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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY OF IMPLEMENTATION OF BI SOLUTIONS AT SELECTED BRANCHES OF BANKS IN RAJASTHAN <i>DR. AZIMUDDIN KHAN</i>	1
2.	ROLE OF WOMEN IN IT: TODAY & TOMORROW <i>DR. KIRAN ARORA</i>	5
3.	POWERS LANGUAGES AND TEACHERS FORGETFULNESS <i>DR. MIGUEL ALBERTO GONZÁLEZ GONZÁLEZ</i>	7
4.	AN ANALYSIS OF RURAL DEVELOPMENT THROUGH MNREGA IN DISTRICT MANDI OF HIMACHAL PRADESH <i>SANJAY KUMAR &amp; DR. SHYAM LAL KAUSHAL</i>	11
5.	A DETAILED STUDY ON INDIAN CHILD LABOUR PROBLEMS AND PROSPECTS <i>DR. ALLA.JAGADEESH BABU</i>	16
6.	OCCUPATIONAL STRESS AMONG SOFTWARE EMPLOYEES: ROLE OF CORPORATE COMPANIES <i>NAGARAJ NAIK. M &amp; DR. KODANDARAMA.</i>	22
7.	PERFORMANCE OF REGIONAL RURAL BANKS: WITH SPECIAL REFERENCE TO ANDHRA PRADESH GRAMEENA VIKAS BANK, ANDHRA PRAGATHI GRAMEENA BANK AND DENA GUJARAT GRAMIN BANK <i>DR. S. SELVAKUMAR &amp; S. PAVITHRA</i>	26
8.	AN EMPIRICAL ANALYSIS OF HEALTHCARE SPENDING IN INDIA: EVIDENCES FROM MAHARASHTRA AND BIHAR <i>UPANANDA PANI &amp; PRAVIN GANGADHAR JADHAV</i>	31
9.	CUSTOMER PERCEPTION IN INDIAN RETAIL INDUSTRY <i>MANOJ KUMAR SINGH</i>	42
10.	CONSUMER AWARENESS AND CONSUMER PROTECTION ACT: A CASE STUDY WITH SPECIAL REFERENCE TO EAST DISTRICT OF SIKKIM <i>SANJAYA KUMAR SUBBA</i>	45
11.	A STUDY ON JOB SATISFACTION OF EMPLOYEES OF GOVERNMENT SCHOOLS AND PRIVATE SCHOOLS IN JAGDALPUR <i>DR. ARUNA PILLAY</i>	49
12.	IMPACT OF BRAND IMAGE ON CONSUMER BUYING BEHAVIOR OF INSTANT FOOD PRODUCTS <i>S. KALPANA &amp; HEMAVATHY RAMASUBBIAN</i>	53
13.	BPO INDUSTRY IN INDIA: TRENDS AND CHALLENGES <i>DR. SHRUTI GUPTA</i>	56
14.	DECODING THE 'STARBUCKS' FRENZY: A COMPARATIVE STUDY WITH CAFÉ COFFEE DAY <i>KHUSHBOO GUPTA</i>	59
15.	A STUDY ON HEALTH, SAFETY AND WELFARE MEASURES IN SIMPSON & CO. LTD, CHENNAI <i>RAJANI KUMARI &amp; DR.R.ALAMELU</i>	63
16.	IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION OF PUBLIC AND PRIVATE SECTOR BANKS <i>BHOOMI PATEL</i>	66
17.	EMPOWERING WOMEN AT PANCHAYAT LEVELS THROUGH RESERVATION & EDUCATION: A SPECIAL STUDY IN THE SAMASTIPUR DISTRICT OF BIHAR, INDIA <i>DR. SWETA</i>	77
18.	EFFECTIVENESS OF FORENSIC ACCOUNTING IN THE DETECTION AND PREVENTION OF FRAUD IN NIGERIA <i>ABU SEINI ODUDU &amp; YUSUF MOHAMMED ALIYU</i>	80
19.	APPLICATION OF TOTAL QUALITY MANAGEMENT (TQM) TOOLS TO SOLID WASTE MANAGEMENT: THE CASE OF MOMBASA MUNICIPAL COUNCIL <i>RIUNGU, IRENE KARIMI</i>	86
20.	STUDY ON TURMERIC PRODUCTION AND GROWTH IN ERODE DISTRICT <i>M.ANAND SHANKAR RAJA &amp; SHENBAGAM KANNAPPAN</i>	94
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	98

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**A STUDY OF IMPLEMENTATION OF BI SOLUTIONS AT SELECTED BRANCHES OF BANKS IN RAJASTHAN**

**DR. AZIMUDDIN KHAN**  
**SR. MANAGER SYSTEMS**  
**RAJASTHAN STATE MINES & MINERALS LIMITED**  
**UDAIPUR**

**ABSTRACT**

The decision can be improved with better quality of data, tools and technology, flexibility and sound judgments taking capability of decision makers. Business intelligence systems facilitate the decision makers to correct their intuition by taking advantage of analytical tools, which can test and verify intuition before applying it to the decision making process. Decision maker can also use predictive models to improve their decision making. Today's competitive environment is forcing banks to reap the real benefits of business intelligence. A study has been made on 25 selected branches of Indian banks in the state of Rajasthan, to understand the impact of respondent's characteristics on practices followed for BI Implementation. It is observed that the management commitment, data quality, and CBS implementation tops among all practices followed while implementing business intelligence in branches of banks. The importance about organizational and technological practices factor do not vary significantly among the qualification and age of respondents where as these factors significantly vary with experiences of employees. The young employees are more IT savvy and having better IT skills and user initiatives. The research is particularly useful for practitioners in the banking field.

**KEYWORDS**

Banking, BI Implementation, Business Intelligence, Decision Making, Management, Data Quality.

**1. INTRODUCTION**

The banking industry is becoming increasingly competitive with industry consolidation and convergence, to retain and attract asset of an aging population, complexity of financial instruments and markets are facing ever-changing regulatory requirements from both local and global bodies, making it more and more challenging for banks to sustain and generate profits. Banks have started the utilization of business intelligence with implementation of core banking system. Many banks have implemented the Customer Relationship Management software (CRM) to understand the needs of the customer. With a vast range of customers and customer needs, address the need for transparency, risk management, and stay ahead of the competition, banks need low-cost, innovative solutions that deliver a connected customer experience across all channels. Banks need to use all the tools at their disposal to manage challenges and ensure their own financial stability through intelligent business solutions.

The business intelligence software to report on, analyze, and monitor the vast branch data through a business intelligence architecture that helps branch to reduce costs, increase revenue, profit analysis by branch, pickup most profitable customers, services and locations, manage credit risk, standardize portfolio and credit analysis and maximize the value of information by giving 360-degree overview of financial and operational results.

**2. REVIEW OF LITERATURE**

A review of literature of various studies related to implementation of business intelligence solution in the banks and factors both technological and organizational plays important role in implementation of BI at branch level. Shari and Spyro (2004) stated that regardless of how impressive a business intelligence solution is, its true value lies in enabling an organization to improve its revenue stream, not just cost containment. The best way to justify the incurred costs is to leverage the technology to improve the business processes related to revenue generation, product development, customer acquisition or retention, cross-selling, inventory management and new markets. The true benefits of a business intelligence solution can be recognized when the decision-making capabilities are enabled throughout the organization. This means the management team can gauge how the company is performing.

Howson (2008, p2) stated that business intelligence can only provide business value when it is used effectively by people. There is a correlation between the effective use of business intelligence and company performance. Business intelligence provides the insight of business to the manager on more timely and flexible basis. When any particular metric is not where it should be, BI allows users to explore the underlying details to determine the reason. When BI is used in a company without a sound business strategy, performance will not improve.

IBA-Finsight (2007) special report suggests about the operational business intelligence in banking, it delivers information and insights to those manager that are involved in operational and transactional processes. While serving a customer at a counter, the executive can cross sell other product based on the information and analytics available from operational business intelligence system based on customers past transactions. The operational business intelligence reduces the time it takes for a line of business user or application to react to business issue or requirement. The data latency to data warehouse should be as small as possible to get operational analytics. As per report (2014) by Yes Bank, Indian private sector banks have made investments in Business Intelligence (BI) primarily around the consumer/retail segment of customers & not so much focused on corporate customers.

A report from EY and IDRBT (2014) says banks are realizing the need to use Business Intelligence and analytics to increase their business and differentiate the customer experience (a) to acquire new customers (b) service their existing ones better, (c) increase the savings of their existing customers through segmentation and by identifying and capitalizing on opportunities for cross-sell and up-sell, (d) improve retention and loyalty of customers, (e) monitor their portfolios more effectively, (f) implement efficient risk management controls to reduce credit- and fraud-related losses and (g) obtain insights on how they can enhance their products or product bundles to address the unique needs of their customers. In the absence of robust BI systems, banks struggle to answer the questions about unique customers (not just accounts), products per customer, services provided per customer, the cost of providing these services, the profitability of and demand for their products, etc

**3. METHODOLOGY**

A structured questionnaire was developed for collecting the data related to implementation of business intelligence solutions at branch level. The questionnaire seeks to extract responses from IT Manager/Branch Manager or In-charge of BI or Person who understood and utilizing business intelligence solutions at branch level. The branches of banks were selected within the geographic region of Rajasthan. They were identified through stratified judgment sampling.

**TABLE 1: RESPONSE PATTERN OF BANKS AT BRANCH LEVEL**

	No. of Respondents		Responses
	Approached	Respondents	
Public Sector Banks	14	12	86%
Private & Foreign Banks	11	8	73%
Total	25	20	80%

The data has been collected about the respondent organization like name of bank, inception year of bank, category of bank and to get knowledge about business intelligence used in banking by framing various questions related to practices followed for implementation of business intelligence solutions in bank.



Implementation of business intelligence solutions in banks with the practices followed were categorized in term of organizational factors such as management commitment, effective steering committee, user initiative, availability of IT skills, analyst and training facilities, work culture, qualities of BI staff and implementation consultant, and partnership between IT and business. Banks which were established in 1994 and thereafter considered as new banks while banks which were established before 1994 were considered old banks. Public Sector Banks means any Government Sector Bank/Institute that goes public i.e. it issues its shares to general public. It also has a greater share of Government of India or Reserve Bank of India (more than 50%).

**3.1 THE SAMPLE PROFILE**

The data collected in the form of demographics from branches of the banks is having two categories; respondent information and organization information.

**A. RESPONDENTS' PROFILE**

The respondent information was described in the form of gender, age, qualification, experience in this bank, total banking experience, working at regional, zonal, project or head office, phone and email address. Table 2 provides a summary of respondent information.

**TABLE 2: RESPONDENTS' PROFILE AT BRANCHES**

Criteria	N	%
<b>Gender</b>		
Male	18	90%
Female	2	10%
<b>Age (Year)</b>		
<30	1	5%
30-45	9	45%
>45	10	50%
<b>Total Experience (Years)</b>		
Less Experience(<=10)	7	35%
Experience (>10)	13	65%
<b>Present Bank Experience</b>		
Less Experience(<=10)	8	40%
Experience (>10)	12	60%
<b>Qualification</b>		
Professional (MBA,MCA, BE, CAIIB)	13	65%
Post Graduate	4	20%
Graduate	3	15%

It is evident from the table that highest number (50%) of respondents belongs to age group of 45+ years where as 45% respondents in the age group 30-45 years and only 5% belongs to less than 30 yrs. The 65% respondents are professionally qualified and they had acquired the degree like MCA, MBA, BE or CAIIB qualified where as 20% are post graduates and only 15% are graduates. It is also clear from the table that respondents' total banking experience is more (60%) in case 10+ years where as 40% are of less than 10+ years experience. The similar pattern is for present bank experience of respondents. The 90% of respondents are male and only 10% respondents are female.

As per table 3, the distribution of qualification over category of banks, It is clear that private and foreign banks are having 100% professionals where as public sector banks are having 41.7% professionals, 33.33% post graduate and 25% graduates. It is interesting to note that private and foreign banks are having 100% employees with less than 10 years of banking experience where as 100% public sector banks employees are at 10+ years.

**TABLE 3: RESPONDENTS' PROFILE WITH DISTRIBUTION OF CATEGORY OF BANK AT BRANCHES**

Criteria	Public		Private & Foreign	
	N	%	N	%
<b>Total Experience (Years)</b>				
Less Experience(<=10)	0	0	7	87.5
Experience (>10)	12	100	1	12.5
<b>Qualification</b>				
Professional (MBA,MCA, BE, CAIIB)	5	41.7	8	100.0
Post Graduate	4	33.3	0	0.0
Graduate	3	25.0	0	0.0

**B. ORGANIZATIONS' PROFILE**

Researcher has collected the data from branches and profile of respondents' bank is described in the form of inception year of bank, category, information technology uses, information technology tools, and Core Banking System (CBS) software. Table 5.3 provides a summary of organizations' profile.

As per Table 4, it exhibits that almost 65% banks included in the study are old banks which were established before 1994, where as 35% banks are categorized as new banks. As per the table, 60% banks belong to public sector bank, 40% are private and foreign banks.

TABLE 4: ORGANIZATIONS' PROFILE AT BRANCHES

Criteria	N	%
<b>Bank Existence year</b>		
Old (Before 1994)	13	65%
New	7	35%
<b>Bank Category</b>		
Public	12	60%
Private & Foreign	8	40%
<b>IT Usage</b>		
Total IT Based	17	85%
IT + Manual	3	15%
Manual Only	0	0%
<b>IT Tools</b>		
Single	9	45%
Multiple	11	55%
<b>CBS Software</b>		
Finacle	10	50%
BaNCS 24	3	15%
Oracle Flex	3	15%
Other	4	20%

Table 4 shows that 85% banks are using information technology based working and only 15% banks are having combination of information technology and manual working. Banks included in the study, 55% are using multiple software where as 45% using single software for all function. It is clear from the table that "Finacle" is used by 50% banks, BaNCS 24 by 15%, Oracle Flex is utilized by 15% banks and 20% banks are using other software for their core banking.

**4. ANALYSIS OF APPLICABILITY OF BI IN BRANCHES**

The instrument has been prepared to get the responses from the branches, about the questions related to business intelligence in banking including important practices, applicability of business intelligence in banks working, and financial benefits.

Responses were collected from branch head or operation head of the various banks on the various items by using 5-point rating scale of importance, where 1 = very poor, 2 = low, 3 = medium, 4 = high and 5 = very high. The respondents indicated the extent to which they attach importance on various factors.

**4.1 IMPORTANCE ATTACHED TO THE PRACTICES FOLLOWED FOR BI IMPLEMENTATION**

Table 5 shows the list of important practices followed by respondent's banks to implement the business intelligence solutions, the mean score for each, standard deviation, co-efficient of variance (CV), and the results of One-Sample Kolmogorov-Smirnov Test for difference between means. The items on practices in the table are arranged in descending order according to their mean score level.

It is observed from the table 5 that the management commitment, data quality, and CBS implementation tops among all practices, and the mean score of 3.90 suggests that, it is given highest importance by respondents while implementing business intelligence in branches of banks. These results are in general similar to regional/zonal offices' response.

It is informative to note that IT skills and User initiatives are given least importance (mean score 2.20 and 2.05). As most of the branches, do not have IT skilled (IT Manger) persons at branch level.

TABLE 5: DESCRIPTIVE STATISTICS OF PRACTICES FOLLOWED (BRANCH)

Practices	Mean Score*	Std. Deviation	C.V. (%)	Result @5%
Commitment	3.90	0.85	21.85	NS
Data Quality	3.90	0.79	20.21	NS
CBS Implementation	3.90	0.64	16.43	S
Query Response	3.40	0.82	24.14	NS
BI Operational	3.10	1.12	36.10	NS
Training Facility	2.95	0.69	23.27	S
DW Update time	2.85	1.35	47.32	NS
Complexity	2.80	1.06	37.73	NS
IT Skills	2.20	1.47	66.93	NS
User Initiative	2.05	0.94	46.07	NS

\* Mean score is the average on 5-point interval scale of importance  
 S=Mean importance score is significantly greater than that listed immediately below, based on One-Sample Kolmogorov-Smirnov Test  
 NS=Mean importance score is not significantly greater than that listed immediately below, based on One-Sample Kolmogorov-Smirnov Test

CBS implementation has the lowest variation (CV=16.43%) in responses, which means that the responses are consistent on this practice and therefore mean score can be considered highly representative where as IT skills has the highest variation (CV=66.93%) which means that responses on these practice varied greatly and therefore it can be said that mean score is least representative.

The last column of table shows the results of One-Sample Kolmogorov-Smirnov Test for difference between means at 5% level of significance. As per test, Implementation of CBS, and Training facility found significant. It indicates there is almost certainly a true difference in these practices. All other than these two practices followed for implementation of business intelligence are statistically non significant.

**4.2 INFLUENCE OF RESPONDENT'S CHARACTERISTICS**

It is assumed that certain respondent's characteristics such as age, qualification and experience may have influence on the important practices followed for business intelligence solution implementation.

The practices have been grouped into three factors; first is Organization factor which includes management commitment, user initiative, training facilities, and IT skills, second is Technological factor which includes data quality, complexity of BI solution, implementation of core banking system (CBS), ERP, CRM and SCM, Data warehouse update time and query response time. 1-5 point scores are summed to make these factors. For this, different null hypothesis have been formulated and tested by adopting One-Way ANOVA procedure. The hypotheses were tested at the significance level of 5%.

**4.2.1 INFLUENCES OF AGE GROUP**

In the respondent's profile the age group has been discussed as three categories age<30, 30-45, and age >45 years. For analyzing the influence of age on important practice adopted for BI implementation, total four hypotheses have been formulated. The hypothesis is;

H<sub>0</sub>1: There is no significant difference among the various groups of age with regards to their perception about the importance of the organizational factor for the implementation of BI in branches of banks.

Similarly null hypotheses were developed for perception about importance about financial, technological factors, aggregate practices with reference to age. All the hypotheses were tested by one-way ANOVA for difference between means at 5% level of significance. Table 6 displays mean scores, calculated F-value and results of the test.

**TABLE 6: ONE-WAY ANOVA TEST FOR IMPORTANT PRACTICES V/S AGE AT BRANCH**

Null hypotheses for Different practices	Mean Scores			Calculated F-Value	Result @5%
	Age < 30	30-45	Age>45		
H <sub>0</sub> 1: Organizational factor	16.00	12.56	9.30	6.150	S
H <sub>0</sub> 2: Technological factor	25.00	21.78	17.80	3.529	S

It is clear from the table that both hypotheses are rejected. This proves that the perception about the importance of the organizational, and technological practices factors vary significantly among the different age groups of respondents' banks. The respondents who belong to <30 age group have higher mean score which proves that this group is more influential in following practices for implementing BI solutions.

**4.2.2 INFLUENCES OF QUALIFICATION OF RESPONDENTS**

In the respondent's profile, qualification has been discussed as three categories professional, post graduate, and graduate. For analyzing the influence of qualification on important practice adopted for BI implementation, two hypotheses have been formulated.

**TABLE 7: ONE-WAY ANOVA TEST FOR IMPORTANT PRACTICES V/S QUALIFICATION AT BRANCH**

Null hypotheses for Different practices	Mean Scores			Calculated F-Value	Result @5%
	Professional	Post Graduate	Graduate		
H <sub>0</sub> 3: Organizational factor	12.15	8.75	9.67	2.647	NS
H <sub>0</sub> 4: Technological factor	21.15	18.50	16.67	1.763	NS

It is clear from the table 7 that both of hypotheses are accepted. This proves that the perception about the importance about organizational, and technological practices factor do not vary significantly among the qualification of respondents.

**4.2.3 INFLUENCES OF EXPERIENCE**

Researcher has categorized the banking experience in two categories for the purpose of analysis, respondents who are having total banking experience up to 10 years were considered as less experienced where as those who had more than 10 years of experience were considered as experienced. All the hypotheses were tested by t-test for difference between means at 5% level of significance. For understanding the influence of experience on important practices followed for BI implementation, two hypotheses have been framed.

**TABLE 8: t-TEST FOR IMPORTANT PRACTICES V/S EXPERIENCE**

Null hypotheses for Different practices	Mean Scores		Calculated t-Value	Result @5%
	Experience <=10	Experience >10		
H <sub>0</sub> 5: Organizational factor	13.86	9.62	3.879	S
H <sub>0</sub> 6: Technological factor	22.71	18.46	2.366	S

As per table 8, it is revealed that hypotheses H<sub>0</sub>5 and H<sub>0</sub>6 are rejected at 5% significance. This means that there is significant difference between the less experienced and experienced person with perception about the importance of the organizational and technological practices factor. The hypothesis H<sub>0</sub>5 is rejected because less experienced group respondents are more IT savvy and having better IT skills and user initiatives. The hypothesis H<sub>0</sub>6 is rejected on ground of higher data quality, CBS implementation, and operational BI is more adopted by less experience group as compared experienced group.

**CONCLUSION**

The implementation of business intelligence solution at branch level has become the need of an hour. The branch manager should utilize the available analytics for their day to day operations. The young bank professionals are more acceptable to the technology and hence can better use of available information for making right decision at right time to increase the profitability of branch.

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**ROLE OF WOMEN IN IT: TODAY & TOMORROW**

**DR. KIRAN ARORA**  
**PRINCIPAL**  
**PCM S.D. COLLEGE FOR WOMEN**  
**JALANDHAR**

**ABSTRACT**

*IT has brought a tremendous change in position of women and has uplifted their status in the society and has ended their socio-economic imprisonment besides making them aware of their rights. But a lot need to be done to empower women and technology has to be made women friendly that more and more women be freed from the fetters of slavery. There is also a need to bridge the gulf between urban and rural women.*

**KEYWORDS**

Role of women, IT.

**INTRODUCTION**

Women have been suffering since time immemorial. Every age was a dark age for the Fair-sex. Be it stone,vedic or modern. They have been exploited and their aspirations have been crushed under weight of customs and traditions. Their situation has not improved yet. They are still being exploited on one pretext or other. The patriarchal society has been responsible for the sorry state of affairs of women till date. They have always borne the brunt of war,riots,communal frenzy and natural calamities. Women have suffered in every age. Even the great writers have tried to run down women. This prejudice is deep rooted in the male psyche which considers women inferior to men. This male ego syndrome has still not recognized the strength of women and has not accorded the status they deserve. They are still being physically, sexually and mentally harassed. They are still on the margins of society and have not been able to create a niche for themselves in the male determined world. Their role is still confined to further the progeny, satisfy the base passion of men and look after the kids besides doing kitchen and household chores and if a woman dares break the male bastions, she is often mocked at besides being attacked for blowing the centuries old tradition to smitherns. Such a daring woman is either ostracized or killed in the name of family's honours. Khap panchayat s perpetuates what is called Honour Killings.

**IT AND ECONOMIC RESURGENCE OF WOMEN**

But now the world has changed. Now, well educated urban women have successfully barged into the male bastion without facing much resistance from the opposite sex. IT has empowered women and has strengthened their social, economic and political status in the society. This has transformed and strengthened their socio, economic and political status in the society. This has transformed their dull and harsh life and has given wings to their aspirations. IT has made them economically self-reliant as it has opened vast vistas of job opportunity in the banking, commerce , trade ,retail and many other sectors that were hitherto supposed to be domain of men. This has given an economic boost to women and has empowered them in the family, society and outside anti-women world besides recognizing their talent in giving impetus to the economy of the country. Now the old and obsolete concept, that the women are intellectually orphan and cannot handle issues/jobs that call for mathematical and logical abilities, has got a big blow in the age of IT. Women have made their presence felt in every technology driven-sector be it banks, financial institutions, call centres, BPOs, KPOs and MNCs. Mrs. Nooi is the CEO of Pepsico and Mrs. Kochhar heads ICICI bank. Both these organisations are driven by beauty and brain. Kalpana Chawla and Sunita Williams are two other names whom technology gives much needed edge to create a niche for themselves. The liberalization of Indian economy coupled with IT revolution has opened floods of job opportunities for women. Now little and smart fingers run on mouse to tame the lion--- the lion of their economy. Now they run Banks, share market kiosks, internet café, tourism industry. This has built up their confidence and now they walk with their heads held high. Economic resurgence of women by IT has empowered women in social sector also.

**IT AND SOCIAL EMPOWERMENT**

IT has enabled women to network themselves socially on sites that espouse the cause of women besides giving them an opportunity to share their feelings with their gender through blogs, emails, chatting , sms etc. This exercise has made women aware of their rights and has strengthened them with the weapon of knowledge to stop injustice against them their class. Bharkha Dutt—the editor of NDTV writes blogs to sensitize masses towards issues concerning them and their country. Many women get linked to NGOs through technology to work for the welfare of others. Internet has brought women across the globe to talk about problems faced by their gender. This has made women aware of their physical, sexual and intellectual rights. IT has enabled the women to break the centuries old myths that women are for hearth and are inferior to men. Now a woman ceases to be the Eve of Milton's Paradise Lost that can be easily seduced by Satan. Now she is a knowledgeable smart human being with a sharp brain to understand the machinations of evils forces. The credit goes to IT. IT has virtually ended social castration of women and has given a big blow to gender stereo type besides pushing the status of women op upper rung of social structure. Now women compete with men: rather surpass them. Many educated women farmers exploit technology to the hilt to know the annual weather forecast before sowing the seeds. They also used modern technology to get engaged in cooperative farming. The fashion designers surf internet to create new and innovative designs. Ritu Wears is an example of women's success story.

**IT AND WOMEN AWARENESS**

The information galore has made women aware of a whole lot of issues the ignorance of which earlier played havoc with their lives. This includes right to conception, pregnancy, adoption and surrogacy. IT has thus made women politically strong and vigilant. Now they seek information from Internet and use the same against their exploiters. Now a contractor cannot exploit labours as technology comes to their aid. The use of technology in army has empowered women to rub shoulder with their male companions in combat zone, though their role is confined to logistics only. An educated Sarpanch these days rely on IT to introduce government schemes in her villages. The success of MNEGRA is a case in point. SMS is another mode that women use to espouse a cause.Women began an sms campaign against a cop who abused a budding teenager and drove her to death.

**IT AND WOMEN DIGNITY**

But there is another side of story also. IT has empowered urban and well educated women only. IT has so far not touched the lives of rural women. They still suffer. They are still being exploited. Another ugly aspect pf IT is that it has made women scape goats as female infanticide is a direct fallout of advanced technology. Another gory aspect of IT is that it has virtually put women body to public gaze. Pornography has gained momentum. So, is trafficking. IT has added a highly negative dimension to aspect of women's personality. And this concerns development of scientific temper. They exploit technology to know what their zodiac signs say. This can mar their intellectual growth and put impediments in their way to success and emancipation. Last but not the least, it is imperative to mention here that IT has revolutionized the lives of women and has given a fillip to their structure. But a lot need to be done to bridge the gap between urban and rural women to free them from centuries old shackles.

**CONCLUSION**

It can be logically concluded that IT has brought a tremendous change in position of women and has uplifted their status in the society and has ended their socio-economic imprisonment besides making them aware of their rights. But a lot need to be done to empower women and technology has to be made women friendly that more and more women be freed from the fetters of slavery. There is also a need to bridge the gulf between urban and rural women.

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**POWERS LANGUAGES AND TEACHERS FORGETFULNESS**

**DR. MIGUEL ALBERTO GONZÁLEZ GONZÁLEZ**  
**PROFESSOR**  
**UNIVERSIDAD DE MANIZALES**  
**COLOMBIA**

**ABSTRACT**

*This is a research around forgetfulness; the priority is to recognize the different scholar teachers' oblivions in Eje Cafetero in Colombia (2012-2014). In that sense, the investigation looks at the impact of teachers' forgetfulness in the students, the hypothesis is: many teachers forget to educate important things for life because they just care about disciplines. The main question is: what kinds of things teachers forget for life when they teach any field of knowledge? The method of this research is qualitative, through a hermeneutical analysis; also an interpretation under the quadrant, text, context, actors and authors is made. The devices are autobiographical lives made by five scholar teachers who write around their oblivions. Indeed, forgetfulness appears as a constant in human societies and becomes even more vigorous in societies such as the Colombian one, a country where violence coming from armed groups, drug traffickers and corrupted politicians is permanent, all of this situations impacting the academic communities. Elias (2001) society, as we know, is all of us; it is a lot of people together. Among many conclusions, professors forget to teach happiness, liberty, patient, how to live together, they even ignore to dialogue about political violence happening during this last two centuries and, in the same way, teachers forget to educate in many important necessary details in the quotidian life. Any teacher has power, but sometimes does not detect the languages of his own power; he also does not detect the languages coming from the powers, therefore, this leads to think that in the oblivion of teachers, the main one is not to be aware of how they replicate the forgetfulness that powers want to keep.*

**KEYWORDS**

Teachers' oblivions, memory process, powers languages, field of knowledge, educational hope.

**INTRODUCTION**

Illusions are dangerous and have no defects. *Miguel Alberto Gonzalez González.* The danger is present not only in the perfection of the illusions but in its opposites, i.e., in denying them, not having them, running away from them, do not look for them, banishing them or discard the hope. Luckily, we can still live the hope that oblivion is a faded memory. If teachers forget to teach? What do they forget? What kind of oblivion is that?

Thinking of powers languages is the way to see how those languages configure humanities. Any teacher has the power to generate languages of horror, honor, love, hate, illusions, and oblivions, however, they may also lead students to learn about scientific and quotidian life. An authentic pedagogic action is not to manufacture the person.

For Meirieu, if it recognizes the irreducible character of the decision to learn, if we accept that the learning is that through which a subject is constructed, is exceeded, modifies or contradicts the expectations of others about him, it is imperative that education escape the myth of manufacturing Meireiu (1998); therefore, to manufacture the subject is one of the major goals of power, that teachers sometimes forget, even some teachers forget that they can create monsters from oblivions.

There is a place in the memory for forgiveness, a struggle between memorizing and forgetting, for Ricoeur (2004), oblivion is first and massively perceived as an attack on the memory reliability. Memory, in this sense, is defined, at least in the first instance, as a struggle against forgetting. If school forgets its conservative mood, will there be a way for the renewal? It is where oblivion seems to be important, besides not all forgetfulness appears then, as problematic.

**METHODOLOGY**

This is a qualitative research, where five teachers described their forgetfulness through their life stories. In the autobiographical oversights they describe how they forget many important actions in their teaching life. To this, Ferrarotti (2011) says: The history of life is presented to me then, as a story of constraints that weigh on the individual –a set of conditions more or less relevant–, and at the same time as a complex of strategies, which brings into play the individual use of the good times, interstitial glimpses. That is, for releasing the story, in order to open an enclosed individual donated to collective.

There are many options to make the dialogues understandable, but the classical discipline concerned with the art of understanding texts is hermeneutics. Gadamer (1989) If my argument is correct, however, the real problem of hermeneutics is quite different from what one might expect. It points in the same direction in which my criticism of aesthetic consciousness has moved the problem of aesthetics.

