the world, and the manner in which it is treated by different continents, nations and businesses renders it to be revisited. Hence this research is intended to observe the present trends about CSR around the world, and among the African nations, with emphasis on Ethiopia. This research is also intended to redefine the CSR performance paradigms. It is a survey research carried out based on published data. The important findings of this research include: presence of the unabated spree of indulgence of companies, big or small, in violation of the statutes and facing heavy penalties; some Asian countries and almost all African countries are in their infancy as regards taking up CSR activities; governments have done their best and it is for the business sector to take-over in regard to addressing social responsibility issues since governments can spend only out of the taxes they receive; most of the businesses, including African businesses, place economic objectives first at the neglect of ethical and legal responsibilities and the article established that it is no longer plausible on the part of businesses to believe that indulgence in Social Responsibility renders them to incur losses; the legal framework or its mechanism in Ethiopian context is not only insufficient, but also ineffective in monitoring CSR activities including pollution abatement. CSR/sustainability concepts have begun to be considered core criteria when it comes to recruitment aspect, such as, job applicants started to look for employers' proclivity to CSR and sustainability commitment. As regards achievements of the SDG, the trend seems to have regressed as between 2015 and 2019.

KEYWORDS

CSR paradigms, SDG, corporate social responsibility, social performance, triple bottom-line.

JEL CODES

I31, M14, N30, N37, Q52.

1.0 INTRODUCTION

The phrase, "Corporate Social Responsibility," is called differently among different quarters - *corporate responsibility, corporate conscience, corporate citizenship, corporate sustainability or responsible business,* so on and so forth*; definitions are ambiguous; terms like corporate social investment, corporate citizenship, business ethics are used interchangeably* (Judy N. Muthuri, 2012).

CSR and Corporate Governance go hand-in-hand. There is an overlap between the two as regards coverage of stakeholder classes. If distinction were to be drawn between the two, issues like philanthropy and community welfare, which fall in the non-mandatory domain of CSR, are not covered by Corporate Governance. What corporate governance covers, if not essentially differentiated from the agenda under CSR, are fairness, transparency, and accountability, with focus on investor protection (Uditha Lyanage, 2005)

CSR, remains the buzz word of even today, though the subject received greater attention and was sufficiently dealt with in developed countries already, while the middle income nations like India, some European countries, and South Africa are marching towards attaining perfection, whereas the low income economies have started embarking the path. With the ever growing concern world over about employee welfare, environment protection, and investor protection (the triple bottom line), the question of legalizing social reporting still being debated on in certain countries, the unabated trend of commission of corporate crimes, the emphasis on the question of CSR is rife.

A review of the global scenario of corporate social responsibility points to a marked variation among continents and nations along perception and practice of CSR - with some nations, absorbing the concept and practice to the core, while others being half way through and yet others found on the lower rungs of the ladder, moving upward progressively.

Some apprehensions about CSR around the world:

–CSR is by and large, a western phenomenon;

–CSR pursuance is most likely to be present in countries with "globally-active companies, democratic political structures, and active civil society organizations" (Baskin, 2006).

1.1 DEFINITIONS OF CSR

The concept of **CSR** has been first explained by Bowen, H.R. (1952) and reads that, "… while implementing strategies and making their decisions, organizations should act taking into consideration, society's values."

Stonier's definition goes like this: "In real sense, the assumption of social responsibilities implies recognition and understanding of the aspiration of the society and determination to contribute to its achievement." The report of the World Business Council for Sustainable Development (Peter McKinlay, 2000) provides a definition of CSR as *"the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life"* and presents conclusion on its importance for business including *"a coherent CSR strategy, based on*

- *integrity,*
- *social values and*
- *long term approach,*
- *offers clear business benefits to companies and*
- *a positive contribution to the well-being of society."*

1.2 NATURE OF CSR

Corporate Social Responsibility is a form of corporate self-regulation integrated into a business model (McWilliams, Abagail. and Siegel, Donald., 2001). From the perspective of companies' commitment to ethical behaviour and voluntary actions surrounding community welfare and their pre-emptive pro-environmental actions, CSR can be said to be a self-regulated concept. But with the immanence of the increasing government's intervention and regulation, socially responsible behaviour comes to be state-regulated as well. Thus, the concept is two-faceted. The objective of CSR is to increase long-term profits and shareholder trust through positive public relations and high ethical standards to reduce business and legal risk by taking responsibility for corporate actions. CSR strategies encourage the company to make a positive impact on the environment and the stakeholders including consumers, employees, investors, communities, government and others. When one asks people from various walks of life as to what social responsibility means to them, one can expect a bizarre picture with some, answering - it is charity; others, saying, community development; and still others, saying environment protection. Probably no single person would be able to give the exhaustive list of the stakeholder classes.

2.0 OBJECTIVES OF THE STUDY
The current study intends to showcase the bird's eye view of the present trends of CSR related perception and practice around the world, through the expediency of the below-listed specific objectives.
1. To put forth a plea for re-defining the label, CSR;
2. To present the pattern of the variegated perception of the concept of CSR around the world;
3. To establish the rationale of CSR
4. To bring out an extended and revised model of CSR paradigm;
5. To examine the latest trends among entities around the world as regards sustainability pursuits;
6. To investigate the status of CSR philosophy absorption among least developed nations including African nations and Ethiopia;
7. To explore the scope for further research.

3.0 METHODOLOGY
The study aims to present the current status of the perception and practice of CSR around the world. Hence the study is exploratory, fundamental and descriptive. The study is based on secondary sources including journal articles, conference papers, web pages, text books, newspapers, and reports published between early 1950s and 2020. It is exploratory because, the study investigates the new trends and attempts to identify scope for further studies; it is fundamental because, the study intends to re-define the CSR performance paradigms in the light of the recent changes in perception; it is descriptive because important developments are reported as they are.

4.0 DELIMITATION
As this research deals with study around the world, the literature covers data published in different continents and nations, right from early 1950s to 2020. Since this research is based on secondary sources, there is no scope for quantitative analyses.

5.0 SIGNIFICANCE
In spite of a great deal of conviction among various quarters around the world about the need to adopt CSR, the skepticism among beginners, or start-ups, or even some established firms still prevail as to the certainty of profitability upon taking up CSR. Hence an attempt is made through this article to dispel wrong conviction about the rationale of CSR, if any. Those who might benefit from this study include government agencies, businesses, researchers, executives, consultants, investors, NGOs and so on.

6.0 CORPORATE SOCIAL RESPONSIBILITY – HOW APT IS THE LABEL?
When the word 'corporate' is used, it refers to registered companies in a country. Then what about businesses run in other forms, like sole proprietary, partnership, and cooperative? These organizations account for a considerable share of a country's GDP. While taking the contribution of informal businesses into account, SMEs contribute to more than half of employment and GDP in most countries irrespective of income levels (IFC, 2010) and their actions too have an impact on the society (externalities) – say, the impact on the environment, employees, government, suppliers, customers / consumers, partners of the firm (mutual impact), competitors, resource utilization, so on and so forth. So, can these entities be neglected when their role in the society is significant? If the use of the word, "corporate" were indispensable, there is likelihood that such firms take for granted that they are precluded from social responsibility initiatives, at least in regard to the mandatory agenda. Hence there is a strong case for changing the nomenclature from **CSR to SRB** (**Social Responsibility of Business**) so as to include businesses which are not registered companies.

But, besides this observation, there is another question still remaining unanswered. That is, the issue of NGOs. The ostensible nature of an NGO is that it is a not-for-profit organization, meaning: its sole motto is to serve the society. Further, most of the NGOs are not registered companies. In such a case, does the term, "Corporate" apply to them? Should they be included in the bandwagon? The mere fact that they are not likely to produce externalities, in general, such as various kinds of pollution, they cannot be exempted from taking up social responsibility. If not from externalities, they still have the obligations towards their employees, partners, suppliers, governments, aid agencies and the like – the stakeholder classes of NGO cadre. So, can the label, "Social Responsibility of Business" be used to include NGOs, though they are not of commercial nature? If the term "corporate" were to be used, proprietary, partnership and cooperative firms should be precluded. If the label SRB were to be used, NGOs get eliminated. Hence, a trade-off appears necessary here. The size of businesses in the unorganized sector is much larger compared to the size of NGOs world Hence it appears reasonable to retain the label, **Social Responsibility of Business (SRB)**, and discard the age old label, CSR. However, since the literate world is used to the term, CSR, the same label is carried throughout this article for the convenience of the readers. The author of this article call for a consensus among thinkers, researchers, managers and consultants to change the label.

7.0 THE VARIEGATED PERCEPTION OF THE CONCEPT OF CSR AROUND THE WORLD
Though the questions raised under this head had been dealt with in earlier studies, the author prefers to revisit these questions on grounds as follow:
- In spite of the fact that the concept of CSR has been discussed over almost a century, many entities do not even talk of the importance of CSR;
- There is possibility that the reason as to why most of the businesses are shy of embarking upon CSR pursuance is, lack of awareness or lack of conviction that CSR leads to prosperity under shared-value mechanism.

In the beginning, there were arguments against CSR, like, "The business of business is business, a corporation's purpose is to maximize returns to its shareholders and that obeying the laws of the jurisdictions within which it operates constitutes socially responsible behavior (Friedman, Milton, 1970). Another stance, with some moderation goes as - if shareholders individually wish to pursue social or other goals, then they are free to apply their personal incomes gained from the company for that purpose, exercising their individual choice…." The argument further states that diversion of shareholders' wealth amounts to the act of theft (Sunjib Dutta, 2003).

7.1 WHO IS IT TO SHOULDER SOCIAL RESPONSIBILITY?
Some arguments that are not antagonistic of CSR dwell upon the question as to who is it to shoulder and monitor the onus. One argument goes like this: Better governmental regulation and enforcement, rather than allowing businesses to voluntarily implement CSR measures, is plausible (Ganguly S. 1999). However, critics claim that effective CSR must be voluntary, as mandatory social responsibility programmes regulated by the government interfere with people's own plans and preferences, distort the plan of allocation of resources, and increase the likelihood of irresponsible decisions (Armstrong, J. Scott & Green, Kesten C., 2013). The author's conclusion is that better CSR governance emerges through collaborative *fora,* among business, government and society representatives.

7.2 DOES CSR ADD TO COST AND ERODE COMPETITIVENESS?
Though this was the apprehension held during early years, almost all recent and contemporary studies indicate that expenditure on social agenda is investment, but not cost. While CSR benefits are hard to quantify, Orlitzky, Marc., Frank L. Schmidt., & Sara L. Rynes (2003) find that social/environmental performance and financial performance of the business entity are positively correlated. Gopal K. Kanj, and Parvesh K. Chopra (2010) too contend that profit means what remains after all costs have been recovered.

7.3 RATIONALE OF SYMBIOSIS BETWEEN BUSINESS & SOCIETY – A MATTER OF GIVE AND TAKE
Interestingly, there are contenders, who see the relationship between business and society through a different lens. They see interdependence of these two sects to signify symbiosis or partnership. Howard R. Bowen (1953) puts forth that businesses, on the one hand, must adjust their operations to the needs of the society

at large and on the other hand, society must develop attitudes and policies more favorable to business. Bowen's perspective thus seems to make society, equally responsible in playing its part by helping businesses formulate their social wellness strategies (Howard R. Bowen, 1953). Keith Davis, professor emeritus at Arizona State University (USA) is cited to have held that organizations are members of the society and that, since they draw resources from the society for their own use, they have a responsibility to return to society a value for those resources (Randal B. Dunham and Jon L. Pierce, 1989). Tunzelmann opines, as laid down in "A Summary of Themes in Social Responsibility and the Company: A New Perspective on Governance, Strategy, and the Community," that business benefits by helping to improve social conditions. [Adrienne von Tunzelmann, 1997 – McKinley Douglas Ltd.]

7.4 ADOPTION OF CSR IS A CAMOUFLAGING TACTIC: THAT IS – TO ELUDE THE SCRUTINY OF GOVERNMENT AND PUBLIC!

Some critics contend that some multinational corporations appear ostensible as regards adoption of CSR. They do this in order to elude government's scrutiny along the former's ethical behaviour (Henderson, David, 2001). Adisalem (The Addis Fortune of Ethiopia, 2015) contends that the floriculture sector is one of those sectors that are known to be at large in using polluting substances while on the other hand, they volunteer in community development activities like building schools and hospitals. Addis Fortune finds these measures as a dissembling tactic. This is called 'green-washing'.

7.5 DOES THE CORPORATE ACT OF PUBLICIZING ITS CHARITABLE DEEDS (THAT ARE PART OF THEIR CSR AGENDA) AMOUNT TO UNDUE OSTENTATION?

According to some quarters, corporate indulgence in charitable activities is believed to be its bounden duty as part of its CSR agenda; but publicizing such good acts becomes undue ostentation and unnecessary (Seble Samuel, 2016). The author of this article contends, what's wrong in publicizing good acts, though they are part of the agenda of a company's CSR activities? He further contends that such publicity might be justified from the point of view of "shared value concept," that is, the society benefits from the company's act of giving and in return, the company benefits by reciprocation from the society in the form of favourable attitude of the latter.

7.6 DOES CSR HELP BOOST THE IMAGE OF A COMPANY?

Empirical studies reveal that "more favorable corporate evaluations and increased purchase behavior" could be attributed to CSR practice (Lichtenstein, D.R., Drumright, M.E., & Braig, B.M., 2004); CSR nurtures "higher customer satisfaction and market value of a firm" (Luo, X., & Bhattacharya, C.B. 2006). This automatically translates into increased wealth of a business. Besides this, it is also contended that CSR improves employees' perceptions about the firm. It is an aid to recruitment and retention (The Economist, 2005).

7.7 BUSINESS CAN RISE TO THE CHALLENGE – LOW PROGRESS IN ACHIEVING GLOBAL GOALS PORTENDED!

The current turbulent state of affairs of the politics is indicative of falling short of achievements of the global goals (SDGs) by 2030 (Edelman, 2019). Edelman Trust Barometer indicates a general dissatisfaction among the employees about job security in the wake of globalization and automation. People cherish that the CEOs be personally involved to pilot the 'diversity and sustainability' missions.

8.0 RATIONALE OF CSR

8.1 THE CORPORATE RATIONALE

Now, it's the turn of corporations. Corporations and businesses organized in other forms too have concern for social responsibilities. A question as to why corporations should have this concern spurs a three pronged answer according to Howard R. Bowen (1953). First, organizations find that they are compelled by society through regulations. Secondly, they are persuaded to be more concerned because, as members of the society, they have acquired many of its attitudes and values. Thirdly, the emergence of large corporations facilitated the separation of management (businesses in company form), which emerged as a discrete body and found itself to be occupying a fiduciary status as against all classes of stakeholders including shareholders. The perspective of these managers, who are highly educated and well experienced, drawing covetable salaries and interested in the sustainability of the company, differs markedly from that of the owners. This distinct status of the managers enables them to give due attention to social issues.

8.2 MANAGERS' SELF INTEREST IN ENSURING LONG-TERM STABILITY OF THE BUSINESS

Managers are supposed to have a flavour of self-interest in their operations nurtured by the drive of long-term stability. "Those who advocate a low price do so not only because it is good as a social policy but also because it is good business in the long-run." More or less, the same rationale is echoed by the Social Investment Policy of Grand Metropolitan (a UK conglomerate of companies in food industry before its merger with Guinnes plc in 1997 to form Diagio), read as, "A policy of sustained involvement in resolving a few social issues carefully chosen by the company in order to protect its long-term corporate interests and enhance its reputation," (Adrienne von Tunzelmann, May 1997). Are these not good examples for the quarters, which are skeptical about success with CSR?

8.3 ACTS OF SOCIAL IRRESPONSIBILITY CAN RUIN THE REPUTE BUILT UP OVER DECADES

Eisingerich, A.B. and Ghardwaj, G. (2011) opine that reputations that take decades to build up can be ruined in hours through corruption scandals or environmental accidents (Eisingerich, A.B. and Ghardwaj, G., 2011) and such acts draw unwanted attention from regulators, courts, governments and media. CSR can limit these risks. (Kytle, Beth; Singh, Paramveer, 2005). The unabated trend of business indulgence in scandals necessitates implementing CSR policy and practice.