For this research, a mobility hermeneutics is done, trying to go far away from the limits of the idea of cause and effect, but where there are connections between the individual and the collective life. Gadamer (1998) refers, hermeneutical reflection has developed a theory of prejudice, without impairing the sense of criticism of all the prejudices, that threatens knowledge production, does justice to the sense of understanding, which is premise of understanding. Since this possibility of not falling into the mere prejudice, discussion is accompanied by theoretical and actors that have addressed the issues around oblivion.

There is an important historic of this method, Dostal (2012) exposes, hermeneutics has a long history with roots in Greek and Hellenistic philosophy as well as in the Church fathers. It is to say, this an antique option of reality interpretation, but not out of novelty and importance.

As its known to interpret is to make action meaningful to others, not just or even necessarily within the terms used by the actors themselves. To explain is to account for action, not just or necessarily through reference to the actors' intentions, Dei (1993).

**QUESTION AND OBJECTIVE**

Through this research the hypothesis is: many teachers forget to educate important things for life because they just care about disciplines. Although hypotheses are part of quantitative processes, it is not forbidden to think on this option on qualitative research

The main question is: what kinds of things teachers forget for life when they teach any field of knowledge?

Another inquiring that emerges is: If teachers forget to teach? What do they forget? What kinds of oblivions are those?

**ADDRESSING THE THEORY OF OBLIVIONS**

For Hindus, a non-Western culture, this issue is not minor, Indian literature uses images of shackles, chains and bondage, alternating with the forgetfulness, ignorance and sleep, to highlight the human condition, Eliade (1996). At this point, if what the author tells us is correct, we can link the oblivion of being human, and we can locate oblivion as an intrinsic characteristic of the human being and of his condition, even if it is read like a human need: forgetting to learn.

In the Greek mythology, there is a place, or rather a space exclusively for forgetfulness, Lethe. The Lethe, one of the rivers of hell where the mortal souls were carried when they die, forced to drink from the calm waters of oblivion that erased their previous life memories. In this case, the dead has no memory, the spirit forgets his past.

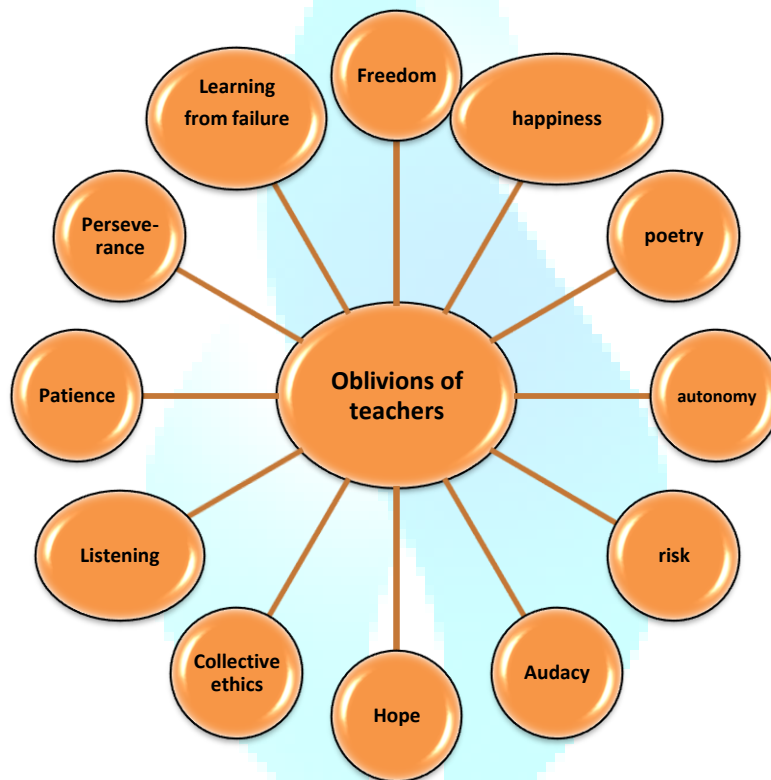
If oblivion is a faded memory, then we can persist to rescue what lies somewhere in the mind or somewhere in the universe. Therefore, turning to the question: What have teachers forgotten to teach? The truth is that they have forgotten many things. There is nothing new except what has been forgotten, Pauwels (1994). Forgetting appears as a denial of knowledge, the forgotten and never remembered emerge as new.

Teachers are midwives and gatekeepers, working with human substance. In Plato's sense, they are midwives of knowledge to other humans, and gatekeepers because they are able to suggest a way out. What do teachers forget?, some of them forget about, not only children, but also students and community in general. There is critical forgetfulness, severe, as Celma (1981) says in the full swing of May 1968: The masters and teachers are truly an institution of sclerotic, a cohort of paralyzed. Teachers have forgotten even the existence of the children.

The neglecting of teaching practice is a problem of the teacher who does not respect himself. Freire (1975) says, How can I respect the curiosity of the students, if there is a lack of humility and true understanding of the role of ignorance in the pursuit of knowledge, as well as feeling afraid of revealing my ignorance?. Oblivion is not the same as ignorance, but there is an obligation to have some minimum knowledge to share with students, a demand for ethics, for the same loving attitude.

**REMEMBERING THE OBLIVIONS. FORGETFULNESS: DECONSTRUCTING THE TEACHING PRACTICE**

Remembering the oblivions is a paradox, how to remember what has been forgotten? What it is intended here, is to list some of the most dramatic forgetfulness of teaching practice, forgetting what has been deconstructed, but not necessarily to destroy the teaching act. Then, oblivion cannot be expressed in its entirety, but there are specific cases to explore such as when the teachers forget to teach freedom or human condition. Figure N. 1. Oblivions of teachers: in this research, the graph shows the main oblivions of teachers, González (2015b).



Teachers' forgetfulness plotted here are part of the most notorious, but there are a variety of other dramatic aspects in the teaching practice to be visualized, which are shown throughout this investigation.

Another teacher asks, "Is it possible to teach freedom where freedom is itself enslaved and locked in the classroom?" The most aberrant, as opposed to an education that aims for the establishment of a free spirit in students, in most cases, it is the freedom a teacher has to impose his methods.

The fear of freedom, as effectively settled in education, is the birthplace of one of the great oversights of teachers: not taught to be free, because the same practice is an exercise of coercion. One of the teachers indicates: "The neglect of freedom, is a political forgiveness, that is, in the teaching act, being authoritarian and not giving freedom of thinking, and humiliating the student"

This revives the question, what is called freedom? "Perhaps, it is that which allows us to choose paths without a guide or one that allows us to explore life in an open risk" replies one of the teachers. We certainly need a freedom to rejoice learning spaces, to enjoy the joy of learning, but freedom in some classrooms is an appeased, repressed oversight.

Living freely is to respect and at the same time to decide, is to exercise a right, and as Fromm (2006) states, the freedom to express our thoughts means something only if we are able to have thoughts of our own, freedom of external authority constitutes a real victory only if intimate psychological conditions are such that allow us to establish our own individuality. Hence, when we do not teach and practice freedom, it is probably that we are forgetting to teach happiness.

**SOME TEACHERS FORGET TO EDUCATE FOR HAPPINESS**

"We're going to be teachers of oblivion, forgotten from now because we do not teach happiness", a teacher relates in his life story. This assertion is reflected in the poem attributed to Borges (2009), *we are the forgetting that we will be*.

"How can we be aware of that we are happy or not? Can we teach someone to be happy?" A teacher says, "yes, we can give clues, but we do not know a special formula". Do we make our students happy? Do we make people happy around us?

**MANY TEACHERS FORGET TO TEACH AUDACITY TO CONFRONT FEARS**

Teachers teach fear. "Sometimes, it's scary to be in the streets, also to look at someone else, the future itself, food generates fear, any noise produces fear; one of the most lucrative business of this time is fear", said one of the teachers; hence, the large insurance companies. Fear is obviously a big business. Through fear spirits are tamed, lives are impeded, minds are castrated. Fear is a great invention and very useful for power. Fear is an inseparable partner of ignorance, which does not dare, neither learns, or what is worse, it learns only what others, the powerful desire to learn.

## IN GENERAL, TEACHERS FORGET TO IMPART HOPE FOR TEACHING DISENCHANTMENT

The hope has been forgotten as a classroom theme to give way to disappointment, what are our stories of disenchantment? In the present circumstances, what are useful texts that encourage disappointment? The disappointment goes even beyond the cold and terse definition at dictionary can deliver, is more than the loss of illusion, is a vital denial, it is meanwhile, disagreement, a different reading, a creative possibility, or as most of the time, an insurmountable wall. A first disappointment appears with passivity and silence. "I have felt disenchanting of many things and I think that I teach that", writes one of the teachers in his life story.

What do we forget with the disappointment? It is an invisible oversight, a disbelieving that the future is possible, that there is something beyond the borders that are giving us hope, not no go drifting, "Disenchantment is a matter of adult people, but some teachers teach students to become disenchanting", affirms one of the concerned teachers.

## AN AVERAGE NUMBER OF TEACHERS FORGET TO EDUCATE TO BE AT RISK AND BEING ADRIFT

"Teachers do not teach to be drifting, we want to get to secure ports, stable heavens", writes one of the teachers, and insists "Our education, directed from above, prevents us from taking control, so we do not know where it goes. This gives us greater insecurity: we do not know the route and destination, but we are exempt from the responsibility to lead". Humanity seems to drift and that moves us together, where the first thing the teacher teaches to students is the fear; who under such conditions may accept drifting?

Going adrift north-less. Being adrift does not mean to hate what is stationary, but being at risk can immobilize humans. We like what is fixed, ordered worlds; the cosmos is our revenue, chaos is a threat, the apple we do not know how to confront because we have been taught to be and to remain within the order, not to bite the risk.

## A MAJORITY OF TEACHERS FORGET TO TEACH THE AUTONOMY TO TEACH ENVY

The jealous is never jealous of what he sees, with what he imagines is enough. A very special kind of jealousy is the children or Cain complex, occurring after birth of a new sibling. The teacher will befall that kind of jealousy, when a new partner or when one of them stands out.

Many teachers are jealous and envious of some of their peers' knowledge. Hence, these teachers can teach envy and jealousy, forgetting to teach admiration and respect for those who have a different or better and qualified knowledge than theirs.

To doubt from another is taught very early, a significant step to build hatred, to follow a path to jealousy, which warns Abad, he hates with all of his soul, and with all of the fidelity and constancy, that he really loves hatred, Abad (2006). This reference makes us think that we have good grounds to hate, decisions that seem to subjugate the pure idea of love.

## OBLIVIONS PERSISTENCE

There are not just the previous forgetfulness, but there are also others which, like a mythological leak, places us in common scenarios, these can be linguistic and physical, a paradox to the fate of Sisyphus climbing rock, rolling it away, then falling soon to rescue it from oblivion, from abandonment. The forgetfulness of writing, listening, patience and ethical are part of the "mea culpa" school experience. In fact, for Professor Calvo (2008), teaching is astounding with a mystery. It could be asked, is oblivion a mystery? This is because with split memories with selective memories, with programmed memories, with industrial reports; thus, it is not uncommon to forget that we are human.

## THE LISTENING FORGETFULNESS

Teachers forget to teach how to listen. There are too many men who are deaf or selective hearers, as quoted by Sophocles (2006) in Oedipus: You are good at talking, but I'm bad to listen. This would be a constant game, on one side, teacher speaks, and in the other, students do not listen or when the student talk the teacher does not listen. Huxley warns us that *the words are there to explain the meaning of things*, so that those who hear understand that meaning. Lenkersdorf (2008) We listen when we want, what we want, why do we only hear what we hear? We must always be aware of the reality that exists around us, listening can be the transformation of our life in the middle of deaf.

Teachers forget to educate students on how to be more secure with others, as González (2015a) says, some students are so insecure from who they are, from their shyness and even from their personal and intellectual relationship. Usually, teachers do not listen their students, do not hear their problems.

## TACKING OCCLUSION

*Who forewarns does not betray*, it is said in the circles of love. If this is possible, it is also possible to warn about that the teaching practice is forgotten, at least does not betray the academic ceremony, because forgetting is an issue that demands its space.

In this last part, other small oversights that may have unexpected outcomes are mentioned, forgetting that appear in the life histories of teachers:

- Separate space the time. The separation of time from space should not be seen as a unilinear development, in which there are no reversals or which is all-encompassing, Guidens (1990). Teachers forget that space and time when separated put in problems students to make connections with other human realities, and with other contexts.
- Poetry is a matter of the past. It has been forgotten to teach the poetry of the city, in the possibilities of being recognized as citizen of creation, "We dare not make poetry in the classroom because we lose time," writes one of the teachers.
- Uncritical readers. "To read the news beyond the headlines to identify the reality that hides in the country, the region and the world," said another teacher.
- To memorize is demonized. "Many teachers have lost the memory of the facts, whether pleasant or not to leave them in books or documents, even if they have been manipulated by the powers languages". Teachers do not want to teach students to have memory and learn how to make connections between past, present and future time.
- There is an oblivion to teach ethic. No many teachers teach ethic conditions by empathize on the disciplines. "A permanently discussed ethics. Lawyers who know enough about rights, but nothing about ethics. The soccer player that simulates falling into the area waiting for a penalty that never was. The military or criminal who kills without mercy and left bodies without heads in the fields and leave children without parents.
- It is forgotten to teach responsibility at public offices. "A public server who fails constantly with his work and yet religiously receives his salary. The worker who knows his business and yet must resign to a meager salary and be forever a pawn not owned his life and feel unable to react to the situation", writes another teacher.
- It is forgotten to look at the body aesthetics with dignity. "The recognized model who has sex with a known offender in exchange for a generous check, or in my case the body has gone to another level since I could not lose weight" specifies a teacher in his life history.
- There are not enough places for art in classroom. "Teachers forget to teach the art that extends creativity to confront oblivions. Some teachers do not like to participate in aesthetics to expand the world view, allowing the students to build autonomy and other way to communicate with the world," said a teacher; about this, Bourdieu (2002) exposes, as the intellectual gains autonomy, the artist states strongly increasing its claim to it, proclaiming his indifference towards the public.
- There is deafness in the classroom. It has been forgotten to teach the sidereal listening. "I did not learn to listen, at least to listen the plants, rocks, winds or the harmonies and sidereal disharmonies" notes a teacher, he adds to the above that we do not have listeners' assemblies where the individual and collective subject is listened.



- The world of entertainment and global screen within the classroom. "Some teachers forget to teach how to go beyond the sound of words, the world of the screens. It is forgotten to teach that past hurts us, the past that does not like us", says one of the teachers in his life story. There is an ashamed memory, a past which puts us in the unspeakable, the border between the speakable and the unspeakable, the confessable and the non-confessable separates, in our examples, a civil society underground collective memory PollaK (1989). Some clandestine and silenced memories.
- The disloyalty and ingratitude are not questioned in the classroom. Many teachers forget to teach how to preserve friendships, to be loyal in the relationship with the other, which does not imply rampant acceptance of Manichaeism rigors.
- Academic impatience and urgency of resolving the problems at high velocities. "A great number of teachers forget to teach patience to fall into certain careerism, where the Internet and other misused technologies have contributed more than enough", writes one of the teachers.
- Justice as mere theoretical device. It is forgotten to teach justice for opt the revenge and hatred "I do not know, but I think we are teaching hatred", said one of the teachers; this confirms what Abad describes, cause we are an easy to forget what we love land. Abad (2006) life, here (in Colombia), has been turned into the worst terror.
- The truths are imposed, are not discussed. Teachers forget to teach that true and false are dichotomous and Manichaeic languages, languages that suit us and preclude, which are given in learning societies, as Zuleta (1995) noted, declaring as true what we like, and false what disturbs and anguishes us. Knowing is not getting to the truth.
- The error is an abandoned dog to kick. Many teachers forget the error power. "As the success is enhanced, the error is ridiculed" relates one teacher; the horror of being wrong is close to the horror of being in vacuum.
- Individual interests prevail over collective interests. Teachers forget to teach how to cooperate; instead, they insist on individualism, in particular success, in the subject as a leader who overrules any criteria.
- Human been treated like a robot. Levels of education should follow some biological stages and demarcated, fixed steps. Many teachers forget to teach that life has no manuals.
- Luckily, forgetfulness of teachers, at least, has to recognize that to remember, remember something forgotten "Something we have forgotten to teach that we remember now, something we forgot to teach that never remember", so is memory, so is oblivion.
- The good, the beautiful, the powerful. Teachers sometimes confuse what is good with power. So they decided to teach or empathized around power as something good for itself. In that sense Nietzsche (2006) states, what is good? -Whatever augments the feeling of power, the will to power, power itself, in man.
- Oblivion is not always bad and dangerous. "Not all forgetting is bad, there are good things to forget because this gives the memory space, it is possible that if we forget something to teach, give space to create a new bet", relates one teacher.

Clearly oversights have been a huge field of human behavior, self-forgetfulness, forgetting the other, forgetting the pain, forgetfulness of happiness, forgetfulness of hopes, utopias forgetfulness, therefore, asking for their forgotten memory is a demand for the memories that have gone, but asking teachers about their forgetfulness is to enter the men as a failure, about those classroom oversights that should have never happened.

Happiness can be taught not to be a failure, but to form successful people who believe that this happiness exists. In fact, we can have more intelligent men and women, but less human and therefore, less happy. It is true, the educational project is a failure if it does not teach freedom and happiness, what is left to be taught? Perhaps fear?

Hence, powers languages are, somehow, forgetfulness languages. Despite those oblivions, there is an educational hope in the interviewed teachers that the best way to break all walls is teaching the memory avoiding to fall in quotidian life oblivions.

We know something, there are forgetfulness out of forgetfulness, but sometimes, the world ends because of oblivion. How good is a god if he forgets? If those gods forget, what can be expected from men? Although, it is better any forgetfulness than revenge. Undoubtedly, forgetfulness can be a story, a mood, a lifestyle, a language of power, but it will never be a foreign party or an unfinished paradox.

Does God forget? If he can, he is not omniscient. If not, he is not omnipotent. Serna (2012).

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## AN ANALYSIS OF RURAL DEVELOPMENT THROUGH MNREGA IN DISTRICT MANDI OF HIMACHAL PRADESH

**SANJAY KUMAR**  
**RESEARCH SCHOLAR**  
**UNIVERSITY BUSINESS SCHOOL**  
**HIMACHAL PRADESH UNIVERSITY**  
**SHIMLA**

**DR. SHYAM LAL KAUSHAL**  
**PROFESSOR**  
**UNIVERSITY BUSINESS SCHOOL**  
**HIMACHAL PRADESH UNIVERSITY**  
**SHIMLA**

### ABSTRACT

*As per the population census of 2011 about 90 percent of total population of India reside in villages. The sustainable development of these villages is the prime factor towards the economic growth of the nation. Since independence the Government has launched many programmes for the development of rural areas. MNREGA is landmark legislation in this direction. It is the first program that entitles the government to provide employment of 100 days in a financial year when required by the villagers. The primary objective of the Act is to strengthen the rural livelihood by creating durable assets and by providing employment. Since its implantation in the FY 2006-07 there has been many works completed under it. The present paper is an attempt to evaluate the significance of MNREGA by analysing its achievements in terms of employment provided to households, man days generated, women participation and works completed, by conducting a comparative study in each block of District Mandi of Himachal Pradesh.*

### KEYWORDS

job card, household, man days, social security, sustainable development.

### INTRODUCTION

Poverty, illiteracy and development of rural areas are the biggest bottlenecks in economic development of India. The Government has always focused on framing policies to ensure social and economic security to its residents. A number of development programmes has been started by the Government from time to time in this direction since independence. Some of these programs were like: Rural Manpower Program (1960-69), Food for Work Program (1979-80) and Jawahar Rozgar Yojna (1999-2001) etc. All these development programmes faced some loopholes (Dreze 2007) towards their effective implementation and objective accomplishment. Hence poor people in rural areas were not benefited by them at all and were trapped in the vicious cycle of poverty. To overcome all these concerns MNREGA was introduced by the Government of India on February 6, 2006 in 200 most backward districts of the country. It was a path breaking legislation in the direction of rural development and poverty elimination. Since seeking 100 days of employment in a financial year was guaranteed under the Act and the assets created were meant to increase the agricultural productivity. Based on the themes of EGS in Maharashtra, MNREGA is aimed to strengthen the livelihood security of rural people (CSE 2008).

Although MNREGA is an innovative piece of legislation having no parallel program anywhere in the world, one of the major concern is whether guaranteed employment is a measure for rural development and poverty elimination. Studies (Khera 2009) have shown that while head count ration of poverty may not have gone down significantly but there is a considerable effect of program on severity of poverty as the program has increased the income of poor in the rural areas. Further, the Act ensures decentralised planning and participation at the grass root level of its beneficiaries. In this way legislation goes beyond providing a social safety net, towards generating a right to employment and sustainable development of the rural areas.

There has been a spate of studies designed to assess the performance of MNREGA, since its inception. Dreze & Khera, 2009, Mehrotra 2008, Ambastha *et.al.* 2008, Jha *et. al.* 2009 and many other researchers have highlighted many aspects of MNREGA. While some studies have drawn attention to leakage and fudging of muster rolls, others have been enthusiastic over large number of jobs created and the increasing number of beneficiaries from disadvantaged section i.e. SC, ST and Women (Gaiha *et.al.*) In this paper an attempt has been made to assess the achievements of MNREGA towards rural development by analysing various performance indicators of the Act in district Mandi of Himachal Pradesh.

### DATA SOURCE AND METHODOLOGY

By making use of the data from district rural development agency and web site of MNREGA. A trend analysis has been performed on year to year basis with percentage increase or decrease in the performance indicators of MNREGA. The performance indicators of MNREGA used in the analysis are: household issued job cards, number of households provided employment, person days generated i.e. number of days for which these households were employed, types of assets generated with their proportion to total number of works and financial performance in different years.

### POTENTIAL BENEFITS OF MNREGA

The workforce program has facilitated the transfer of income to the poor households during agriculture lean seasons. Further the assets created have the potential to generate second round of employment benefits. It is a very effective program in addressing the concerns like: development of rural areas and economy, prevention of rural urban migration, preservation of water bodies, connectivity in rural areas, inhibition of unemployment and underemployment in rural areas etc.

### IMPLEMENTATION OF MNREGA IN DISTRICT MANDI OF HIMACHAL PRADESH

Though the Act was implementation in February 2006. District Chamba and district Sirmaur were the first to be covered under the Act in its first phase of implementation in Himachal Pradesh. While in district Mandi it was introduced in its second phase i.e. on April 2007. Population wise Mandi is the second largest district in Himachal Pradesh after Kangra. The program has achieved significant milestones towards rural development and poverty eradication. After six years of MNREGA implementation, the district have achieved the distinction of being the number one district in the country in terms of largest women participation in the scheme, on April 2013. Some of the major achievement of the Program in terms of rural development in Mandi district are as such:

**JOB CARDS ISSUED**

Job card is the primitive requirement to avail employment under MNREGA. It is issued by the Gram Panchayat to its local residents, within fifteen days of application. Employment is provided only to the job card holders. Further, only job card holders can be the member of social audit team in MNREGA. Job card is used to record number of days for which employment is provided to beneficiaries, wages paid, unemployment allowances received etc. Details regarding the number of job cards issued to the beneficiaries in different financial years with percentage increase or decrease is given in following table:

**TABLE I: CUMULATIVE JOB CARDS ISSUED TO HOUSEHOLDS REGISTERED UNDER MNREGA IN DIFFERENT FINANCIAL YEARS SINCE INCEPTION IN DISTRICT MANDI**

S. No	Block	Financial Years						
		2007-08	2008-09 % Inc/Dic	2009-10 % Inc/Dic	2010-11 % Inc/Dic	2011-12 % Inc/Dic	2012-13 % Inc/Dic	2013-14 % Inc/Dic
1.	Balh	12700	15528 (22.27)	16644 (7.19)	18790 (12.3)	20336 (8.23)	21511 (5.78)	22197 (3.19)
2.	Chauntra	13097	13465 (2.81)	14580 (8.28)	15300 (4.94)	16930 (10.65)	17492 (3.32)	17690 (1.13)
3.	Dharampur	13562	14969 (10.37)	16277 (8.74)	17356 (6.63)	19027 (9.63)	20063 (5.44)	20121 (0.29)
4.	Drang	9674	12686 (31.14)	15408 (21.5)	16185 (5.04)	17452 (7.83)	18301 (4.86)	18883 (3.18)
5.	Gohar	12392	14573 (17.60)	15448 (6.0)	15903 (2.95)	16668 (4.81)	17764 (6.58)	18039 (1.55)
6.	Gopalpur	11133	16680 (49.82)	16680 (0.0)	16802 (0.73)	18040 (7.37)	19132 (6.05)	19939 (4.22)
7.	Karsog	16217	18569 (14.50)	19806 (6.66)	20365 (2.82)	21368 (4.93)	22440 (5.02)	23146 (3.15)
8.	Sadar Mandi	21391	25281 (18.19)	26358 (4.26)	26587 (0.87)	28414 (6.87)	29915 (5.28)	30773 (2.87)
9.	Seraj	16017	20042 (25.13)	21391 (6.73)	22028 (2.98)	23054 (4.66)	24368 (5.70)	25132 (3.14)
10.	SunderNagar	18846	22041 (16.95)	23015 (4.42)	23170 (0.67)	24518 (5.82)	25225 (2.88)	25544 (1.86)
<b>Total</b>		<b>1,45,029</b>	<b>1,73,834 (19.86)</b>	<b>1,85,607 (6.77)</b>	<b>1,92,486 (3.71)</b>	<b>2,05,807 (6.92)</b>	<b>2,16,211 (5.06)</b>	<b>2,21,464 (2.43)</b>

Source: Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh)

[http://164.100.129.6/netnrega/writereaddata/state\\_out/Empstatusall1308\\_1213\\_.html](http://164.100.129.6/netnrega/writereaddata/state_out/Empstatusall1308_1213_.html)

It can be depicted from the table that the number of households getting registered under MNREGA are witnessing an overall increasing of 17.46 percent over seven years. The FY 2008-09 have witnessed maximum growth of 19.86 percent in terms of job cards registration by households. It was because of more awareness among villagers about the program, being perceived as an opportunity by them to have employment in locality. Drang block in district Mandi have witnessed maximum growth in registering households at an average growth rate of 16.37 percent in seven years. While as that of Chauntra block has recorded the lowest growth rate of just 6.67 percent over seven years in the same parameter.

**EMPLOYMENT GENERATION IN DISTRICT MANDI**

The primary objective of MNREGA is to enhance the livelihood security of people in rural areas by guaranteeing 100 days of employment in a financial year to a rural household who wish to do unskilled manual work.

**TABLE II: AN OVERVIEW OF THE PERFORMANCE OF MNREGA IN DISTRICT MANDI IN TERMS OF EMPLOYMENT GENERATED AND PERSON DAYS GENERATED**

Performance of MNREGA (employment provided and Person days generated) in District Mandi from FY 2007-08 to 2013-14									
Particulars per annum	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	*FY 2012-13	*FY 2013-14	Growth Rate (2007-08 - 2013-14)	Avg Growth Rate
Number of HH provided employment	1,18,257	1,26,553 (7.02)	1,24,180 (-1.88)	1,14,299 (-7.96)	1,27,679 (11.77)	1,31,203 (2.76)	1,35,042 (2.93)	14.19%	2.43%
Person days generated (in lakhs) and Percentage of total person days									
Total	34.72	55.75(60.57)	61.08(9.56)	52.36(14.28)	70.646(34.92)	73.02(3.36)	73.69 (0.91)	112.24%	20.60%
SC	13.55	20.83 (53.73)	23.92(14.83)	19.98 (-16.47)	23.66 (18.42)	21.30 (-9.97)	21.4 (0.47)	57.93%	10.17%
ST	0.32	0.54 (69.81)	0.79 (46.3)	0.78 (-1.27)	0.79 (1.28)	0.72 (-8.86)	0.84 (16.67)	162.50%	20.66%
Women	14.81	27.77(87.51)	40.68 (46.49)	34.56 (-15.04)	47.65(37.88)	54.67(14.73)	56.12 (2.65)	278.93%	29.04%
Average Person-days per emp. HH	29 Days	44 Days	53 Days	46 Days	55 Days	56 Days	55 Days		

**Sources:** Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh). Figures in parenthesis represent percentage increase over the years to the last year

\* [http://164.100.129.6/netnrega/writereaddata/state\\_out/Empstatusall1308\\_1213\\_.html](http://164.100.129.6/netnrega/writereaddata/state_out/Empstatusall1308_1213_.html), Dated: 29-08-2013, 04-17-2014.

The act further aims at creating durable assets and strengthening the livelihood resource base of rural people. The choice of work suggested in the Act addresses the causes of chronic poverty like: draught, deforestation, soil conservation and land development etc. So that the process of employment generation is on sustainable basis. The basic aim behind employment generation is to provide an alternate source of income in the agriculture lean seasons and to provide minimal livelihood security to the rural people who have no other income source than MNREGA.

Since inception of the Act an increasing pattern with an average growth rate of 2.43 percent have been observed in terms of employment generated. In seven years of time, the scheme has provided employment to a total of 8, 80,290 beneficiaries up to March 2014, since its implementation. A sharp increase of 6.46 percent, in employment growth was witnessed in the second year of inception. Table 4.6 further elucidates a decline in employment generation of -1.88 percent and -7.96 percent in FY 2009-10 and 2010-11. It was because of the implementation of new provision, which mandate 60:40 ratio of labour to material for every to be carried out under the scheme. Since most of the earlier works involve heavy usage of material for construction of water tanks and pathways for rural connectivity. Now these works were needed to be diminished to maintain the requisite ratio resulting in lesser works hence decline in employment opportunities. However after the FY 2011 the numbers of beneficiaries getting employment has increased with an average growth rate of 5.44 percent. It is also interesting to note that the person days generated by households has witnessed a significant growth rate of 48.29 percent in seven year. Providing employment for fifty five days in 2013-14 to that of twenty nine days in 2007-08. Whereby, Women accounts for maximum share of 29.04 percent in terms of person days generated. This shows that the program is performing well in these two parameters of rural development by enhancing employment opportunities for the villagers in their locality and by empowering women by giving them an opportunity to become self-dependent.