The recently published 17 worst corporate crimes of 2015 and others are examples of this stance. The scandals, both of civil and criminal nature cover such companies as Citibank (Deceptive financial practices). Citizens Bank (Cheating depositors), Whole Foods (Overcharging customers by mislabeling), a subsidiary of ConAgra (Food contamination – salmonella-tainted peanut butter), Sanofi subsidiary, Genzyme Corporation (Illegal marketing), General Electric, Office Depot, LG Electronics (all the three on grounds of failure to report safety defects), Tuna producer Bumble Bee (workplace hazards), Deutsche Bank (Sanctions violations with Syria and Iran), Glass manufacturer Guardian Industries (Air pollution charges), An Italian company called Carbofin (Ocean dumping - disposing of wastes into the ocean), Exxon Mobil (in question of deceiving shareholders and the public about the risks of climate change), Millennium Health (allegations that it billed Medicare, Medicaid and other federal health programs for unnecessary tests), Lockheed Martin (Illegal lobbying for extension of contract), German auto parts maker Robert Bosch (conspiring to fix prices and rig bids for spark plugs.), Goodyear Tire & Rubber company subsidiaries (paid bribes to obtain sales in Kenya and Angola), Oilfield services company Halliburton (it improperly categorized more than 1,000 workers to deny them overtime pay). The amount of penalties ranged between a couple of million dollars to a couple of billion dollars (Phil Mattera / Dirt Diggers Digest December 18, 2015)

8.4 OTHER INSTANCES THAT INDICATE NECESSITY OF CSR ADOPTION

CSR programme can be an aid to recruitment and retention (Bhattacharya, C.B.; Sen, Sankar; Korschun, Daniel, 2008) within a competitive graduate student market. It is also contended that potential recruits generally consider a firm's CSR policy to be enhancing employees' perception of the company and it comes of avail through employees' payroll giving (contribution to charity from salaries), fund raising or community volunteering activities besides fostering customer orientation among customer-facing employees **(**Korschun, D., Bhattacharya, C. B.; & Swain, S. D. 2014).

9.0 STAKEHOLDERS

9.1 STAKEHOLDERS AND SOCIAL RESPONSIBILITY

Occupying a fiduciary status, managers are thrust upon with the necessity of knowing what stakeholders need and their aspirations. This is not as simple as that. The number of stakeholder-classes is alarmingly large. An attempt to cater to all these classes is not as simple. The problem is accentuated by the conflicting nature of their demands and expectations (such as augmented employee-welfare expenditure erodes return to the stockholders, whereas a commitment to escalate shareholders' return curtails benefits to employees and other legitimate claimants, say, consumers, who would have enjoyed the benefit of reduced or fair price otherwise). A trade-off would then, seems to be a conundrum for the managers.

This complexity is exasperated when one is driven to explore the areas within the demand set of a given stakeholder-class (consumers) such as "product reliability (the responsibility to provide a product that does what it is supposed to do), product promotion (the responsibility to make honest claims about the nature of the product) and product safety (the responsibility to protect the user of a product from harm and danger)." Similarly, "responsibility to investors also spreads over a number of different areas. These include providing truthful information about an organizations' financial status and past use of capital, as well as prudently using current capital, for organizational activities." It is also contended that the nature of social responsibility changes with changes in social and cultural norms and mores (Randal B. Dunham and Jon L. Pierce, 1989).

9.2 A QUESTION OF PRIORITY AMONG STAKEHOLDER CLASSES

The primitive apprehension was that when it comes to social well-being, the patron is government alone. Businesses appreciated the need of social responsibility only around the middle of the 20th century, and hence are viewed as "complementary of or alternative to government policies and programmes." Contemplating in the context of complementarity, government, today, appears to be in a fix as to defining the respective domains of itself and businesses along the question - which stakeholder-classes are to be included. On the one hand, government is shy of criticism over its divestiture if it attempts to demarcate, say, leaving societal aspects entirely to businesses. On the other hand, a question stems as to whether businesses are so capable to take up the whole task so as to absolve governments? There are "limits on business capacity." Hence businesses are only in a position to prioritize the stakeholder classes, while decisions on allocating resources are taken. However, the current scenario shows that some harbinger-companies have their spectrum of CSR agenda widening – a state, which suggests that governments could be gradually relieved from the burden of investing on social cause, and their role confined to law-making about corporate activities pursuant of CSR implementation. If a business chooses to commit its time and money to educational initiatives, benefits may be apparent from the emergence of 'educated future workforce'. On the other hand, business may choose to invest these resources on the other business activities to reap the benefits such as research gains, employee developments, higher dividend to investors, creation of jobs through investing on new ventures, etc. (Adrienne von Tunzelmann, AIC Conference, 25th May 1997). Now, one can easily isolate what businesses may choose from the two options. But the choice is not that simple when it is to be exercised among the direct stakeholders. The problem lies in reconciling the diverse, and most often, conflicting interests of different stakeholder-classes.

10.0 NATURE & EXTENT OF SOCIAL PERFORMANCE

10.1 THE PARADIGMS OF CORPORATE SOCIAL RESPONSIBILITY

Business organizations are engaged in several socially responsible activities, which vary in nature and degree. Each business entity represents a unique set of performance elements in varying degree according to its history, the background of members of management, the environment in which it operates, so on and so forth. The elaborate social programme, of Grand. Metropolitan, IBM, Tata group of companies, etc., are some glaring examples.

Whatever the activity and its level are, all social performance activities, more or less, seem to emerge from or fall within the paradigm developed by A. B. Carroll (1979). His model is depicted as a cuboid, which is 3-dimensional. Each of the three dimensions of the cuboid represents a set of variables.

DIMENSION I REPRESENTS CATEGORIES OF SOCIAL RESPONSIBILITY, BEING:

1. Economic responsibilities for producing goods and services to be sold at a profit.
2. Legal responsibilities for complying with societal laws and regulations while fulfilling economic responsibilities.
3. Ethical responsibilities for meeting societal expectations of conscientious proper behaviour even when these expectations are not reflected in the letter of laws and regulations.
4. Discretionary responsibilities for carryout voluntary acts, even if failing to do so would not be judged unethical. Making philanthropic contributions and providing day care for employees' children, and the like come under this category.

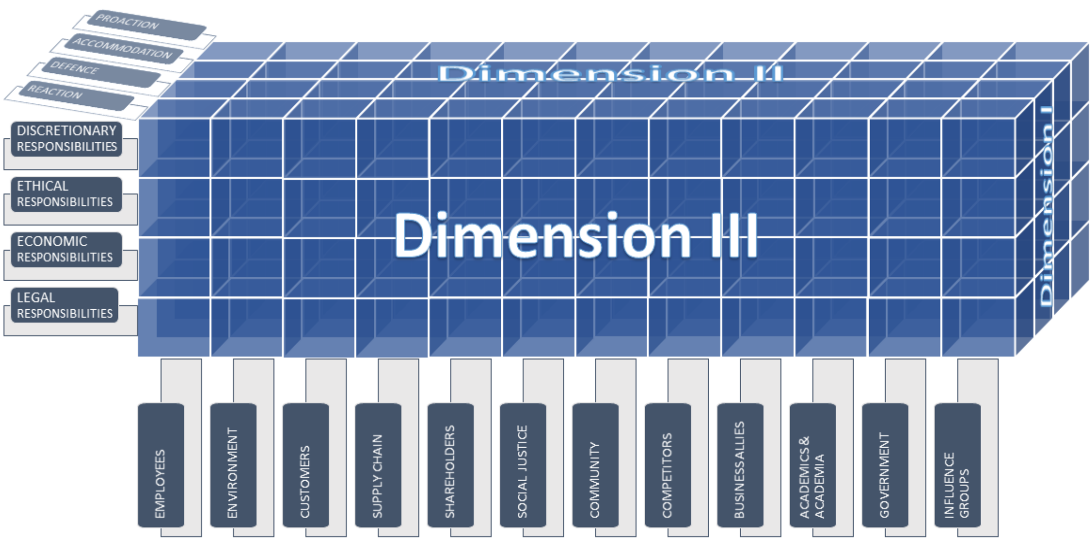
DIMENSION II OF THE CUBOID REPRESENTS THE PHILOSOPHIES THAT GOVERN AN ORGANIZATION'S RESPONSE TO SOCIAL ISSUES AS FOLLOW:

1. Reaction philosophy to address social issues because the organization is compelled to do so by outside forces such as legal, regulatory, or social pressure.
2. Defense philosophies to address social issues to avoid being compelled by outside forces.
3. Accommodation philosophy to address social issues because they exist, even if demands to do so are not likely.
4. Pro-action philosophies to anticipate and address social issues before society in general recognizes the issues as important.

DIMENSION III REPRESENTS THE AGENDA LIKE CONSUMERISM, ENVIRONMENT, DISCRIMINATION, PRODUCT SAFETY, OCCUPATIONAL SAFETY, & SHAREHOLDERS

Francis Cherunilam, referring to the Carroll's cuboidal model, which is described to show economic responsibilities at the base, followed by legal, ethical and philanthropic responsibilities in the upward direction, argues that the foregoing responsibility is legal while economic responsibility is secondary. His contention is that "a company must inevitably obey the laws even if it were unable to discharge some of the economic objectives as long as it exists," (Francis Cherunilam, 2002). In an attempt to expound this stance, the author adds that any business entity comes into existence subject only to legal provisions, that is to say, a company cannot come into existence unless it is registered under the statutory authority concerned. Even if it is a partnership firm, the behaviour of the firm and its partners is governed by the Law of Partnership. Even in case of the sole proprietary firms, the foregoing mandates of law subsist, say, the environmental clearance. The firm at least has to get registered under tax authorities, or obtain certain licenses. Hence, the foregoing responsibility appears to be the legal one. The organizational Social Performance Model of A. B. Carroll (1979) seems to serve as the management's tool to plan their social performance programmes (Randal B. Dunham and Jon L. Pierce, 1989). Expanding the agenda on its III dimension and re-arranging the priority of types of responsibilities on the I dimension as contended in the above argument and maintaining status quo in regard to dimension I, the model looks like figure 1.

FIGURE 1: THE SOCIAL RESPONSIBILITY AND PERFORMANCE PARADIGM, IMPROVED BY THE AUTHOR OF THIS ARTICLE



Source: Modified by the author from the previous models

11.0 THE GLOBAL TRENDS AND MONITORING MECHANISM FOR SUSTAINABILITY

The UN Global Compact stands out as the long time leader in fostering and monitoring sustainability among the commercial and non-commercial entities around the world. The mission of the United Nations Global Compact is to "Mobilize a global movement of sustainable companies and stakeholders to create the world we want." (United Nations Global Compact Progress Report 2019, P.9). "The Ten Principles of the UN Global Compact are an authoritative framework that guides businesses in the areas of human rights, labour, environment and anti-corruption. Derived from UN Declarations and Conventions, these universal principles represent the fundamental values that businesses should embed in their strategies and operations." (Antonio Guterres, Secretary-General of the United Nations, July 2019). The Sustainable Development Goals (SDG) of the UNO, also called the Global Goals, though focus on achievement of time-bound quantitative objectives for business and other stakeholders, in tandem with the Ten Principles, arm the private sector businesses with values and vision that would enable it to be an effective vehicle in achievement pursuits. (A Principles-Based Approach to The Global Goals, United Nations Global Compact PROGRESS REPORT 2019, p. 12).

The five actions the Global Compact (UN Global Compact, 2014, p. 45) has prescribed for the commitment of the entities are: Principled Business, Strengthening Society, Leadership Commitment, Reporting Progress, and Local Action. More than 8000 companies and greater than 4000 non-business entities had signed the UN Global Compact. Europe stands first in participation with over 4000 companies, followed by Latin America, Asia and North America (Kreckova Kroupova, Z., 2015). By September 12, 2017, the number of members changed to 9500 (Business category) and 3000 (Non-business category). With these, there is a sharp rise in the strength from 12000 to 12500 between the years 2014 and 2017 (Who should join UN Global Compact? https:\\www.unglobalcompact.org – site visited on May 12, 2020).

Interesting trends are seen from the global survey (2014) held by MIT and UN Global Compact. The survey reveals that more than 3,795 executives and managers from 113 countries ascribe the key weakness of sustainability progress to low involvement of corporate boards. It is interesting to note that sustainability percolated even to the level of core competencies of all employees of the firm. It is claimed to be one of the eight core competencies, called "driving sustainable solutions," being included in employee's performance reviews (Post, R. 2014).The current situation presents a mixed scenario with business leaders in sustainability representing a minority across geographies and among companies and in the other angle, the companies that standout are a handful, which are demonstrating that "innovation, efficiency, and lasting business value" are driven by sustainability activities (D. Kiron, G. Unruh, N. Kruschwitz, M. Reeves, H. Rubel, and A.M. Zum Felde, 2017). However, the number of companies that place sustainability at the top of agenda is increasing year by year. However, the longitudinal survey of MIT-BCG (Boston Consulting Group), concluded in 2017, reveals that there remains a long way before majority of companies across the world begin to appreciate and reap the benefits of sustainability initiatives (D. Kiron, G. Unruh, N.,et al. 2017). From the situation of 2015, as regards implementation of the Ten Principles of the UNGC, not much progress is indicated by the annual survey of the UNGC as envisaged by the UNGC Progress Report 2019. The survey covered more than a 100 nations and about 1600 respondents. The survey focused on, *inter alia,* the extent to which businesses are committed to development along the UNGC Ten Principles. The important observations are that the principles have their place in the core corporate policies to the tune of 90 percent; 67 percent of employee respondents indicated that CSR policies are developed and evaluated at the level of the CEOs; it is also reported that a half of such companies are imparting training to employees along sustainability agenda. (United Nations Global Compact PROGRESS REPORT 2019). On the global goals front, as regards achievement, regression is obvious as could be found from the UN DESA special edition 2019. Though global unemployment rate went back to pre-2008 financial crisis levels, many seem to fall short of reaping the benefits. Eight percent of the employees and their families around the world were found to be living in extreme poverty even by 2018.

12.0 CSR IN LOW AND MEDIUM INCOME COUNTRIES

The concept and performance of CSR in developing countries have not been apparent and the marginal attempts of corporations along CSR initiatives have not been acknowledged as CSR activities (Kassaye Deyassa, 2016). CSR is found to be less widespread among Hong Kong, Malaysia, Mexico, and Thailand (Welford, R. 2005).

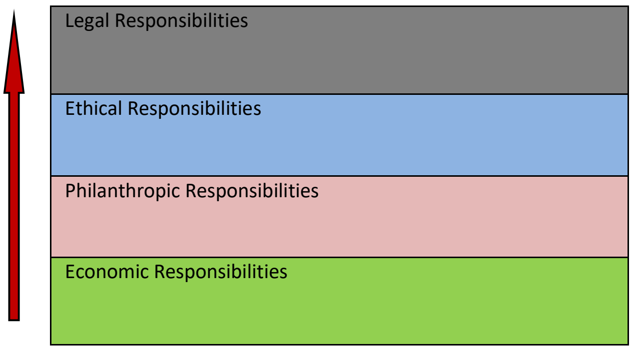
The form of CSR related challenges for developing countries was brewed in the year, 2000 into the Millennium Development Goals - a world with less poverty, hunger and disease, greater survival prospects for mothers and their infants, better educated children, equal opportunities for women, and a healthier environment. A study on CSR reporting in Asia (Chapple and Moon, 2005) found that almost three-fourths of large companies of India claim that they have CSR policies and practices in place as against Indonesian businesses' CSR-engagement admeasuring to a quarter. However, businesses in developing countries, in general, do not have CSR as the centre stage. CSR and corporate governance are found as the fringes of agenda of businesses. The extent of social performance is limited to the point where the additional cost on account of this does not lead the businesses to make losses (Uditha Lyanage, 2007). This can be overcome by the businesses through appreciation of the concept of shared-value – invest on community, environment and customers and the benefits begin to accrue.

12.1 CSR IN THE AFRICAN AND ETHIOPIAN CONTEXTS

12.1.1 THE AFRICAN SCENARIO

The study carried out by Judy N. Muthuri (2012) encompasses the context of five African nations, namely, "*South Africa, Nigeria*, *Kenya*, *Ghana* and Malawi. The proclivity of African business towards CSR is moderated by the frame of "ethics of slavery, colonialism & apartheid" (Judy N. Muthuri, 2012). The socio-economic and political conditions of African nations seem to have redefined the priority among A. B. Carrol's model of socially responsible performance dimensions as being in almost the reverse order, placing Legal Responsibility in the last, as shown in Figure 2.

FIGURE 2: PRIORITIZATION OF CSR PERFORMANCE DIMENSIONS – THE AFRICAN CONTEXT



Source: Modified by the author based on the observations of J. N. Muthuri, 2012.

Poverty reduction and community development, according to popularity, are at the top of the agenda of social performance, whereas governance and accountability are the lowest rungs of the ladder among ten priorities (Judy N. Muthuri, 2012).Making investments in small businesses to promote economic growth throughout the African continent; to encourage employees to take up their own community services by granting them paid time offs; instituting scholarships for the children of the employees that are the first in their families to go to college; taking initiatives in pollution abatement – "these are a few examples of how a number of companies (big and small) in Africa are demonstrating their social performance." (Center for Creative Leadership. 2011).

12.1.2 NEED FOR A TRADE-OFF

It is difficult to imagine the survival and prosperity of African companies without commitment to CSR practice and at the same time, the African business world does not place strong CSR drives on the top of the priority list on grounds of paucity of funds and other resources. Hence, what can be done is to wait and watch. So, the questions that still hover around in the African context are: "What are the benefits of investing in CSR? Does CSR impact employee attitudes?" The African businesses have potential to bring change in their communities through further investments. And when it comes to the employees' attitude, CSR is ushered by them with the exception that they have an issue with job satisfaction (Center for Creative Leadership, 2011). South Africa witnessed a substantial progress "in terms of CSR regulations and development of CSR programs." Both government and private sectors seem to have addressed/addressing the social needs by taking up CSR activities backed by substantial investment year after year (Md. Humayun Kabir, Janine Mukuddem, & Mark A. Petersen, 2015). In parlance with the US statute of Blacks empowerment, the South African government took initiative of the "Broad Based Black Economic Empowerment" (BBBEE). The BBBEE Act 53 of 2003 became a legislation in January 2004. Since then, companies had to include this in their CSR agenda (Skinner and Mersham, 2008). The law entails that if companies intend to do business with government and its agencies, they need to become BEE-compliant (Gary Mersham, 2016). The study of Diana Sanchez (2016) carried out on five large firms in South Africa and Swaziland observes that the companies are expanding into Africa with social investment drive. The study further identifies that it is the private sector that is likely to reap the benefits of CSR more. The study, however, concludes that there is a need for further studies to establish the impact of corporate social investment in the region. The sub-Saharan Africa presents even a worse scenario with the share of working poor at 38 per cent in 2018 as against 55 per cent in 2016. It is alarming to note that a whopping size of four billion people have not been covered by any social safety net (UN DESA. Special Edition: 2019)

12.2 THE ETHIOPIAN SCENARIO

12.2.1 BACKGROUND

Ethiopia is predominantly an agrarian economy. According to the World Bank (2012), currently the country is one of the least developed nations in Africa. As indicated in figure 2 plotted in the discussion on CSR above, Ethiopia too has the legal and ethical responsibilities as the least priority in terms of practice. As the informal sector grows and more privatization takes hold, attention to corporate governance issues is expected to increase. At present, the scale of business is too small to warrant attention to corporate governance" (Bahru Zewde, 2002; Diana C. Robertson, 2009). Traditionally, corporations were responsible only to their owners, operating with profit motto alone at the cost of community welfare and environmental protection. Though the erstwhile business practices caused enough damage to certain communities and resources, recently many entrepreneurs started to think that both profit and concern for environment are indispensable. However, the primitive apprehensions about CSR around the world, such as that held by Milton Friedman and New Zealander Round Table, seem to have been co-extensive with the Ethiopian context too (Adisalem Desta, 2015). The available literature on CSR in Ethiopian context indicates that CSR has a long way to be absorbed by the corporate sector. Though, reports of CSR adoption in the sector exist, they are sporadic and that too, the scope of CSR performance is confined to community development - Saint George, Walia, and Dashen Beers under brewery industry; floriculture sector, as examples (Adisalem Desta, 2015). Kassaye Deyessa carried out his research in Ethiopia during 2014 by identifying a few cities including Addis Ababa. The study covered about eight MNCs and about four governmental and non-governmental organizations, picked by the researcher on the basis of information that the entities are indulged in CSR activities. The results of the study (published in 2016) show that CSR in Ethiopia is in its infancy; the main drivers of recent import of the concept into Ethiopia are MNCs and NGOs; and philanthropy seems to be the dominant dimension of the Ethiopian CSR performance. However, some of Ethiopian companies have a tradition of entering partnership dialogue with their communities and stakeholders in the form informal CSR practices.

12.2.2 Harbingers in CSR performance in Ethiopia - Contributions of Dr. Sheikh Mohammed Hussein Al-Amoudi

The gargantuan contributions of Dr. Sheikh Mohammed Hussein Al-Amoudi on the CSR front in Ethiopia is not unknown to the Ethiopian community and deserve a mention here. Sheikh Mohammed's commitment as a development partner and a great son of his motherland can be understood from the following list. The list is very long, but is summarized as:

- Road construction, leading to agricultural farms
- Establishment of schools and clinics
- Supporting Environmental and Health Advocacy Groups
- Massive investment in the various sectors of the Ethiopian economy.

Major Philanthropic Contributions

- His decision for a gracious financial contribution of $20 million to the Clinton HIV/AIDS Initiative to help in its efforts of increasing care and treatment of people living with HIV/AIDS,
- He also made a significant financial contribution to the African Humanitarian Action (AHA), a Pan African NGO that provides humanitarian assistance to refugees, internally displaced persons and local communities throughout Africa.

12.3.1 THE ETHIOPIAN CSR SCENARIO AS PORTRAYED BY RESEARCH STUDIES

12.3.1.1 CSR AS REDRESS TO THE ILL-EFFECTS CAUSED BY INDUSTRIAL ACTIVITY

According to Kassaye Deyassay's study, CSR, as idea, is new in Ethiopia and started off as redress by multinationals to remedy the effects of their extraction activities on the local communities. This is seen in the form of the recent development of formal CSR performance practices mainly driven by MNCs.

12.3.1.2 CSR CONCEPT IS NEW ALTOGETHER AMONG CORPORATE AND GOVERNMENT CIRCLES

Another observation is that almost all of national companies and government organizations have not developed a concept of CSR. However, some of Ethiopian companies have a tradition of partnership and dialogue with their communities and stakeholders in the form of informal CSR practices. On the other hand, the continual indulgence of NGOs in socially responsible activities has been immanent. But the activities of NGOs cannot be reckoned with CSR, since these are non-commercial organizations, though, their contribution to the society is commendable.

12.3.1.3. SOME MULTINATIONAL COMPANIES AND THEIR CSR PERFORMANCE OBJECTIVES AND PATTERNS

"Brand building and the desire to give back to society; exploring new business opportunities; social and environmental innovation; achieve enhanced brand value, reputation; comply with International Standards; maintain good relations with government and communities; -improved financial performance; concerns for efficiency and productivity; better management of risk and crises." (Kassaye Deyassay, 2016).

12.3.1.4 PERCEPTION OF LOCAL COMMUNITY ON CORPORATE SOCIAL RESPONSIBILITY OF BREWERY FIRMS IN ETHIOPIA

Fentaye Kassa Hailu, K. Rama Mohana Rao (2016) held a study (covering 595 local communities of major five brewery firms) with main objective of examining the perception of local communities towards corporate social responsibility (CSR) initiatives of Brewery firms in Ethiopia. The study focuses on community related aspects such as charity, health, environment and social infrastructure. A finding of this study revealed that awareness level of the local community about the firms' CSR initiatives is not significant, i.e., the knowledge is shallow. However, the opinion of the local communities is positive about what the industry is doing on CSR front. The study categorized the CSR initiatives under the heads: (a) sponsorship and donation; (b) community development and helping the poor (c) creating employment opportunities; and (d) environmental responsibility. The study reveals that except the second aspect all other dimensions of social performance got scores of three and above on a five-point scale. According to the respondents from East Africa Bottling Share Company and MOENCO Ethiopia Limited Companies, training is the key to improving CSR and there is a need to both raise the awareness of managers about CSR issues and develop the capacity to begin to implement CSR practices within companies.

12.3.1.5 NATIONAL COMPANIES AND CSR

According to the respondents, since all national companies have not developed a CSR concept, a CSR policy and strategies, all of the companies have not also developed CSR drivers. Respondents from Almeda Textile Factory, Muger Cement Factory and Wonji Showa Sugar Factory state that, training programmes should be extended beyond just managers and employers of the company. According to Hilton Addis and Flora Eco Power, CSR in Ethiopia has so far tended to be the preserve of multinational companies and NGOs.

12.3.1.6 ETHIOPIAN GOVERNMENT'S INITIATIVES (13-01-2017)

This information is derived from the State Department's Office of Investment Affairs Investment Climate Statement. Some larger international companies have introduced corporate social responsibility (CSR) programs; however, most Ethiopian companies do not practice CSR. There are efforts to develop CSR programs by the Ministry of Industry in collaboration with the World Bank, U.S. Agency for International Development, and others. CSR programs supporting workforce capacity-building and services, community-building and infrastructure investment programs taken up by foreign corporations can serve to further align company objectives with GOE's overall GTP II (Growth and Transformation Plan II) development goals. The host government encourages CSR programs for both local and foreign direct investors but does not maintain specific guidelines for these programs, which are inconsistently applied and not controlled or monitored. In early 2015, the Ethiopian Chamber of Commerce & Sectorial Associations published a "Model Code of Ethics for Ethiopian Businesses" that was endorsed by Ethiopia's President Mulatu Teshomme as the model for the business community**.**

12.3.1.7 EFFECTIVENESS OF ETHIOPIAN ENVIRONMENTAL LAWS AND MONITORING BODIES. THE LACUNAE IN ENVIRONMENTAL LAWS

As the brief review of Ethiopian environmental laws in this article has revealed, Environmental Wrong-doings (EWDs) in Ethiopia can entail civil, criminal and administrative measures/remedies. On the other hand, the recognition of these remedies creates the impression that they can contribute to the effective protection of the environment if used properly. However, a closer look at the provisions of these laws reveals that there are certain problems which affect the effective use of these remedies. Among other things, the civil remedies they recognize are limited to certain types of EWDs; they do not permit suits against environmental protection organs for failure to discharge their duties under environmental laws; environmental protection organs have not been fully authorized to take some important administrative measures against violators of environmental regulations, and the ability of the penalties recognized for EWDs to serve their purposes is becoming smaller with the declining value of Birr. Therefore, it is recommended that all relevant environmental laws should be amended to avoid these defects. In particular, article 11 of the Environmental Pollution Control Proclamation should be amended to recognize public interest litigation in its broader sense; that is, against any person, including government organs, and for all EWDs including cases where harm has not occurred. Similarly, the fines that have been recognized by various environmental laws must be reconsidered to suit the needs of the time. (Dejene Girma Janka, 2013)

12.3.1.8 ENVIRONMENTAL WRONG-DOINGS (EWD) AND INADEQUATE INSTITUTIONAL CAPACITY

One of the urging goals of environmental laws is monitoring human behavior surrounding the environment. Thus, EWD is seen when businesses fail to comply with environmental regulations / tenets. Thus, EWD may be deemed to be non-compliance on the part of businesses, with environmental regulations, though such non-compliance may not result in harm. This study indicates that the necessary institutional capacity (human, financial and material resources) is low. Inadequate institutional capacity is clearly a constraining factor in the effective functioning, and implementation of the Environmental Pollution Control law by EPA and relevant sectoral institutions (Dejene Girma Janka, 2013).

12.4 FROM NEWS REPORTS AND RESEARCH STUDIES

Traditionally, corporations were responsible only to their owners, operating with profit motto alone at the cost of community welfare and environmental protection. Though the erstwhile business practices caused enough damage to certain communities and resources, recently many entrepreneurs started to think that both profit and concern for environment are indispensable (Adisalem Desta, 2015). However, the primitive apprehensions about CSR that prevailed around the world, such as that held by Milton Friedman and New Zealander Round Table, seem to be co-extensive with the Ethiopian context too. The available literature on CSR in Ethiopian context indicates that CSR concept has a long way to be absorbed by the corporate sector and this situation is ascribed to the prevailing political and economic conditions. Though, reports of CSR adoption in the sector exit, they are sporadic and that too, the scope of CSR performance is confined to philanthropy and community development as is the case of Saint George, Walia, and Dashen Beers under brewery industry, and floriculture sector (Adisalem Desta, 2015). Kassaye Deyessa carried out his research in Ethiopia during 2014 by identifying a few cities including Addis Ababa. The study covered about eight MNCs and about four governmental and non-governmental organizations, picked by the researcher on the basis of information that the entities are indulged in CSR activities. The results of the study (published in 2016) show that CSR in Ethiopia is in its infancy; the main drivers of recent import of the concept into Ethiopia are MNCs and NGOs; and philanthropy seems to be the dominant dimension of the Ethiopian CSR performance. However, some of Ethiopian companies have a tradition of entering partnership dialogue with their communities and stakeholders in the form of informal CSR practices.

13.0 TAKEAWAYS FROM THIS RESEARCH

The bird's eye view of the global proclivity to CSR is discouraging with the uneven degrees of absorption of the CSR philosophy (1.0). The author established sufficient ground for the need to re-label the concept, that is, from "Corporate Social Responsibility (CSR)," to "Social Responsibility of Business (SRB) (6.0)." There is a criticism about some MNCs and some floricultural enterprises for their camouflaging tactics by way of indulging in some community welfare activities so as to elude scrutiny of governments and society about their corrupt practices – a practice, also called green-washing (7.4). CSR boosts the image of the firm among customers and employees (7.6). The UNGC Report 2019 envisages that the government and society look to businesses to rise to the occasion in the wake of the backwardness in achieving the global goals (7.7). The rationale of CSR might be predominantly justified on grounds, *inter alia*, that businesses have an obligation to return something to the society out of what wealth they earn; segregation of managers from ownership places them in fiduciary position as regards all stakeholder classes; sustainability of the businesses; the immanent need to monitor the activities of businesses in the light of the continuing offences and crime of businesses – big and small (8.1; 8.2; 8.3). Potential recruits have started looking for employers who are CSR oriented on grounds that payroll giving system might be presented and employees would be trained to approach customers in a responsible way (8.4). From the stakeholder perspective, when a business embarks upon CSR implementation, the challenge lies in prioritizing the stakeholder classes; it has to reach a compromise among the divergent stakeholder classes, the aspirations and expectations of which are often conflicting (9.2). As per the 2014 global survey of MIT and UNGC, the number of sustainability leaders among companies across the world is not significant. Another study indicates that sustainability drive is identified as one of the eight core competencies expected of recruits. It is also interesting to note that sustainability drive has percolated to the lower level employees also (11.0). On the global goals front, as regards achievement, regression is obvious as could be found from the UN DESA special edition 2019. Though global unemployment rate went back to pre-2008 financial crisis levels, many seem to fall short of reaping the benefits. Eight percent of the employees and their families around the world were found to be living in extreme poverty even by 2018. The sub-Saharan Africa presents even a worse scenario with the share of working poor at 38 per cent in 2018 as against 55 per cent in 2016. It is alarming to note that a whopping size of four billion people have not been covered by any social safety net (UN DESA. Special Edition: 2019). As regards the social performance pattern, the cuboidal model of A. B. Carrol, (1979) has served as a good bench mark. With the identification of legal responsibilities as the foregoing ones and with identification of more stakeholder classes, the existing model of A. B. Carrol has been restructured by the lead author of this paper as in figure 1. The UN Global Compact stands out as the long time leader in fostering and monitoring sustainability among the commercial and non-commercial entities around the world bearing a roster of signatories of about 12500 entities. At the same time, the number of companies that place sustainability at the top of agenda is increasing year by year. It is observed that sustainability concept percolated even to the level of core competencies of all employees of the firm, as such it got included in employee's performance reviews criteria. It is also found that the involvement of corporate boards in sustainability initiatives is also low (item 11.0). However, the longitudinal survey of MIT-BCG (Boston Consulting Group), concluded in 2017, reveals that there remains a long way before majority of companies across the world begin to appreciate and reap the benefits of sustainability initiatives (11.0). As regards the progress in CSR adoption by the Asian countries, 75 percent of large Indian companies claim good amount of progress, whereas Hong Kong, Thailand, Malaysia and Indonesia are found to be trailing behind. On the North American front, Mexico is reported to be falling behind. The Millennium Development Goals set by the United Nations as well as the focus on basic needs of citizens among low and medium income nations indicates that these nations have a long way to go in demonstrating a mature level of social performance (12.0). In case of African nations too, the CSR priorities, as reflected in figure 2, indicate that the legal and ethical goals are preferred least (item 12.1.1). It is interesting to note that among African nations, South Africa appears to be the harbinger in CSR absorption and practice. However, the low level of absorption of the concept is ascribed to the prevailing political and economic conditions. Coming to the Ethiopian context, one study reveals that CSR adoption comes as a redress by MNCs in response to the damage caused by extraction industry, and that the concept is new altogether for Ethiopia. CSR, for Ethiopia mean mere addressing community issues and charity. A finding of this study revealed that awareness level of local community about the firms' CSR initiatives is not significant, i.e., the knowledge is shallow. However, the opinion of the local communities is positive about what the industry is doing on CSR front. Employees of certain companies recommend training along CSR theme for employees and company managers. The initiatives taken by government of Ethiopia are marginal. However, there are efforts to develop CSR programs by the Ministry of Industry in collaboration with the World Bank, U.S. Agency for International Development, but action in this direction doesn't seem to be taking good pace. The host government encourages CSR programs for both local and foreign direct investors but does not maintain specific guidelines for these programs, which are inconsistently applied and not controlled or monitored. The initiative taken during early 2015 by the Ethiopian Chamber of Commerce & Sectoral Associations in publishing a "Model Code of Ethics for Ethiopian Businesses," endorsed by Ethiopia's President Mulatu Teshomme as the model for the business community, is well ushered. As regards implementation of the environmental laws it is found that use of remedies of environmental wrong-doings is ineffective. This is because of inadequate institutional capacity – say – *inter alia*, lack of qualified and skilled manpower; lack of awareness promoting activities; lack of sustained spree of pollution control efforts.