PERFORMANCE OF DIFFERENT BLOCKS OF DISTRICT MANDI IN TERMS OF EMPLOYMENT PROVIDED TO HOUSEHOLDS

TABLE III: NUMBER OF HOUSEHOLDS PROVIDED EMPLOYMENT IN DIFFERENT BLOCKS OF DISTRICT MANDI FROM FY 2007-08 TO FY 2013-14

Block Wise Performance of MNREGA (in terms of HH Provided Employment) from FY 2007-08 to 2013-14									
Blocks	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	*2013-14	Growth Rate (2007-08 to 2012-13)	Avg Growth Rate (% increase over the years)
Balh	3,263	8,461	9,737	7,505	9,002	9,260	10,256	214.31	30.84
Chauontra	10,184	8,602	6,650	8,630	10,015	9,028	9,070	-10.94	-0.30
Dharampur	12,363	10,369	11,550	10,122	11,737	11,872	12,623	2.10	1.05
Drang	9,674	8,334	6,285	8,802	10,366	11,553	12,662	30.89	6.74
Gohar	12,167	9,723	11,461	10,863	10,931	12,256	12,143	-0.20	0.73
Gopalpur	11,421	12,305	10,182	9,274	8,974	9,151	10,009	-12.36	-1.72
Karsog	11,912	11,296	14,646	11,550	13,613	13,753	14,573	22.34	4.70
Mandi Sadar	13,001	20,204	14,875	15,429	17,255	17,938	18,790	44.53	8.88
Seraj	15,960	19,625	19,725	18,683	20,120	21,050	19,942	24.95	4.21
Sunder Nagar	18,312	17,634	19,069	13,441	15,666	15,342	14,866	-18.82	-2.28
Total	1,18,257	1,26,553	1,24,180	1,14,299	1,27,679	1,31,203	1,35,402	14.19	2.43

Sources: Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh). Figure in parenthesis represent percentage increase over the year. \* [http://164.100.129.6/netnrega/writereaddata/state\\_out/Empstatusall1308\\_1314\\_.html](http://164.100.129.6/netnrega/writereaddata/state_out/Empstatusall1308_1314_.html), accessed on 17/04/2014

As is evident from the table, Balh block has witnessed the highest average growth rate of 30.84 percent, followed by Sadar Mandi and Drang Block with an average growth rate of 8.88 and 6.74 percent respectively. The basic reason for this growth in employment generation is active involvement of panchayat representatives, higher level of awareness about the provisions in scheme, increase in participation level of women. Although some blocks like: Sunder Nagar, Gopalpur and Chauontra have witnessed declining average growth on year to year basis, with an average of -2.28, -1.72 and -0.30 percent respectively. This is due to the factors like increasing urbanisation and their preferences for other casual works like: tourism and forest resins collection.

PERSON DAYS GENERATED

Person days are the sum total of days for which the employment is provided on an average to a job card holder. Although the objective to provide 100 days of employment is still a challenge. Since only a minor proportion of job card holders are completing full 100 days of employment under the Act. The major reasons for not being able to provide 100 days of employment are like: preference to work in own ward only, inclusion of all income groups in job seekers and high dependency on ward members to get the job. Moreover for most of the beneficiaries MNREGA is like an alternate source of income, hence they prefer to work under the scheme only when it is available in their vicinity. Person days generated by beneficiaries in different categories of SC, ST and women has depicted a constant increase since the inception of scheme in district Mandi. However women have witnessed a highest average growth rate of 29.04 percent in person days generated over seven years of time. Among different blocks in district Mandi, Drang block has witnessed maximum average growth rate of 33.89 percent and Balh block has witnessed an average decline of -3.32 percent in person days generated over seven years of time.

FIG. I: GROWTH RATE OF BENEFICIARIES IN TERMS OF PERSON DAYS GENERATED OVER THE YEARS

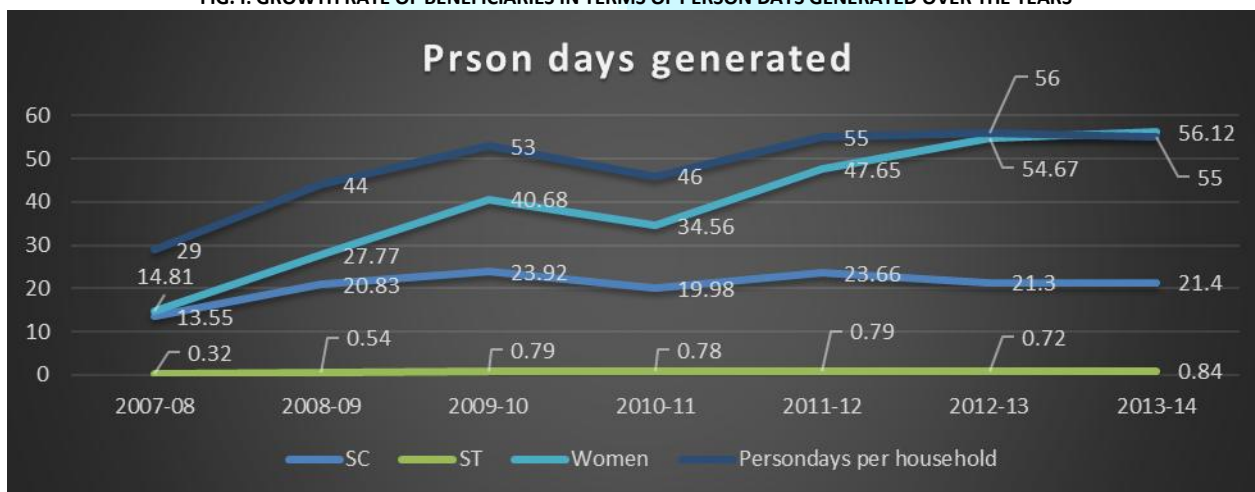


TABLE IV: AN OVERVIEW OF THE PERFORMANCE OF MNREGA IN DISTRICT MANDI IN TERMS OF PERSON DAYS GENERATED IN DIFFERENT FINANCIAL YEARS

Block Wise Performance of MNREGA (in terms of Average Person days generated) from FY 2007-08 to 2012-13																
S. No	Blocks	FY 2007-08	FY 2008-09	% Change	FY 2009-10	% Change	FY 2010-11	% Change	FY 2011-12	% Change	FY 2012-13	% Change	FY * 2013-14	% Change	Growth Rate (2007-08 to 13-14)	Avg Growth Rate
1	Balh	68	46	-(32.35)	52	(13.04)	60	(15.4)	56	-(6.67)	51	-(8.93)	51	-(.42)	-25	-3.32
2	Chauontra	22	34	(54.55)	43	(26.47)	35	-(18.6)	52	(48.57)	41	-(21.2)	43	(4.21)	94.20	15.67
3	Dharampur	19	32	(68.42)	54	(68.75)	51	-(5.6)	51	(.00)	53	(3.92)	64	(21.59)	239.16	26.19
4	Drang	18	42	(133.3)	76	(80.95)	43	-(43.4)	50	(16.28)	54	(8.00)	58	(8.20)	224.59	33.89
5	Gohar	45	53	(17.78)	52	-(1.89)	51	-(1.9)	60	(17.65)	59	-(1.67)	56	-(4.24)	25.55	4.28
6	Gopalpur	17	26	(52.94)	39	(50.00)	33	-(15.4)	39	(18.18)	46	(17.95)	54	(17.84)	218.86	23.59
7	Karsog	36	41	(13.89)	52	(26.83)	33	-(36.5)	50	(51.52)	49	-(2.00)	49	-(.31)	35.70	8.90
8	Sadar	50	41	-(18.00)	54	(31.71)	54	(0.0)	56	(3.70)	55	-(1.79)	55	(.51)	10.56	2.69
9	Seraj	26	59	(126.9)	62	(5.08)	38	-(38.7)	67	(76.32)	74	(10.45)	59	-(20.1)	127.37	26.66
10	S. Nagar	21	52	(147.6)	49	-(5.77)	59	(20.4)	58	-(1.69)	55	-(5.17)	54	-(2.12)	156.34	25.54
	<b>Total</b>	<b>29</b>	<b>44</b>	<b>(51.72)</b>	<b>53</b>	<b>(20.45)</b>	<b>46</b>	<b>-(13.2)</b>	<b>55</b>	<b>(19.57)</b>	<b>56</b>	<b>(1.82)</b>	<b>55</b>	<b>-(1.79)</b>	<b>89.66</b>	<b>13.09</b>

Source: Annual Report of District Rural Development Agency, Mandi in Himachal Pradesh

**PERCENTAGE DISTRIBUTION OF WORKS UNDER DIFFERENT CATEGORIES**

Works which are of utmost significance for rural development are defined and decided in under the Act from time to time. These works are intended to create different assets for sustainable rural development. The different types of works under MNREGA meant to foster rural develop are : water conservation and harvesting, drought proofing including forestation and plantation, irrigation canals including micro and minor irrigation works, land development for SCs, STs and IAY beneficiaries, renovation of traditional water bodies, flood control and rural connectivity. With a total of 82,479 (in all of these categories) works completed in district Mandi, a tabular representation of works in different categories is depicted as below

**TABLE V: YEAR WISE ANALYSIS OF WORKS UNDER DIFFERENT CATEGORIES EXECUTED UNDER MNREGA IN DISTRICT MANDI**

Types of Works	FY 2007-2008		FY 2008-2009		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-13		FY 2013-14	
WC & WH	743	(17.36)	1274	(14.78)	1918	(14.82)	2026	(17.94)	2701	(20.65)	3299	(22.25)	4098	(23.51)
Drought Proofing	16	(.37)	3	(.03)	5	(.04)	49	(.43)	223	(1.70)	481	(3.24)	471	(2.70)
Irrigation	301	(7.03)	710	(8.24)	1427	(11.02)	1320	(11.69)	1063	(8.13)	1068	(7.20)	1074	(6.16)
Land Reforms (SC/ST/IAY)	24	(.56)	37	(.43)	78	(.60)	202	(1.79)	1245	(9.52)	1906	(12.85)	2945	(16.90)
Renovation Water Bodies	116	(2.71)	354	(4.11)	614	(4.74)	582	(5.15)	487	(3.72)	314	(2.12)	247	(1.42)
Land Development	1	(.02)	118	(1.37)	150	(1.16)	230	(2.04)	1545	(11.81)	2893	(19.51)	3275	(18.79)
Flood Control	262	(6.12)	737	(8.55)	1204	(9.30)	1422	(12.59)	1474	(11.27)	1642	(11.07)	1692	(9.71)
Rural Connectivity	2817	(65.82)	5388	(62.50)	7549	(58.32)	5430	(48.07)	4164	(31.83)	2653	(17.89)	2840	(16.29)
Other Works							34	(.30)	174	(1.33)	554	(3.74)	769	(4.41)
RGSK									6	(.05)	17	(.11)	18	(.10)
Total	4280		8621		12945		11295		13082		14827		17429	

Source : Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh), for the financial Year 2012-13, 2013-14 data is taken from MIS reports of MNREGA from web site; <http://nrega.nic.in>. Figure in brackets represent percentage of total works undertaken.

**FIGURE II: PERCENTAGE DISTRIBUTION OF DIFFERENT CATEGORIES OF WORKS CARRIED OUT UNDER MNREGA**

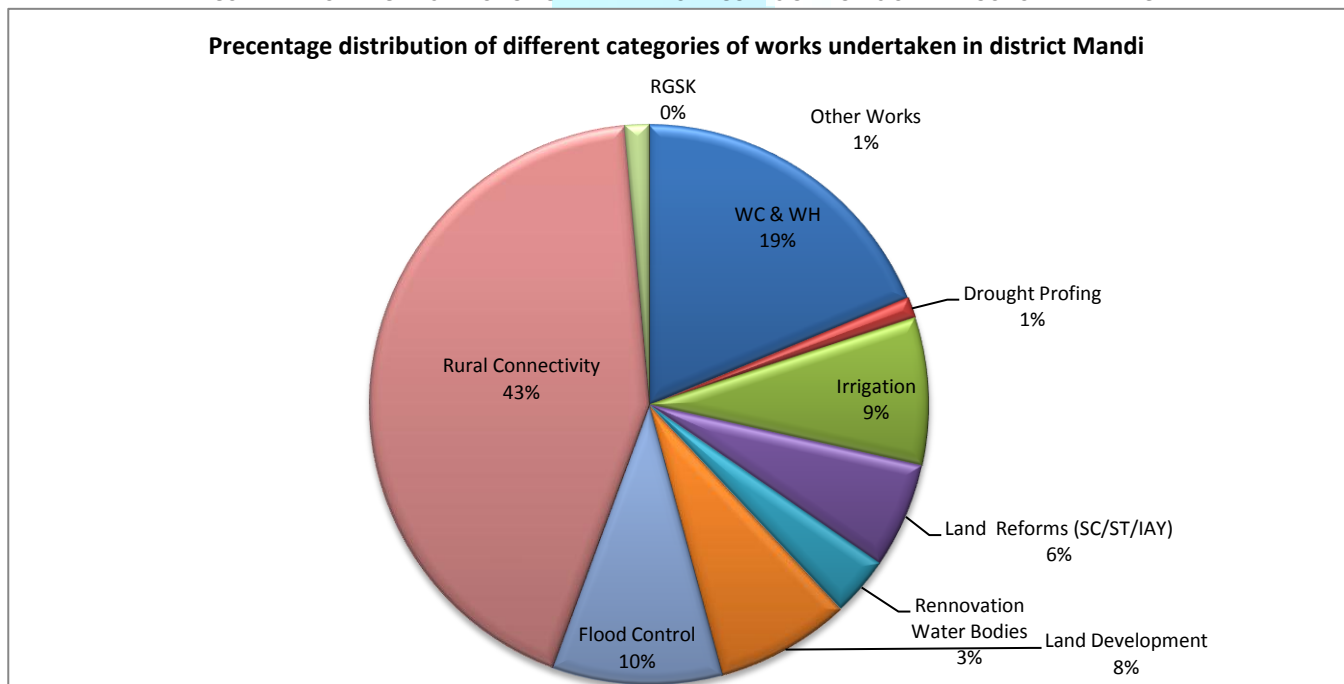


Table exhibit spatial as well as temporal variation in different types of works carried out under the scheme with their proportionate percentage to the total works. It reveals that the works related to the rural connectivity constitute to more than or about 43 percent of the total number of works in the district. This is attributed to the fact that most of the rural areas in district Mandi are located in the far flung areas and rural connectivity is a major issue for the development of these areas. While as that of in the last two years that is in 2012-13 and 2013-14 the works related to water conservation and water harvesting constitute about 23 percent of the total works undertaken and comprise maximum share of the total works undertaken under the Act. Further, the works related to land development has witnessed a remarkable growth in proportion to total works undertaken, constituting 18.79 percent of total works undertaken in the FY 2013-14. Second largest in proportion of the total works undertaken after water conservation and water harvesting. MNREGA being based upon the theme of Employment Guarantee Scheme (CSE 2008) in Maharashtra require more of the works related to land development and water conservation to utilise its maximum potential. Hence it can be concluded that these works are contributing to a major extent towards rural development.

**WORKS COMPLETION RATE**

**TABLE VI: YEAR WISE DETAILS OF TOTAL WORKS EXECUTED UNDER MNREGA IN DIFFERENT FINANCIAL YEARS IN DISTRICT MANDI**

Financial Years	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14*
No of works undertaken	4280	8621 (101.43)	12945 (50.16)	11295 (-12.75)	13082 (15.82)	1482 (7.43)	17429 (17.55)
No of works completed	1177	3914 (232.54)	6669 (70.39)	5030 (-24.58)	6471 (28.65)	7681 (18.70)	8737 (13.75)
Percentage of works Completed to works undertaken	27.50%	45.40%	51.52%	44.53%	49.46%	51.80%	50.13%

Source: Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh), web site of MNREGA <http://nrega.nic.in>

It can be depicted from the table that the ratio to which works are completed to the works undertaken is very less. Although, the scheme has witnessed a sharp increase in the number of works undertaken (increase of 101.43 percent in second year) but the ratio of work completion to works undertaken in the first year was just 27.5 percent indicating a lot of scope for improvement. Even by the year 2013-14 nearly half (50.13%) of the works are getting completed to the total works undertaken. This postponement in works completion rate is mainly due to delay in delivery of material as payment for material not made in time.

**FINANCIAL PERFORMANCE OF MNREGA IN DISTRICT MANDI**

As far as opening balance of MNREGA in Mandi district (as on 1st April 2007), is concerned ₹ 101.72 lakhs were accounted for the first year. This has increased to ₹ 543.99 lakhs in the second year. Having witnessed the highest percentage increase of 434.79 percent in all years since the inception of scheme, the opening balance further increase by 287.76 percent to ₹ 2109.38 lakhs in FY 2009-10. Although, a noticeable variation was witnessed in different years with a decrease of -72.99, -7.34 and -35.57 % in FY 2010-11, 2012-13 and 2013-14. On an average opening balance in the district have grown at the rate of 132.01 % in seven years. Table VI, further reveal the receipt from Centre and state have increased by 123.42 % in first year, while as that of financial release has witnesses an average growth rate of 25.80 percent. A noticeable increase of 28.31 percent has occurred in total expenditure and in funds utilisation over the time horizon.

**TABLE VII: FINANCIAL PERFORMANCE INDICATORS OF MNREGA IN DISTRICT MANDI**

<b>Financial performance of MNREGA in district Mandi</b>								
Particulars	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	2013-14*	% increase per annum
OB as on 1st April	101.72	543.99	2109.38	573.87	1636.78	1516.67	977.17	132.01
Release during current year	4560.3	10188.43	11382.07	14487.31	13095	12357.98	13300.79	25.80
Misc. Receipts	6.48	21.83	57.52	3.63	27.52	100.35	73.27	200.41
Total Funds Available	4668.5	10754.25	13548.97	15064.81	14759.3	13975	14351.23	27.15
<b>AN ANALYSIS OF EXPENDITURE ON WAGES AND MATERIAL COMPONENT OF EXPENDITURE IN DIFFERENT FINANCIAL YEARS</b>								
Expenditure on wages paid	2643.17	5400.12	6819.16	7141.81	9205.5	8686.11	10250.95	29.43
Expenditure on semi skilled /Skilled wages	114.06	83.45	246.63	502.3	321.12	450.03	428.21	45.27
Expenditure on material	1318.38	3039.02	5275.1	5098.46	3373.67	2981.32	3056.07	26.30
Contingency/Admin Exp	48.51	122.48	714.21	668.37	510.67	471.36	444.97	98.72
Total expenditures	4124.12	8645.07	13055.1	13410.94	13410.96	12588.82	14180.2	28.31
Percentage of funds utilized	88.34	80.39	96.35	89.02	90.86	90.08	98.81	2.36

Source: Annual Reports of District Rural Development Agency Mandi (Himachal Pradesh)

**CONCLUSION**

The different parameters of functioning of MNREGA in district Mandi of Himachal Pradesh. It has been observed that, there is universal awareness about the schemes as a source of employment. An increasing growth trend in terms of job card issued, participation rate of beneficiaries from different categories, employment provided and person days generated has been observed, since the inception of Act. The real question is that whether the rural employment is actually happening or it is merely an eye wash for most of the rural people. It has been observed that majority of people in rural are still having vague idea of the basic provisions under MNREGA. The procedure for unemployment allowance, social security, social audit and shelves in gram Sabha meetings is not known to many of them. The Act, is largely presumed as an employment generating avenue by villagers, rather than an instrument for rural development. Although the practices of financial inclusion is transferring the benefits of scheme to the deserving people. To make the program a successful one the dissemination of information and awareness of MNREGA rights to every stakeholder is the ultimate requirement. The involvement of NGOs and other bodies like Sarva Saksharta Abhiyan, college students may play a determinant role in this direction. Usage of web site by real stakeholders may disseminate the information to a great extent. The real potential of MNREGA will be realised when rural people become self-dependent by engaging themselves in agriculture related activities and need not employment guarantee programmes any more to sustain their livelihood. To achieve this objective the dissemination of information and its ultimate objective is needed to be realised by each villagers in the rural areas.

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**A DETAILED STUDY ON INDIAN CHILD LABOUR PROBLEMS AND PROSPECTS**

**DR. ALLA.JAGADEESH BABU**  
**DIRECTOR**  
**VESTAL ACADEMY OF I.T. & MANAGEMENT**  
**VATLURU**

**ABSTRACT**

*The problem of child labour has been more serious in developing countries. Due poverty, hunger, illiteracy, ignorance, traditional thinking and lack of proper implementation of child labour laws in our country, the problem of child labour is still persist in our society. The children of age below 14 years have working in various fields and in very hazardous conditions. The number of child labour has been increasing in our country and the number of child labour is more in our country as compared to any other country in the world. Many provisions are provided in our constitution and in laws to control child labour but socio-economic conditions prevalent in the country do not force children to get compulsory education and to enjoy right to education. The attempt has been made in this paper to provide brief account of child labour laws in our country, reasons for child labour and suggestions to control child labour.*

**KEYWORDS**

Child labour, Reasons, Acts and Laws, ILO.

**DEFINITION**

The term *child labour*, suggests ILO is best defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It refers to work that is mentally, physically, socially or morally dangerous and harmful to children, or work whose schedule interferes with their ability to attend regular school, or work that affects in any manner their ability to focus during school or experience a healthy childhood.

UNICEF defines child labour differently. A child, suggests UNICEF, is involved in child labour activities if between 5 to 11 years of age, he or she did at least one hour of economic activity or at least 28 hours of domestic work in a week, and in case of children between 12 to 14 years of age, he or she did at least 14 hours of economic activity or at least 42 hours of economic activity and domestic work per week. UNICEF in another report suggests, "Children's work needs to be seen as happening along a continuum, with destructive or exploitative work at one end and beneficial work - promoting or enhancing children's development without interfering with their schooling, recreation and rest - at the other. And between these two poles are vast areas of work that need not negatively affect a child's development."

India's Census 2001 office defines child labor as participation of a child less than 17 years of age in any economically productive activity with or without compensation, wages or profit. Such participation could be physical or mental or both. This work includes part-time help or unpaid work on the farm, family enterprise or in any other economic activity such as cultivation and milk production for sale or domestic consumption. Indian government classifies child laborers into two groups: Main workers are those who work 6 months or more per year. And marginal child workers are those who work at any time during the year but less than 6 months in a year.

Some child rights activists argue that child labour must include every child who is not in school because he or she is a hidden child worker. UNICEF, however, points out that India faces major shortages of schools, classrooms and teachers particularly in rural areas where 90 percent of child labour problem is observed. About 1 in 5 primary schools have just one teacher to teach students across all grades.

**CHILD LABOUR IN THE WORLD**

Child labour refers to the employment of children in any work that deprives children of their childhood, interferes with their ability to attend regular school, and that is mentally, physically, socially or morally dangerous and harmful. This practice is considered exploitative by many international organisations. Legislations across the world prohibit child labour. These laws do not consider all work by children as child labour; exceptions include work by child artists, supervised training, certain categories of work such as those by Amish children, some forms of child work common among indigenous American children, and others.

Child labour was employed to varying extents through most of history. Before 1940, numerous children aged 5–14 worked in Europe, the United States and various colonies of European powers. These children worked in agriculture, home-based assembly operations, factories, mining and in services such as newsies. Some worked night shifts lasting 12 hours. With the rise of household income, availability of schools and passage of child labour laws, the incidence rates of child labour fell.

In developing countries, with high poverty and poor schooling opportunities, child labour is still prevalent. In 2010, sub-saharan Africa had the highest incidence rates of child labour, with several African nations witnessing over 50 percent of children aged 5–14 working. Worldwide agriculture is the largest employer of child labour. Vast majority of child labour is found in rural settings and informal urban economy; children are predominantly employed by their parents, rather than factories. Poverty and lack of schools are considered as the primary cause of child labour.

The incidence of child labour in the world decreased from 25% to 10% between 1960 and 2003, according to the World Bank. Nevertheless, the total number of child labourers remains high, with UNICEF and ILO acknowledging an estimated 168 million children aged 5–17 worldwide, were involved in child labour in 2013.

**NEED OF THE STUDY**

The main reason of this study, there are tremendous economic benefits for developing nations by sending children to school instead of work. Without education, children do not gain the necessary skills such as English and Mother tongue languages literacy and technical aptitude that will increase their productivity to enable them to secure higher-skilled jobs in future with higher wages that will lift them out of poverty.

**CHILD LABOUR IN INDIA**

Child Labour is the practice of having children engage in economic activity, on part or full-time basis. The practice deprives children of their childhood, and is harmful to their physical and mental development. Poverty, lack of good schools and growth of informal economy are considered as the important causes of child labour in India.

The 1998 national census of India estimated the total number of child labour, aged 5–14, to be at 12.6 million, out of a total child population of 253 million in 5-14 age group. A 2009-2010 nationwide survey found child labour prevalence had reduced to 4.98 million children (or less than 2% of children in 5-14 age group). The 2011 national census of India found the total number of child labour, aged 5–14, to be at 4.35 million, and the total child population to be 259.64 million in that age group. The child labour problem is not unique to India; worldwide, about 217 million children work, many full-time.

In 2001, an estimated 1% of all child workers, or about 120,000 children in India were in a hazardous job. UNICEF estimates that India with its larger population, has the highest number of labourers in the world under 14 years of age, while sub-saharan African countries have the highest percentage of children who are deployed as child labour. International Labour Organisation estimates that agriculture at 60 percent is the largest employer of child labour in the world, while

United Nation's Food and Agriculture Organisation estimates 70% of child labour is deployed in agriculture and related activities. Outside of agriculture, child labour is observed in almost all informal sectors of the Indian economy.

Companies including Gap, Primark, Monsanto have been criticised for child labour in their products. The companies claim they have strict policies against selling products made by underage children, but there are many links in a supply chain making it difficult to oversee them all. In 2011, after three years of Primark's effort, BBC acknowledged that its award-winning investigative journalism report of Indian child labour use by Primark was a fake. BBC apologized to Primark, to Indian suppliers and all its viewers.

Article 24 of India's constitution prohibits child labour. Additionally, various laws and the Indian Penal Code, such as the Juvenile Justice (care and protection) of Children Act-2000, and the Child Labour (Prohibition and Abolition) Act-1986 provide a basis in law to identify, prosecute and stop child labour in India.

### **BONDED CHILD LABOUR IN INDIA**

Srivastava describes bonded child labour as a system of forced, or partly forced, labour under which the child, or usually child's parent enter into an agreement, oral or written, with a creditor. The child performs work as in-kind repayment of credit. In this 2005 ILO report, Srivastava claims debt-bondage in India emerged during the colonial period, as a means to obtain reliable cheap labour, with loan and land-lease relationships implemented during that era of Indian history. These were regionally called *Hali*, or *Halwaha*, or *Jeura* systems; and by colonial administration the indentured labour system. These systems included bonded child labour. Over time, claims the ILO report, this traditional forms of long-duration relationships have declined.

In 1977, India passed legislation that prohibits solicitation or use of bonded labour by anyone, of anyone including children. Evidence of continuing bonded child labour continue. A report by the Special Rapporteur to India's National Human Rights Commission, reported the discovery of 53 child labourers in 1996 in the state of Tamil Nadu during a surprise inspection. Each child or the parent had taken an advance of Rs. 10,000 to 25,000. The children were made to work for 12 to 14 hours a day and received only Rs. 2 to 3 per day as wages. According to an ILO report, the extent of bonded child labour is difficult to determine, but estimates from various social activist groups range up to 350,000 in 2001.

Despite its legislation, prosecutors in India seldom use the Bonded Labour System (Abolition) Act of 1976 to prosecute those responsible. According to one report, the prosecutors have no direction from the central government that if a child is found to be underpaid, the case should be prosecuted not only under the Minimum Wages Act, 1948 and the Child Labour (Prohibition & Regulation) Act, 1986, the case should include charges under the Bonded Labour Act of India. The few enforcement actions have had some unintended effects. While there has been a decrease in children working in factories because of enforcement and community vigilance committees, the report claims poverty still compels children and poor families to work. The factory lends money to whoever needs it, puts a loom in the person's home, and then the family with children works out of their homes, bring finished product to pay interest and get some wages. The bonded child and family labour operations were moving out of small urban factories into rural homes.

### **CONSEQUENCES OF CHILD LABOUR**

The presence of a large number of child labourers is regarded as a serious issue in terms of economic welfare. Children who work fail to get necessary education. They do not get the opportunity to develop physically, intellectually, emotionally and psychologically. In terms of the physical condition of children, children are not ready for long monotonous work because they become exhausted more quickly than adults. This reduces their physical conditions and makes the children more vulnerable to disease. Children in hazardous working conditions are even in worse condition. Children who work, instead of going to school, will remain illiterate which limits their ability to contribute to their own well being as well as to community they live in. Child labour has long term adverse effects for India. Child labour in India are employed with the majority (70%) in agriculture some in low-skilled labour-intensive sectors such as sari weaving or as domestic helpers, which require neither formal education nor training, but some in heavy industry such as coal mining.

### **DIAMOND INDUSTRY**

In the year 1999, the International Labour Organisation co-published a report with Universal Alliance of Diamond Workers, a trade union. The ILO report claimed that child labour is prevalent in the Indian diamond industry. International Confederation of Free Trade Unions (ICFTU) in a separate 1997 press release observed that child labour continued to flourish in India's diamond industry. Not everyone agreed with these claims. The South Gujarat Diamond Workers Association, another trade union, acknowledged child labour is present but it is not systematic, is less than 1% and against local industry norms. Local diamond industry businessmen too downplayed these charges.

According to the 1999 ILO paper, India annually cuts and polishes 70 per cent of the world's diamonds by weight, or 40 per cent by value. Additionally, India contributes 95 percent of the emeralds, 85 percent of the rubies, and 65 percent of the sapphires worldwide. India processes these diamonds and gems using traditional labour-intensive methods. About 1.6 million people are employed in the diamond industry, mostly in the unorganized sector. The industry is fragmented into small units, each employing a few workers. The industry has not scaled up, organised, and big operators absent. The ILO paper claims that this is to avoid the complex labour laws of India. The export order is split, work is subcontracted through many middlemen, and most workers do not know the name of enterprise with the export order. In this environment, claims the ILO report, exact number of child labourers in India's diamond and gem industry is unknown; they estimate that child labourers in 2013-14 were between 10,00 to 20,00 out of 1.5 million total workers (about 1 in 100). A more recent study from 2014, conducted at 663 manufacturing units at 21 different locations in India's diamond and gem industry, claims incidence rates of child labour have dropped to 0.41%.

### **FIREWORKS MANUFACTURE**

The town of Sivakasi in South India has been reported to employ child labour in the production of fireworks. In 2011, Sivakasi, Tamil Nadu was home to over 9,500 firecracker factories and produced almost 100 percent of total fireworks output in India. The fireworks industry employed about 170,000 people at an average of 17 employees per factory. Most of these were in unorganised sector, with a few registered and organised companies.