14.0 RECOMMENDATIONS

The author established a strong case for changing the label from CSR to SRB (Social Responsibility of Business). Governments have done their level best in regard to community development, community health and policy-making about environment, employees and other relevant stakeholders. It is for the businesses to take over the burden. Though this conviction had been long drawn, it is reiterated in the UNGC report 2019. However, it is recommended, since it is government that is supposed to have the big picture, that the initiative be taken by the government itself in formulating CSR philosophy of the nation by taking inputs from the corporate sector harbingers / champions under a joint committee mechanism. Business risk can be averted through adopting CSR practices, say, corporate misdeeds arising out of ill-advised strategies attract ignominy and so, such a bad repute can cause irreparable damage to the organization as well as the respective stakeholder-class. For example, negligence of pollution abatement or violation of human rights can attract legal action and loss of repute among the stakeholders and the society at large. Since CSR presupposes all types of risks that might face the business and is a perfect guide towards achieving shared-value status, businesses should invariably begin their journey with CSR and CG (corporate governance). The argument of Armstrong & Green (2013), discussed in the body, that CSR pursuance should be voluntary and not to be imposed by government is not tenable absolutely. As regards the debate as to, who is it to shoulder CSR (whether Government, or Business), the author's conclusion is that better CSR governance emerges through collaborative *fora,* among business, government and society representatives. Issues like philanthropy and community infrastructure could be left to the voluntary domain of CSR performance, whereas, it would be impractical to think that issues like environment protection, employee protection, consumer protection, investor safety, ethical behaviour, transparent behaviour and accountability should be left to the voluntary domain of CSR performance; but, subjugated to government's scrutiny. The concept of CSR should be appreciated and adopted by the businesses especially from the low income countries that they leverage their respective nations' economies. This is how that works: engagement in CSR boosts the image of the incumbent business entity and results in increased patronage of the stakeholder classes; size of business increases and thereby profits; contribution to taxes and GDP rises. All those businesses, big or small, who have not thought of CSR so far can begin in a humble way, say beginning with adhering to statutes surrounding employee-issues (because every second citizen of the USA, according to a survey, finds employee class as the first priority among all other stakeholder classes of a business) and switching attention to addressing problems of customers. Emphasis on quick profits should be postponed because profiteering should be a natural outcome as a byproduct of a sustainably run business. Profits might look meager at the beginning but will multiply dramatically in the long-run; then focus attention on environmental issues followed by supply chain issues. But, if the shoddy quality of the products is attributable to the supply chain, focus on this stakeholder simultaneously. This way, the businesses can proceed to address other stakeholder-classes, one after the other, for it might demand commitment of huge amounts of resources. For accelerating the pace of CSR concept absorption, the need of legalizing social reporting appears glaringly important on the part of governments. Many low income and middle income nations fall short of initiating such a mandate for one reason or other. Companies or businesses must begin to constitute, if not in place, CSR and CG monitoring boards or committees (standing or ad hoc as per the need) so that the activity becomes sustainable, leading to corporate citizenship.

15.0 CONCLUSION

The concept of CSR and its associated concept of Corporate Governance remain buzz words even today on grounds that the concept of CSR is yet to be absorbed in many countries to the extent the developed nations have demonstrated. If one attempts to examine the reasons for low level of absorption or disclamation of it by the businesses in such countries, one might find the same conundrum, (to be the reason) which boggled the thinking of the business world once upon a time, i.e., the confusion as to whether assuming CSR is a cost escalating exercise and so erodes profits and competitiveness. Now, the onus lies on the researchers to dispel this conviction among businesses in low and medium income countries like Ethiopia. As this condition is so, some quarters believe that businesses take up CSR only to divert the attention of the public and the governments from scrutiny of their unethical and environmental wrong-doings – a camouflaging tactic. On the other hand, local media are caught up in the apprehension that taking up community development activities, which is the very responsibility of businesses, are being advertised about in their promotional campaigns so as to manifest that the business / company is benevolent. Can one deem such a behaviour to be taking undue advantage? No, it is not so. Publicizing what good things the organization is doing, leverages the returns to the entity. This is what we call, "the shared value system." As regards achievements of the SDG, the trend seems to have regressed between 2015 and 2019.

16.0 LIMITATIONS

In line with the purpose of this research article, being, taking a cross-sectional picture of the world trends as regards the status of CSR, only secondary data are used. Hence applying statistical techniques has no place. The accuracy of data is subject to the accuracy of the sources of information. Since this is a comparative account, nothing in this article is intended to demean any nation or any continent, or any institution.

17.0 HORIZONS FOR FUTURE RESEARCH

There seems to be absence of adequate and comprehensive surveys / research on the business world of Africa and Ethiopia in the realm of CSR. The study of Kassaye Deyassa, (2016), titled, "CSR from Ethiopian Perspective," covers a few businesses along their objectives of CSR engagement. Since the number is smaller, the results do not represent Ethiopia by and large. Same is the case with African nations, where, there are more studies on South Africa than on any other country. Another study carried out by Rajasekhara Mouly Potluri and Zelalem Temesgen (2008) is relatively wider, covering companies, customers and public in considerable size, but this is a twelve-year old one. Hence a straight applicability of the findings raises questions on grounds of chronology. Yet other studies are there, but they are sector-based like hospitality, brewery, tannery, and so on and so forth. Given this premise, there is a glaring need for research on exploring reasons for the low level of absorption of CSR and Corporate Governance concepts among some of the middle income nations and most of the low income nations of the world. Besides this, research should be carried out to explore for strategies to bring such nations under the umbrella. Another glaring need for more research is, identifying the factors that inhibit small and medium entities from embarking upon CSR programme.

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CREATING VALUE THROUGH CUSTOMER RELATIONSHIP MANAGEMENT IN THE AUTOMOTIVE INDUSTRY IN INDIA

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ABSTRACT
Customer relationship management is of utmost importance. Nobody wants one time customers who come and go. With the ever increasing cost of acquiring customers it becomes important that we optimize the process while maintaining and nurturing a deeper relationship with customers who are already onboard. In order to do that, a company should have a clearly defined method of nurturing customers. From acquiring information to approaching potential buyers, following up, offering relevant content as well as loyalty programs and promotions. Organizations face different levels of implementation barriers. The reason for this is the circumstances that vary from organization to organization. In this study, we have tried to understand the future probabilities of CRM implementation and its fruitful benefits in the automotive industry in India. India is a prominent auto exporter and has strong export growth expectations for the near future. According to the Society of Indian Automotive Manufacturers (SIAM), Indian automotive sector is expected to achieve a turnover of $300 billion- clocking a CAGR of 15%. The Automotive Mission Plan (AMP)was drafted in 2006 to map the aspirations of the auto and auto component industry, to promote India as a preferred global manufacturing destination and introduced intervention and prescription mechanisms for promoting the industry. The ideal tagline for CRM (Customer Relationship Management) in the automotive industry should be "Specify what you want and we will build it for you." We have tried to analyze the level of interaction of a car company with its customers, the satisfaction in the whole process in terms of money, time and efforts expended through a survey. This paper discusses about the present as well as future prospects of automotive industry in terms of increased customer involvement and thereby establishing long lived relationship with current and potential customers.

KEYWORDS
eCRM, mCRM, automotive, customer relationship management.

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INTRODUCTION
Customer relationship management (CRM) is a strategy that enables organizations to reduce costs, increase profitability and strengthen loyalty of their customers. CRM collects information based on all data sources within the organization (and when it is possible, beyond organization) and represents a holistic insight on every customer in real time.

The emergence of CRM strategy as a management approach is the result of several important trends that characterize contemporary society that reflects a shift in business focus from transactional to relationship marketing that involves:

- Understanding that customers are business associates, not just commercial audience;
- Transitions in the structuring of the organization at the strategic level, from functions to processes;
- Recognition of the advantages of using information proactively rather than only reactively;
- Greater use of technology in the management and the maximum value of information;
- Accepting the need to balance the delivery and extraction of customer value;
- Development of "one to one" marketing approach.

There are many technological solutions for CRM, but to think of CRM just in technological terms is a mistake. CRM is primarily a business strategy or set of processes, people and technology used by the companies to successfully attract and retain customers for the maximization of growth and profit of the organization. Each sector of the economy and industry, non-profit organizations and government institutions use CRM benefits in work with its customers or clients. Different CRM strategies, depending on one or the other economic sector, are often different, and they are in connection with products and services offered to customers. CRM has become available and necessary with the development of electronic commerce, and it is supported by web applications and the rapid growth of the Internet. What is the approach to manage and develop CRM (gradually or all at once, internal development or purchase of solutions, etc.); to what extent technology purchase solves the implementation of CRM strategy; what customer information must be known and collected; what knowledge must be developed within the organization; how to measure the effectiveness of implementation; where to begin – from the customer's needs, internal processes or technology – these are all issues that are constantly imposed. A good CRM solution, with close relationships with customers, brings the possibility of early recognition of new customers and their specific requirements and in this way they can be satisfied faster than the competition. In this way, an efficient CRM provides leadership in quality of products while at the same time it improves the customer satisfaction and their readiness to purchase superior products. By combining appropriate software with analytical tools, CRM helps the organization to integrate customer data from various sources, and to conduct deep analysis and gain comprehensive view on relations between the organization and customers. A typical organization tends towards finding solutions that will solve all known and unknown problems. In order to be more pragmatic, it is more likely to start from the processes that are essential for the organization, then choose and define those that are not possible to adopt at the beginning.

CRM PRACTICES IN AUTOMOTIVE INDUSTRY
As per the automotive analyst, new vehicle profit margins are wafer thin. Additionally, in a growing multi-channel world, it has been discovered that customers are ultimately interested in the final product and don't really care what kind of touch point was used to interact with car dealers. Traditionally, the distribution

system of the automotive industry was such that the manufacturers and end customers were largely distanced. For most automotive manufacturers, their real customer was the 'dealer' and focus was on how to keep them happy. Once the vehicle reached the dealer the only interest that the manufacturers had was to ensure that the dealer succeeded in making a sale. Manufacturers were concerned with keeping their factories running, car production and shipping them - after which the final on us to sell the car is transferred to the dealer. However, as progressing time gave birth to the much evolved customer; many manufacturers are today regretting having ever had this outlook. Having washed their hands off all proximity with the end customer, a large volume of customer related information was lost - customer preferences played a small role in vehicle manufacturing.

When we talk about "CRM built cars", there are two important steps which the industry needs to take forward. First of all, the manufacturing process flexibility has to be increased and secondly dealer-manufacturer integration must be improvised.

The biggest reason to concentrate on 'built to order' (BTO car models) is to do away with waste that occurs due to large left-over inventories. In an ideal automotive world, the manufacturer will start building the car only after getting specific orders from customers thereby leading to smart use of inventories and negligible wastage. This is the crux of CRM in the automotive industry - customer inputs kick start production. Inline production like paint, seating or other last minute job can be delayed a little until the exact customer preference gets conveyed.

The idea is to have a fewer number of cars but more customized, thereby eliminating features or options that customers do not even want. There needs to be a shift from the stagnant mentality that quota fulfillment is more important than a satisfied customer.

AUTOMOTIVE SALES TEAMS AND CUSTOMER RELATIONSHIP MAPPING

The sales teams who believe in CRM system and is convinced to work for the greater vertical good, have the potential to bring in huge value to the customer and vendor relationship management process. A comprehensive CRM strategy can help achieve the following:

a) **Foresee demand** - The automotive industry faces an on-going issue of accurate demand measurement, the solution to which is not just technological. Sometimes, certain options in cars are not even offered to customers, as a result of which gauging the demand for it is out of the question. Through a comprehensive CRM solution which incorporates social CRM, sales reps can make note of customer requirements/ interests and establish links between features and specific customer demands while simultaneously tracking competitors' offerings. This can then be put forth to the manufacturer for consideration. However, this is only effective with high user adoption.

b) **Track open activities** - Customers often have strict preferences with regards to when they want to be contacted by sales people and often request pertinent written material/ reviews/ catalogues prior to further discussions or negotiations. This information and related tasks can be captured in the CRM system for each customer in the database, making it available through a central repository. In addition, escalation rules can be customized to ensure efficient follow-ups.

c) **Auto-populate campaign participants** - Connections between customers and marketing programs can be established through an effective CRM solution - customer names can pop up against a particular marketing program or a specific segment can be suggested to optimize lead generation.

d) **Calculate ROI for new initiatives** - Integrate with multiple systems and collate expenses and outcomes of various vendors/ dealer related marketing activities and incentives on single CRM software to ensure accurate calculation of return on investment(ROI)

Automotive industry CRM programs must incorporate two vital principles in order to succeed:

- **Understanding purchase-cycle intimacy** - A productive CRM system must dig deep into what drives the purchase decision before the purchase is made, and unlock real value by recognizing that different customers tread on different purchase paths.
- **Analyse ownership experience** - Since different customers follow different paths of ownership, good CRM systems must establish a deep link to every individual's ownership experience, their relationship with the seller throughout the cycle of ownership. A single repository with details of all related purchases (services, annual maintenance contract, insurance, accessories, etc.) and complaints will facilitate analytical insights and redesign of strategies to optimize customer experience.

Present era is an era of experiential marketing and providing an unmatched experience garners the loyalty of the consumers. A unique experience can only be created through a seamless expertise- providing a solution in the most hassle-free way possible. This is where CRM makes an impact. It involves keeping track of customer information and trends; therefore, it is more than just about database as it involves a fair amount of management strategy and customer insight to launch a successful goal- oriented campaign for customer retention.

In order to engage potential customers across multiple devices in multiple channels, you need data and processes. And with CRM software, you are able to create a 360 degree overview of each person you connect with.

CURRENT IT APPLICATION IN THE INDUSTRY

The Top 10 CRM Systems in India are:

1. Oracle, including its Oracle Siebel, People Soft and Oracle On Demand products
2. SAPCRM
3. Microsoft Dynamics CRM
4. Salesforce.com
5. Sage, including ACT!, Sage CRM and Sales Logix
6. Pivotal from CDC Software
7. Talisma
8. Amdocs from Clarify
9. SugarCRM
10. ImpelCRM

The Tier 1 enterprise software market is dominated by Oracle Siebel, SAP CRM and Amdocs. SAP and Oracle were early entrants to the India market in 1990s. Oracle's Siebel product and Amdocs have largely penetrated the Indian software landscape along vertical markets, while SAP CRM has been more broadly adopted in largest part riding on the coattails of SAP's highly successful enterprise resource planning (ERP) software suite. While Oracle CRM and PeopleSoft are gradually being phased out on a global basis, these legacy solutions may operate longer in India than other global regions as many local companies have less desire to upgrade than their international counterparts. The small and midsize business (SMB) market has also been historically pursued along industry lines by suppliers such as Pivotal CRM and Talisma, however, now finds itself in new competition with broader CRM software competitors such as Microsoft Dynamics CRM, Sage Sales Logix, Salesforce.com, Impel CRM and SugarCRM. The last three years have witnessed the rise of on-demand CRM solutions like Salesforce.com and Microsoft Dynamics CRM entering the India customer relationship management software landscape and opening the doors to a very large and growing SMB market space. Competing software as a service (SaaS) solutions Right now and Netsuite have started establishing their presence in India following the early success of Salesforce.com.

REVIEW OF LITERATURE

Reichheld and Sasser (1990) indicated that an improvement of 5 percent in customer retention leads to an increase of 25 percent to 75 percent in profit of automobile companies. It costs more than five times as much to obtain a new customer than to keep an existing one. Moreover, with loyal customers, for example, companies can increase their revenue. First, loyal customers are less price sensitive, and the premiums of loyal customers increase 8 percent annually in the personal insurance industry (Reichheld and Teal, 1996). Day and George (1969) introduced the concept of commitment to loyalty studies, and reported that commitment to the brand is necessary in determining the loyalty. The study seeks to develop a conceptual framework of brand image on customer commitment and loyalty. Therefore, the purpose of study is to evaluate how corporate brand image affects customer commitment as well as impact on loyalty in automobile sector. Bose (2002) noted that CRM was invented because the customers differ in their preferences and purchasing habits. If all customers were alike, there will be little need for CRM. As a result, understanding customer drivers and customer profitability, firms can better tailor their offerings to maximize the overall value of their customer portfolio. Chen and Popovich (2003) argued that CRM is a complicated application which mines customer data, which has been retrieved from all the touch points of the customer, which then creates and enable the organization to have complete view of the customers. The modern customer relationship management concept was shaped and influenced by the theories of total quality management and by new technological paradigms. Kotler (2000) assured that CRM uses IT to gather data, which can then be used to develop information acquired to create a more personal interaction with the customer. In the long-term, it produces a method of continuous analysis and reinforcement in order to enhance customer's lifetime value with firms. Chinetal (2003) stated that that due to many technological solutions available for CRM automation, it is often misconstrued as a piece of technology. But they maintained that in recent times many companies have realized the strategic importance of CRM, and as a result, it is becoming a business value-effort rather than technology- centric effort. Using information technology as an enabler. For customers, CRM offers customization, simplicity and convenience for completing transactions irrespective of the kind of channel of interaction used (Gulati and Garino, 2000). Many businesses today realize the importance of CRM and its potential to help them achieve and sustain a competitive edge (Peppard, 2000). This view was further boosted by Bose (2002) that as a result of changing nature of the global environment and competition, firms cannot compete favorably with minor advantages and tricks that can easily be copied by competing firms.The implementation of CRM is an enabled opportunity to rise above minor advantages with real focus on developing actual relationships with customers. Firms those are most successful at delivering what customers want are the more likely to be leaders of the future.

OBJECTIVES OF THE STUDY

The primary research objective is to analyze the after sales service practices of vehicle, and consumer satisfaction which broadly covers all the points below:

1. To understand the level of transparency from service station to customer,
2. To analyze the level interaction of car company with customer and,
3. To study the functioning of Staffs at service station.

RESEARCH METHODOLOGY

A structured questionnaire was floated to the people to meet the objectives. The sampling frame is generally colleagues, relatives and friends. The sampling size is 100. The research is majorly done in Delhi NCR with the age group ranging from 19 to 45 and both male and female are the respondents. And, the sampling process is convenience sampling which is a type of non-probability sampling technique and that involves sample drawn from people which are close at hand. The respondents were asked a range of questions in two major categories.

- The interaction with dealership or service center.
- The work satisfaction in the whole process (Time/Experience/Money)

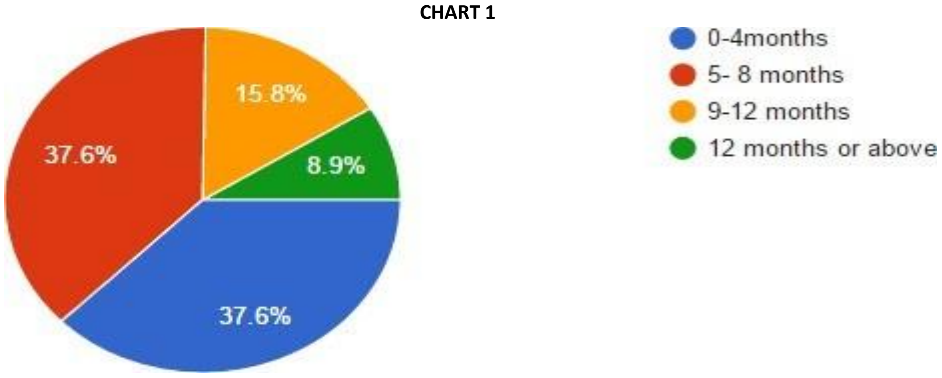
The parameters which are taken into account while making questionnaire are explained with the findings below.

RESEARCH ANALYSIS AND INTERPRETATION

Following questions were asked to the respondents through questionnaire:

1. How often do you take your vehicle to the workshop (service center)?

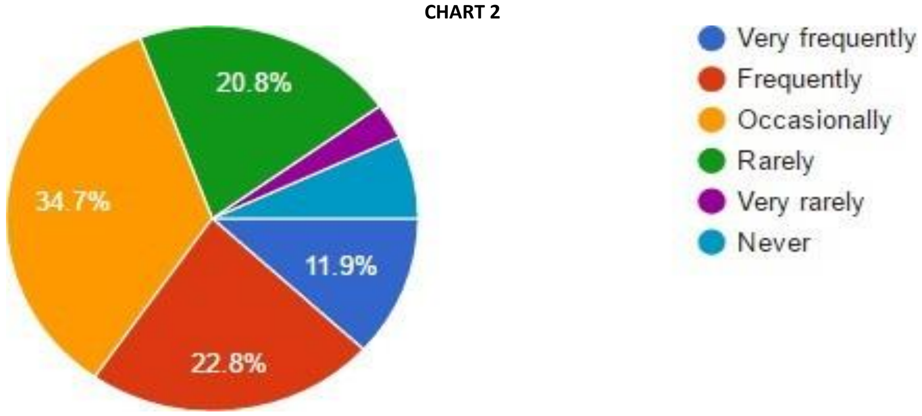
CHART 1



The frequency of taking one's vehicle to the workshop which reflect the ¾ sample take their car at service station for routine check-up, servicing or any other issue in span of 0-8months.

2. How often you receive a call from the service center for any purpose in a quarter (3months)?

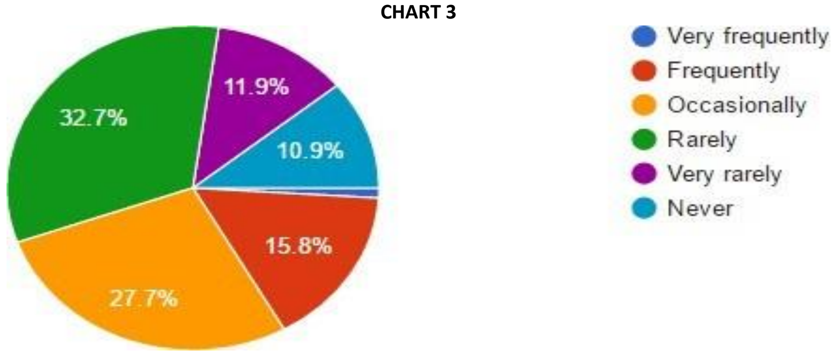
CHART 2



Telephonic call from Dealer workshop or service center or any third party vendor accounts around 70% of sample ranges from very frequently to occasionally. The idea behind asking this question is to find how much effort Dealer or service station tries to generate the lead from customer.

3. How often you answer a call from the service center for any purpose in a quarter (3months)?

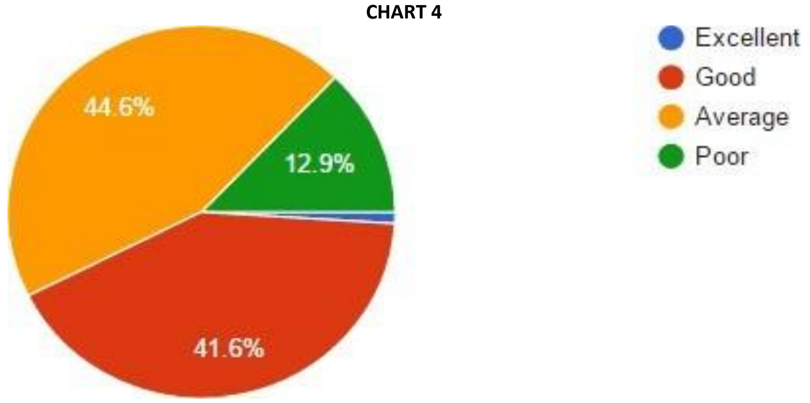
CHART 3



The purpose of asking this is to check the level of interaction from Dealer to Customer because majority of people don't pick up the random calls or calls generally made in busy schedule. Well there is about 50% of sample that don't respond the telephonic call actively.

4. How is the knowledge and understanding of the Service Advisor at service station?

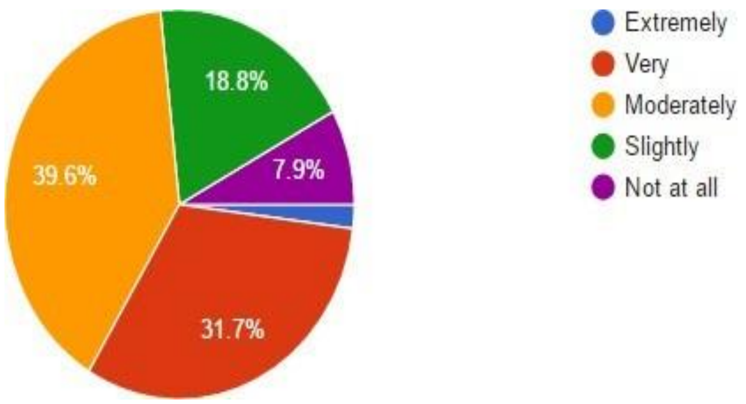
CHART 4



The Service advisor is the first interaction with customer when he/she take the vehicle to service station, the knowledge and understanding plays vital role because that is the time after purchase and 2 way interaction is happening between customer and brand. If both the parameters are up to the mark then there should be no problem in retaining the customer, but that is not the case as we can see around 58% of chunk have seen poor and average understanding of service advisor.

5. How convenient/ suitable are the vehicle service appointments?

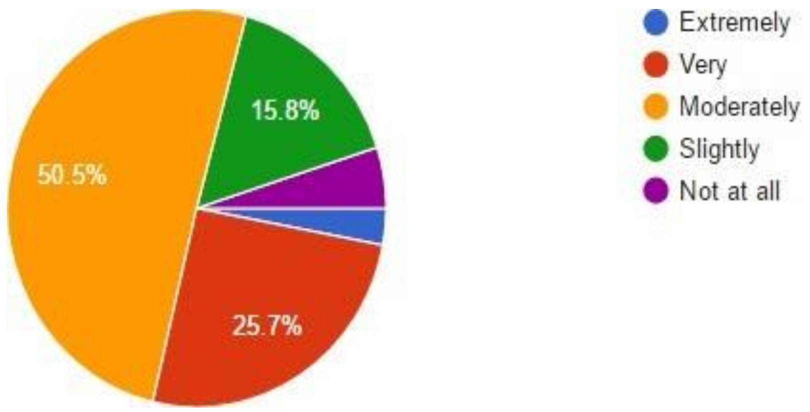
CHART 5



The parameter which are trying to measure over here is telephonic service appointment which is generally taken by service station or third party vendor and it shows around 2/3 of sample did not find suitable from moderately to Not at all. When we say convenient or suitability it covers the aspect of keeping customer in Queue and Waiting.

6. How easy is it to communicate any requirement for your vehicle while work on your car is in progress?

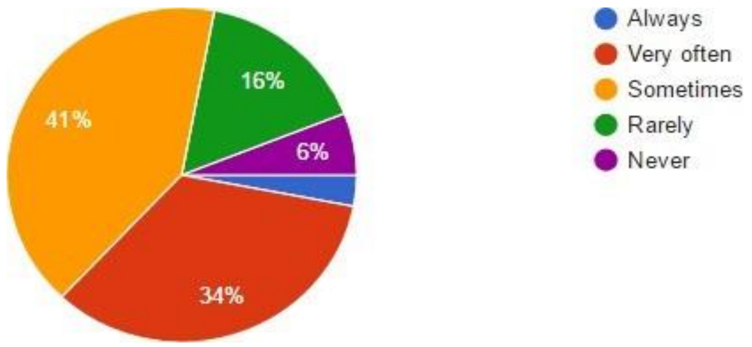
CHART 6



There has been several time that customer come up with something while work in progress on customer vehicle, that time the service advisor tries to stick to the Job card and repair order of vehicle. But from above data we can see very few people had faced this problem. Around 20% of the sample faced this kind of situation. Here we trying to capture the agility of after sales service process

7. Was the above requirement metwith?

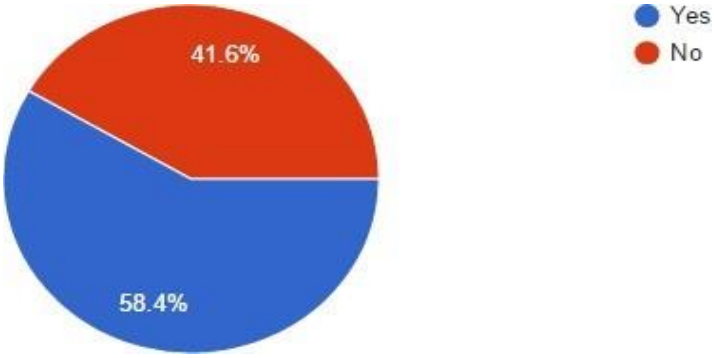
CHART 7



As we have seen very few people have faced this problem, the people who have faced with any ad hoc requirement, they generally (70% of times) got their requirement met.

8. Were spare parts for your vehicle readily available?

CHART 8

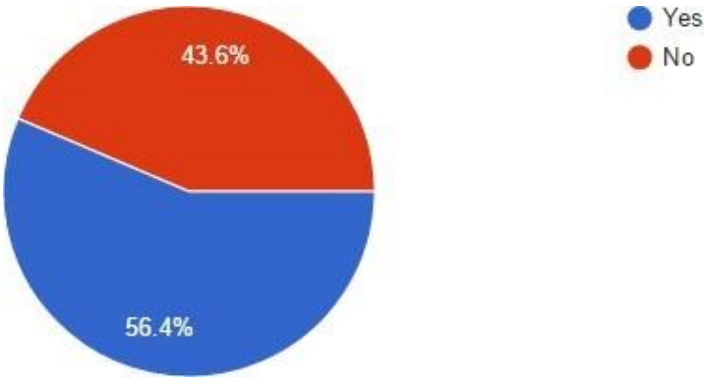


Well the inventory of spare part is one of the pillars of post purchase service and the non- availability creates the negative image in customer's mind and he/she will try to find alternative solution outside the premises of service station and jeopardize with the health of car. Around 40% of Sample faced the issue spare parts availability.