A more recent 2014 report by International Labour Organisation claims that child labour is significant in Tamil Nadu's fireworks, matches or incense sticks industries. However, these children do not work in the formal economy and corporate establishments that produce for export. The child labourers in manufacturing typically toil in supply chains producing for the domestic market of fireworks, matches or incense sticks. The ILO report claims that as the demand for these products has grown, the formal economy and corporate establishments have not expanded to meet the demand, rather home-based production operations have mushroomed. This has increased the potential of child labour. Such hidden operations make research and effective action difficult, suggests ILO.

### **SILK MANUFACTURE**

A 2013 Human Rights Watch report claims children as young as five years old are employed and work for up to 12 hours a day and six to seven days a week in silk industry. These children, claims, are bonded labour; even though the government of India denies existence of bonded child labour, these silk industry child are easy to find in Karnataka, and Tamil Nadu, claims Children are forced to dip their hands in scalding water to palpate the cocoons and are often paid less than Rs 30 per day.

In 2010, a German news investigative report claimed that in states like Karnataka, non-governmental organisations had found up to 10,000 children working in the 1,000 silk factories in 1998. In other places, thousands of bonded child labourers were present in 1994. But today, after UNICEF and NGOs got involved, child labour figure is drastically lower, with the total estimated to be fewer than a thousand child labourers. The released children were back in school, claims the report.



**CARPET WEAVING**

Siddhartha Kara finds about 20% of carpets manufactured in India could involve child labour. He notes, "determining the extent to which the hand-made carpet supply chain from India to the U.S.A. is tainted by slavery and child labor requires an additional exercise in supply chain tracing." Kara's study also finds variation in child labour practices between ethnic and religious groups. Kara and colleagues report highest level of child labour in Muslim community carpet operations, and the presence of debt bonded child labourers in Muslim villages.

**DOMESTIC LABOUR**

Official estimates for child labour working as domestic labour and in restaurants is more than 3,500,000 while NGOs estimate the figure to be around 30 million. The Government of India expanded the coverage of The Child Labour Prohibition and Regulation Act and banned the employment of children as domestic workers and as workers in restaurants, dhabas, hotels, spas and resorts effective from 10 October 2014.

**COAL MINING**

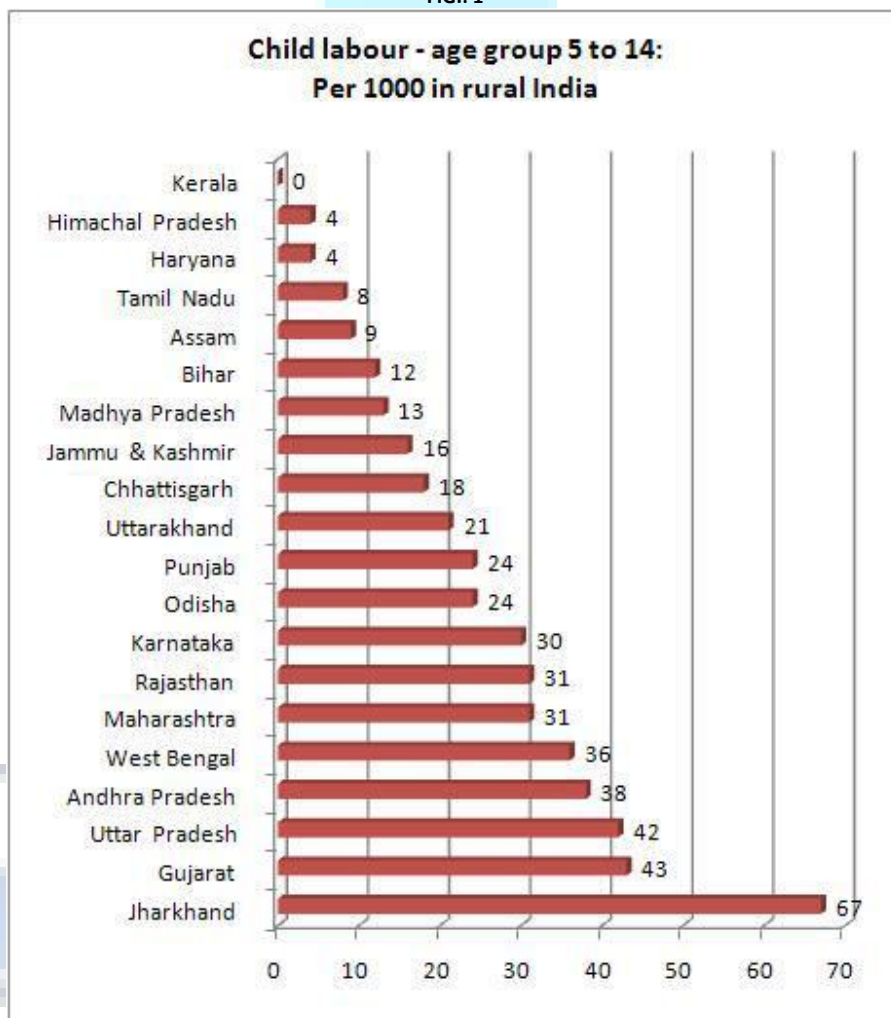
Despite laws enacted in 1952 prohibiting employment of people under the age of 18 in the mines primitive coal mines in Meghalaya using child labour were discovered and exposed by the international media in 2013.

**NSS REPORT OF JANUARY 2014 POINTS TOWARDS HIGHER INCIDENCE OF CHILD LABOUR IN INDIA**

The National Sample Survey Organisation (NSSO), in a report put out in January 2014, "Employment and Unemployment Situation in India, 2011-12", has found that both in rural areas and urban areas in all over India. Gujarat has one of the highest percentage of child workers.

The latest National Sample Survey (NSS) data, put out in January 2014, have revealed a stark reality: The proportion of child labour in Gujarat in both urban and rural areas is one of the highest in India. Calculated on the basis of usual status of employment, taking principal and subsidiary activities together, the NSS has found that, in urban Gujarat 2.2 per cent of children in the age-group 5-14 are in the workforce, which is higher than most Indian states, except West Bengal (12.6 per cent) and Uttar Pradesh (4.4 per cent). Things are worse in rural areas, where Gujarat's 4.3 per cent of children in the age-group 5-14 are the workforce, which is again higher than all major Indian states, except Jharkhand (6.7 per cent).

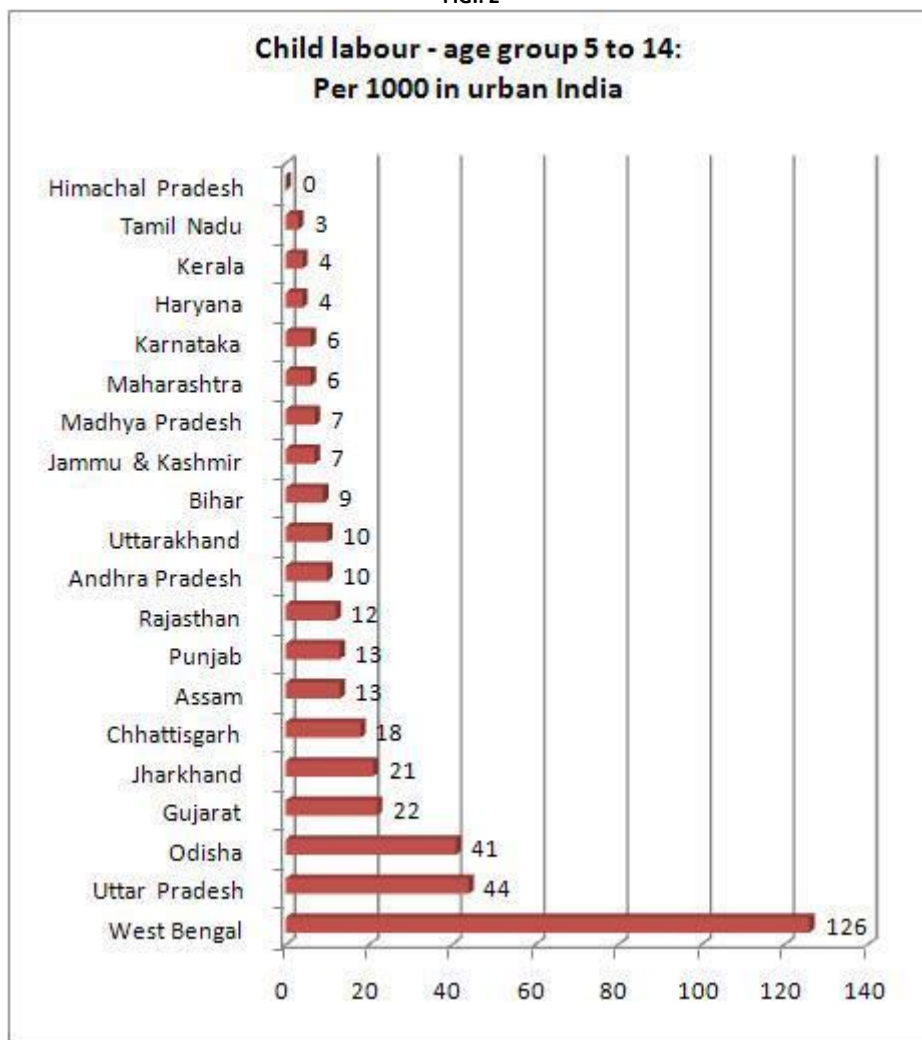
FIG.: 1



An analysis of the NSS data suggest that there was a fall in child labour in Gujarat, from 3.6 per cent of the child population, as found in the NSSO's report of 2006 on the basis of the survey carried out the top Government of India statistical body carried out in 2004-05, to 2.2 per cent in the latest report, which is based on the NSSO's survey of 2011-12. A similar fall in the percentage of child workers can be seen in the rural areas – from 5.6 per cent in 2004-06 to 4.3 per cent in 2011-12. However, as the "Reference Note" on child labour, published by the Lok Sabha secretariat in 2013 and meant for use to members of parliament, admits, fall in the percentage of child labour is an all-India phenomenon.

The "Reference Note" specifically says, "Evidence drawn from the National Sample Survey data suggest that India's child workforce during 2004-05 was estimated at little over 90.7 lakh as against 215.5 lakh in 1983. During this period, the number of child employment declined sharply by 124.8 lakh. There is considerably higher fall in child workforce among boys than girls. The corresponding fall in boys and girls workforce during 1983 to 2004-05 is observed to have decreased from 120.6 to 47.6 lakh, and 94.9 to 43.1 lakh, respectively." As for 2009-10, it points out, "As per NSSO survey 2009-10, the working children are estimated at 49.84 lakh which shows a declining trend."

FIG.: 2



Quoting a Rajya Sabha unstarred question, the "Reference Note" says that in 2009-10, Gujarat had 3,90,687 child workers – 3,58,460 rural and 32,224 urban. This was, significantly, the highest among all Indian states. While no quantification of child workers in Gujarat has been made in the latest NSS report put out in January 2014, it can safely be assumed that things should have not changed. As against Gujarat's 3.5 lakh child labourers found in 2009-10, Bihar had 2.7 lakh, Maharashtra 2.6 lakh, Karnataka 2.2 lakh, and so on. The lowest number of child workers was in Kerala, merely 2,765, next lowest being Himachal Pradesh (7,391).

*These facts have come to light at a time when a new bill is pending before the national Parliament which wants to include ban child labour up for those who reach 18 years of age. While NSS does not have separate figures for children between 15 and 18, it has found that in the age-group 15-19, i.e. those who should potentially be in high school and beyond up to the college, again, Gujarat has one of the highest percentage of workers. In rural areas, 33.4 per cent of children work, which is higher than all the Indian states. In urban areas, too, 21.3 per cent of the age group 15-19 work, which is again higher than all Indian states.*

#### REASONS FOR THE DEVELOPING OF CHILD LABOUR IN INDIA

For much of human history and across different cultures, children less than 17 years old have contributed to family welfare in a variety of ways. UNICEF suggests that poverty is the big cause of child labour. The report also notes that in rural and impoverished parts of developing and undeveloped parts of the world, children have no real and meaningful alternative. Schools and teachers are unavailable. Child labour is the unnatural result. A BBC report, similarly, concludes poverty and inadequate public education infrastructure are some of the causes of child labour in India.

Between boys and girls, UNICEF finds girls are two times more likely to be out of school and working in a domestic role. Parents with limited resources, claims UNICEF, have to choose whose school costs and fees they can afford when a school is available. Educating girls tends to be a lower priority across the world, including India. Girls are also harassed or bullied at schools, sidelined by prejudice or poor curricula, according to UNICEF. Solely by virtue of their gender, therefore, many girls are kept from school or drop out, then provide child labour.

The International Labour Organisation (ILO) and Spreading Smiles Through Education Organisation (OSSE) suggests poverty is the greatest single force driving children into the workplace. Income from a child's work is felt to be crucial for his/her own survival or for that of the household. For some families, income from their children's labour is between 25 to 40% of the household income.

According to a 2008 study by ILO, among the most important factors driving children to harmful labour is the lack of availability and quality of schooling. Many communities, particularly rural areas do not possess adequate school facilities. Even when schools are sometimes available, they are too far away, difficult to reach, unaffordable or the quality of education is so poor that parents wonder if going to school is really worthwhile. In government-run primary schools, even when children show up, government-paid teachers do not show up 25% of the time. The 2008 ILO study suggests that illiteracy resulting from a child going to work, rather than a quality primary and secondary school, limits the child's ability to get a basic educational grounding which would in normal situations enable them to acquire skills and to improve their prospects for a decent adult working life. An albeit older report published by UNICEF outlines the issues summarized by the ILO report. The UNICEF report claimed that while 90% of child labour in India is in its rural areas, the availability and quality of schools is decrepit; in rural areas of India, claims the old UNICEF report, about 50% of government funded primary schools that exist do not have a building, 40% lack a blackboard, few have books, and 97% of funds for these publicly funded school have been budgeted by the government as salaries for the teacher and administrators. A 2012 Wall Street Journal article reports while the enrollment in India's school has dramatically increased in recent years to over 96% of all children in the 6-14-year age group, the infrastructure in schools, aimed in part to reduce child labour, remains poor - over 81,000 schools do not have a blackboard and about 42,000 government schools operate without a building with make shift arrangements during monsoons and inclement weather.

Biggeri and Mehrotra have studied the macroeconomic factors that encourage child labour. They focus their study on five Asian nations including India, Pakistan, Indonesia, Thailand and Philippines. They suggest that child labour is a serious problem in all five, but it is not a new problem. Macroeconomic causes encouraged widespread child labour across the world, over most of human history. They suggest that the causes for child labour include both the demand and the supply side. While poverty and unavailability of good schools explain the child labour supply side, they suggest that the growth of low paying informal economy rather than higher paying formal economy - called organised economy in India - is amongst the causes of the demand side. India has rigid labour laws and numerous regulations that prevent growth of organised sector where work protections are easier to monitor, and work more productive and higher paying. The unintended effect of Indian complex labour laws is the work has shifted to the unorganised, informal sector. As a result, after the unorganised agriculture sector which employs 60% of child labour, it is the unorganised trade, unorganised assembly and unorganised retail work that is the largest employer of child labour. If macroeconomic factors and laws prevent growth of formal sector, the family owned informal sector grows, deploying low cost, easy to hire, easy to dismiss labour in form of child labour. Even in situations where children are going to school, claim Biggeri and Mehrotra, children engage in routine after-school home-based manufacturing and economic activity. Other scholars too suggest that inflexibility and structure of India's labour market, size of informal economy, inability of industries to scale up and lack of modern manufacturing technologies are major macroeconomic factors affecting demand and acceptability of child labour.

### CHILD LABOUR ACTS AND LAWS IN INDIA

Various laws have been made in our country since 1933 to control child labour:

1. Children (Pledging of labour) Act 1933.
2. Employment of child Act 1938.
3. The Bombay shop and establishment Act 1948.
4. The Indian factories Act 1948
5. Plantation labour Act 1951.
6. The mines Act 1952.
7. Merchant shipping Act 1958
8. The apprentice Act 1961
9. The motor transport workers Act 1961
10. The atomic energy Act 1962
11. Bidi and cigar workers (condition of employment) Act 1966.
12. State shops and establishment Act
13. The child labour (Prohibition and Regulation) Act 1986.
14. The juvenile justice (care and protection) of children Act, 2000.
15. Article 24 of our constitution and section 67 of the factories Act, explicitly direct that children below the age of 14 years are not allowed to work in factories.
16. Article 21A (added by the 86<sup>th</sup> amendment Act 2002) provides that state shall provide free and compulsory education to children of age group 6-14 years.
17. Article 45 provides for free and compulsory education for all children up to the age of 14 years.

India has a federal form of government, and child labour is a matter on which both the central government and country governments can legislate, and have. The major national legislative developments include the following:

**The Factories Act of 1948:** The Act prohibits the employment of children below the age of 14 years in any factory. The law also placed rules on who, when and how long can pre-adults aged 15–18 years be employed in any factory.

**The Mines Act of 1952:** The Act prohibits the employment of children below 18 years of age in a mine.

**The Child Labour (Prohibition and Regulation) Act of 1986:** The Act prohibits the employment of children below the age of 14 years in hazardous occupations identified in a list by the law. The list was expanded in 2006, and again in 2008.

**The Juvenile Justice (Care and Protection) of Children Act of 2000:** This law made it a crime, punishable with a prison term, for anyone to procure or employ a child in any hazardous employment or in bondage.

**The Right of Children to Free and Compulsory Education Act of 2009:** The law mandates free and compulsory education to all children aged 6 to 14 years. This legislation also mandated that 25 percent of seats in every private school must be allocated for children from disadvantaged groups and physically challenged children.

India formulated a National Policy on Child Labour in 1987. This Policy seeks to adopt a gradual & sequential approach with a focus on rehabilitation of children working in hazardous occupations. It envisioned strict enforcement of Indian laws on child labour combined with development programs to address the root causes of child labour such as poverty. In 1988, this led to the National Child Labour Project (NCLP) initiative. This legal and development initiative continues, with a current central government funding of ₹ 6 billion, targeted solely to eliminate child labour in India. Despite these efforts, child labour remains a major challenge for India.

### GOVERNMENT OF INDIA TO TAKE INITIATIVES AGAINST CHILD LABOUR

The child labour (Prohibition and Regulation) Act 1986 prohibits the employment of children below the age of 14 years in 16 occupation and 65 processes that are hazardous to the children's lives and health.

According to Supreme Court's direction on 10th December, 1996, recovery notice have been issued to offending employees for collection of a sum of Rs 2000 per child employed under the provision of Act. No child can be employed in hazardous occupations. Many states including Haryana have constituted the child labour rehabilitation –cum–welfare funds at district level and separate labour cells are being formed to address the issue.

National child labour projects have been implemented by the central government in states from 1988 to provide non-formal education and pre-vocational skills. From 2001, Sarve shiksha Abhiyan has been launched to educate poor and employed children in all states. Ministry of women and child development has been providing non-formal education and vocational training.

Establishment of Anganbadies is also a big step by the government for the welfare of children and their physical, mental and educational development.

### OBSTACLES IN THE WAY OF PROPER IMPLEMENTATION OF CHILD LABOUR LAWS

Followings are some big obstacles in the way of proper implementation of child labour laws:

1. Non-awareness among citizens about child labour laws. People, who are employing children, are not aware about the child labour laws, its provisions, penalty on defaulters.
2. Vicious circle of poverty, a large number of people are living below poverty line, they do not have money to support their families so that they send their children for work and to earn money for their living.
3. Illiteracy: Illiterate people are not able to earn more and do not able to read and understand about rules and regulations.
4. Lack of political will and ineffective role of local government regarding in controlling child labour.
5. Lack efficiency in administrative machinery responsible for implementing the law.
6. Unemployment
7. Will of parents.

8. Lack of educational and health facilities

### SUGGESTIONS

1. Proper implementation of welfare schemes for children by the concerned authorities.
2. NGOs can play a very effective role in rehabilitation of child labourers.
3. Media is also an important tool to create awareness about child labour laws.
4. Major role can be played by local governments in controlling child labour.
5. In schools with free education, monetary help in the form of scholarship should be provided to the students of economically weaker families.

### CONCLUSION

The government planned and implemented land redistribution programs in India, where poor families were given small plots of land with the idea of enabling economic independence, have had the unintended effect of increased child labour. They find that smallholder plots of land are labour-intensively farmed since small plots cannot productively afford expensive farming equipment. In these cases, a means to increase output from the small plot has been to apply more labour, including child labour.

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**OCCUPATIONAL STRESS AMONG SOFTWARE EMPLOYEES: ROLE OF CORPORATE COMPANIES**

**NAGARAJ NAIK. M**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF SOCIAL WORK**  
**BANGALORE UNIVERSITY**  
**BENGALURU**

**DR. KODANDARAMA.**  
**ASSOCIATE PROFESSOR**  
**DEPARTMENT OF SOCIAL WORK**  
**BANGALORE UNIVERSITY**  
**BENGALURU**


**ABSTRACT**

*Occupational stress is received increasing attention in the literature; however, this phenomenon is more common in the situations that are target oriented, deadline driven. Software Industry is one such sector, in which the employees are affected profoundly and serving these organizations are often observed under huge stress. Working in such environment produces many other types of pressures and results in the form of lack of sleep, job dissatisfaction, burnout, long working hours, and pressure at work. Night shifts, and degradation of employee motivation, behaviour, which again lead to various mental health and physical problems. It is difficult to say what factors contribute to the stress, because job stress may be caused by a complex set of reasons. Some of the most visible factors of job stress are work stressors, role stressors, personal development stressors, interpersonal relation stressors and organizational climate stressors etc. This article tries to provide conceptual understanding on occupational stress and explains role of corporate companies in planning occupational stress interventions to combat occupational stress.*

**KEYWORDS**

Corporate Companies, Intervention, Occupational Stress, Software Employees.

**INTRODUCTION**

 Stress is a natural and anticipated feature of work. Occupational stress has consistently been related to the incidence of psychosomatic disorders and mental stress (Spurgeon et al., 1997; Mironov et al., 1994). Clinical psychologists say that, people working in the field of information technology (IT) go through a lot of anxiety, depression and loneliness because of their work environment and often display feelings of inadequacy, lowered self-esteem and dissatisfaction. This reflects itself in the form of social, marital and sexual problems.

Software development is quite complex process, in which understanding clients requirement to the maintenance phase, different sets of knowledge and skills are required and also personnel involved in this cycle, like business developers, project managers, system analysts, programmers, coders, and quality assurance people who provide the insight into the domain knowledge of the area in which software is developed are undergoes such situations in which stressors produces many other types of pressures in the organizations and results in the form of lack of sleep, job dissatisfaction, employee burnout, Long working hours, stress and pressure at work, night shifts, and other related issues of employee motivation, behaviour, and performance. Rajeswari and Anantharaman (2003) have identified ten most important factors that are crucial in determining the job related stress among professionals. These factors are: fear of obsolescence, individual and team interaction, client interaction, work-family interface, role overload, work culture, technical propensity, family support towards career, workload, and technical propensity. Fear of obsolescence is the stress caused by changing technology when software developers feel stressed to learn newer technology along with their routine job. Software development is a process carried out in various teams and requires greater interaction among team members which creates pressure on one member to timely respond to the other member, and transfer the details of work to them. Work culture in software houses also causes stress because software professionals often work for longer hours than usual; they are supposed to work even on holidays during near-completion time of their projects. Role overload is another major stress factor among software developers because if a team member leaves during the project then other members are supposed to take over the responsibility of that person. Involving a new member in the team requires the training of that person and delays the project.

So, definitely the situation allows working with the individual to treat the psychological concerns of IT professionals, but it is also essential to the organization to help professionals to overcome with stress and help them to lead a balanced life by taking necessary steps to combat stress.

**OCCUPATIONAL STRESS**

Occupational Stress is defined as 'the pattern of emotional states and physiological reactions occurring in response to demand from within or outside an organization' (Greenberg & Baron, 2003; Singh, 2003). A stressor, on the other hand, is considered to be 'a condition or situation that elicits a negative response such as anger, frustration, anxiety or tension' (Rajeswari & Anantharaman, 2003). Workplace stress is quite common and can be measured through different sources. Workload, time pressure, role ambiguity, role conflict, career progress and communication are considered as major sources of pressure in the life of an Information System professional (Ivanchevich, Napier and Wetherbe, 1983).

The presence of stress at work is almost inevitable in many jobs when pressure begins to build up, it can cause adverse strain on one's emotions, thought processes, and physical condition. When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health, and even threaten their ability to cope with the environment. People who are stressed may become nervous and develop chronic worry. They are easily provoked to anger and are unable to relax. They may be uncooperative or use alcohol or drugs excessively. Although these conditions also occur from other causes, they are common symptoms of stress.

Occupational stress also leads to physical disorders, because the internal body system changes to try to cope with the stress. Some physical disorders are short-range, such as an upset stomach. The presence of stress at work is almost inevitable in many jobs when pressure begins to build up, it can cause adverse strain on one's emotions, thought processes, and physical condition. When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health, and even threaten their ability to cope with the environment. People who are stressed may become nervous and develop chronic worry. They are easily provoked to anger and are unable to relax. They may be uncooperative or use alcohol or drugs excessively. Although these conditions also occur from other causes, they are common symptoms of stress.

**POTENTIAL SOURCE OF STRESS**

There are numerous studies which identifies the sources of occupational stress low motivation (Vakola & Nikolaou, 2005), decreased morale (Faragher et al, 2004; Salmund & Ropis, 2005), dampened initiative, reduced interest in working (Fairbrother & Warn,2003), high absenteeism rates (Ho,1997), decreased capacity to perform (Michie, 2002), poor job performance (Jepson & Forrest, 2006), reduced efficiency (Shain,1999), poor quality control, decline in productivity (Faragher et al, 2004;) and low quality products and services (Vakola & Nikolaou,2005). Occupational stress can also lead to loss of a sense of responsibility, lack of concern for colleagues (Fairbrother & Warn, 2003), breakdown in personal relations with colleagues, low levels of mutual understanding and tolerance, irritability, indecisiveness, poor communication, poor interpersonal skills, feelings of isolation and alienation (Brown et al, 2002), loss of capability to regulate one's own emotions (Oginska-Bulik, 2005), reduced job satisfaction, poor organizational commitment (Vakola & Nikolaou, 2005), problems of staff retention (Jepson & Forrest,2006), early retirement (Michie,2002), and premature death (Rodham & Bell 2002). Hoonakker (2005) argued about different factors associated with quality of working life and turnover. He pointed out that work and family life, if spill over to each other, create different psychological demands and cause stress and depression. Googins (1987) also reported the same phenomena. Other causes and consequences of stress have been assessed by different studies like: physical ailments by Frone et al. (1997), life satisfaction by Higgins et al. (1992), turnover at workplaces by Greenhaus et al. (1997), and job satisfaction by Netemeyer et al. (1996). In their works, Fujigaki (1993) and Furuyama (1994) have tried to measure the causes of stress among programmers and the impact of the stress in creating different types of errors in their work. Significantly, they have mentioned that stress is present in almost all phases of software development life cycle.

**TABLE 1: OCCUPATIONAL STRESS EVALUATION GRID (OSEG)**

Levels	Stressors	Stress Interventions	
		Formal	Informal
Socio cultural	Racism; Sexism Ecological shifts Economic downturns Political changes, Military crises	Elections Lobbying/political action Public education Trade associations	Grass roots organizing Petitions Demonstration Migration Spouse employment
Organisational	Hiring policies Plant closings Layoffs, Relocation, Automation, Market shifts, Retraining Organisational priorities	Corporate decision Reorganisation New Management Model Management consultant inservice/retraining	Social activities Contests; Incentives Manager involvement & ties with workers Continuing education Moonlighting
Work Setting	Task (time, speed, autonomy, creativity) Supervision Co-workers Ergonomics Participation in decision making	Supervisor meetings Health/safety meetings Union grievance Employee involvement Quality circles Job redesign Inservice training	Slow down/speed up Redefine tasks Support of other workers Sabotage, theft, Quit, change jobs
Interpersonal	Divorce, Separation Marital discord, Conflict, family/friend, Death, illness in family Intergenerational conflict Legal/financial difficulties Early parenthood	Legal/financial services Leave of absence Counseling, Psychotherapy Insurance Plans Family therapy Loans/credit unions Day care	Seek social support/advice Seek legal/financial assistance Self-help groups Vacation/sick days Child care
Psychological	Neurosis, Mental illness, Disturbance of Affect, Cognition or Behavior Ineffective coping skills Poor self-image Poor communication Addictive behavior	Employee assistance (referral /in house) Counseling, Psychotherapy Medication Supervisory training Stress Management Workshop	Seek support from friends, family, church Self-help groups/books Self-medication Recreation, leisure Sexual activity "Mental health" days
Biological	Disease, Disability Sleep, Appetite disturbance, Chemical dependency Biochemical imbalance Pregnancy	Pre placement screening Counseling Medical treatment Health education Employee assistance Maternity leave	Change sleep/wake habits Bag lunch Self-medication Cosmetics Diets, exercise Consult physician
Physical/Environmental	Poor air, climate Noise exposure Toxic substance exposure Poor lighting Radiation exposure Poor equipment design Bad architecture	Protective clothing/ equipment Climate control Health/safety committee Interior decoration Muzak Union grievance	Own equipment, decoration Walkman, radio Consult personal physician Letters of complaint

Source: The Nuts and Bolts of Assessing Occupational Stress: A Collaborative Effort with Labour – Jefferson A Singer et al. published by NIOSH in May 1987

**TABLE 2: THE PERSONAL AND ORGANISATIONAL EFFECTS OF OCCUPATIONAL STRESSES**

Personal	<ul style="list-style-type: none"> <li>• Alcohol abuse</li> <li>• Drug abuse</li> <li>• Emotional Instability</li> <li>• Lack of self-control</li> <li>• Fatigue</li> <li>• Marital problems</li> <li>• Depression</li> <li>• Insomnia</li> <li>• Insecurity</li> <li>• Violence</li> </ul>	<ul style="list-style-type: none"> <li>• Frustration</li> <li>• Anxiety</li> <li>• Psychosomatic diseases</li> <li>• Eating disorders</li> <li>• Boredom</li> <li>• Mental illness</li> <li>• Suicide</li> <li>• Health breakdowns (cardiovascular, etc.)</li> <li>• Irresponsibility</li> </ul>
Organizational	<ul style="list-style-type: none"> <li>• Accidents</li> <li>• Thefts</li> <li>• Reduced productivity</li> <li>• High turnover</li> <li>• Increased errors</li> <li>• Absenteeism</li> <li>• Disability payments</li> <li>• Sabotage</li> <li>• Damage and waste</li> <li>• Replacement costs</li> </ul>	<ul style="list-style-type: none"> <li>• Inflated health-care costs</li> <li>• Unpreparedness</li> <li>• Lack of creativity</li> <li>• Increased sick leave</li> <li>• Premature retirement</li> <li>• Organizational breakdown</li> <li>• Disloyalty</li> <li>• Job dissatisfaction</li> <li>• Poor decisions</li> <li>• Antagonistic group action</li> </ul>

Source: A Review of Organisational Stress Assessment Instruments by John W et al, published by NIOH in May, 1987

**ROLE OF CORPORATE COMPANIES IN COMBATING OCCUPATIONAL STRESS**

**A. PSYCHO-EDUCATE /EDUCATE ROOT CAUSE**

At the outset managers must be given proper counseling and training to understand and identify the origin and consequences of the stressors among their subordinates further to train the managers how stress can be handled at work place. This training program must be able to guide them and impart skills to recognize their strength and enhance the coping capacity. This would be that first step to change the organizational environment. Specialized conference/workshop/seminar must be organized monthly, quarterly, or biannually to educate on stress, consequences, management, personal and professional growth etc., The management has to create an environment where employees can share their problems and issues by doing so they can get the solution to their problem.