9. Was your vehicle ready for collection on agreed time?

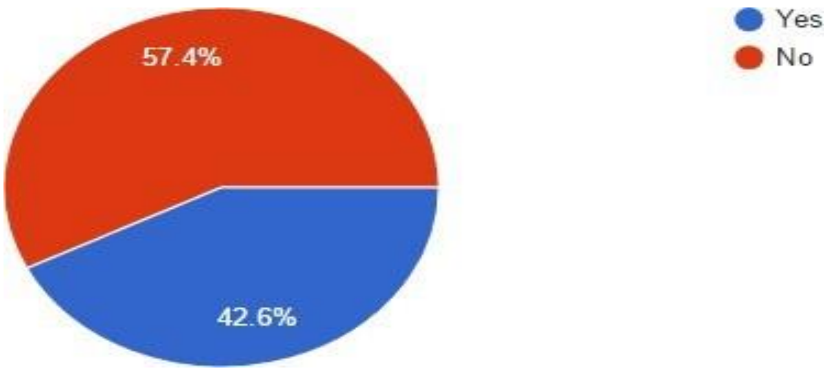
This is the most crucial time for customers when service advisors have to say "No" to customers and though the timeline were already shared with them. As per the above data around 40% of sample faced this situation.

CHART 9



10. Did customer service executive try to cross sell any other car accessories?

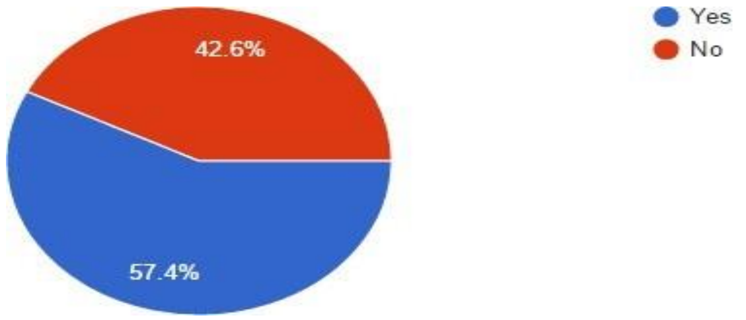
CHART 10



The cross selling any accessories is most effective way to increase the profit margin of the dealer and service station. Vehicle accessories have huge profit margin as there is no regulation from company and no such check on the quality of accessories. It completely ethical to cross sell and show the accessories on designated shelf space. Around 40% of the sample experience cross selling of accessories.

11. Was your experience at the service center pleasant?

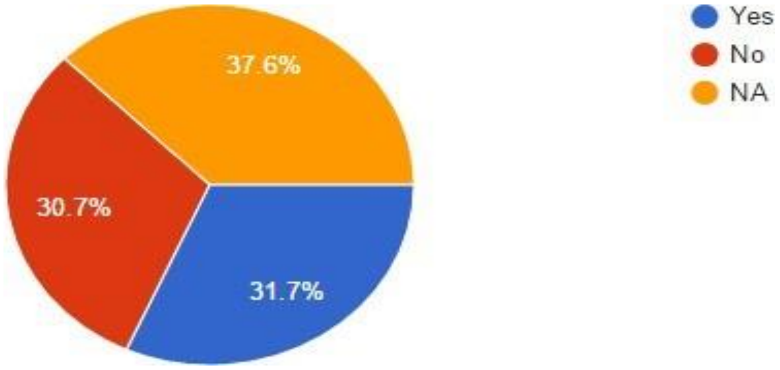
CHART 11



Here what we are trying to capture is the experience of customers at service station, be it in a waiting lounge or hospitality of Service station or not getting appropriate result after investing time and money. Any one of the reason will sabotage the relations with customer and probability of retaining the customer lowers down. 43% of sample faced this kind of experience.

12. If not, was the issue resolved by the service station manager?

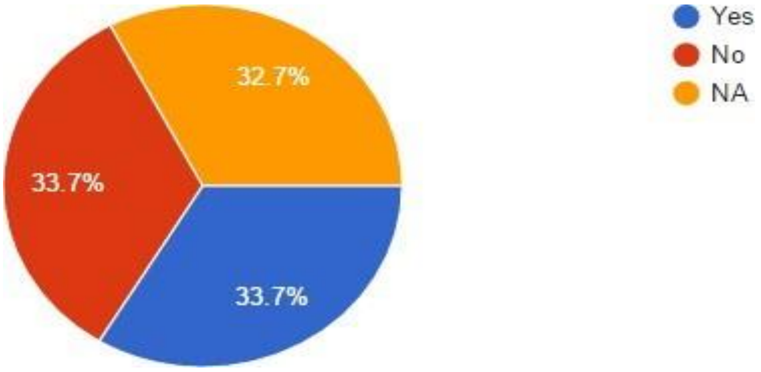
CHART 12



In case of any non-satisfactory result, customer tends to approach to manager and the resolving of issue should become priority of manager, but it doesn't seem to be happening as per above data which is around 1/3rd of people have faced.

13. In case of escalation, did you approach any forum?

CHART 13

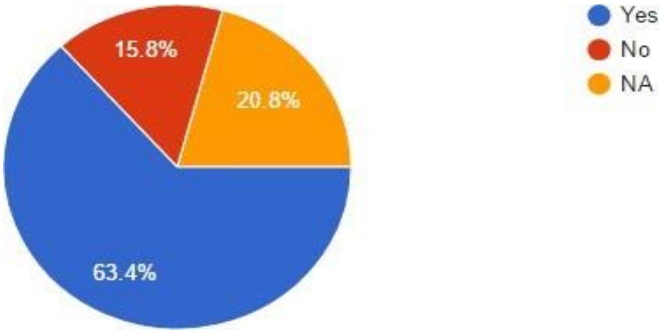


Escalation of any issue to any forum like consumer voice, automotive forum like team bhp etc. create impact and which helps the customer to get some support and the company can look into the matter of issue and revert to the customer.

1/3rd of people actually approached to any forum. Basically, approaching to forum also comes under the social CRM practices where companies try to revert in best possible manner to maintain its image.

14. If given a choice, would you go for a product offering with better after sale service over a better product offering with poor/no after sale service?

CHART 14



Around 2/3rd of people look for better post purchase sales services.

RECOMMENDATIONS

- The visiting of consumers to service station is decent enough, but can be increased by giving them seasonal offers like Washing or free check-up.
- Gone are those times where interactions were on calls or sending postcards. In era of technology advancement, the mails and SMSes also don't work for long term perspective. The service provider needs to look for another alternative for retaining customers.
- The service advisor should possess domain knowledge and one needs to be transparent with customer in order to gain customer trust.
- The communication channel should be direct from consumer to service advisor and must be acknowledged properly.
- The vehicle delivery agreed time is not met most of the times and it might turn up the satisfactory work into a negative one.

LIMITATIONS OF THE STUDY & FUTURE PROSPECTS OF CRM

According to this study, we have covered the holistic view of post purchase experience of customer where company role is being played by dealer workshop or service station. Here only dealer tries to divert from company policy and look for monetary benefit from customer which is a short term approach. Limitation of this research is that we have not deep dived into various processes as mentioned below;

- Process of servicing a vehicle
- Role of service advisor at different stages
- Cashless Insurance Process
- Spare Parts and OEM

Need of hour is that the company should look at after sales services practices by utilizing new technology like Mobile CRM (mCRM), Customer profiles etc. mCRM is going to elevate the future of the automotive industry. With properly implemented CRM initiatives, the future will encounter automotive websites making adjustments according to customer profiles and preferences. Successful automotive CRM systems will harness crucial customer feedback and data will flow back to dealers and manufacturers, thus enabling them to design the correct follow up campaigns to seal the gap between sales and marketing. Good CRM means better multi-channel access and transparency with regard to offers, quotes and pricing.

Tight dealer-manufacturer integration is also essential to avoid information overload and inconsistent customer details while collaboratively optimizing strategies and products. Another critical factor for CRM success in the automotive industry is capturing a holistic picture of its leads, customers, partners and vendors.

When we talk about mCRM, it is more likely the subset of eCRM only but it caters number of issues which have changed according to the trend where people are moving from Desktop to Mobiles. The clicks changing to swipes, answering the call is changing to request in Application. mCRM is defined as "services that aim at nurturing customer relationships, acquiring or maintaining customers, support marketing, sales or services processes, and use wireless networks as the medium of delivery to the customers. However, since communications is the central aspect of customer relations activities, many opt for the following definition of mCRM: "communication, either one-way or interactive, which is related to sales, marketing and customer service activities conducted through mobile medium for the purpose of building and maintaining customer relationships between a company and its customer(s).

eCRM allows customers to access company services from more and more places, since the Internet access points are increasing by the day. mCRM however, takes this one step further and allows customers or managers to access the systems for instance from a mobile phone or PDA with internet access, resulting in high flexibility.

There are three main reasons that mobile CRM is becoming so popular. The first is that the devices consumers use is improving in multiple ways that allow for this advancement. Displays are larger and clearer and access times on networks are improving overall. Secondly, the users are also becoming more sophisticated. The technology to them is nothing new so it is easy to adapt. Lastly, the software being developed for these applications has become worthwhile and useful to end users.

CONCLUSION

Marketing executives are discovering that mere implementation of a CRM system is not the only solution to woo, communicate with and retain customers. There is often a communication gap between customers and companies which IT systems alone cannot bridge. According to studies, auto company-customer interaction occurs few times in a year which does not provide sufficient data to answer questions like which customer should receive what offer and product, when, etc. This brings forth a crucial fact that automotive companies need that approach to CRM that marketers and customers both can embrace with ease. The consumer is now well equipped with knowledge to distinguish between brands. Hence, since the midst of 21st century, the focus on building brands with more products has left the market in an unstable state. Increase of competitors in the market means more available options for the customer. Dynamics between the customer and provider has drastically evolved today. Consumers know which brand to purchase, so to sweeten the purchase up, businesses need to provide an added benefit to the customer. As the Internet is becoming more and more important in business life, many companies consider it as an opportunity to reduce customer-service costs, tighten customer relationships and most important, further personalize marketing messages and enable mass customization to establish and maintain long term relationship with customers.

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WORK-LIFE BALANCE OF HIGHER EDUCATION TEACHERS: A STUDY ON THE PARTICIPANTS OF 72ND ORIENTATION PROGRAMME IN S. V. UNIVERSITY, TIRUPATI

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ABSTRACT

Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In the light of latest UGC regulations, Higher Education teachers need to actively involved in research activities along with their teaching in order to move up in the career ladder. So in that process they have to spare maximum time in doing research, writing journal articles and publications. Again in the scenario of globalization, it is the responsibility of teachers to prepare the students to accept the challenges of the world. Therefore, teachers have to be more focused on their academics. In this process sometimes or most of the times there is a possibility that they ignore their family life. In this context a need was felt to conduct the study on work-life balance of higher education teachers.

KEYWORDS

work, family, higher education teachers, work-life balance.

JEL CODES

J28, J29.

INTRODUCTION

Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In the current economic scenario, organizations are hard pressed for higher productivity and need employees with improved work-life balance as an employee with better work-life balance will contribute more meaningfully towards the organizational growth and success (Naithani, 2010). This issue has come to the fore due to multitude of changes in the work place, in employee demographics and in the family sphere.

Family sphere changes that have impacted the work life balance of individuals in today's context include nuclear families, single parent households, dual earning parents, parents working at different locations and increasing household work. Hence, it has become very difficult to meet the family demands. Another change is the entry of women in workforce in a big way, while still continuing with their earlier role of a homemaker. So, women are playing a dual role, that of a bread-winner as also a homemaker. It is generally women who take the primary responsibility for childcare and who, in situations of conflict, adjust their working lives to accommodate family pressures (Falkenberg and Monachello**,** 1990; Ramu, 1989). All this puts an extra pressure on women employees.

Nathani and Jha (2009) has grouped factors influencing work and family life spheres into three namely, family and personal life related factors, work related factors and others. Family and personal life related factors include increasing participation of women in workforce, increasing participation of child bearing women in workforce, increasing participation of dual career couples in workforce, increase in single-parent/ single person households, increase in child-care/ elder care burden on employees and health and well being considerations. Work related factor include long hour culture and unpaid overtime, time squeeze, demand for shorter working hours, increase in part-time workers, work intensification and stress and changing work time. Other factors include ageing population, rise of service sector industries, technological complexity of work, skill shortages, loss of social support network, globalization and demographic shift of workforce.

As these changes at the workplace and family are affecting the work life balance of the employees working in various organizations, thus organizations are focusing on this issue.

OBJECTIVES OF THE STUDY

1. To study whether the higher education teachers are able to achieve work-life balance.
2. To study various factors that contributes to the achievement of work-life balance of higher education teachers.
3. To suggest some measures to the teachers for having more satisfaction in their family as well as professional life.

RATIONALE OF THE STUDY

In the light of latest UGC regulations, Higher Education teachers need to actively involved in research activities along with their teaching in order to move up in the career ladder. So in that process they have to spare maximum time in doing research, writing journal articles and publications. At times teachers also have to take up administrative responsibilities depending on the requirements of the institution. Again in the scenario of globalization, it is the responsibility of teachers to prepare the students to accept the challenges of the world. Therefore, teachers have to be more focused on their academics. In this process sometimes or most of the times there is a possibility that they ignore their family life. In this context a need was felt to conduct the study on work-life balance of higher education teachers.

METHODOLOGY OF THE STUDY

The study was conducted based on primary data and secondary data. Questionnaire was supplied to the participants of 72nd orientation programme in SV University and data was collected from the participants and analysis was made from the collected data and findings were presented. The researcher has gone through different websites for getting conceptual clarity on the topic.

LIMITATIONS OF THE STUDY

1. The study was limited to participants of 72nd orientation programme in S.V.University, Tirupati(conducted during the period may27th -june22nd, 2013)
2. The sample taken cannot be considered as the representation of the whole.

LITERATURE REVIEW

Bailyn et al. (2001) defined work /life balance as harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains in which they play out their life roles.

According to Fisher (2001) work life balance comprises of four components. The first component is time, i.e., how much time is spent at work, compared to how much time is spent engaged in other activities. The second component is related to behaviour, such as, work goal accomplishment, as work life balance is based on ones' belief that he is able to accomplish what he would like at work and in his personal life. Two additional issues or components are Strain and Energy. Strain has been defined as a third source of inter role conflict (Greenhaus and Beutell, 1985). The rationale for including energy is consistent with the notion of time; energy is a limited resource and relevant to employee being able to accomplish work and/or non work related goals. He further suggests that work life balance, includes both work/personal life interference as well as work/personal life enhancement and gives three dimensions of work life balance, i.e.,

- Work interference with personal life (WIPL)
- Personal life interference with work (PLIW)
- Work/Personal life enhancement (WPLE)

Greenhaus and Beutell (1985) based on the work of Kahn et al. (1964), defined work family conflict as: "A form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role."

Grzywacz et al. (2007) laid the conceptual foundation for work family facilitation and defined it as the extent to which an individual's engagement in one social system, such as work or family, contributes to growth in another social system.

Kirchmeyer (2000) defined a balanced life as achieving satisfying experiences in all life domains. Kirchmeyer went on to be more prescriptive, stating that to achieve satisfying experiences in all life domains requires personal resources like energy, time and commitment to be well distributed across domains.

The term "work/life balance" was coined in 1986, although its usage in everyday language was sporadic for a number of years. Interestingly, work/life programmes existed as early as 1930's. Before World War II, the W.K. Kellogg Company created four six hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency (Lockwood, 2003).

Work–family balance was defined as "the extent to which individuals are equally engaged in and equally satisfied with work and family roles" (Clark, 2000; Kirchmeyer, 2000). Work-family balance referred to the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy (Gröpel,2005).

In the recent years, it is being realized that life involves multiple domains and is not restricted to the domains of work and family only. Warren (2004), for example, noted that over 170 different life domains have been identified in previous investigations. The major ones include domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social participation and health. All these domains of life are closely related to each other. This means, that neglecting or inappropriately preferring one life area will have an impact on other areas. For example, spending too much time and energy for work could lead to health problems (e.g., somatic complains) or conflicts in the family (e.g., with one's partner), which in turn might affect the performance at work. On the other hand, spending too little time and energy for work usually leads to problems at the workplace and loss of employment which could also affect other life areas (e.g., stress, depression, family problems, less self-actualization). A broad term thus emerged in literature to refer to work/non-work conflict and it is "Work Life Balance" (Fisher, 2001; Hobson et al., 2001). It offers more inclusive approach to study work/non-work conflict compared to work family conflict.

ANALYSIS AND INTERPRETATION OF THE SURVEY RESULTS

- Out of the 41 respondents selected for survey, about 68.29 % (28) of the respondents spend 4-8hrs towards their duties at work place and about 26.82%(11) of the respondents spend 8-12 hrs towards their duties at work place. So majority of the higher education teachers are spending 4-8 hrs time in their work place for fulfilling office duties.
- From the study conducted, out of 41 respondents, about 85.36%(35) of the respondents felt that they spare enough time for their family life and a very small percentage (14.63%) of the respondents opined that they were not spending enough time towards their family life.
- From the study conducted, out of 41 respondents about 90.24% (37) of the respondents opined that they have no dissatisfaction regarding discharging duties at work place where as a small percentage (9.75%) of the respondents opined that they were dissatisfied with their discharging of duties at work place.
- From the study conducted, out of 41 respondents, about 73.17 % (30) of the respondents felt that they are not having dissatisfaction in their role regarding discharging duties towards family. Very small percentages (26.82%) of the respondents have dissatisfaction towards their role in family.
- From the study conducted, out of 41 respondents, majority (about 75.60%) of the respondents opined that they are willing to accept additional duties/administrative duties they are offered to by higher authorities. Only a small percentage i.e. 24.39% of the respondents was reluctant to accept additional duties/administrative duties.
- From the study conducted, about 85.36% (35) of the respondents opined that they are concentrating on their children's studies and other related activities after going home. About 14.6% (06) of the respondents felt that they are paying less attention towards their children's studies and related activities.
- From the study conducted, out of 41 respondents, majority i.e. 78.04 %(32) of the respondents felt that they were not overburdened with duties at work place. A very small proportion (21.95%) of the respondents opined that they were overburdened with duties at work place.
- From the study conducted, out of 41 respondents, about 78.04 %(32) of the respondents were not having a feeling of guiltiness towards their role in family life. About 21.95 %(09) of the respondents feel guilty for not discharging responsibilities at home.
- From the study conducted, out of 41 respondents, all the respondents opine that co-operation from family members is very much essential in achieving work-life balance. So we can understand that support from family members i.e. spouse, children, parents, in-laws etc will help a lot in maintaining work-life balance.
- From the study conducted, out of 41 respondents, about 95.121 %(39) of the respondents felt that support from peers/colleagues is essential for achieving work-life balance. A very small percentage i.e. 4.8% of the respondents feels that support of peers/colleagues is not essential for achieving work- life balance.
- From the study conducted, out of 41 respondents, majority i.e.; 95.121% of the respondents opine that support of superiors is essential for achieving work-life balance, whereas only a small proportion i.e. 4.8% of the respondents feel that support of superiors is not essential for achieving work-life balance.
- From the survey conducted, out of 41 respondents, about 73.17 % (30) of the respondents opined that they have enough time for their entertainment/recreation. About 26.82% (11) of the respondents feel that they have no time or at times very less time for their recreation or entertainment.
- From the study conducted, out of 41 respondents, about 63.41% of the respondents opined that they actively indulge in their hobbies; where as 36.58% of the respondents were not getting actively involved in their hobbies.

FINDINGS OF THE STUDY

- Majority of the respondents were found to be satisfied towards their role in family life and they were not feeling guilty towards their role in family life.
- Majority of the respondents were found to be satisfied towards their role at work place in discharging their duties.
- Majority of the respondents were actively indulged in their hobbies.
- Majority of the respondents were willing to accept additional duties/administrative responsibilities if they were offered to by superiors.
- Majority of the respondents were concentrating on their children's education and other related activities after going home.
- Majority of the respondents felt that they were comfortable at their work place and were not overloaded with too many duties.
- About 68% of the respondents were spending 4-8hrs of time at their work place.

SUGGESTIONS

- In addition to the teaching and administrative activities, the teachers should find time to actively involve in academic activities particularly research so that they can contribute more knowledge in their domain. Since the participants of the programme are in the early stages of their career, more focus need to be placed on research.

- Also the teachers should equally focus on their family life, particularly towards their children's education.
- The teachers should make a brief note of activities they have to fulfill every day so that they can prioritize the activities such that the most important activities can be given more preference than less important ones.
- The teachers should develop necessary competencies to meet the global challenges.
- The teachers should equip with sufficient knowledge and skills so as to meet the expectations of the students.

SUMMARY AND CONCLUSION

Good work-life balance is an essential factor in staff effectiveness and satisfaction, which in turn supports student learning. Work-life balance is about helping staff combine work with their personal commitments and interests. A lack of work-life balance adversely impacts on all staff and reduces their chances of good health and their ability to balance workload and other activities, such as learning, sport, leisure and family life. Women teachers are disadvantaged to a greater degree because women cite workload in teaching as incompatible with raising their family as they struggle to discharge responsibilities.

In the light of this scenario, an attempt was made to study the work-life balance of higher education teachers so as to know their satisfaction level regarding their work and family life. The outcome of the study was that most of the respondents were happy in their family life as well as they are able to fulfill their responsibilities at work place. The respondents were also of the opinion that support from family, peers and superiors is very much essential to maintain work- life balance. There is a limitation in the study that as the study was conducted on a small sample, it cannot be considered as the representative of the whole. So an in depth study from a broader perspective should be made to understand various factors that affects the work-life balance of higher education teachers so as to reach real conclusions.

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A COMPARATIVE STUDY OF THE BUYING BEHAVIOUR OF RURAL AND URBAN CONSUMERS TOWARDS MOBILE PHONE, COMPUTER AND TELEVISION IN BIHAR

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ABSTRACT
The purpose of this paper is to investigate the rural buyer represents a separate and distinct category. Distinct because of his specific needs, habits, literacy level, which in most respect are different from those of urban consumers. The rural market calls for extra efforts to ensure timely supplies, user training and the entire gamut of pre-sale services. The mobile phone, Computer and Television market has witnessed a tremendous growth with the presence of all major cellular and Electronics companies providing its services in rural Bihar there has been an exponential increase in the mobile phone, Computer and Television subscriber base. Rural consumers are basically different from their urban counterparts. Poor literacy levels and limited exposure to product and services account for differences in buying behavior affecting the dynamics of rural consumer behavior. Rural marketing is an essential and dominant part of Indian marketing system. As a result of increase in urbanization, the rural population declined from 72.18% in 2001 to 68.84% in 2011. Still rural market offers potential opportunities to marketers because substantial portion of population live in rural areas. market in the rural areas in order to tap this vast potential rural market, companies need to develop, inter alia, effective marketing communication strategies taking all the challenges into account. Rural marketing in its broader sense includes the creation, pricing and distribution of products and services as well as communications. This paper attempts to draw attention towards different buying behavior of urban and rural market in Bihar and examines the preferences of rural and urban consumers towards the mobile phone, Computer and Television. It also tries to understand the factors which influence the consumers for making the purchase decision and compares the buying behavior of urban and rural consumers in Bihar.

KEYWORDS
buying behavior, decision making, literacy level, pricing, satisfaction.

JEL CODES
M31, M39.

INTRODUCTION
Present chapter investigate the magnitude and buying behavior of consumers in rural Bihar with regard to electronic goods such as T.V., Computer and mobile phone. The electronic goods market has witnessed a tremendous growth in the last ten years. With the presence of all major cellular companies providing its services in Bihar there has been an exponential increase in the electronic goods subscriber base. Rural consumers are basically different from their urban counterparts. Poor literacy levels and limited exposure to product and services account for differences in buying behavior affecting the dynamics of rural consumer behavior. All contribute to make rural consumer behavior dissimilar from the urban consumer. The formulation of strategies depends upon several factors like product category, target segment, accessibility, availability, affordability and awareness. The buying behavior of a rural consumer is quite different from that of an urban consumer therefore the marketing strategies which worked in the urban market may not work in the rural market. By formulating separate marketing strategies there are many companies which have successfully entered and captured the rural markets. The advent of economic liberalization has brought about unprecedented economic boom in the country. The face of rural India has changed ever since the introduction of economic reforms in the country in 1991. The changing lifestyles and consumption pattern of rural people have witnessed a sea change. Consumption in rural Bihar is growing faster than in urban Bihar. A 2011 news report in the Financial Express based on a study by Rural Marketing Association of India (RMAI) highlighted that the rural market accounts for over two-thirds of India's population, 56 percent of its income and 33 percent of its savings. It also accounts for 53 percent for FMCG and 59 percent for consumer durables. As a result of these changes, rural markets have caught the attention of many corporate companies. Rural marketing has become the latest mantra of most corporate companies like Pepsi, Coca-Cola, Philips, HUL, Godrej, ITC, LG Electronics, Colgate Palmolive, LIC, ICICI, Telecom and Auto Companies and many more. In a partnership summit organized by Confederation of Indian Industries (CII) in 2001. The dynamics of rural marketing communications is worth studying. But the way the products are marketed ought to be different. The Consumer Durable industry consists of durable goods and appliances for domestic use such as televisions, computer, mobile phone, refrigerators, air conditioners and washing machines. Instruments such as kitchen appliances (microwave ovens, grinders etc.) are also included in this category. This chapter attempts to draw attention towards different buying behavior of consumer of electronic goods of urban and rural market. This chapter also examines the preferences of rural and urban consumers towards the electronic goods (i.s: Mobile, Computer and Television). It also tries to understand the factors which influence the consumers for making the purchase decision and compares the buying behavior of urban and rural consumers.

BRAND AWARENESS TOWARDS ELECTRONICS PRODUCT
The awareness of the selected brands is well known to the customers. However, the proportion of sample aware about brands varies from segment to segment. The age and education level have also been found to be influencing factors of brand awareness. The customer has given most importance to quality while selecting the product Next purchase influencing factor has been price and then the availability. Price got second position after quality as most dominant factor. The low and medium income was the most price conscious group. The rural consumer actually looked for quality at affordable price. The pricing and promotional strategy should match the needs of age group and income of the target market. The youth emphasize that costly and popular items have better quality. Middle age people overemphasize the reputation of the brand but overlook the popularity. Most of the rural population is receptive to the idea of trying and accepting a new brand but the condition is that they should be easily available.

Computers have reached rural households in a big way and are influencing their purchase decision making. Mass Media and reference groups have been mentioned as the dominant sources of knowledge by the large number of Consumer followed by posters. T.V. and newspaper have reached rural households in a big way and are influencing their purchase decisions. There is a close correlation in the advertisements position of various brands and their market share indicating an apparent impact of advertising on the market share. Consumer attitude towards the two promotional tools namely price discounts and free gifts has been positive, irrespective of segments, income, education and age group of customers inspite of the differences in the proportion favouring them.

LITERATURE REVIEW
Reports of surveys undertaken by the government and the non-government agencies provide very useful information to the research process. Various studies related to consumer behavior, rural marketing and urban markets have been conducted by different social scientists at micro as well as macro level in India and abroad. An attempt has been made in the study to review the earlier studies relating to marketing specifically rural and urban consumer behaviour and of customer care on durable products. Namburu, R. K (2011) has explained the situation and performance of consumer durable industry in India. To capture the rural markets, industries are producing and marketing consumer durables by following different types of creative strategies to the rural markets. He also mentioned that knowing

the consumer behaviour is important for tapping rural markets. He has touched pre purchased behaviour of rural consumers and their usage rate of consumer durable goods. Giridhar, K.V and Rajeev, D (2011) State that, internet users are increasing day by day. In that process online shopping is also increasing. They emphasized on online consumer behaviour in online shopping. So that they prescribed a model, the Fishbein model. It is used for investigate the attitudes and beliefs towards certain matters. By observing these changes consumers are adopting for online shopping in India. Bashar, S., Gammoh, Anthony, C. Koh and Okoroafo, S. K (2011) explained that the impact of global consumer culture positioning (GCCP) in comparison with local consumer culture positioning (LCCP) strategies on consumer evaluations of new unknown brand. The paper examines the use of such positioning strategies in print advertisement stimuli influence consumer evaluations of a fictitious brand. By using experimental method in the USA and India. Findings - The results support the effectiveness of such strategies as demonstrated by overall improvement in subjects' attitudinal evaluations of the fictitious brand when GCCP is used relatively to the use of LCCP. Bhardwaj, S., Santosh, S and Prakash, P (2011) explained that history bears the testimony to the relationship between development of financial markets and economic growth, thus leading to the reduction of poverty on a larger scale. It has become more crucial for economies like India because the lack of it inevitably prevents people from gaining access to available resources and thus pushes them to an inescapable cycle of poverty. Shrotriya, V (2010) has explained that ruralization of Indian marketing is an unavoidable phenomenon and the trend has already set in. Rural markets are no more rural from the viewpoint of the taste and choice of consumers, especially after the introduction of global brands. As far as consumption is concerned, rural markets have a vast potential compared to their urban counterparts. Thus, the rural markets are all set to become the future markets of India. Khullar, D (2010) explained that the current scenario with regard to four important services in rural India, namely telecom, insurance, banking and postal services. For many years, these services were provided almost exclusively by the government, with a social objective. Even to this day, basic postal services are the monopoly of the government. The private entrants into telecom, banking and insurance services are required to meet certain obligations towards catering to rural areas. Nabi, K. MD, Kishor, C. and Pani, L. K. (2010), said that the modern day consumers live in a crowded, competitive world of parity products and services. Kumar, A., Kim, Y. K and Pelton, Y (2009) said that to Examine the Direct and Indirect Effects of Individuals' self-concept, product-oriented Variables (i.e. Consumer's Need for Uniqueness (NFU), and Clothing interest), and brand-specific Variables (i.e. Perceived Quality and Emotional value) on Purchase Intention toward Retail Brand Versus a Local Brand that are Available in the Indian market. A consumer is in the Position to influence the manufacturer or the marketer regarding, size, quality, content of the product, price, post sales service, among other things. Pradeep, K said these markets require a little bit of investment and infrastructure and provide enormous opportunities for marketing of products and services to the rural consumers. Mahto R. K. (2020) explained the purchasing power of the rural people has increased due to increase in productivity and better price commanded by the agricultural products and purchasing power remains unexploited and with the growing reach of the television and also explained the growth rates of electronic goods market is now considered as the backbone of economy.

OBJECTIVES

1. To understand the buying behaviour of the rural consumers towards popular electronic goods, like mobile, computer and T.V.
2. To explain the conditions required to improve the awareness towards Electronic goods in rural area.
3. To study the magnitude of Electronic goods market in Rural Bihar.
4. To study the trends of demand and future problems and prospects of Electronic goods, like mobile, computer and T.V. in rural areas.
5. To examine the issues relating to design of rural advertisement.
6. To analyse the strategies relating to rural positioning and rural segmentation of various products.

RESEARCH METHODOLOGY

The present study has been undertaken to understand the buying behaviour of the rural & urban consumers towards mobile phone, computer and Television to know the factor which influences the buying behaviour and how these factors play on important role in buying decision. The data required for the study has been collected from the selected respondents of urban and rural areas of Darbhanga district of Bihar by personal interview method using well-structured questionnaire & schedule. The total sample selected was 330 which included the purchase of mobile phone, computer and Television Likert scale has been used in the questionnaire. The respondents had to mention, on a five-point Liker scale, a statement explaining the degree of their" perceived importance of a factor ranging from "extremely important" to "extremely unimportant". The selection methodology is based on the characteristics of the problem and the overall data analysis has been done with' the help of standard statistical tools.

Darbhanga district has been selected as universe of the present study. 330 people have been selected from different parts of rural areas of Darbhanga district as sample of the present study.

With the help of collected Primary and Secondary data analysis has been made. For data analysis and interpretation, we have taken help of simple tools and techniques like:-

- Ratio
- Proportion
- Average
- Comparative Analysis
- Trend Analysis
- Percentages etc.