**B. MENTORING PROGRAMS**

Mentoring sessions must be designed and run to younger employees to advise about money management, problem solving skills, time – management at home and office. Importance of time management must be taught to them. Planning and distribution of work is required to finish all essential task on time which can be helpful in stress management. Also, training about to speed up the work is also necessary. The key to work life balance lies in time- management and setting realistic goals. Thus these mentoring sessions will help employees about their career growth stability and to reduce stress from their life.

**C. CAREER COUNSELING**

Management must provide employee career counseling programs and higher education provision along with the job, This will help them to have a definite career path and higher opportunity in their jobs. Such programs will also change their conventional mind set. Large number of employees are younger population working in IT companies without any clear vision about their goals and future planning. This confusion about their future role in the organization creates inefficiency and stress. Thus proper career counseling will provide them a clear vision to choose their future role and this will definitely improve their work efficiency and a stress free life.

**D. MULTIPLE COMMUNICATION CHANNELS**

There must be various internal and external communication channels for the employees. This will help to convey the company’s policies about gender inclusion and the empowerment of women in the organization. Small groups must be framed and team leaders, coordinators or mentors of groups must be designated who can interact with the employees informally and can understand the problems of group members by intermingling with them and this will help employees to distress by sharing their problems and finding solutions.

**E. POLICY FORMULATION**

A good policy has to be formulated to govern all the employees of the organization, Stereotype, autocratic thought processes should be avoided, the policy should be covered all the matters of the organization like recruitment, promotion, salary fixation, employee benefits, grievance redresal, etc., Other than this, system must be made more transparent on employees’ condition and benefits. Also to adopt policies that will make it less difficult for women to simultaneously manage their professional work and their family obligations. Employee welfare and safety policies must measures women-specific welfare and safety needs. Enforcement of antidiscrimination Legislation and implementation of sexual harassment policies Special cells must be set up and introduce policies and processes that spur women participation, the policy should make the security and dignity of female employees a priority.

**F. RECREATIONAL / CULTURAL PROGRAM**

Recreational activities makes refresh one’s body and mind. Facilities like employee activity club, special telecast of a program in cafeteria, sports tournament, special Friday menu, special lunch arrangements & dinners of good performer of the month with CEO of the firm must be provided by the management to rejuvenate their employees’ efficiency. Along with this emergency child care, a private room for nursing mothers and equipment to enable women employee to work from home and remote locations, provision of sick room is also useful.

**G. FRINGE BENEFITS**

**EMPLOYMENT SECURITY**

Insurance, Technological Adjustment Pay, Leave Travel Pay, Overtime Pay, Level For Negotiation, Leave For Maternity, Leave For Grievances, Holidays, Cost Of Living Bonus, Call-Back Pay, Lay-Off, Retiring Rooms, Jobs To The Sons/Daughters Of The Employees and the like.

**HEALTH PROTECTION**

Benefits Under This Head Include Accident Insurance, Disability Insurance, Health Insurance, Hospitalization, Life Insurance, Medical Care, Sick Benefits, Sick Leave, Etc.

**OLD AGE AND RETIREMENT**

Benefits Under This Category Include: Deferred Income Plans, Pension, Gratuity, Provident Fund, Old Age Assistance, Old Age Counseling , Medical Benefits For Retired Employees, Traveling Concession To Retired Employees, Jobs To Sons/Daughters Of The Deceased Employee And The Like.

**PERSONNEL IDENTIFICATION, PARTICIPATION AND STIMULATION**

This Category Covers The Following Benefits: Anniversary Awards, Attendance Bonus,Canteen, Cooperative Credit Societies, Educational Facilities, Beauty Parlor Services, Housing, Income Tax Aid, Counseling, Quality Bonus, Recreational Programs, Stress Counseling, Safety Measures Etc. These benefits may be extended to attract and retain the employees.

## PRINCIPAL COMPONENTS OF EMPLOYEE WELLNESS POLICIES AND PROGRAMMES

Domain	Approach	Activity	Agency
Prevention	Pre-employment health screening Workplace risk assessment Regular health screening	Policies on tobacco, alcohol, HIV, etc	Proper internal communication with all employees regarding policies and programmes
Management	Regular performance review meetings Review jobs / responsibilities Regular team meetings Monitoring development and training, with personal development plans	Advising and taking appropriate action where necessary for issues such as attendance, work performance, accidents at work, sickness	Health and Safety cocoordinating Committee
Training	Managing staff performance Performance review Introduction to management and health and safety issues	Health and safety issues Ergonomics First aid Risk management	In-house mentoring programmes for peer support and counselling
Support	Professional counselling Helpline services Professional medical advice Professional work related advice (including return to work after a disability) Leave Grievance redressal	Providing avenues for relaxation Preventing stress Stress awareness Learning to cope with stress Managing stress Providing information on employee well – being Encouraging informal and formal support systems	In-house professionals and occupational health services Networking with outside agencies Outsourcing services Social support from family, friends, social, spiritual organizations.

## CONCLUSION

The aim of this paper was to understand on occupational stress and effective occupational stress interventions in terms of organizational concern. This will help not only the employees but also the managers to improve the productivity ratio, safeguarding the mental health of employees. Companies have to understand the requirement of managing stress among employees to make the environment conducive which can retain skilled talented employees. Management must provide continuous learning, mentoring, coaching, counseling, opportunities for self development, and time management to handle higher responsibilities.

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**PERFORMANCE OF REGIONAL RURAL BANKS: WITH SPECIAL REFERENCE TO ANDHRA PRADESH  
GRAMEENA VIKAS BANK, ANDHRA PRAGATHI GRAMEENA BANK AND DENA GUJARAT GRAMIN BANK**

**DR. S. SELVAKUMAR**  
**HEAD**  
**DEPARTMENT OF COMMERCE**  
**THEIVANAI AMMAL COLLEGE FOR WOMEN (AUTONOMOUS)**  
**VILLUPURAM.**

**S. PAVITHRA**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF COMMERCE**  
**THEIVANAI AMMAL COLLEGE FOR WOMEN (AUTONOMOUS)**  
**VILLUPURAM**

**ABSTRACT**

*Regional Rural Banks (RRBs) in India are an integral part of the rural credit structure of the country. The main objective of the study is to analyze the performance of Andhra Pradesh Grameena Vikas Bank, Andhra Pragathi Grameena Bank and Dena Gujarat Gramin Bank. The study covers a period of 6 years from 2007-08 to 2012-13. This study is mainly based on secondary data. The data were collected from annual reports of the three banks. The hypothesis of the study is that there is no significant difference among APGVB, APGB and DGGB in profitability, liquidity and operational parameters. The performance of the banks has been measured using parameters like profitability, liquidity, operational and drawn conclusion using statistical tools like ANOVA and descriptive statistics. This study concludes that the performance of the three banks were good during the study period. The profitability, liquidity and operational efficiency improved due to amalgamation. Hence amalgamation process can be continued.*

**KEYWORDS**

Regional Rural Banks, Andhra Pradesh Grameena Vikas Bank, Andhra Pragathi Grameena Bank, Dena Gujarat Gramin Bank.

**INTRODUCTION**

In India, Regional Rural Banks (RRBs) play an important role in providing financial assistance for the development of agriculture and industry. The banks are state sponsored, regionally based and rural oriented, functioning specially to meet the credit needs of the weaker section of rural population including small and marginal farmers and landless labourers. Rural development has to play a phenomenal role in the overall socio-economic development of a country like India, where the majority of the population lives in rural areas. A large part of the revenue of the government is also generated from the rural. The necessity of rural finance was felt to provide protection and reliance to rural people like moneylenders, landlords, traders and the like. But, they exploit farmers and small entrepreneurs by charging exorbitant rate of interest and force farmers to sell their product at low price to them. Rural people also face the risk of unpredictable production of crops due to high dependency on monsoon. Including problem of finance, they also suffer from lack of seeds, fertilizers, water supply and other facilities which lead to rural indebtedness.

**GROWTH OF RRBs (2000-01 to 2013-14)**

The following table represents the growth of RRBs in India based on No of RRBs, No of branches, No of districts covered, total assets, loans and advances, deposits and net profit.

TABLE 1

Year	No of RRBs	No of branches	No of districts covered	Total assets (in crore)	Loans & advance (in crore)	Deposit (in crore)	Net profit (in crore)
2000-01	196	14301	476	43505	156320	44539	507
2001-02	196	14311	487	56804	17710	48346	608
2002-03	196	14350	495	63614	20934	57010	769
2003-04	196	14311	518	70278	25038	62143	750
2004-05	196	14446	523	77866	32870	71329	510
2005-06	133	14446	524	88652	38520	83144	596
2006-07	96	14526	534	105768	47326	99093	1374
2007-08	91	14761	594	123541	57568	120189	1369
2008-09	86	15158	617	145824	69030	145834	1884
2009-10	82	15480	618	184093	79157	184093	1988
2010-11	82	16001	620	215359	94715	215359	2118
2011-12	82	16914	635	231539	112820	240542	2313
2012-13	64	17856	635	235216	139837	266540	2515
2013-14	57	19082	642	256789	145233	278900	2768

Source: Report on Trend and Progress of India, NABARD, 2014.

The above table represents a continuous decrease in number of RRBs due to merger and amalgamation of RRBs. The table shows that the banks branches have been increased from 14,301 during 2000-01 to 19,082 during 2013-14. The total assets of RRBs in the year 2000-01 was Rs.43,505 crores increased to Rs.2,56,789 crores in the year 2013-14. The loans and advances of RRBs in the year 2000-01 was Rs.1,56,320 crores increased to Rs.1,45,233 crores in the year 2013-14. The deposits of RRBs in the year 2000-01 was Rs.44,539 crores increased to Rs. 2,78,900 crores in the year 2013-14. The net profit of RRBs in the year 2000-01 was Rs.507 crores increased to Rs. 2,768 crores in the year 2013-14.

**STATEMENT OF THE PROBLEM**

There are few studies on RRBs relating to financial performance after merger/amalgamation of Regional Rural Banks. Hence an attempt has been made to analyse the financial performance of RRBs in India with special reference to APGVB, APGB, DGGB.

**REVIEW OF LITERATURE**

**Syed Ibrahim (2013)** conducted study on the topic, "A Study on the Performance of Regional Rural Banks (RRB's) in India before and After Amalgamation". In this paper an attempt has been made to study the performance of RRBs during pre and post-merger/amalgamation periods limiting the variables like number of RRBs, branches, owned and borrowed funds and credit deposit ratios. The present study is diagnostic and exploratory in nature and makes use of secondary data. The study were estimated using various statistical tools like Descriptive Statistics, 't' test and Correlation have been accomplished through EXCEL and SPSS Software. The study concludes that the Regional Rural Banks (RRBs) have significantly improved their working performance after amalgamation.

**Venkata Rao, Sundarsana Rao (2014)** in their study on, "Performance of RRBs in India A study on Andhra Pradesh Gameena Vikas bank in Andhra Pradesh". The main objective is to analyse institutionalisation of credit, commercialisation of agriculture and adequacy of credit flow for production and consumption purpose and to analyse the performance of Andhra Pradesh Grameen Vikas Bank. The Study mainly concentrated on Andhra Pradesh Grameena Vikas Bank is of utmost importance in Andhra Pradesh state to provide financial support to agriculture and performance of the bank in various identified potential areas. It is concluded that there is a consistent improvement in all service areas of the bank.

**Minaxi Jariwala, Martina Noronha (2014)** analysed, "Performance of RRBs Before and After Amalgamation". The objective of the study to analyse the performance of Regional Rural Banks Before and After Amalgamation. The group suggested two options for mergers/amalgamation, merger between RRBs of the same sponsor bank in the same State and merger of RRBs sponsored by different banks in the same State. The group noted that merger of RRBs with the sponsor bank is not provided for in the RRB Act, 1976, and that such mergers would go against the spirit of setting up RRBs as local entities and for providing credit primarily to weaker sections. It is concluded that amalgamation has been beneficial for RRBs in increasing the Net worth of RRBs.

**OBJECTIVES OF THE STUDY**

- To trace the growth of RRBs in India.
- To analyse the financial performance of Andhra Pradesh Grameen Vikas Bank, Andhra Pragathi Grameena Bank and Dena Gujarat Gramin Bank.
- To offer suggestions based on the findings of the study.

**SCOPE OF THE STUDY**

The study mainly deals with the financial performance of Andhra Pradesh Grameena Vikas Bank, Andhra Pragathi Grameena Bank and Dena Gujarat Gramin bank. It does not cover any other Regional Rural Bank or Commercial Bank or Co-operative Bank.

**HYPOTHESIS**

$H_0$ : There is no significant difference among APGVB, APGB and DGGB in profitability parameter.

$H_0$ : There is no significant difference among APGVB, APGB and DGGB in liquidity parameter.

$H_0$ : There is no significant difference among APGVB, APGB and DGGB in operational parameter.

**PERIOD OF THE STUDY**

The study covers a period of 6 years from 2007-08 to 2012-13.

**METHODOLOGY**

The study is mainly based on secondary data. The data were collected from annual reports of the three banks and Report on Trend and Progress of Banking in India, Publications, Books, Journals and Websites.

**FINANCIAL PARAMETERS & STATISTICAL TOOLS USED FOR DATA ANALYSIS**

- Profitability parameter
- Liquidity parameter and
- Operational parameter

**STATISTICAL TOOLS**

- Descriptive Statistics
- ANOVA (Analysis of Variance) using SPSS software 17.1version.

**PROFITABILITY PARAMETER**

This ratio reflects the return on assets employed or the efficiency in utilization of assets. It is calculated by dividing the net profits with total assets of the bank. Higher the ratio reflects better earning potential of a bank in the future.

**Formula: Net profit / Total assets \*100**

**TABLE 2: NET PROFIT TO TOTAL ASSETS RATIO**

YEAR	APGVB	APGB	DGGB
2007-08	0.77	2.06	0.98
2008-09	1.26	1.65	0.81
2009-10	1.47	1.91	0.82
2010-11	1.41	1.91	0.52
2011-12	1.43	1.89	0.45
2012-13	1.56	1.60	0.55

Source: Computed data

**TABLE 3: DISCRIPTIVE STATISTICS**

	APGVB	APGB	DGGB
Mean	1.317	1.837	.688
Median	1.420	1.900	.680
Std.deviation	.285	.176	.210
Co-variances	.081	.081	.044
Skewness	-1.855	-.425	.256
Minimum	.77	1.60	.45
Maximum	1.56	2.06	.98

It is found from the above table that the mean of net profit to total assets Ratio in APGB was higher (1.84) than APGVB (1.317) and DGGB (.688). This shows that APGVB is earning more net profit from its total assets when compared to APGVB and DGGB.

TABLE 4: ONEWAY ANOVA TABLE FOR NET PROFIT TO TOTAL ASSETS

Sources of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.968	2	1.984	38.047	.000
Within Groups	.782	15	.052		
Total	4.750	17			

H<sub>0</sub>: There is no significant difference in the net profit to total assets ratio of APGVB, APGB and DGGB.

**INTERPRETATION**

From the above ANOVA table, it is clear that the calculated P value is highly significant (P<0.01). So null hypothesis is rejected and alternative hypothesis is accepted. So it is concluded that there is significant difference in the net profit to total assets ratio of APGVB, APGB and DGGB.

**LIQUIDITY PARAMETER**

**CURRENT RATIO**

The current ratio is a liquidity and efficiency ratio that measures a firm's ability to pay off its short-term liabilities with its current assets. The ideal current ratio is 2:1 i.e. current assets must be twice of current liabilities. In case this ratio is less than the ideal ratio of 2:1, the short term financial position is not supposed to be very sound.

Formula:  $\text{Current assets} / \text{Current liabilities}$

TABLE 5

YEAR	APGVB	APGB	DGGB
2007-08	4.05	2.01	7.59
2008-09	3.74	3.87	15.51
2009-10	4.25	6.14	16.01
2010-11	4.27	8.87	6.86
2011-12	3.76	9.02	5.60
2012-13	4.00	9.83	4.62

Source: Computed data

**Components of current assets:** Cash and balance with RBI, balances with bank money & money at call. **Components of current liability:** Other liabilities and provisions

TABLE 6: DISCRIPTIVE STATISTICS

	APGVB	APGB	DGGB
Mean	4.001	6.623	9.365
Median	4.025	7.505	7.225
Std.deviation	.229	3.168	5.060
Co-variances	.052	10.034	25.607
Skewness	-.129	-.577	.796
Minimum	3.74	2.01	4.62
Maximum	4.27	9.83	16.01

From the above table it is revealed that the current ratio of all the three banks exceeds standard ratio of 2:1. It is concluded that the liquidity position of the banks are good. It is clear from that the table the mean of current ratio DGGB was higher (9.365) than APGVB and APGB.

TABLE 7: ONE WAY ANOVA TABLE FOR CURRENT RATIO

Sources of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	85.991	2	42.996	3.614	.052
Within Groups	178.467	15	11.898		
Total	264.458	17			

H<sub>0</sub>: There is no significant difference in the current ratio of APGVB, APGB and DGGB.

**INTERPRETATION**

It is clear from the ANOVA table shows that the calculated p value is not significant P>0.05. So null hypothesis is accepted and alternative hypothesis is rejected. So it is concluded that there is no significant difference in the current ratio of APGVB, APGB and DGGB.

**OPERATIONAL PARAMETER**

**ADVANCES TO TOTAL ASSETS RATIO**

Advances to Total Assets is the ratio of the total advances to total assets. This ratio indicates a bank's aggressiveness in lending which ultimately results in better profitability.

Formula:  $\text{Advances} / \text{Total assets} * 100$

TABLE 8

YEAR	APGVB	APGB	DGGB
2007-08	55.33	66.87	43.59
2008-09	59.43	66.13	29.81
2009-10	62.43	62.81	23.97
2010-11	63.22	61.89	21.62
2011-12	65.12	68.45	29.89
2012-13	63.92	68.97	34.38

Source: Computed data

TABLE 9: DISCRIPTIVE STATISTICS

	APGVB	APGB	DGGB
Mean	61.575	65.853	30.543
Median	62.825	66.500	29.850
Std.deviation	3.608	2.916	7.857
Co-variances	13.021	8.507	61.747
Skewness	-1.219	-.503	.793
Minimum	55.33	61.89	21.62
Maximum	65.12	68.97	43.59

It is observed from the above table mean of advances to total assets ratio in APGB higher (65.853) than DGGB (30.543). Therefore the advances to total assets ratio APGB is the highest loan disbursement bank in the three banks. The DGGB is having lowest loans in the three banks.

TABLE 10

Sources of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4456.129	2	2228.065	80.266	.000
Within Groups	416.375	15	27.758		
Total	4872.504	17			

H<sub>0</sub>: There is no significant difference in the advances to total assets ratio of APGVB, APGB and DGGB.

#### INTERPRETATION

It is clear from the ANOVA table shows that the calculated p value is highly significant  $P < 0.01$ . So that null hypothesis is rejected and alternative hypothesis is accepted. So it is concluded that there is significant difference in the advances to total assets ratio of APGVB, APGB and DGGB.

#### FINDINGS

- ✿ Net profit to total assets Ratio in APGB was higher (1.84) than APGVB (1.317) and DGGB (.688). There is significant difference in the net profit to total assets ratio of APGVB, APGB and DGGB.
- ✿ Interest income to total assets ratio in APGVB was higher (9.030) than APGB (8.100) and DGGB (7.076). There is significant difference in the interest income to total assets ratio of APGVB, APGB and DGGB.
- ✿ Net profit to total advances for APGVB, APGB and DGGB is quite stable and volatile over the years. There is no significant difference in the net profit to total advances ratio of APGVB, APGB and DGGB.
- ✿ Interest income to total income ratio in DGGB was higher (96.311) than APGVB (91.356) and APGB (91.376). There is significant difference in the interest income to total income ratio of APGVB, APGB and DGGB.
- ✿ Net income to total income ratio in APGB was higher (20.738) than APGVB and DGGB. There is significant difference in the net income to total income ratio of APGVB, APGB and DGGB.
- ✿ Total income to total assets ratio in APGVB was higher (9.030) than APGB (8.875) and DGGB (7.350). There is significant difference in the total income to total assets ratio of APGVB, APGB and DGGB.
- ✿ The current ratio of all the three banks exceeds standard ratio of 2:1. It is concluded that the liquidity position of the banks are good. There is no significant difference in the current ratio of APGVB, APGB and DGGB.
- ✿ The acid test ratio of both APGVB and DGGB exceeds standard ratio of 2:1. It is concluded that the short term liquidity position of the banks are good. There is no significant difference in the acid test ratio of APGVB, APGB and DGGB.
- ✿ Cash ratio of all the three banks is quite stable and volatile over the years. Therefore the three banks are having same range of cash equivalents assets. There is no significant difference in the cash ratio of APGVB, APGB and DGGB.
- ✿ Liquid assets to total assets ratio in DGGB was higher (43.068) than APGVB and APGB. There is significant difference in the liquid assets to total assets ratio of APGVB, APGB and DGGB.
- ✿ Investment to deposits ratio in DGGB was higher (27.456) than APGVB (22.288). There is significant difference in the investments to deposits ratio of APGVB, APGB and DGGB.
- ✿ There is significant difference in the credit deposits ratio of APGVB, APGB and DGGB.
- ✿ Credit deposit ratio in APGB was higher (110.371) than DGGB (37.615). There is significant difference in the advances to total assets ratio of APGVB, APGB and DGGB.
- ✿ Deposits to total assets ratio in DGGB higher (80.920) than APGB (60.192) and APGVB (61.140). There is significant difference in the deposits to total assets ratio of APGVB, APGB and DGGB.
- ✿ Interest expended to total expenses ratio in DGGB higher (67.068) than APGB (63.901). There is no significant difference in the interest expended to total expenses ratio of APGVB, APGB and DGGB.
- ✿ Interest earned to total income ratio in DGGB higher (96.310) than the APGVB and APGB. There is significant difference in the interest earned to total income ratio of APGVB, APGB and DGGB.
- ✿ Other income to total income in APGVB higher (8.633) than DGGB (3.650). There is significant difference in the other income to total income ratio of APGVB, APGB and DGGB.
- ✿ Operating expenses to total income ratio in APGVB higher (25.716) than APGB and DGGB. There is no significant difference in the operating expenses to total income ratio of APGVB, APGB and DGGB.

#### SUGGESTIONS

The profitability, liquidity and operational efficiency improved due to amalgamation. Hence amalgamation process can be continued.

#### SCOPE FOR FURTHER RESEARCH

1. A Study on Financial Performance of RRBs in India.
2. A Comparative Study between RRBs and Rural Cooperative Banks.
3. Performance Evaluation during Pre and Post Merger Periods.

#### CONCLUSION

The overall Performance of Regional Rural Banks is good. The performance of Regional Rural banks was found good in terms of certain parameters like growth pattern of RRBs, the credit distribution of RRBs, deposits of RRBs, net profits of RRBs and the geographical distribution of RRBs. The amalgamation RRBs were expected to provide better customer service due to better infrastructure, computerisation of branches, pooling of experienced work force, common publicity, marketing efforts etc. and also derive the benefits of a large area of operation, enhanced with credit exposure limit and more diverse banking activities. As a result of amalgamation, the number of RRBs was reduced from 196 to 56 as on 31<sup>st</sup> march, 2014. Thus due to amalgamation process, 145 RRBs have been

amalgamated to form 45 new RRBs. The APGVB, APGB and DGGB banks were amalgamated in 2005-06. The performance of APGVB, APGB and DGGB, has been measured using parameters like profitability, liquidity and operational was good during the study period.

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## AN EMPIRICAL ANALYSIS OF HEALTHCARE SPENDING IN INDIA: EVIDENCES FROM MAHARASHTRA AND BIHAR

**UPANANDA PANI**  
**ASST. PROFESSOR**  
**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**  
**KANDOLI**

**PRAVIN GANGADHAR JADHAV**  
**ASST. PROFESSOR**  
**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**  
**KANDOLI**

### ABSTRACT

*This paper explores the impact of public spending on healthcare in Maharashtra and Bihar. This paper taken into consideration 62th Round of NSS held in 2004. This study employs a modified version of the Methodology of Benefit Incidence Analysis and Decomposition Analysis to identify the impact of healthcare spending in India. This study found the many insights into the pattern of utilization of public facility in Maharashtra and Bihar. Overall results indicate that public spending on healthcare in Maharashtra has become much more pro-poor in 2004. Public spending on health care in Bihar is not pro-poor for out-patient and maternity services. These changes is mainly due to the increased presence or absence of private sector, choice of women in lower quintiles for institutional deliveries and for public institutions and improved supply side changes in public facilities in Maharashtra. This study has some crucial policy implication. Most importantly, it demonstrates the utility of Benefit Incidence Analysis and Decomposition Analysis in carrying out policy analyses of public financing in healthcare. Such studies should be conducted more regularly and periodically at sub-regional and district levels, at various levels of facility and types of services. This will help district health/programme managers in assessing their performance and identify measures to improve over a period of time.*

### KEYWORDS

Healthcare Expenditure, Benefit Incidence Analysis, Decomposition Analysis.

### INTRODUCTION

One of the challenges faced especially by developing countries are ones how to maximize needs from limited resources, and need to maximize the effectiveness of public expenditure on the delivery of social services such as education, health care and social safety net programmes, which are normally regarded as being the most important for enhancing the overall welfare of the population. Along with efficiency of social spending, it is also important to incorporate equity considerations to ensure that the expenditure in these sectors is pro poor and that the subsidies and services are well targeted to the poor to whom they are intended. Government spending on healthcare in India for the year 2001-02 constituted 0.94 per cent of GDP whereas the total spending on health was 4.6 percent of GDP. The gap was filled by private expenditure and external support. This translates into a per capita government expenditure on health of Rs.207 in the same year compared to a per capita private expenditure of Rs. 790. The per capita external support was Rs. 24<sup>1</sup>. Further, the National Health Accounts estimates by the Government of India indicate that only about 19.0 per cent of total health expenditure comes from the public exchequer with 6.4% from the Central and 12.6% from the State Government, Household expenditure accounts for about 72 per cent of total health expenditure.

### REVIEW OF LITERATURE

In order to review the literature available on this methodology, it is necessary to look at the various methods of measuring benefit incidence and how they evolved. The literature on benefit incidence has three distinct periods. In the early literature (prior to 1975), benefits were allocated to households either on a per capita basis or in proportion to the income of the household. The early literature also attempts to allocate the entire budget for study including the benefits of so-called pure public goods, such as defense. Early work was done by Aaron and McGuire (1970) in developing a specific utility function for allocation of pure public goods to households. Such methods relied on arriving at the individuals own valuation of the goods which was extremely difficult to measure. Further, DeWulf (1975) criticized these methods for not accounting for different income elasticities of different public services as well as host of other inherent defects. The second wave of benefit incidence studies that were conducted after De Wulf's critique, were based on allocation of expenditure on specific goods and services to households and used micro level data on utilization of those goods and services by the households. Meerman(1979) in Malaysia and Selowsky(1970) in Colombia were the pioneers in developing these types of studies in developing countries. These studies, now commonly referred to as Benefit Incidence Analysis (BIA) differed from the studies of the first period in three ways:

1. Use of micro data from household surveys to arrive at the household level utilization of the specific public services that are being evaluated.
2. Recognizing the importance of accurate income measurement for the households and accounting for the size of the household as well as its income for categorizing households into income quintiles.
3. Disaggregation of the services within a social function viz. separate benefit incidence calculations are made for primary health care, hospital care and preventive care wherever data was available.

In view of inherent simplicity of the methodology wherever micro data on utilization is available, the BIA technique became the method of choice for benefit incidence studies of health and education in the late 70's and 80's.

One of the most effective ways of studying the empirical results and methodological issues of papers using the BIA technique has been through comprehensive reviews of such papers over various time periods and geographical areas published from time to time. As such, it is possible to trace the literature regarding this approach through the study of six such comprehensive reviews and compilations. The earliest such work is that of Seldon and Wasylenko(1992), which spells out the methodology of BIA in detail as well as problems in measurement of the various data requirements, ending with specific recommendations to make the technique as useful as possible in research. The study presents the results of incidence of government services in four developed countries including the United States, United Kingdom, Switzerland and West Germany carried out between 1960 and 1981. Benefits from government health spending, in the United States are typically found to be pro-poor in both dollar and percentage terms.(Gillespie 1965; O'Higgins and Ruggles, 1981 b), though a number of studies taken up in the review do not report health benefits separately from other social services. In the United Kingdom, however, health care benefits are not pro-poor as the utilization levels in households in the lowest-income deciles (O'Higgins and Ruggles, 1981a) and in lower socio-economic groups (LeGrand, 1978) are relatively low. Health spending in Switzerland is found to be distribution-neutral (Leu et al., 1985). The review therefore observes that even in developed countries,

<sup>1</sup>. Government of India (2006), *National Health Accounts India - 2001-02*, National Health Accounts Cell, Ministry of Health and Family Welfare, New Delhi.

specific social services were not as pro poor as expected. The paper also documents studies done using the BIA technique in nine developing countries in Central and South America and Asia in the period from 1969 to 1989. Here again, public health care is found to be pro poor in most countries studied, with the situation improving wherever time series studies have been done. Further, the studies taken up have repeatedly found that wherever different types of health care have been looked at, "inpatient care is less pro poor than outpatient care which in turn is less pro poor than preventive care". The authors have also commented that these findings have had policy implications on moving more government resources towards preventive and outpatient primary care which are found to be more equitable. The consistent finding of the review that the burden of user fees in the countries studied is usually heavier on the poor also resulted in a re look at the policies on user fees and the way they are charged in many of the developing countries.

Filling a gap that no such systematic review has done in the past, Castro Leal *et al* in their study in 1999 presented estimates of the benefit incidence of public health spending in Côte d'Ivoire, Ghana, Guinea, Kenya, Madagascar, South Africa, and Tanzania using the BIA technique. Looking at these seven countries, the authors arrive at the conclusion that health spending in Africa is not pro poor. The share of the subsidy to the poorest quintile was significantly less than that to the richest 20 percent. The inequality was greater in some countries (notably Côte d'Ivoire, Ghana, Guinea, and Madagascar) than in others, but overall, the poorest 20 percent of the population received less than 20 percent of the subsidy. Moreover, the share received by the richest quintile was far in excess of 20 percent (except in South Africa, where the richer households rely on private care). The study however found that though health spending is not pro poor it is reasonably progressive; the subsidy to the poorest quintile amounts to a higher share of that group's total household expenditures than did the subsidy to the richest quintile. The report then goes on to study the factors for the pro rich nature of health spending in these countries judging it to be a combination of two inputs: higher budgetary allocation to tertiary health care services and overall poor utilization of all health services by the poor. It finally makes recommendations on the policy actions to be taken to address the causative factors for low utilization especially with respect to improving access and service quality and redesigning user charges. It also points to a need for encouraging private provision of services which could be used by the rich, freeing subsidized public health care to be used by the poor.

The above paper was closely followed by the work of Sahn and Younger (2000) which studied the progressivity of social sector expenditures in eight Sub-Saharan countries of which six are common to the Castro Leal study. The analysis differs in as much as it uses dominance testing, complemented by extended Gini concentration coefficients to determine whether health expenditures redistribute resources to the poor. The results however confirm the findings in the Castro Leal study that all social services including health, while being progressive with respect to the highly skewed income distribution are poorly targeted in all the sub Saharan Africa countries taken up for study. The benefits associated with hospital care are more pro rich and less progressive than other services. On the methodological issues, the paper shows that while concentration curves are a useful way to summarize information on the distributional benefits of government spending, statistical testing of the differences in curves is essential to observe the differences. The analysis also makes use of use/no use indicators versus unit costs to determine benefit incidence. *The authors point out that unit costs may be used only when they are readily available in a disaggregated form and when there is a clear correlation between the welfare and the disaggregated variable for which unit costs are available.*

As the title suggests, Demery (2000) in his 'practitioner's guide' sets out the major methodological issues in carrying out a Benefit Incidence Analysis and proceeds to explain them using select country studies using this technique for various forms of social sector spending. Issues such as definition of quintiles, the need for disaggregation of unit subsidies, estimating health and education needs and average vs marginal benefit are discussed in the paper. In the case of health spending, the paper elaborates on the analysis done for three countries (Ghana, Bulgaria and Vietnam) and observes that the benefit incidence of health expenditures is poorly targeted in all the three countries with only 12-13% going to the poorest quintile. The causative factors for this finding are different in each of the countries, however, with the pro rich bias in Vietnam due to low allocation of funds to the commune based health centres that are more used by the poor. *The paper also makes a case for studying the presence and use of the private sector as well as carrying out the BIA based on gender and ethnicity, which are seen as reasons for the poor targeting in Ghana and Vietnam respectively.* The paper also goes on to identify the major weaknesses in the approach and offers suggestions to make it useful for policy analysis.

Though it is a single country study, the study of public services and subsidies in Peru by Younger (2000) in the same period, is significant because it examines the use of extensions of traditional benefit incidence methods to further understand the impact of public expenditures on the poor. Besides considering more detailed elements within a particular aspect of social sector spending (for instance, expenditure on textbooks in school education), the author also looks at timing of benefit capture based on the ideas developed by Ravallion and Lanjouw (1998) as well as the issue of marginal versus average benefit incidence. The findings of the paper reveal that there is evidence of 'late capture by the poor' in Peru proving that more comprehensive programmes are more targeted to the poor. Expansion of public services during the period of study has therefore helped to make most of the services in Peru more pro poor and progressive. The ideas developed in this paper bring out the value of carrying out benefit incidence analysis over periods of time to help in understanding how the design of various social spending programmes have affected their targeting and progressivity.

Another comprehensive review has been carried out by Chu *et al* (2000) which covers BIA studies from 1978 to 1995 in 38 countries as part of an IMF Working Paper. Public health expenditures were found to be pro poor in 21 out of the 38 countries and progressive in 30 countries. Among the 29 developing and transition countries covered in the review, health expenditures were well targeted in Asia and South America and poorly targeted in Sub Saharan Africa and the transition economies. Hospital related outpatient care was found to be the most pro rich, bearing out the findings of most other studies on the subject. The study also found that the targeting performance varies significantly with time and time series data would be required to understand the situation more completely.

After a brief review of the methodological issues of the BIA technique, Pearson (2002) while studying how benefit incidence studies could benefit understanding of the health system performance, refers to the results of the review by Chu *et al* (2000) mentioned above. Case studies are also presented in this paper for four states in India (using the NCAER data of 1995-96) and Bangladesh. Among the four states in India, Kerala is found to be significantly pro poor in all its services. The paper infers that this may also be due to the presence of a vibrant private sector in health care which caters to the need of the highest quintile. The performance of Bihar and Uttar Pradesh is clearly worse, with poor targeting of benefits for nearly all services. The data for Bangladesh covers various types of public health facilities and finds that except for inpatient care at medical college hospitals which is pro poor, both the outpatient and inpatient care at nearly all the other types of facilities are pro rich. The paper also discusses the policy implications of these findings and the caveats to be applied when results from benefit incidence studies are interpreted.

Filmer (2003) presents data on the incidence of public spending in health and education from 26 countries, (as part of a background note for the World Development Report 2004), from published papers as well as World Bank country reports on the subject. However this is purely a compendium of tables and no conclusion has been drawn on the findings themselves. Many of the sources including Castro leal *et al* (1999), Sahn and Younger (2000), and Mahal (2001) have already been discussed in this paper.

The methodological primer on benefit incidence analysis (BIA) for practitioners by Davoodi *et al* (2003) provides a comprehensive compendium of benefit incidence analysis of education and health spending covering 56 countries over 1960-2000.. The paper demonstrates the usefulness of BIA in many dimensions which have major policy implications. First, the paper finds, among other things, that overall education and health spending are poorly targeted with benefits from primary education and primary health care going disproportionately to the middle class, particularly in sub-Saharan Africa and transition economies; but targeting has improved in the 1990s. The only exception to this finding is in the developed countries of the Western Hemisphere where the rich and poor benefit equally from health expenditure. Spending on primary health care and health centers benefit the poor more than spending on hospitals, but is still not fully focused on the poor. The paper also examines the simple measures of association between the targeting of health and education funding and basis indicators of health and education outcomes. The results show that countries with a more pro poor incidence of education and health spending tend to have better education and health outcomes, good governance, high per capita income, and wider accessibility to information. The paper explores the policy implications of these findings.

Gasparini (2006) proposed that decomposition analysis should be attempted by carrying out benefit incidence analysis over a specified period of time. Using the example of Argentina, he established that this technique would be useful since it sheds light on the factors behind differences in targeting and progressivity over different regions and sectors.

In a recent paper, O'Donnell et al (2007) compare the benefit incidence of public health care in 8 Asian countries and 3 Chinese provinces, presenting the results as concentration curves whose dominance is tested against an equal distribution and Lorenz curves of those countries. This analysis reveals that the utilization of public health care is pro poor in Hong Kong, Malaysia and Thailand, neutral in Sri Lanka and pro rich in the rest of the developing countries including the regions of China. This establishes that while pro poor incidence is easier to reach at higher levels of national income, countries such as Thailand and Malaysia (which are medium income countries) have improved the targeting of health subsidies by protecting the poorest from user fees and building a wider network of health facilities. The authors also argue for substituting unit cost based subsidy data with raw use data on the lines argued by Sahn and Younger (2000), saying that the results on dominance in both cases are consistent, even when there is more sources of heterogeneity in unit subsidies.

The methodology of Benefit Incidence Analysis was first applied for India by Mahal *et al* (2001) using data on utilization and out of pocket expenditure on health care from the 52<sup>nd</sup> round of National Sample Survey (NSS) data (1995-96) and budgets of 16 major states of India. The results indicated that health expenditures/ subsidies were not well targeted to the poor. The poorer states and people living in rural areas seemed to be specifically deprived of the benefits of public subsidies. The same data has been used in the paper by Pearson (2002) referred to above to present and analyse results of four Indian states in detail arriving at the same conclusions.

Mahal (2005) further examined distribution of health and education subsidies in the state of Karnataka in India using the NSS data of 1995-96 as base. Using the method of average benefit incidence, the distribution of public expenditure was studied by economic rank, residence, and gender. The allocation of subsidies seemed to be unequal in this case. Even with increasing average income in the state economic equality is found to have worsened.

Sundar (1995) studied utilisation of health facilities based on data from a 1993 survey of 19,000 households by the National Council of Applied Economic Research. Considering three classes of household income groups, she found that the share of public services in illness episodes requiring outpatient treatment was inversely linked to income.

A study Visaria and Gumber (1994) examined the utilisation patterns of selected health care services in two states- Maharashtra and Gujarat, using the National Sample Survey data. They found that the number of births reported at government hospitals as proportion of all hospital based births declined with the per capita expenditure.

## RESEARCH METHODOLOGY

The Indian government has traditionally assigned a high priority to promoting equity in health whether measured as health outcomes, or as access to public health care and subsidized inputs in various health policy statements, starting from the recommendations of the Bhole Committee of 1946 through various Plan documents.

The government's use of population based norms in setting up primary health facilities is one indicator of its efforts to ensure equitable access to ambulatory care for the Indian population. Moreover, its provision of highly subsidized or free health services is often viewed as a means of providing insurance to those unable to afford the high costs of hospitalizations, and health care in general. However, often the intended beneficiaries do not access public healthcare for various reasons. In this study, an attempt is made to assess the utilisation and distribution of services among different socio-economic groups.

### METHOD (APPROACH TO BIA)

BIA is usually carried out through the following four steps.

1. Rank all individuals (or households) by an appropriate measure of socio-economic status such as current income per capita or consumption expenditure per capita. The measure could also specify whether a person belongs to a specific social group. We propose to use consumption expenditure per capita. Expenditure per capita also serves as a proxy for permanent income.
2. Link each individual with the amount of public health services he/she uses. The unit of measurement depends on the type of care used. For example, inpatient days can be measured in terms of number of days spent in a health facility; similarly for outpatient treatment, number of visits to the doctor/ facility.
3. Estimate the net per unit cost of service provision to the government and multiply it by the number of units of publicly provided care utilized by each individual. We propose to adopt facility costing method to estimate the unit cost and link it to the services utilized.
4. Analyze the distribution of net government health spending by expenditure quintiles.

## DATA AND ANALYTICAL DESIGN

The National Sample Survey Organisation (NSSO) was set up in 1950 to promote a continuous system of multipurpose surveys designed to collect data required for socioeconomic planning and development. For the present study the primary source of data on socioeconomic characteristics and health variables of 60<sup>th</sup> rounds of the National Sample Survey (NSS), undertaken in the years of 2004-05.

### 60<sup>TH</sup> ROUND OF SURVEY

In the Sixtieth round of NSS, data was collected through a survey on the subject of 'Morbidity and Health Care'. In the survey on Morbidity and Health Care, the following main aspects were covered: (i) Morbidity and utilisation of health care services including immunisation and maternity care, (ii) Problems of aged persons, and (iii) Expenditure of the households for availing the health care services. The enquiry on morbidity was conducted with a reference period of 15 days. All spells of ailment suffered by each member, both present as well as the deceased, of the sample household, during the 15 days preceding the date of enquiry, whether or not the patient was hospitalised for treatment, were covered in the survey. For hospitalised treatment, however, information was collected for every event of hospitalisation of a member, whether living or deceased at the time of survey, during the 365 days preceding the date of enquiry. Total numbers of households surveyed in the rural and urban areas were 47,302 and 26,566, respectively in all India level. In case of Maharashtra, 2540 rural households and 2599 urban households were covered. While in Bihar, 2094 rural and 560 urban household were covered in the survey.

### SAMPLE DESIGN

The sample design adopted for the survey was essentially a two-stage stratified design, with census villages and urban blocks as the first-stage units (FSUs) for the rural and urban areas respectively, and households as the second-stage units (SSUs). The survey period, January - June 2004, was split up into two sub-rounds of three months each. The rural and urban samples of FSUs were drawn independently in the form of two sub samples and equal numbers of FSUs of each sub-sample were allocated for the two sub-rounds.

### DESCRIPTION OF VARIABLES

In 60th rounds, information on the following variables is collected from the Schedule 25, which exclusively deals with morbidity details of respective NSSO surveys. The variables, which are used for the benefit incidence analysis, are defined as per the standard definition from the instruction given to the investigators before the NSSO survey data collection. In some of the cases the given information are used for the final calculation of a health variable of our interest i.e. Numhospplpublic, Durstayhospplpublic, MDhome, MDpublic and MDprivate.

*Household:* A group of persons normally living together and sharing a common kitchen.

*Consumption expenditure:* The household monthly consumption expenditure is the sum of (1) expenditures on food items, fuel and electricity in the one month prior to the survey; and (2) other non-food items including clothing and footwear, education, medical expenses, durable goods in the year preceding the survey.

*MPCE (in Rs.):* It is defined as consumption expenditure per head. However, MPCE is calculated by dividing the total household expenditure by the household size.



**Hospitalisation:** One is considered hospitalised if one has availed of medical services as an indoor patient in any hospital. Hospital here refers to any medical institution having provision for admission of sick persons as indoor patients (inpatients) for treatment. Hospital covers public hospitals, community health centres and primary health centres (if provided with beds), private hospitals, nursing homes etc.

**NumhospIpublic:** The variable represents number of times hospitalised means the cases of hospitalisation for a person treated in public facilities. Here public facilities include Public hospital, Primary health centre and public dispensary.

**DurstayhospIpublic(Duration of Stays in Public Hospital):** Duration of Stays is defined as the number of days spent by a patient till the date of discharge. The duration of stay in public facilities includes public hospital, primary health centre, and public dispensary etc .

**TotalcostIpublic:** This variable is derived as the multiplication of total number of days spent by each patient in the hospital with the facility cost of the inpatient admissions from the costing exercise.

**Maternal Delivery:** Maternal delivery refers the birth of children in public hospital, private hospital and home.

**MDhome (Maternal Delivery at Home):** The place of birth for each pregnant mother is her home.

**MDpublic(Maternal Delivery in Public Hospitals):** It is defined as the number of deliveries occurred in public facilities, where a public facility is defined as public hospital, primary health centre and public dispensary etc .

**RESULT AND DISCUSSIONS**

The distribution of population is classified across two categories: rural and urban. In Maharashtra, the percentage of rural and urban population in the total population is 64.86 and 35.14 respectively. In Bihar, the percentage of rural and urban population accounts for 88.14 and 11.85 respectively. The information on population is given in Table 1.1 for 60<sup>th</sup> round of NSSO Survey. As the sampling design differs from the census, the absolute number of population in census and NSSO differs. The weightage for the samples are given accordingly.

**Formation of Quintiles:** Formation of quintiles constitutes a major part in the Benefit incidence analysis. In the present study, monthly Percapita consumption is used for ranking of individuals. The formulations of quintiles are based on the MPCE of the individuals in the survey.

The difference in cut-off points for rural and urban area can be observed from Table 1.3. For Maharashtra in the rural area, the cut-off points for the first quintile and fifth quintile are 338 and 640 rupees respectively, while that in the urban area are 500 and 1300.

In rural Bihar, the cut-off points for the first and fifth quintiles are 220 and 438.71 rupees respectively. In urban Bihar, the cut-off points for the first quintile and fifth quintile are 425 and 800 rupees respectively.

**DISTRIBUTION OF HOSPITALISATION (PUBLIC AND PRIVATE)**

Here the number of hospitalisation cases are related to the in-patient days of stay. The distribution of the hospitalisation cases or no. of in-patient days is assumes importance from the point of view of benefit incidence of the services. Information on hospitalisation are given in Table 1.4.

**Maharashtra**

In the rural area, total no. of hospitalisation (per lakh of population) increased from 1934 in Q1 to 12366 in Q5. But in urban areas, the distribution is more or less even with high concentration of hospitalisation towards first four quintiles but total no. of hospitalisation is high in the fifth quintile itself. However, in the urban area, the difference of hospitalisation is quite evident from the total figure of Maharashtra.

**Bihar**

In case of Bihar, the distributional pattern is equal in both rural and urban area. In the rural area, for the first quintile the hospitalisation number is 1647. But the numbers do not differ significantly for the third and fourth quintiles. For the aggregate data, the difference in hospitalisation cases is quite clear; with increase in the quintiles, the hospitalisation cases increases significantly.

**DISTRIBUTION OF IN-PATIENT DAYS**

A person is regarded as having been hospitalised if he/she has availed of medical services as an inpatient in any medical institution. However, hospitalisation of female members for child-birth is not considered to be hospitalisation for the survey.

**Maharashtra**

In the rural area, 13.38% of the total duration of hospital days across public facilities goes to the first quintile of the population, whereas for the fourth quintile, the figure is 29.15%. But for fifth quintile, the shares of in-patient days are 16.20. There are five million in-patients days used by people from across socio-economic groups in the state. For the urban areas, the distribution is quite equal across quintiles. The percentage distribution of in-patient days for the first quintile is 26.62% and second, third and fourth quintiles share an equal distribution. The fifth quintile accounts for 6.90% of in-patient days.

**Bihar**

In rural Bihar, the distribution percentages of in-patient days are highly unequal across quintiles. The distribution of in-patient days in public facilities is more uneven in rural areas than the urban areas. Table 2.5 shows that the top quintile accounts for 27.60% in comparison to 8.95% of the lowest quintile, while in the urban area the distribution is evenly distributed across quintiles. In aggregate the difference is significant, as 27.6% goes to the fifth quintile, whereas the lowest quintile gets 8.80% of total inpatient days.

**DISTRIBUTION OF MATERNAL DELIVERY IN PUBLIC FACILITIES**

In Maharashtra, the distribution of childbirth in public facilities is quite even in rural area in first three quintiles, while the highest quintiles account for 14.56% and 6.78% in comparison to 26.73% and 35.17% of lowest quintiles indicating less utilization of public facilities by the higher income group compared to the lower income one. In urban Maharashtra, the distribution is pro-poor, with higher level of utilisation from the first quintile to the fourth quintile whereas the utilisation figures are very low for the fifth quintile. In rural Bihar, the distribution of maternal delivery in public facilities is unequal with first quintile accounting for 16.16% compared to 35.46% accounted in the fifth quintile. The distribution of deliveries in the public facilities in the urban area is more equal compare to the rural area.

**TABLE 1.1: DISTRIBUTION OF POPULATION ACROSS QUINTILES** (figures are given in 00,000)

State	Sector	Q1	Q2	Q3	Q4	Q5	Total	Percentage
Maharashtra	Rural	77.5	76.2	76.1	76.2	76.4	382.4	66.82
	Urban	38.0	38.0	38.0	38.0	37.9	189.9	33.18
	Total	115.5	114.2	114.1	114.2	114.4	572.3	572.3
Bihar	Rural	51.9	51.4	51.7	51.8	51.3	258.1	86.45
	Urban	8.1	8.1	8.1	8.1	8.1	40.4	13.55
	Total	60.0	59.5	59.7	59.9	59.4	298.5	298.5

**TABLE 1.2: MEAN PER-CAPITA EXPENDITURE BY QUINTILE (RURAL, URBAN & TOTAL) PER MONTH** (Figures are given in Rupees)

State	Sector	Q1	Q2	Q3	Q4	Q5	Total
Maharashtra	Rural	183.32	245.68	292.47	354.44	520.95	319.25
	Urban	221.72	327.01	413.01	526.32	975.30	574.84
	Total	192.56	263.15	323.24	406.17	683.43	373.48
Bihar	Rural	157.92	204.66	243.00	294.91	421.99	264.43
	Urban	214.44	300.86	390.92	502.45	803.04	442.11
	Total	160.99	210.91	254.62	315.34	500.34	288.51

TABLE 1.3: CUT-OFF POINTS USED FOR FORMATION OF QUINTILES (RURAL, URBAN & TOTAL) (Figures are given in Rupees per month)

State	Sector	Q1	Q2	Q3	Q4	Q5
Maharashtra	Rural	219	267	317.5	399	>399
	Urban	287.66	366	459	612.5	>612.5
	Total	234.5	291.2	358.16	465.33	>465.33
Bihar	Rural	185.71	222.5	267	330.83	>330.83
	Urban	263.83	343	441.5	574.5	>574.5
	Total	190	230.16	281.11	359.71	>359.71

TABLE 1.4: NUMBER OF PUBLIC & PRIVATE HOSPITALISATION PER 100,000 PERSONS (for Rural and Urban)

State	Sector	Q1	Q2	Q3	Q4	Q5	Total
Maharashtra	Rural	810	1288	1443	1947	4023	1900
	Urban	1705	1979	2140	2292	3663	2356
	Total	1105	1518	1676	2062	3904	2051
Bihar	Rural	288	757	1037	1050	3033	1230
	Urban	1060	1400	1403	1708	1813	1476
	Total	392	844	1086	1139	2867	1264

TABLE 1.5: PERCENTAGE OF IN-PATIENT DAYS ACROSS QUINTILES (Figures are given in percentages)

State	Sector	Q1	Q2	Q3	Q4	Q5	Total (00,000)
Maharashtra	Rural	7.17	12.81	43.56	14.67	21.79	46.85
	Urban	21.38	18.77	26.06	12.36	21.44	22.99
	Total	10.07	34.63	16.97	16.97	21.37	69.84
Bihar	Rural	1.93	8.21	16.22	12.18	61.46	35.25
	Urban	21.79	17.12	20.84	21.21	19.04	5.09
	Total	3.39	12.02	15.45	14.56	54.58	40.34

TABLE 1.6: PERCENTAGE OF DELIVERY IN PUBLIC FACILITIES ACROSS QUINTILES (Figures are given in percentages)

State	Sector	Q1	Q2	Q3	Q4	Q5	Total (00,000)
Maharashtra	Rural	20.23	20.64	24.78	21.95	12.39	251715
	Urban	27.49	29.68	22.36	13.09	7.39	120825
	Total	22.59	23.57	24.00	19.08	10.77	372540
Bihar	Rural	7.32	6.50	40.60	28.49	17.08	54552
	Urban	7.55	19.98	32.04	26.17	14.27	30754
	Total	7.40	11.36	37.52	27.65	16.07	85306

**RESULTS FROM CONCENTRATION CURVES AND CONCENTRATION INDEX**

In this section we use the *concentration curve*, and *concentration index*, to assess the degree of income-related inequality in the distribution of a health utilization variable like no of inpatient admissions in public hospitals, inpatient cost in public hospitals<sup>2</sup>, duration of stay in public hospitals and maternal deliveries. It's worth noting here that the public hospital variable in the 60<sup>th</sup> round survey comprises of all types of hospitals. There is no distinction, for instance, between a primary health care centre and a community health centre or a district head quarters hospital. Hence we use the simple average cost per admission obtained from our survey to calculate total cost in public hospitals by multiplying the former with no of inpatient admissions. The outpatient cost or utilization is not considered in this study because of two reasons. First, the outpatient variable in the 60<sup>th</sup> round survey includes hospitalization too. With regard to maternal deliveries we have considered three variables i.e., MD public (deliveries in public hospitals), MD private (deliveries in private hospitals) and MD home (deliveries at home). To sum up the purpose is to assess whether govt. expenditure on health care are better targeted towards the poor or whether utilization of health services are more equally distributed to the advantage of the poor.

**THE CONCENTRATION CURVE DEFINED**

The two key variables underlying the concentration curve are: the health variable, the distribution of which is the subject of interest; and variable capturing living standards, against which the distribution is to be assessed. The data could be at individual level (e.g. raw household survey data), in which case values of both the health variable and the living standards variable are available for each observation. Alternatively, the data could be grouped, in which case, for each living-standard group (e.g. income quintile), the mean value of the health variable is observed. The ranking of the groups (which group is poorest, which group is second poorest, and so on), and the percentage of the sample falling into each group (e.g. 20% in each) is known.

The concentration curve plots the cumulative percentage of the health variable (y-axis) against the cumulative percentage of the sample, ranked by living standards, beginning with the poorest, and ending with the richest (x-axis). So, for example, the concentration curve might show the cumulative percentage of health subsidies accruing to the poorest p% of the sample. If everyone, irrespective of his living standards, has exactly the same value of the health variable, the concentration curve will be a 45 degree line, running from the bottom left-hand corner to the top right-hand corner. This is known as the *line of equality*. If, by contrast, the health sector variable takes higher (lower) values amongst poorer people, the concentration curve will lie above (below) the line of equality. The further the curve is above the line of equality, the more concentrated the health variable is amongst the poor. If the variable takes on smaller values amongst the poor, the concentration curve will lie below the line of equality.

**GRAPHING CONCENTRATION CURVES**

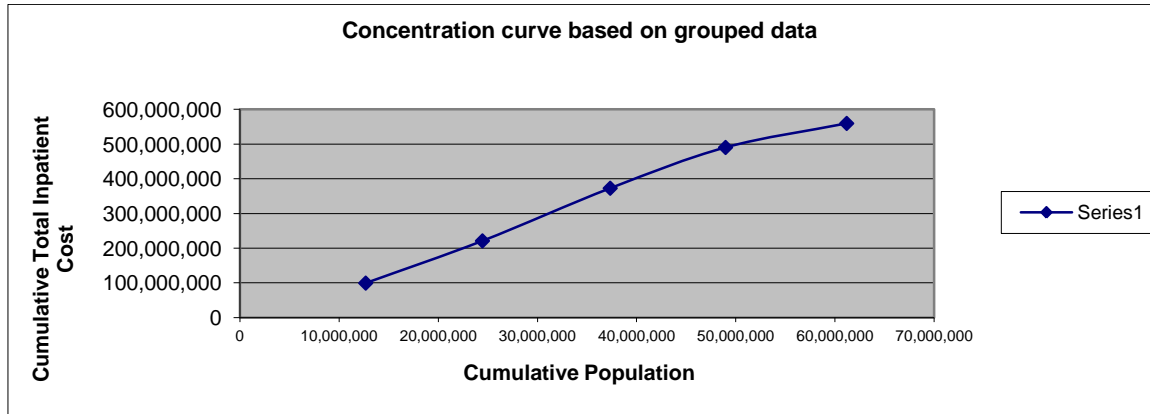
In the grouped-data case, the required data and the corresponding charts are easily produced in a spreadsheet program such as Microsoft Excel. The curve is constructed in Excel using the XY (*scatter*) chart-type with the *'scatter with data points connected by smoothed lines'* option. The first series graphs the *line of equality*, the x-values and the y-values both being the cumulative percentage of the sample. The *no-marker* option is selected for the *line of equality*. The second series graphs the concentration curve, the x-values being the cumulative percentage of the sample, the y-values being the cumulative percentage of the health variable. It is important to include a 0% in both series. Both the x axis and the y-axis need to be restricted to the range 0% to 100%. For example in our case for Maharashtra we plot the concentration curve for inpatient cost based on 60<sup>th</sup> round survey data of NSSO.

<sup>2</sup> We arrive at this figure by multiplying the number of inpatient admissions with unit cost obtained from our study on costing facilities in public hospitals.

TABLE 1.7

Quintile	Population	Cum. Pop.	Cum. Total cost IP public	Total cost IP public
1	12,677,244	12,677,244	99,586,927	99,586,927
2	11,770,616	24,447,860	221,247,618	121,660,691
3	12,886,633	37,334,493	373,044,915	151,797,297
4	11,633,091	48,967,584	490,628,277	117,583,362
5	12,213,926	61,181,510	559,885,485	69,257,208

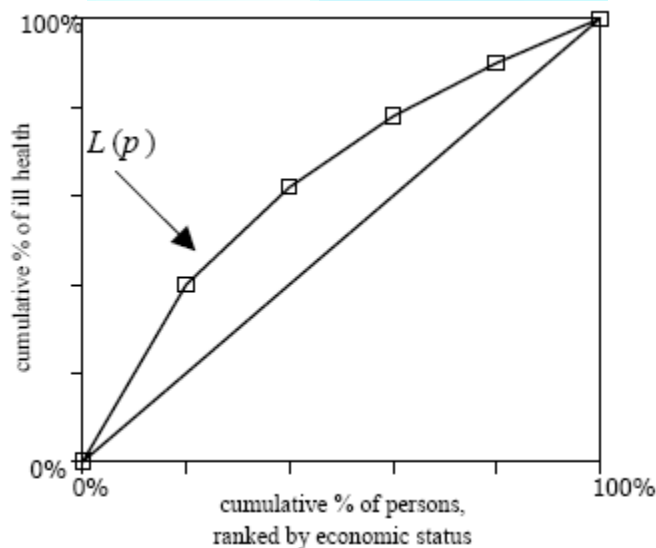
FIG. 1



**THE CONCENTRATION INDEX DEFINED**

The concentration index is defined with reference to the concentration curve, which graphs on the x-axis the cumulative percentage of the sample, ranked by living standards (for example MPCE in our case), beginning with the poorest, and on the y-axis the cumulative percentage of the health variable corresponding to each cumulative percentage of the distribution of the living standard variable. The figure below (taken from O'donnell) provides an example of a concentration curve, where the health variable is ill-health, which in this example is higher amongst the poor than amongst the better-off. The concentration index is defined as twice the area between the concentration curve,  $L(p)$ , and the line of equality (the 45 degree line running from the bottom-left corner to the top-right). So, in the case where there is no income-related inequality, the concentration index is zero. The convention is that the index takes a negative value when the curve lies above the line of equality, indicating disproportionate concentration of the health variable among the poor, and a positive value when it lies below the line of equality. If the health variable, is a 'bad' such as ill health, a negative value of the concentration index means ill health is higher among the poor.

FIG. 2



The index is defined formally as

$$C = 2 \int_0^1 L_h(p) dp - 1$$

The index is bounded between -1 and 1. For a discrete living standards variable it can also be written as  $C = (2/N\mu) [\sum_{i=1}^n h_i r_i - 1(N/N)]$ , where  $h_i$  is the health sector variable,  $\mu$  is its mean, and  $r_i = i/N$  is the fractional rank of individual,  $i$  in the living standards distribution, with  $i=1$  for the poorest and  $i=N$  for the richest. For computational convenience one can use the following formula in terms of covariance between the health variable and the fractional rank in living standards distribution (see Jenkins 1988, Kakwani 1980, Lerman and Yitzhaki 1989),  $C = (2/\mu) \text{cov}(h,r)$ . It's worth noting that the concentration index depends on the relationship between the health variable and the rank of the living standards variable only. The index does not depend on the variation in the living standards variable.