RESULTS AND DISCUSSION

The results of varying consumer behavior of rural and urban consumers were done with the help of measure the significance of different motivating factors in the mind of consumers AHP (Analytic Hierarchy Process) was used. Results from descriptive analysis and AHP are shown in the tables below.

MAGNITUDE OF MOBILE PHONE MARKET IN RURAL BIHAR

Over the past decade, the rural economy of Bihar has registered an impressive growth. Almost all villages are expected to be connected by an all-weather road, every panchayat village to have internet connectivity and almost every home in the five hundred plus population village to have electricity and proud owner of a mobile phone. There is three distinct phase in the evolution of rural marketing during which the term change its meaning and connotation. During 1960s – 1990s the marketing of agriculture input and marketing of nonfarm rural product was considered as rural marketing. Post 1990's with rising income and mushrooming middle class across the country, various companies focused on tapping rural market potential. Rural marketing now refers to FMCG and Consumer durable goods like mobile phones in rural area. Mobile telephony has almost wiped out STD booths and public call offices (PCO) in Bihar. The number of rural subscriber has exploded in the last five years. Mobile phone offers convenience at an affordable price to rural consumers across all segments more features at less price phones. Bihar has now started the process of moving from a chiefly agrarian economy to an industrial and service economy. Owing to several trends like rising rural incomes, growing literacy levels, locales and rising penetration of audiovisual mass media, the rural markets are showing interesting changes at overall, aggregate levels. As per the cellular operators association of India (COAI) the total mobile subscriber base of Bihar in February 2014 was almost fifty million. So the demand for mobile phone is ever increasing. Today India is the fastest growing telecommunication industry in the world. Between 2006 and 2013, rural India outpaced urban India in mobile growth as the rural subscription base grew seven times as against the urban growth, which grew three times.

The focus is now on achieving the target set by the government of forty percent rural telecom density by 2014 and expanding broadband coverage in rural areas. With mobile connectivity, economic activity in villages has changed tending towards growth in high value agriculture, traditional services and even manufacturing. The contribution of agriculture in the economy of Bihar is very high and with the use of mobile phone it can straightforwardly contribute in commercialization and increasing value added services within the sector which ultimately tends to empower the rural market. Access to information is of essential for any development process. The progress of infrastructure has led to better connectivity by road, by phone and access to mass media through television and electrification of households has opened up the rural markets. All of these factors have increased purchasing power and the demand for new products. The focus of government on poverty alleviation and the rural population has led to noteworthy spending on initiatives. The rural consumer of Bihar is developing from the deficiency stricken, uneducated stereotypes of the ancient times with a fear of change and a disinclination to expend, to become more literate and value driven. This was possible because there was substantial increase in public investment. Bihar economy has undergone some structural changes over the years. One of the prime reasons for this is the growth of rural market. Rural incomes have been growing at a faster pace over the past few years, helping to account for almost forty percent of Bihar's total consumption of goods and services. The flow of information from and to the rural consumers is a critical prerequisite for the development of the rural market in Bihar.

The growth of mobile phone is contributing in the flow of information and knowledge, beyond the boundary of social and economic status. Bihar is experiencing a very successful model of connecting with the rural consumer through mobile phone service. From an auto driver to an executive and from a farmer to a landlord everyone is having a mobile phone but their buying behavior is different. Hence it is important to differentiate the buying behavior of consumers living in urban areas and the consumers living in rural areas. The main purpose of this study is to compare the buying behavior of rural and urban consumers and find out their priorities while making a purchase decision regarding mobile phone.

TABLE 1: COMPARISON OF POPULAR MOBILE PHONE BRAND USER IN BIHAR

Brand	Urban	Urban	Rural	Rural	Total	Percentage
Apple	02	0.62%	00	00%	02	00
Nokia	54	16.87%	43	13.43%	97	30.3%
Samsung	57	17.81%	31	9.68%	88	27.49%
Sony	04	1.25%	00	00%	04	1.25%
Micromax	19	5.93%	37	11.56%	56	17.49
Karbon	14	4.37%	29	9.06%	43	13.43%
LG	04	1.25%	09	2.81%	13	4.06%
Others	06	1.87%	11	3.43%	17	5.3%
Total	**160**	**49.97%**	**160**	**49.97%**	**320**	**100%**

Source: Dept of IT, Govt. of India, Annual report, 2015

From the above table 1 some important points can be deciphered The above table shows that 17.81% of the urban consumer uses Samsung mobile phone and it is very closely followed by Nokia (16.87%). Micromax with 5.93% is at third position in the urban market. If we look at the rural market, then the above table shows that Nokia with 13.43% is at the top and with 11.56% Micromax is at the second position. Samsung with 9.68% is at number three. From the above table it can be concluded that the choice of mobile handset varies between the urban and rural consumers of Bihar. In case of urban market Samsung and Nokia have a very close competition as majority of the urban consumers prefer to buy either of these two brands. However, the buying preference of the rural consumer is different from their urban counterpart. The rural consumers prefer to buy Nokia for its simple features and user friendliness while he buys Micromax for its long battery backup value for money proposition.

TABLE 2: THE ROLE OF INFLUENCERS IN DECISION MAKING

Influencers	Urban	Urban	Rural	Rural	Total	Percentage (%)
Family	34	10.625	27	8.437	61	19.062
Friends	56	17.5	39	12.187	95	29.687
Retailer	23	7.187	36	11.25	59	18.437
Media	31	9.687	33	10.312	64	20.000
Others	16	5.00	25	7.812	41	12.812
Total	**160**	**49.997**	**160**	**49.998**	**320**	**100**

Source: Dept. of IT, Govt. of India, Annual report, 2015

The above table 2 highlights the important factors like family, friends, retailer, media and others (reference group, purchase situation etc.) which influence the rural and urban consumer in making the decision of buying a mobile phone. From the above table it is very clear that for both urban (17.5%) and rural (12.187%) consumer's friends play an important role as influencers in decision making. However, when it comes to urban consumer the second most important role as influencers is played by the family members (10.625%). In case of rural consumer retailer (11.25%) plays the second most important role in influencing the consumer for making a purchase decision. Both the urban (9.687%) and rural (10.312) consumers are influenced by the media (print, electronic & out of home) as it is the third most important influencing factor for purchase decision making.

TABLE 3: SOURCE OF INFORMATION FOR URBAN & RURAL CONSUMERS OF BIHAR

Source of Information	Urban	Urban	Rural	Rural	Total	Percentage
TV	54	16.875	72	22.5	126	39.375
Radio	32	10.0	38	11.875	70	21.875
News paper	42	13.125	23	7.187	65	20.312
Internet	21	6.562	0	0	21	6.562
Others	11	3.437	27	8.437	38	11.874
Total	**160**	**49.999**	**160**	**49.999**	**320**	**100**

Source: Dept. of IT, Govt. of India, Annual report, 2015

The above table 3 depicts the various sources of information for urban and rural consumers in Bihar. From the above table it is very clear that television is a major source of information for both urban (16.875) and rural (22.5) consumers in Bihar. For an urban consumer newspaper (13.125) is the second most important source of information. However, for a rural consumer radio (11.875) is the second most important source of information. For an urban consumer radio (10.0) is the third most important source of information. With growing literacy level, the newspaper is the third most important source of information for a rural consumer. Apart from these sources a rural consumer gets information from various other sources like retailer, wall paintings, van-operations, weekly market etc.

Purchasing to acquire the right amount of supplies and by human resources to hire the needed number of workers. Marketing is responsible for preparing the sales forecasts. If its forecast is far off the mark, the company will be saddles with excess inventory or have inadequate inventory. Sales forecasts are based on estimations of demand. Managers need to define what they mean by market demand. The behavioral aspect of the rural consumer is the focal point of rural marketing strategy. The archetypal rural value systems are marked by conservatism, respect for elders, belief in social hierarchy, hard work, etc. Hence for a successful marketing strategy the social value systems and lifestyles of villagers have to be clearly understood and analyzed. Any promotional inputs disruptive of the social binding are likely to be discarded. It is vital to highlight the favorable results of using a particular product. The reach of the print medium is very low in rural Bihar due to the high level of illiteracy. Speedy expansion of television in the last decade has significantly increased the awareness levels regarding availability of convenience products to the rural consumers. Infrastructure is critical for markets to grow and flourish. The current trends in rural markets have displayed economic growths higher as compared to the urban markets and overall GDP growths are higher in the last few years, which promise well for marketers eyeing this market.

MAGNITUDE OF COMPUTER MARKET IN RURAL BIHAR

In the present scenario computer has become one of the most important tools hot only for education system but also for every step of human life. Computer play important rule in business education and health care. It was become so much a part of our lives that even imagining a day without it was out of question. It can be regarded as the greatest contribution of science computer market in rural Bihar has witnessed a tremendous growth since last 15 years, so the demand for computer system is ever increasing today Bihar is the fastest growing computer market in India. After 2014 government has expanding computer market in rural Bihar. With the connectivity of computer system in rural area of Bihar economic activity villages has tending to change towards growth in light value agriculture traditional scurvies and even manufacturing number of computer shop in rural area of Bihar has exploded in last ten years. HCL, Dell, HP, Lenevo and Toshiba is the largest service provider in rural Bihar as well as in all even India, Computer market has got even more crowded and fragmented in the lower and mid-market segment with the development of new model of computer system at attractive price point in rural in Bihar, Today's with the opening of new computer market in rural Bihar, it creates job opportunity and provide technical facilities for the people of rural Bihar. After arability of this fantastic's growth of rural Bihar has running on its appropriate path. In rural area of Bihar computer market falls different kenos of problems which acts as a major obstacles in its proper growth these problems are proper availability of transportation lack of knowledge about electronics goods, low level of literacy, low per capita income dispersed market, Ineffective distribution channel and spurious brand and awareness. Due to low income only counted numbers of people are able to per chase computer system in rural area of Bihar. Computer market in rural area of Bihar heeds proper advertising to attract people towards it. At present tie for proper establish-mint of market in rural area of Bihar government should be necessity of financial assistance to the shopkeeper and cooperatives store. There should be necessity of financial assistance to the shopkeeper for proper function of marketing of computer system in rural Bihar.

TABLE 4: COMPARISON OF POPULAR COMPUTER BRAND USER IN BIHAR

Brand	Urban	Urban	Rural	Rural	Total	Percentage
Apple	03	0.93%	00	00%	03	0.93
Dell	30	9.3%	19	5.89%	49	15.19
Acer	27	8.37%	16	4.96%	43	13.33
Lenovo	18	5.52%	07	2.17%	20	7.75
HP	12	3.72%	23	7.13%	35	10.85
HCL	9	2.79%	17	5.27%	28	8.06
I-Ball	05	1.55%	11	3.41%	16	4.96
Others	04	1.24%	12	3.72%	12	4.96
Total	**105**	**32.55%**	**105**	**32.55%**	**210**	**100**

Source: Dept. of IT, Govt. of India, Annual report, 2015

From the above table 4 some important points can be deciphered the above table shows that 9.3% of the urban consumer uses Dell Computer and it is very closely followed by Acer (8.37%). Lenovo with 5.58% is at third position in the urban market. If we look at the rural market, then the above table shows that HP with 7.13% is at the top and with 5.89% Dell is at the second position. HCL with 5.27% is at number three. From the above table it can be concluded that the choice of Computer varies between the urban and rural consumers of Bihar. In case of urban market Dell and Acer have a very close competition as majority of the urban consumers prefer to buy either of these two brands. However, the buying preference of the rural consumer is different from their urban counterpart. The rural Consumer prefers to buy HP for its simple features and user friendliness while he buys Dell for its long battery backup value for money proposition.

TABLE 5: THE ROLE OF INFLUENCERS IN DECISION MAKING

Influencers	Urban	Urban	Rural	Rural	Total	Percentage (%)
Family	32	9.92	29	8.99	61	18.91
Friends	58	17.98	37	11.47	95	45
Retailer	18	5.58	31	9.61	49	15.19
Media	35	10.35	34	10.54	69	21.39
Others	17	5.27	29	8.99	46	14.26
Total	**160**	**49.997**	**160**	**49.998**	**320**	**100**

Source: Dept of IT, Govt. of India, Annual report, 2015

The above table 5 highlights the important factors like family, friends, retailer, media and others (reference group, purchase situation etc.) which influence the rural and urban consumer in making the decision of buying a Computer. From the above table it is very clear that for both urban (17.98%) and rural (11.47%) consumer's friends play an important role as influencers in decision making. However, when it comes to urban consumer the second most important role as influencers is played by the family members (9.92%). In case of rural consumer retailer (9.61%) plays the second most important role in influencing the consumer for making a purchase decision. Both the urban (10.85%) and rural (10.54) consumers are influenced by the media (print, electronic & out of home) as it is the third most important influencing factor for purchase decision making.

MAGNITUDE OF TELEVISION MARKET IN RURAL BIHAR

Television in the last decade has significantly increased the awareness levels regarding availability of convenience products to the rural customers. Since TV as a medium has greater reach (45 percent) in rural India, Advertising on TV gives maximum exposure to product/brand. This is being used by manufacturers of most of the FMCG products, consumer durables and even the agricultural inputs. The reach of cable and satellite channels to rural areas is significant. The rural con-sumers are exposed to a no. of TV channels especially the Regional language channels like ETV, Gemini TV etc. Film and film based programmes are the most preferred programmers in rural India. Godrej advertises its brands through cable TV channels in rural areas. The rural youth are exposed to cricket matches. The advertisements during cricket events also attract a significant no. of rural population. Television market is undergoing a seismic shift. television is now almost a necessity of every house " for education, for daily soap serials, for news, for sport and for every now and them, people switch to television rural consumer of Bihar uses television but the most important factor which intelligent the rural consumer for making a purchase decision are brand, feature, user friendly, quality, price, and advertisement. For purchasing a television rural consumer of Bihar gives first preference to the features of the television. Prices of television stand at second position as a factor influencing purchase decision. Television market of rural Bihar forms small part of the Indian television market, however, in the recent years the television market in rural Bihar has witnessed a robust growth driven by several factor such as manufacturing growth, rising disposable income, attractive finance scheme.

FINDINGS

This study evaluates the growth and awareness of brand conscious people across different socioeconomic classes in Bihar, and analyses the fact that how urban, semi-urban and rural retail markets are grooming significantly. Along with these objectives, it also explores the role of the Indian government in the industry progression and the need for further reforms.

SUGGESTIONS

This section presents the basic suggestion on the effects of Mobile, Computer and Television. The first subsection summarizes the effects on autonomy, attitudes towards domestic violence. The second subsection discusses education and fertility. The third subsection discusses the concern over whether the results are largely driven by pre-existing differential trends.

CONCLUSION

In this paper, we analyze the effect of exposure to the Mobile, Computer and television on attitudes towards in rural Bihar. We argue that the introduction of Mobile, Computer and television reduces son preference, fertility, and the reported acceptability of beating, and increases Overall, the effects are quite positive for rural people. It is also noteworthy that the large changes observed are accomplished despite there being little or no direct targeted appeals, such as through public service announcements or explicitly socially-oriented programming (such as the 'Sabido Method' soap operas used worldwide). It may be that the Mobile, Computer and television, with programming that features lifestyles in both urban areas and in rural areas, is an effective form of persuasion because people emulate what they perceive to be desirable behaviors and attitudes, without the need for an explicit appeal to do so. The field of Rural Marketing has been witnessing lot of change during the last decades with the entry of corporate giants and manufacturers of FMCG and Consumer Durables. Rural market is not just any emerging market. It is a market approximately 2.5 times the US population. The changing lifestyles and consumption pattern of rural people with the increase in literacy levels an education and penetration of Mobile, Computer and Television have been exposed rural Bihar. On the other hand, increase in stiff competition and saturated urban market led the companies to search for new markets. Modern marketing calls for more than developing a good product, pricing it attractively and making it accessible to the consumers, companies must also communicate effectively to its target customers. Mobile, Computer and Television in the rural context demands design of advertising message that suits the sensitivities of rural markets. Rural market environment is different from the urban and therefore communication to potential customers in a proper and effective manner is a major challenge for corporate companies. The selection of Electronic goods is vital to reach rural audience. The advertisers have to use a wide variety of media both conventional and non-conventional to convey their messages.

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