**ANALYSIS OF 60<sup>TH</sup> ROUND**

For the aggregate data of Maharashtra i.e. rural and urban taken together the inpatient admission only is pro poor as indicated by a negative CI significant at 5% level. The duration of stay though bearing a negative CI, is not significant. Among the maternity variables except private both public and home are pro poor with negative and significant CIs. In urban Maharashtra inpatient admission and duration of stay in hospitals are pro poor since the Concentration index (CI) is negative and significant at 1% level for both. The same is reflected in the plot of concentration curves (CC) as the curves lie above the equality line. The maternal delivery in public hospitals is also pro poor but the CI is significant at 5% level. Deliveries in private hospitals and at home though pro poor are not statistically

significant. For rural Maharashtra both inpatient admission and duration of stay are pro rich since the CIs are positive. However, The CI for inpatient admission is significant at 5% level whereas that of duration of stay is not significant. The maternal deliveries in public hospitals and home are pro poor in nature whereas that in private hospitals are pro rich.

In Bihar for the aggregate data we find inpatient admission and duration of stay to be pro rich as revealed by the negative and significant (at1%) CIs. Among the maternity variables deliveries at home is pro poor but that in public and private hospitals are pro rich. We find the inpatient admission and duration of stay to be pro rich and pro poor respectively for urban Bihar. However, the CIs are not statistically significant in either case. In case of maternity variables all are pro poor but deliveries at home alone is statistically significant. For rural Bihar both inpatient admission and duration of stay are pro rich since the CIs for both these variables are positive and significant at 1% level. The delivery variables for public and private though pro rich are not statistically significant.

**CONCENTRATION INDEX FOR MAHARASHTRA FOR TOTAL POPULATION (RURAL AND URBAN)**

Facility	Concentration Index	P-Value
MD public	-.24272099	0.000
MD private	.12058114	0.136
MD home	-.50638791	0.002
IP admission	-.04704279	0.049
IP duration	-.03082151	0.295
IP cost	-.04704279	0.049

FIG. 3

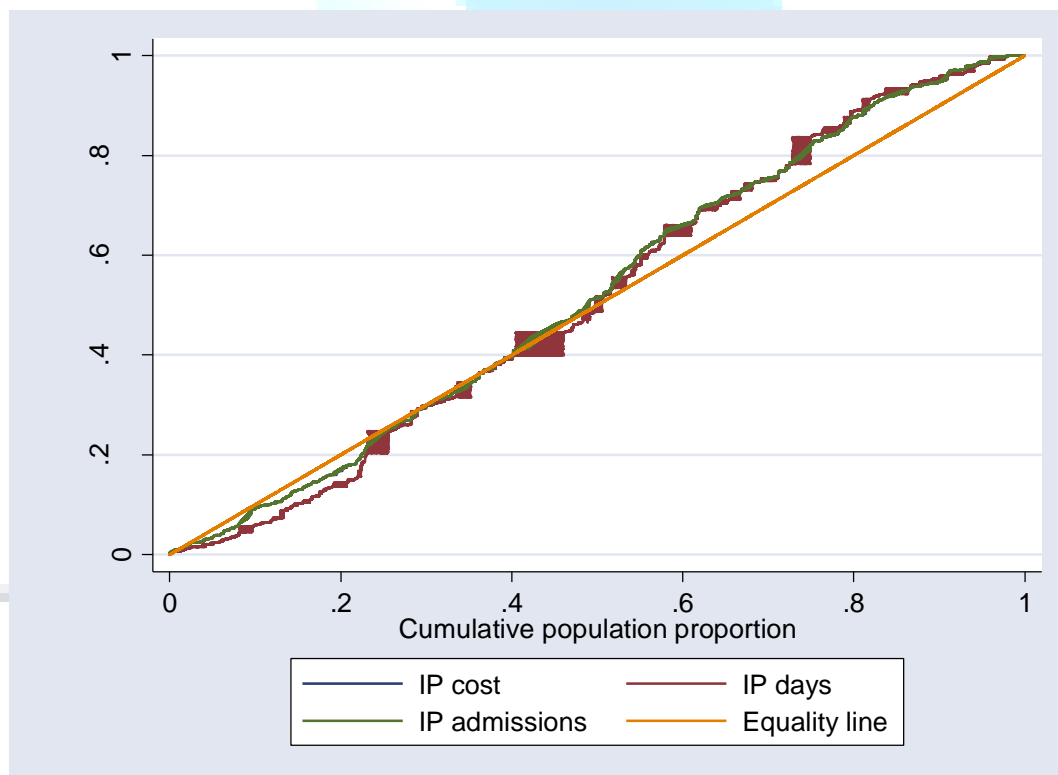
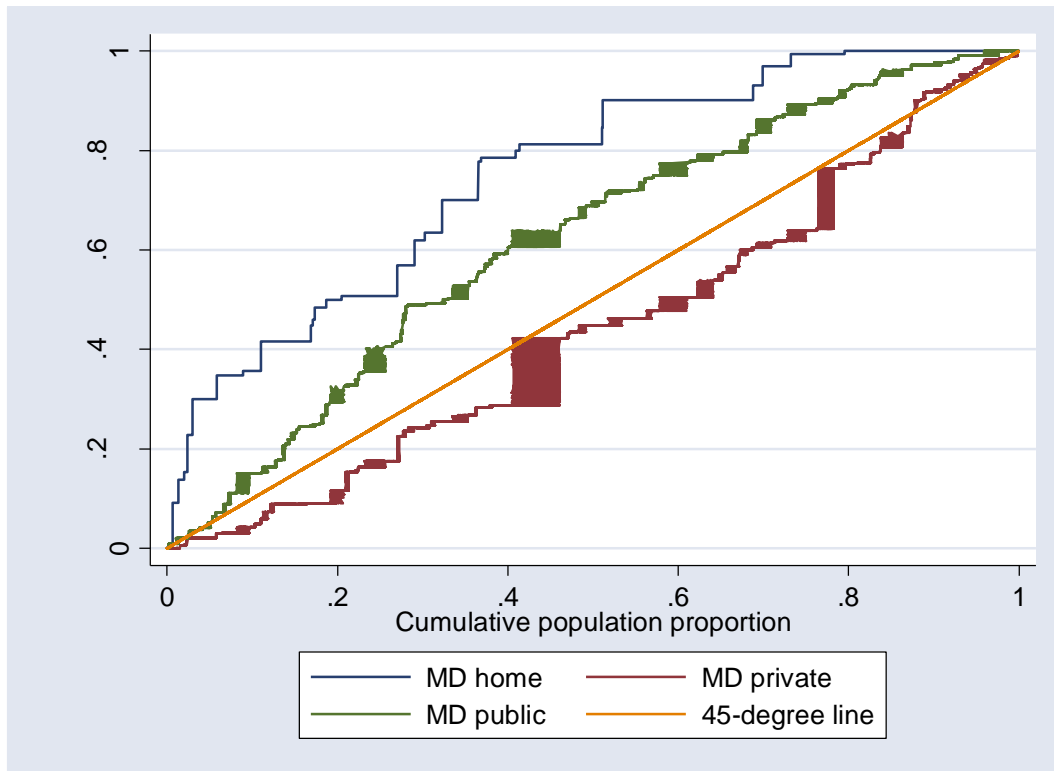


FIG. 4



CONCENTRATION INDEX FOR BIHAR FOR TOTAL POPULATION (RURAL AND URBAN)

TABLE 1.8

Facility	Concentration Index	P-Value
MD public	.18245898	0.078
MD private	.23723229	0.213
MD home	-.34622346	0.000
IP admission	.17275971	0.000
IP duration	.188906	0.000
IP cost	.17275971	0.000

FIG. 5

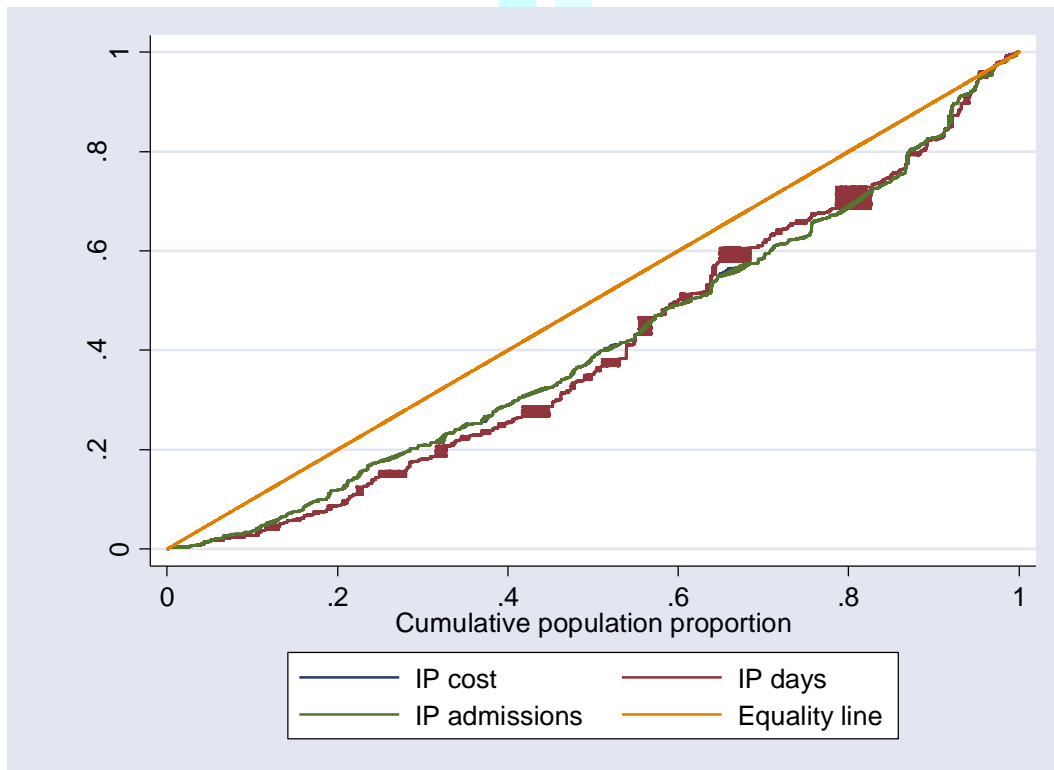
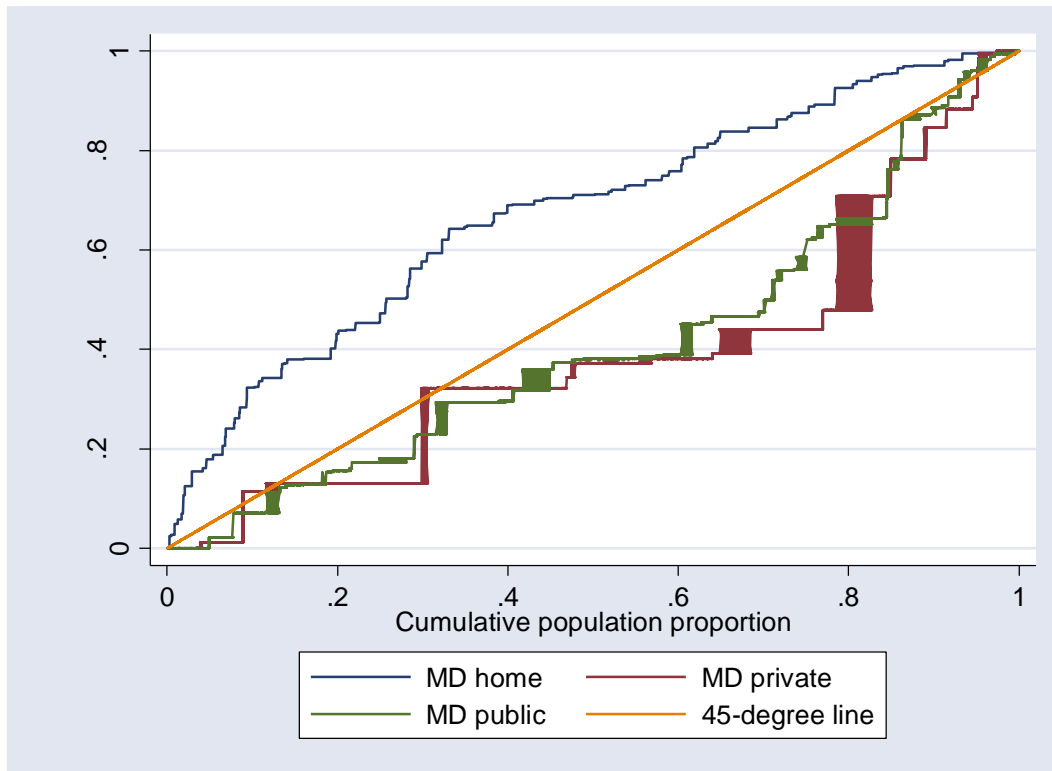


FIG. 6



## CONCLUSION

This study found the many insights into the pattern of utilization of public facility in Maharashtra and Bihar. Overall results indicate that public spending on healthcare in Maharashtra has become much more pro-poor in 2004. Public spending on health care in Bihar is not pro-poor for out-patient and maternity services. These changes is mainly due to the increased presence or absence of private sector, choice of women in lower quintiles for institutional deliveries and for public institutions and improved supply side changes in public facilities in Maharashtra.

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**CUSTOMER PERCEPTION IN INDIAN RETAIL INDUSTRY****MANOJ KUMAR SINGH****ASST. PROFESSOR****L.N.MISHRA COLLEGE OF BUSINESS MANAGEMENT****MUZAFFARPUR****ABSTRACT**

Perception is the process of attaining awareness or understanding of the environment by organizing and interpreting sensory information. The same stimulus (A stimulus is any unit of input to any of the senses) may be perceived differently by different set of customers based on their unique personal and situational context. Hence, the indifferent service offered at any retail stores may be perceived positively by a certain set of customers due to the opportunity it provides them to look up the product at leisure. However, another set of customers may perceive it negatively. In India traditionally, the retail industry comprised of large, medium and small grocery stores and drug stores which could be categorized as unorganized retailing. India's large youth population is driving the consumerism trend in country. Organized retail business in India has entered in 1990s but become more popular after 2002 onwards and organized retail stores become the part of middle class family from 2006 onwards. The customers perceive these two retail sectors in different manners. The given research paper studies factors affecting the customer perception in retail industry and the customer perception in organized and unorganized retail sector. The paper also tries to compare the customer perception in organized and unorganized retail sector.

**KEYWORDS**

Customer perception, Organized Retail industry, Unorganized Retail Industry.

**MEANING OF PERCEPTION**

Perception (from the Latin perceptio, percipio) is the process of attaining awareness or understanding of the environment by organizing and interpreting sensory information. All perception involves signals in the nervous system, which in turn result from physical stimulation of the sense organs. For example, vision involves light striking the retinas of the eyes, smell is mediated by odor molecules and hearing involves pressure waves. Perception is not the passive receipt of these signals, but can be shaped by learning, memory and expectation. Perception involves these "top-down" effects as well as the "bottom-up" process of processing sensory input. The process of perception begins with an object in the real world, termed the distal stimulus or distal object. Stimuli are not necessarily translated into a percept and rarely does a single stimulus translate into a percept. An ambiguous stimulus may be translated into multiple percepts, experienced randomly, one at a time, in what is called "multistable perception". And the same stimuli, or absence of them, may result in different percepts depending on subject's culture and previous experiences. Ambiguous figures demonstrate that a single stimulus can result in more than one percept.

**MEANING OF CUSTOMER PERCEPTION**

As Perception is the process of selecting, organizing, and interpreting information inputs to produce meaning. Recognition, selection, organization, and interpretation of particular stimulus are a highly individual process subject to individual needs, values, and expectations. A stimulus is any unit of input to any of the senses. The same stimulus may be perceived differently by different set of customers based on their unique personal and situational context. Hence, the indifferent service offered at any retail stores may be perceived positively by a certain set of customers due to the opportunity it provides them to look up the product at leisure. However, another set of customers may perceive it negatively, assuming it to be a reflection of the lack of interest of the store management in the needs of the customer. Customers usually seek out the favourable information on the products which are compatible with their needs, values and expectation and try to avoid unpleasant information. For example: Indian consumer initially perceived Mc Donald's outlets as costly and were not well aware of its product offerings. To overcome this perception among prospective consumers, Mc Donald's management introduced low cost deserts, products likewise ice-cream for ten rupees, their some special products for rupees twenty only. Demographic variables also affect the customer view about the retailer by classifying the customers into groups whose purchasing behaviour are similar. It is very important to consider the image of the retailer in customer view as an individual and in context to its competitor. Customers make these images based on their experiences gathered over the time, and based on advertising sources and visits to the store. Retailers try to position themselves in the marketplace; by tailoring their offering to the customers they wish to target. Retailers can make strong position of theirs into the market through:

- The type of product sold
- the store format
- the marketing system adopted

**REVIEW OF LITERATURE**

S.P. Thenmozhi Raja, Dr. D. Dhanapal & Dr. P. Sathyapriya(2011) explained that the most critical challenge for a business is the improvement of service and product quality. They also explained that perception of retail service quality varies across different cities, the retailers can meet the customer expectations based on the factors drive them.

Sharif Menon(2011) explained that brand identities were designed to reassure a public anxious about the whole concept of factory produced goods. Brands have transformed the process of marketing into one of perception building, so, image is now everything. Consumers make buying decisions based around the perception of the brand, rather than the reality of the product. Perception is a fragile thing. India is lucky to have international brands, but the Indian consumer is very choosy in selecting the brands and especially in the consumable sector. The research brings out that importance of taste is one the important factor for the success of a brand.

Dr. Joshi Sandhya (2011) explained that the surest path to a strong business bottom line is assuring that customers receive the highest appropriate quality of service across multiple applications and delivery mechanisms. Isolating and resolving technical problems across a complex telecom infrastructure, and evaluating them in the context of the customer experience is a difficult task. Customers make their purchasing and defection decisions on the basis of the perceived value of the service package being offered, rather than simply their current levels of satisfaction. The researcher inferred that customer's perception of service quality and customer satisfaction differs across service providers. Researcher also found that customers want personalized customer care services, so the organization should give emphasis on personalized customer care services.

Fulbag Singh and Davinder Kaur (2011), explained that an organization can not survive in the long run if its customers are not satisfied. Therefore, it is the utmost duty of an organization to safeguard his interest and meet his expectations with the product/service offered. Customer perception of service quality is concerned with the judgment and attitude of the customer towards quality of the service after availing the same and in turn this perception decides whether the service has provided more than what he expected then he will be satisfied and if he perceives it to be less than his expectation then he will be dissatisfied. Therefore, customer satisfaction is the summation of customer's all expressions of service quality and depends upon his own perception and expectations. In their research, they tried to analyze and compare the customer perception of banking services in rural and urban branches. They found that employees'

behavior and skills, service time, availability of diversified products & skilled personnel, tangibles, cost & return and technology & promotion are the various factors which influence the customer perception of service quality in banks.

Rebecca W. Hamilton, Rebecca K. Ratner and Debora V. Thompson (2010), explains how do consumers decide whether to buy a durable good, and how much they are willing to pay for it? They conclude that relative usage frequency is an important determinant of consumer attitudes and purchase intentions. They also conclude that typical frequency for a product is high may actually reduce consumers' interest in acquiring the product. They suggested that consumers' perceptions of a product's value are, therefore, a function not only of how often they will use the product themselves but also of whether they believe this is relatively high or low compared to other people.

K.C. Mittal and Anupama Parashar (2010) explained that irrespective of area, people prefer grocery stores to be nearby, product assortment is important for grocery. Ambience of the grocery stores has been perceived differently by people of different areas and prices are equally important for all grocery. Perception and preference towards importance of service was also different across different areas. In the given study, no special is given to the customer perception towards retail stores.

Dr. Chandan A. Chavadi and Shilpa S. Koktanur (2010), tried to find out the various factors driving customers towards shopping malls and consumer buying response for promotional tools. The researcher has found four major factors that drive the customers towards the shopping malls. Those major factors are product mix, ambience, services and promotional strategies. Customers consider fast billing, parking facility and long hours of operations as prime services.

Vij Sanket and Roy H.J. Ghosh (2009) explained that industries as a whole deal with the consumer demand and expectation with regard to quality of service, and quality of goods being sold. As customer is more knowledgeable, so companies must be faster, more agile, and more creative than a few years ago. To keep customers in today's competitive environment, insurance companies are increasing the depth of relationship through implementation of customer relationship management programs. The concept of CRM, when seen in the context of eBusiness, it translates into eCRM. He found that life insurance companies of India were providing the quality eCRM services to their policyholders and all expectation of the policyholders regarding the eCRM were met by the selected life insurance companies of India. He concluded that for enhanced customer satisfaction and better services quality, the customer-centric delivery mechanism of insurance services supported by eCRM technologies played a significant role in the customer delight movement. He also added that employee's positive frame of mind and respect of their customers would delight the customers and assist the service providers in customer value creation in life insurance sector of India.

Hazra Sandip Ghosh & Srivastava Dr. Kailash B.L. (2010), service quality has become vital for service firms to pay attention due to increased competition. Therefore, firms are using service enhancement and are developing a range of techniques to measure service quality improvement. The competition between private and public sector has resulted in an increased need for service providers to identify the gaps in the market in order to improve service provisions to retain customers. Satisfactory service quality is an indispensable competitive strategy. Thus, it is important to explore the perception of service quality and its relationship with customer satisfaction, loyalty and commitment. The researcher concluded that customer value for four dimensions of perceived service quality i.e. assurance-empathy, tangibles, security and reliability. All the dimensions of service quality tend to have a strong impact on customer satisfaction depending on the quality performance.

## RETAILING

Retail comes from the French word *retailleur* which refers to "cutting off, clip and divide" in terms of tailoring (1365). It first was recorded as a noun with the meaning of a "sale in small quantities" in 1433 (French). Its literal meaning for retail was to "cut off, shred, paring". Like the French, the word retail in both Dutch and German (*detailhandel* and *Einzelhandel* respectively) also refer to sale of small quantities or items. Retailing consists of the sale of goods or merchandise, from a fixed location such as a department store or kiosk, in small or individual lots for direct consumption by the purchaser. It has been started from religious fairs which used to be held at some religious places and on some religious occasion, but with the emergence of high profits in selling the overproduced production, then it become a business to earn a livelihood. Earlier, people use to wander here and there for their but when they find difficulty in it they started the business as shops known as retail shops. As an when transportation and communication become faster and reliable i.e. up to the end of 19th century, those retail chains became much bigger and more widespread. Many of these businesses become more structured and formalized, leading to the retail chains as we see today. Archaeological findings reveal that shops in ancient Rome were much like small shops as today the retail shops are. But the modern organized retailing has been started in America in the 20th century. Many American retailing institutions originated after 1850. After 1850, department stores became important. For example, Richs was established in Atlanta in 1867 by four Hungarian immigrants.

## INDIAN RETAIL INDUSTRY

Traditionally, the retail industry in India comprised of large, medium and small grocery stores and drug stores which could be categorized as unorganized retailing. Most of the organized retailing in India had recently started and was mainly concentrated in metropolitan cities. India is called a nation of shop-keepers but in the recent past time organized retail business has entered into Indian retail market. India's large youth population is driving the consumerism trend in country. Organized retail business in India has entered in 1990s but become more popular after 2002 onwards and organized retail stores become the part of middle class family from 2006 onwards. According to India retail report, 2009, in India, organized retail business has a share of 5.6% of the total retailing in India.

TABLE 1: SHARE OF ORGANIZED RETAIL BUSINESS IN INDIA

Year	% of organized retail share
1999	0.7
2002	1.8%
2005	3.5%
2007	5%
2009	5.6%

Source: KSA Technopak research surveys

The trend of the report is after every three year The A.T. Kearney Global Retail Development Index (GRDI)<sup>™</sup> ranks the top 30 emerging countries for retail development and identifies windows of opportunity for global retailers to invest in developing markets. The GRDI is unique because it doesn't just identify which markets are bigger or richer, but rather which markets are hotter and bursting with opportunity. The GRDI helps retailers prioritize their global development strategies by ranking the retail expansion attractiveness of emerging countries based on a set of 25 variables including economic and political risk, retail market attractiveness, retail saturation levels, and modern retailing sales area and sales growth. The GRDI focuses on opportunities for mass merchant and food retailers, which are typically the bellwether for modern retailing concepts in a country.

TABLE 2: A.T. KEARNEY GLOBAL RETAIL DEVELOPMENT INDEX

Country	2011 Rank	2010 Rank	Rank 2009
Brazil	1	5	8
Uruguay	2	8	---
Chile	3	6	7
India	4	3	1
Kuwait	5	2	---
China	6	1	3
Saudi Arab	7	4	5
Peru	8	9	18
U.A.E.	9	7	4
Turkey	10	18	20

Source: A T Kerney

## CONCLUSION

Perception is the process of attaining awareness or understanding of the environment by organizing and interpreting sensory information. The same stimulus (A stimulus is any unit of input to any of the senses) may be perceived differently by different set of customers based on their unique personal and situational context. Hence, the indifferent service offered at any retail stores may be perceived positively by a certain set of customers due to the opportunity it provides them to look up the product at leisure. However, another set of customers may perceive it negatively. In India traditionally, the retail industry comprised of large, medium and small grocery stores and drug stores which could be categorized as unorganized retailing. India's large youth population is driving the consumerism trend in country. Organized retail business in India has entered in 1990s but become more popular after 2002 onwards and organized retail stores become the part of middle class family from 2006 onwards. The customers perceive these two retail sectors in different manners.

## SUGGESTION

It is suggested to organised retail sector to reach to the customer home place for their daily and perishable products with the availability of goods demanded by them so as to be more successful. As customer perceive the organised retail sector as the better option but these drawbacks are not letting the organised retail sector to be catering the maximum share of unorganised retail stores in India.

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## CONSUMER AWARENESS AND CONSUMER PROTECTION ACT: A CASE STUDY WITH SPECIAL REFERENCE TO EAST DISTRICT OF SIKKIM

**SANJAYA KUMAR SUBBA**  
**ASST. PROFESSOR**  
**SIKKIM GOVERNMENT COLLEGE**  
**EAST SIKKIM**

### ABSTRACT

*The Paper has been written to study the general awareness among consumer for consumer protection and specially awareness of provisions of Consumer Protection Act. The Consumer Protection Act, 1986 was enacted to provide a quicker and simpler access to redressal of consumer grievances. The consumers are the largest economic group in India, effecting and affected by almost every public and private economic decision. But they are also the only important group who are not effectively organized; suffer the biggest injustices due to unlimited delay in disposal of complaints by the consumer courts operating in the country and also whose views are not heard: More than 80 percent of the population is not aware about the various aspects of consumer protection. Complexity of the products due to globalization and lethargic attitude of the consumers, appropriate education and lack of effective, hesitancy aspect, etc are main problems of consumer. An attempt has been made to study the problems encountered by the consumers their attitude of the informative agencies particularly towards the poor classes of the society. A pilot study has been made to highlights the drawbacks and lacuna and also offers remedial measures to overcome the problems faced by the consumer.*

### KEYWORDS

consumer protection act, consumer protection.

### INTRODUCTION

India is a vast country where a majority of consumer is poor, disorganized and helpless. Further the market in India is generally a seller's market and it is very easy to deceive to the innocent consumers who seem to be neither knowledgeable nor well informed. The consumer needs support and protection from the unscrupulous seller. A common consumer is not in a position to approach a civil court for acquiring and an affordable speedy justice against his complaints. In order to tackle this, the government has lent its hands in a different way. The Central Government enacted a law in the year 1986 for the protection and welfare of consumers. Consumer's Protection Council is a social movement which seeks to protect and augment the rights of the consumer relation to the product and service. India, a large percentage of the population belongs to the illiterate class with concentrated efforts of voluntary consumer associations and activities, which can transform this movement as people's movement. The objective can be achieved only if there is co-ordination between the various consumer organizations at the local, state, national, as well as the international level. The Consumer Protection Act provides an opportunity to the consumer to approach court if there is any lapse in the quality product or services. So the Act provides a different level of Consumer's Forum at the district level is called District Consumer Forum. While at the State Level it is called State Commission and all India forum is known as National Commission for consumer welfare.

### CONSUMER PROTECTION ACT, 1986

The central government enacted a law in the year 1986 for the protection of consumers known as 'The Consumer Protection act, 1986. The Consumer Protection Act, 1986 was enacted to provide a simpler and quicker access to redressal of consumer grievances. The Act for the first time introduced the concept of 'consumer' and conferred express additional rights on him. It is interesting to note that the act doesn't seek to protect every consumer within the literal meaning of the term. The protection is meant for the person who fits in the definition of 'consumer' given by the Act. Now we understood that the Consumer Protection Act provides means to protect consumers from getting cheated or harassed by suppliers. The question arises how a consumer will seek protection? The answer is the act has provided machinery whereby consumers can file their complaints which will be entertained by the Consumer Forums with special powers so that action can be taken against erring suppliers and the possible compensation may be awarded to consumer for the hardships he has undergone. No court fee is required to be paid to these forums and there is no need to engage a lawyer to present the case.

According to this act following three-tier system has been provided under the Act to deal with consumer complaints;

- a) District Forum- It operates at the district level and deals with consumer complaints pertaining to the value of goods or services and compensation not exceeding Rs. 20 lac.
- b) State Commission- It operates at the state level and deals with complaints of the value exceeding Rs. 20 lac but not exceeding Rs. 100 lac. It also hears appeals against the orders of the District Forum.
- c) National Commission- It functions at the national level for the complaints of the value exceeding Rs. 100 lac and hears appeals against the orders of the State Commission.

### SOME IMPORTANT PROVISIONS OF THE ACT

#### WHO CAN FILE COMPLAINT

The followings can file a complaint under the act: (1) A consumer. (2) Any consumer organization (3) The central Government. (4) The state Government. (5) One or more consumers on behalf of numerous consumers who are having the same interests.

#### WHAT CONSTITUTE A COMPLAINT?

Under the Act 'Complaint' means any allegation in writing made by complainant in regard to one or more of the following: (1) Any unfair trade practice or a restrictive trade practices adopted by any trader. (2) The goods bought by him or agreed to be bought by him suffer from one or more defects. (3) The services hired or availed of or agreed to be hired or availed of by him suffer from deficiency in any respect.

#### WHERE TO FILE A COMPLAINT?

A written complaint as amended by consumer Amendment Act, 2002 can be filed:

- (A) If the cost of the goods or services and compensation asked for is up to Rs. 20 lakh, then the complaint can be filed in District Forum which has been notified by the state Government for the district where the cause of action has arisen or where the opposite party resides. A complaint can also be filed at a place where the branch office of the opposite party is located.
- (B) If the cost of goods or services and compensation asked for is more than Rs. 20 lakh, but less than Rs. 1 crore, then the complaint can be filed before the state commission notified by the state commission or UT concerned.
- (C) If the cost of goods or service and compensation asked for exceed Rs. 1 crore then the complaint can be filed before the National Commission at New Delhi.

**HOW TO FILE A COMPLAINT?**

Procedure for filing complaints and seeking redressal are simple. There is no prescribed Performa for the submission of complaint. However it must be written. It may be submitted directly or by post. A nominal amount of fees is also required to be deposited for making complaints before District Forum. A complaint should contain the following information:

- (1) Name and address of the complainant.
- (2) Name and address of the opposite party or parties.
- (3) Description of the fact of the complaint.
- (4) Documentary evidence collaborating the complaint.

**RELIEF EXPECTED AS REDRESSED OF COMPLAINT**

The complaint can be filed within two years from the date on which cause of action has arisen. Complainant can plead his case/complaint on his own; this means that he is not under compulsion to hire the services of lawyer.

**RELIEF AVAILABLE TO THE CONSUMER**

If after the proceedings conducted under section 13, the District Forum is satisfied that the goods complained against suffer from any of the defect specified in the complaint or that any of the allegation contained about the services are proved, it may give orders for one or more of the following reliefs :

- (1) Removal of defects from the goods.
- (2) Replacement of the goods.
- (3) Refund of price to the complainant.
- (4) Award appropriate compensation for the loss or injury suffered.
- (5) Removal of deficiencies from service.

**THE SIX CONSUMER RIGHTS**

The Act enriches six rights to the consumers which are:

- (1) Right to Safety.
- (2) Right of Choice.
- (3) Right to be informed.
- (4) Rights to be heard.
- (5) Right to seek redressed.
- (6) Right to consumer education. All that a consumer is required to acquire and use these rights is to have knowledge of these rights.

**SIKKIM**

Sikkim is the 22<sup>nd</sup> Indian state located in Eastern Himalayan region, is the bordered by Nepal to the west, China to the north, Bhutan to the east and the Indian state of West Bengal form the south. It has four districts namely-1.East district 2.South district 3.West District & 4.North District. East District has been chosen for the study purposefully.

**STATEMENT OF THE PROBLEM**

More than 80 percent of the population is not aware about the various aspects of consumer protection. The problems are lack of effective and appropriate education, hesitancy aspect, complexity of the products due to globalization and lethargic attitude of the consumers etc.

**OBJECTIVE OF THE STUDY**

1. To study the problems encountered by the consumers.
2. To study the attitude of the informative agencies particularly towards the poor classes of the society.
3. To offer remedial measures to overcome the problems faced by the consumer.

**METHODOLOGY**

The data needed for the study is collected through both primary as well as secondary sources. Primary data collected through survey method. A survey was conducted among the consumers of east district of Sikkim, belonging to various strata of society through structure questionnaire. Secondary data were collected through various journals, articles, books and websites to reach at conclusion.

**STATISTICAL TECHNIQUES USED**

The collected data was exposed to different statistical technique like techniques like Percentage, Tabulation, Classification, etc. Thus, the data was analyzed and interpreted with the help of these statistical techniques and conclusions were drawn.

**SIZE OF SAMPLE**

500 numbers respondents have been selected on a purposive stratified sample basis from the study areas of east district of Sikkim.

**MANNER OF SELECTING SAMPLE UNIT**

The samples have been selected deliberately keeping in mind the targeted group which will consist of School teachers, working Ladies, Businessmen, House wives etc.

**DISCUSSION****TABLE 1.1: EXPLOITED THE SELLER**

Sl. No	Factors	No of Respondents	Percentage
1	yes	400	80
2	No	100	20
3	Total	500	100

Source: Field Study.

It is inferred from the table 1.1 that 80 percent of the respondents expressed that the consumers were exploited by the seller while 20 percent of them disclosed that they were not exploited because they were literate and aware about the consumers' protection. Hence, it is analyzed that majority of the consumers were exploited as they did not have awareness about the consumers protections.

**TABLE 1.2: AWARENESS ABOUT THE CONSUMER ACT**

Sl. No	Factors	No of Respondents	Percentage
1	Aware	325	65
2	Do not aware	175	35
3	Total	500	100

Source: Field Study.

It is analyzed from the table 1.2 that 65 percent of the respondents were aware about the consumer Act as they were literate people, conscious and aware about the product while 35 percent of them did not have awareness as they were not conscious about the product and were not fully literate. Hence, majority of the respondents were aware about the consumers Act.

**TABLE 1.3: AWARENESS AMONG THE LITERATE PEOPLE**

Sl. No	Factors	No of Respondents	Percentage
1	High School	50	10
2	Senior secondary school	100	20
3	Graduate	300	40
4	Post Graduate	50	30
5	Total	500	100

Source: Field Study.

It is reflected from the table 1.3 that 40 percent graduate respondents were aware about the products and its quality while 30 percent post graduate, 20 percent senior Secondary and 10 percent High School Leaving certificate consumers were aware about the products and the consumer Act. Hence, it is analyzed that graduate respondents were the major part who aware about the products and services and consumers Act.

**TABLE 1.4: AWARENESS AMONG MALE AND FEMALE**

Sl. No	Factors	No of Respondents	Percentage
1	Male	300	60
2	Female	200	40
3	Total	500	100

Source: Field Study.

It is seen from the table 1.4 that 60 percent male respondents were aware about the products and services while 40 percent of female respondents were not aware about the consumer protection and its products and services act. Hence, it is concluded that majority of the male respondents were aware much higher than females respondents.

**TABLE 1.5: AWARENESS ABOUT THE CONTENT OF THE ACT**

Sl. No	Factors	No of Respondents	Percentage
1	Aware	150	30
2	Do not aware	350	70
	Total	500	100

Source: Filed study

It is examined from the table 1.5 that 30 percent respondents were aware about the content of the Act while 70 percent of them did not have awareness about the content of the act. Hence it is concluded that majority of the respondents did not have much knowledge about the content of the act.

**TABLE 1.6: KNOWLEDGE ABOUT THE INFORMATION OF THE ACT**

Sl. No	Factors	No of Respondents	Percentage
1	Little Knowledge	300	60
2	Full Knowledge	100	20
3	No knowledge	100	20
	Total	400	100

Source: Filed study

It is analyzed from the table 1.6 that the percentage of the respondent having little knowledge was 60 percent while 20 percent of them having full knowledge about the information of the act and 20 percent of them having no knowledge about the information of the act. Hence, it is concluded that majority of the respondents having little knowledge about the information of the act.

**TABLE 1.7: AWARENESS AMONG DIFFERENT OCCUPATION**

Sl. No	Factors	No of Respondents	Percentage
1	Service Personnel	200	40
2	Business man	300	60
	Total	500	100

It is revealed from the table that 60 percent of the respondents' belongings from business back ground. They were aware about the consumer protection Act, information and products etc while 40 percent of them did not have awareness about the consumer act, information and products etc. Hence, it is concluded that as far as occupation is concerned, a distinct trend was observed regarding degree of awareness among persons belonging to different occupations though business classes were more aware in compare to service personnel.

## MAJOR FINDINGS

A survey was conducted of 500 consumers, belongs to various strata of the society through structure questionnaire. The major findings of the study were:

1. 90 percent of the people surveyed have felt exploited by the seller at one time or the others.
2. Regarding awareness about Consumer Protection Act, out of 500, 325 respondents, i.e. 65 percent people were aware of the Act and 35 percent were not aware of the Act.
3. 40 percent graduate respondents were aware about the products and its quality while 30 percent post graduate.
4. 60 percent male respondents were aware about the products and services.
5. 70 percent of the respondents did not have awareness about the content of the Act.
6. The percentage of the respondent having little knowledge was 60% while 20 percent of them having full knowledge about the information of the act.
7. 60 percent of the respondents' belongings from business back ground. They were aware about the consumer protection Act, information and products.

## SUGGESTIONS

1. Understanding should be made among consumers through, televisions, newspapers, pamphlets and hoarding at different places in the city. Effective advertisement on TV creating awareness among consumers that filing complaints does not involve any complication and convincing them that they will get justice. The information regarding the functioning and process should be made clearer to them.
2. The topic of consumer awareness should be included in the curriculum of schools, colleges for students of all streams.
3. Frequent seminars and workshops should be conducted in educational institutions.
4. It would be better if mandatory rule is made for all the shops to display a copy of the Consumer Protection Act on a notice board.

5. Most of the respondents had recommended the role of electronic media is very important. Television channels should show programmes on the experiences of various consumers who have got justice through various talk shows etc so that public believes in the authenticity of the Consumer Act. Lack of faith leads to lack of awareness. Faith in the system should be created and consumer should be ensured that in case of any complaint he should not be dragged into useless legal system.
6. Forming committees at the grass root levels should provide consumer awareness and there should be proper channel available to the consumer vis-à-vis their rights and remedies.

### RECOMMENDATION

The govt. should consider the various suggestions made by NGO's and experts. Moreover govt. should declare at least one full year "Consumer awareness year". Last but not the least, strong and effective consumer protection is the need of the hour. Consumer awareness should be created at any cost. Most innovative programme named "Jago Grahak Jago" was introduced by DD National, other channels should also take initiative to launch like programmes.

### CONCLUSION

All the government, agencies, consumer rights protecting laws, consumer forums can be brought to benefit us only when realize so, the consumers must educate himself/herself about his rights and availability of redressal mechanisms. Moreover Consumer Association should also come forward to work more and more to aware the consumers to raise voice against exploitation.

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## A STUDY ON JOB SATISFACTION OF EMPLOYEES OF GOVERNMENT SCHOOLS AND PRIVATE SCHOOLS IN JAGDALPUR

**DR. ARUNA PILLAY**  
**ASST PROFESSOR**  
**CHRIST COLLEGE**  
**JAGDALPUR**

### ABSTRACT

*Job satisfaction in regards to one's feeling or state of mind regarding nature of their work. Job can be influenced by variety of factors like quality of once relationship with their supervisor, quality of physical environment in which they work, degree of fulfillment in their work, etc. Job satisfaction is an attitude which results from balancing and submission of many specific likes and dislikes experienced in connection with the job- there evaluation may rest largely upon once success or failure in the achievement of personal objectives and upon perceived combination of the job and combination towards this ends. There are numerous reasons why employees can become discouraged with their job and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate. Even in an economic downturn, turnovers in an expense best avoided. In contemporary times psychology has come to play an important part in many aspects of human activities. More and more emphasis is being put on the mental well-being of people in order to enhance productivity this trend can be witnessed in top sports (sports psychologists) or in day-to-day working life(human resource management). The main objective of measuring job satisfaction is to know the satisfaction levels of employees on various factors and give suggestions for improving the same and to find the significance difference in the satisfaction level between employees of private schools and government schools in Jagdalpur.*

### KEYWORDS

job satisfaction, school employees.

### INTRODUCTION

#### JOB SATISFACTION

Job satisfaction in regards to one's feeling or state of mind regarding nature of their work. Job can be influenced by variety of factors like quality of once relationship with their supervisor, quality of physical environment in which they work, degree of fulfillment in their work, etc. it express the amount of agreement between one's expectation of the job and the reward that the job provides.

Positive attitude towards job are equivalent to job satisfaction whereas negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.

Job satisfaction is an attitude which results from balancing and submission of many specific likes and dislikes experienced in connection with the job- there evaluation may rest largely upon once success or failure in the achievement of personal objectives and upon perceived combination of the job and combination towards this ends.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Other believes it is not as simplistic as these definitions suggest and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measure vary in the extent to which they measure feelings about the job.

However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Such factors like employee's age, health, temperature, desire and level of aspiration should be considered. Further his family relationship, social status, recreational outlets, activity in the organization etc. contribute ultimately to job satisfaction.

Job satisfaction, thus, is the result of various attitude possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages, supervisor of employment, condition of work, social relation on the job, prompt settlement of grievance and fair treatment by employer.

### FACTORS INFLUENCING JOB SATISFACTION

*The major factors influencing job satisfaction are presented below:*

#### SUPERVISION

To a worker, supervision is equally a strong contribution to the job satisfaction as well as to the job dissatisfaction. The feelings of the workers towards his supervisors are usually similar to his feelings towards the company. The role of supervisor is a focal point for the attitude formation. Bad supervision results in absenteeism and labour turnover. Good supervision results in higher production and good industrial relations.

#### COWORKER

Various studies had traced this factor of intermediate importance. One's associate with others had frequently been motivated as a factor in job satisfaction certainly, this seems reasonable because people like to be near their friends. The workers derive satisfaction when the coworkers are helpful, friendly and cooperative.

#### PAY

Studies also show that most of the workers felt satisfied when they are paid more adequately to the work performed by them. The relative important of pay would probable changing factor in job satisfaction or dissatisfaction.

#### AGE

Age has also been found to have a direct relationship to level of job satisfaction of employees, in some group job satisfaction is higher with increasing age in other group. Job satisfaction is lower and in other there is no difference at all.

#### MARITAL STATUS

Marital status has an important role in deciding the job satisfaction. Most of the studies have revealed that the married person finds dissatisfaction in his job then his unmarried counterpart. The reasons started to be are that wages were insufficient due to increased cost of living, education to children etc.

#### EDUCATION

Studies conducted among various workers revealed that most of the workers who had not completed their schools education showed higher satisfaction level. However, educated worker felt less satisfied in their job.

#### WORKING CONDITION

The result of various studies shows that working condition is an important factor. Good working atmosphere and pleasant surroundings help increasing the production of industry. Working condition is more important to women workers than men.



**OBJECTIVE OF THE STUDY**

1. To study the overall job satisfaction of employees of private schools and government schools in Jagdalpur.
2. To Measure the satisfaction levels of employees on various factors and give suggestions for improving the same.
3. To find the significance difference among married and unmarried employee with respect to job factor.
4. To find the significance difference among male and female employees with respect to job factors.
5. To find the significance difference in the satisfaction level among employees of private schools and government schools in Jagdalpur.

**LIMITATIONS OF THE STUDY**

1. Some of the respondents were not responding to some of the questions.
2. Due to time constraint the researcher was not able to complete the project to desired level.
3. It was difficult to approach some teachers as they had a busy schedule due to yearly exams.
4. Some of the schools authority took time to respond to my request regarding permission to contact their employee.

**A SNAPSHOT OF THE CURRENT HIGHER EDUCATION SECTOR IN INDIA**

- India has a total of 610 universities. 43 central universities, 299 state universities, 140 private Universities, 128 deemed universities and 5 institutions established through state legislation, 30 Institutions of National Importance
- There are 45 technical institutes, 13 management institutes, 4 information technology institutes, 6 science and research institutes and 3 planning and architecture institutes
- Currently, the Government spends around 3.8% of its GDP on education
- According to the 2011 census, the total literacy rate in India is 74.04% compared to the world average of 83.4% (2008)
- The female literacy rate is 65.46 % and male literacy rate is 82.14 %
- FDI inflows in the education sector during May 2012 stood at \$31.22 million.

Education, across the spectrum, can be a profitable business, if operations are managed efficiently. Indian Education companies have been reporting substantial growth in the last 5 years with several new ventures mushrooming thick and fast. Growth in the private education market has largely been a function of India's GDP and population growth coupled with increasing household income and increasing demand for quality education. India will require 6.0mn more teachers by 2020 to attain the world average in terms of student teacher ratio. This would mean a requirement to train 0.75mn teach.

Various schools were selected for the survey. Schools include private schools and government schools in which private schools were Vidya Jyoti Schools, Nirmal Vidhyalay, Bal Vihar Schools and Deepti Convent and government schools were Kendriya Vidhyalay and Bastar high schools.

**THE PROFILES OF ABOVE MENTIONED SCHOOLS ARE AS FOLLOWS**

**VIDYA JYOTI SCHOOLS  
(YEAR OF ESTABLISHMENT 2000)**

The school is under the management of the C.M.I fathers of Nirmal Province, Jagdalpur society. The Carmelites of Mary Immaculate society of which the CMI fathers are member are engaged in educational, social and other forms of service to humanity.

The school is under the guidance of Fr. Santosh, principal, Vidya Jyoti and experienced and skilled faculty.

Vidya Jyoti is a secondary, higher secondary schools whose faculty rating of 3.06 out of 5. Vidya Jyoti is a co-ed school and has total enrolment of 455 students.

Vidya Jyoti School is located near Geedam Road. It is endowed with a calm, quiet and peaceful atmosphere. The schools provide hygienic and adequate sanitary facilities. The infrastructure consist of four storied with well furnished and ventilated rooms.

**NIRMAL VIDYALAY  
(YEAR OF ESTABLISHMENT 9TH NOVEMBER 1972)**

Nirmal Vidyalay which was founded by Fr. Michael Munnathanath is under the guidance of Fr. Mathew, principal, Nirmal Vidyalay and skilled faculty. The schools is registered to the government of Chhattisgarh and managed by the Catholic Diocese of Jagdalpur.

Nirmal Vidhyalay is secondary, higher secondary schools whose faculty rating of 3.2 out of 5, Is a co-ed schools and has total enrolment of 457 students.

Nirmal Vidyalay is located near Lal bagh, Jagdalpur. It is endowed with a calm and peaceful atmosphere. The schools provide hygienic and adequate sanitary facilities. The infrastructure consist of three storied with well furnished and ventilated rooms.

The school provides bus facility, computer lab, biology physics and chemistry lab, co-curricular activity like dance, music, art and crafts. Other facilities like play ground, physical exercise and advance library.

**DEEPTI CONVENT  
(YEAR OF ESTABLISHMENT 1992)**

Deepti convent is under the guidance of Sr. Maria principal, Deepti Convent and was founded by Fr. Thomas Kurialacherry. The school is registered under 29/30 Majority Right.

Deepti convent is secondary, higher secondary schools whose faculty rating of 3.9 out of 5, Is a co-ed schools and has total enrolment of 521 students.

The school provides bus facility, computer lab, biology physics and chemistry lab, co-curricular activity like dance, music, art and crafts. Other facilities like play ground, physical exercise and advance library.

Deepti convent is located near Aghanpur, Dhrampura. It is endowed with a calm and peaceful atmosphere. The schools provide hygienic and adequate sanitary facilities. The infrastructure consist of three storied with well furnished and ventilated rooms.

**GOVERNMENT MULTIPURPOSE HIGHER SECONDARY SCHOOLS  
(YEAR OF ESTABLISHMENT 1981)**

GMHSS is one of the oldest schools in Bastar District of Chhattisgarh, India. This was a complete boy's school at one point of time. Now it has been converted under co-education institute. This school has provided notable personalities to the society since its inception.

The school provides computer lab, biology physics and chemistry lab, co-curricular activity like dance, music, art and crafts. Other facilities like play ground and physical exercise.

GMHSS is secondary, higher secondary schools whose faculty rating of 3.1 out of 5, Is a co-ed schools and has total enrolment of 560 students. GMHSS is situated near hatha ground which is in the center of the Jagdalpur city. GMHSS is a multipurpose school which provides wide range of courses.

**BAL VIHAR  
(YEAR OF ESTABLISHMENT 2000)**

Bal Vihar Vidyalay Jagdalpur was established in the year 2000. The management of bal Vihar Vidyalay is pvt. Unaided

The coeducation status of Bal Vihar Vidyalay is co-educational. The residential status of Bal Vihar Vidyalay is no. And the residential type of Bal Vihar Vidyalay is not applicable. The total number of students in Bal Vihar Vidyalay Jagdalpur is 65. The total number of teachers in Bal Vihar Vidyalay Jagdalpur is 54. The medium of instruction in Bal Vihar Vidyalay is Hindi.

The schools provide hygienic and adequate sanitary facilities. Other facilities like play ground, physical exercise and advance library are also provided to the students.

**KENDRIYA VIDYALAY  
(YEAR OF ESTABLISHMENT 1989)**

Kendriya Vidyalay was founded by Kendriya Vidyalay Sangathan.

KV is registered under the Act of Ministry of Human Resource and Development, government of India, New Delhi. The vidyalayas are being developed as quality vidyalayas with some of the useful features of popular residential Vidyalayas, without making the schooling very expensive.

The school provides computer lab, biology physics and chemistry lab, co-curricular activity like dance, music, art and crafts. Other facilities like play ground and physical exercise.

KV is located in kumhar par, Raipur road. It is endowed with a calm and peaceful atmosphere.

**RESEARH METHODOLOGY**

The methodology followed for conducting the study includes the specification of research design, sample design, questionnaire design, data collection and statistical tools used for analyzing the collected data.

**RESEARCH DESIGN**

The research design used for this study is of the descriptive type. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

**SAMPLE SIZE**

The sample size consisting of 60 respondents were selected for the study.

**SAMPLING DESIGN**

Since it is difficult to contact the entire population, sampling technique was adopted. The employees were interviewed using convenience sampling techniques.

**QUESTIONNAIRE DESIGN**

Questionnaire was designed in consultation with the teacher in charge, in such a manner that it would facilitate the respondent to reveal maximum information.

**DATA COLLECTION**

Primary data: questionnaire, personal meetings, method with the concerned persons was used to collect primary data.

Secondary data: The required secondary data was collected from books, website and other publication available in the college library.

**DESCRIPTIVE STATISTICS**

Table showing descriptive statistics.

Particular	Satisfied		Neutral		Dissatisfied	
	government	private	government	private	government	private
Working environment and nature of work	78%	96%	8%	2.5%	13.5%	1.5%
Relationship with superior and colleagues	83%	83%	12%	15%	5%	2%
Pay and promotion	79%	40%	10%	12%	11%	48%
Communication and motivation.	74%	81%	19%	14%	7%	5%
Job factors	89.5%	93%	8%	7%	2.5%	0%
Welfare Facilities	60%	81.67%	12.5%	14.25%	27.5%	4.08%

Table showing descriptive statistics of level of satisfaction of male respondents.

Particular	Satisfied	Neutral	Dissatisfied
Working environment and nature of work	85.8%	5.4%	8.7%
Relationship with superior and colleagues	85.11%	12.88%	2.07%
Pay and promotion	40.54%	14.18%	31.72%
Communication and motivation	80.6%	15.8%	3.47%
Job factors	80.1%	15.9%	4%
Welfare Facilities	65.49%	15.5%	19.1%

Table showing descriptive statistics of level of satisfaction of female respondents.

Particular	Satisfied	Neutral	Dissatisfied
Working environment and nature of work	91.4	4.3%	4.3%
Relationship with superior and colleagues	91.2%	4.4%	4.4%
Pay and promotion	67.42%	10.85%	21.75%
Communication and motivation	90.08%	6.81%	3.1%
Job factors	80.1%	15.9%	4%
Welfare Facilities	77.15%	15.2%	7.6%

Table showing descriptive statistics of difference between the level of satisfaction between married and unmarried employee.

Particular	Satisfied		Neutral		Dissatisfied	
	Married	Unmarried	Married	Unmarried	Married	Unmarried
Working environment and nature of work	86.4%	91.3%	10.4 %	8.7 %	3.2%	0
Relationship with superior and colleagues	88.2%	88.4%	7.4%	12.6%	4.4%	0
Pay and promotion	80.6%	90.5%	5.4%	8.2%	14%	1.3%
Communication and motivation	92.4%	90.3%	4%	6.4%	3.6%	3.3%
Job factors	80.7%	88.4%	10.3%	11.6%	9%	0
Welfare Facilities	79.1%	82.3%	2.3%	10.3%	18.6%	7.3%

**FINDINGS**

The descriptive statistics table helped me to derive satisfaction level of employee on various factors:

- The respondents were satisfied with the environment and nature of work factor. Private schools employees were more satisfied as compared to government schools respondent as the average percentage of level satisfaction towards environment and nature of private schools employee is more than government schools employee.
- The respondent's relationship with the superior and colleagues are good for both government employee and private employee.
- The private schools respondent are not provided with good pay and promotion that's the reason the average percent is 40% where as government schools employee are provided with good pay and promotion that's the reason the average percent is 79%.
- Communication and motivation are quite good in both the organization.
- The respondents are overall satisfied with their job, but the level of satisfaction of private school employees is tad bit more than government schools employees.
- Private schools employees were highly satisfied with facilities like refreshment facility, personal welfare facility, parking facility and first aid facility while government schools employees were less satisfied with such facility provided to them.
- Female employees were more satisfied as compared male employee.
- Unmarried employees were more satisfied than married employee.
- Thus, private schools employees were tad more satisfied with various factors like working environment, communication and motivation, job factors and various facilities as compared to government schools employee. Both the sector employees were equally satisfied with few factors like relationship with superior etc.

### SUGGESTIONS

From my project experience, I would like to give the following suggestions.

- The private schools employees are not satisfied with their salary, as the cost of living is increasing day by day so, the salary provided to them must be increased.
- The government schools employees are not satisfied with the available refreshment facilities in the organization, so the authority must consider this too.
- The government schools employees are not satisfied with the rest room and wash room facility provided to them so, it must be improved in government schools
- Separate health care benefits must be provided to the private schools employees.
- Proper training facilities to government employees must be provided regarding their subjects.
- More incentives must be provided to married employee like transport benefits, health benefits, education facility to their children.

### CONCLUSION

Job satisfaction is the favorableness with which the employee views his work. It expresses the amount of agreement between once expectation of the job and the rewards that the job provides. Job satisfaction is part of life satisfaction. The nature of one's environment of job is an important part of life as a job satisfaction influences one's general life satisfaction.

Job satisfaction, thus, is the result of various possessed by an employee. In a narrow sense, these attitudes are related to job under condition with such specific factors such as wages.

In private schools if we look overall satisfaction of employees it comers nearly 75% of the employee are fully satisfied with their job and working environment. In private schools most of the employees are dissatisfied with the pay and promotion.

In government schools if look overall satisfaction of employee it comes nearly 70% of the employee are satisfied with their pay, promotion and job. In government schools some of the employees are dissatisfied by the welfare facilities and facilities like refreshment facility rest room facility etc.

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**IMPACT OF BRAND IMAGE ON CONSUMER BUYING BEHAVIOR OF INSTANT FOOD PRODUCTS****S. KALPANA****ASST. PROFESSOR****PG & RESEARCH DEPARTMENT OF COMMERCE****HINDUSTHAN COLLEGE OF ARTS & SCIENCE****COIMBATORE****HEMAVATHY RAMASUBBIAN****ASST. PROFESSOR****PG & RESEARCH DEPARTMENT OF COMMERCE****HINDUSTHAN COLLEGE OF ARTS & SCIENCE****COIMBATORE****ABSTRACT**

*Buying Behavior is the decision making processes which involves in buying and using the products. This process includes the awareness or knowledge of information about the products, availability, brand reliability, cost of the product, durability etc. This paper analyze about whether the brand image of instant food products induce consumer to buy. And also its study about the factors affecting the brand image and is there any significant among the demographic variables and consumption of instant food products.*

**KEYWORDS**

Brand, Instant Food Products, Consumer Behavior.

**JEL CODE**

M3

**INTRODUCTION**

Branding is one of the most intriguing marketing strategies used for the purpose of winning or over coming competition; Brands incite beliefs, evoke emotions and prompt behaviour. People buy products, but which products they buy and how they make a buying decision have a lot to do with how they feel about the brand. Products are what the companies make: what the customer make: what the customer buys is a brand.

Oxford advanced Learners Dictionary defined instant food products as "Instant food products which are prepared and packaged often in powdered form are required only the addition of a liquid as water or milk for final preparation".

**FACTORS INFLUENCE OF INSTANT FOOD PRODUCTS**

1. Emergence of metropolitan cities due to increase in population, emergence of industries, evolution of various new factors, time factor, etc., created the need for instant foods in the market.
2. Due to industrialization, the labour category is getting attracted to it because of better emoluments and hence there is a shortage of home maids-servants.
3. Women folk taking to job- as the literacy rate is increasing among women; it creates the need for ready-to-eat foods.
4. Prices of some of the raw materials are continuously increasing, the purchases of these instant foods formed more economical.
5. New products- as there are different new products coming up in the markets daily that are very cheap and easy for using and preparing, the popularity of instant foods is increasing.
6. In order to award the heavy laborious work like grinding manually and other drudging work, people opt for instant foods, which are easy to prepare and eat.
7. Instant foods are convenient to prepare and are economical. This increased its usage by the people as it saves the time, energy and money.

**OBJECTIVES**

1. To study the level of awareness towards the brands available for Instant food products.
2. To analyse the consumer preference towards the branded food products.
3. To study about the factors influencing the buying behaviour of particular brand.

**REVIEW OF LITERATURE**

Poh, Sim Yee (2013) consumers in Kota Kinabalu area do pay significant important on marketing component, trendy semantic requirements, connotation semantic requirements and combination requirements of brand name on consumer buying behaviour towards food products. High income consumers and low income consumers have similar perception towards brand name and thus have no influence on consumer buying behaviour towards food products in Kota Kinabalu area.

Mitul Deliya & Bhavesh Parmar (2012) has studies the "Role of Packaging on Consumer Buying Behaviour – Patan District". The aim of this article is to get the A study to point towards role of packaging on consumer buying behaviour. The basic purpose of this it is to find out how such factors are behind the success of packaging.

**RESEARCH METHODOLOGY**

The study being empirical in nature would require immense database and therefore, both primary as well as secondary data were collected. The primary data were collected from the consumers by the way of questionnaire. The questionnaire has been prepared in such a way that the respondents were able to express their opinion freely and frankly.

The secondary data sources include research report published by FCCI, regional development office and articles. The sample size for the study is 150, out of that 120 samples were collected from the consumer who are buying the instant food products and 30 samples were collected from the samples who are not buying any instant food products.

This study was carried out in various area of Trippur city. The data collected through questionnaire were analysed by the statistical tools such as percentage calculation and chi-square test.

ANALYSIS & INTERPRETATION

TABLE 1: AWARENESS & CONSUMPTION OF INSTANT FOOD

BRANDS	AWARE	CONSUMPTION	%
Aachi	83	25	21
Annapurna	48	14	12
Chinni's	68	3	3
Everest	65	14	12
GRB	45	12	10
JB	25	4	3
MTR	30	18	15
Sakthi masala	95	30	25
Total		120	100

Source: Primary Data

From the above table it shows that 45% of the respondents' are using Sakthi masala and 25% of the respondents' are using Aachi masala and 14% of the respondents' using Annapurna and 4% of the respondents' using Everest and JB and 3% of the respondents' are using Chinni's and MTR and 2% of the respondents' using GRB masala products for their daily consumption as instant food items.

TABLE 2: NON CONSUMPTION & PROBLEMS FACED BY RESPONDENTS

PROBLEMS	FREQUENCY	%
High price	4	13
Non availability	5	17
Taste	3	10
Like Home Made Products	15	50
Limited variety	3	10
Total	30	100

Source: Primary Data

The above table shows that more than 50% of the respondents were like the own preparation of food products i-e home made products. 17% of the respondents felt that their preferred brands were not avail in nearby shops. Some of the respondents (13%) were avoid the instant products due to high price and 10% were due to taste difference and some of them expressed that limited variety only available.

CHI SQUARE TEST

H<sub>0</sub>: There is no relationship between demographic variables and consumption of instant food products.

H<sub>1</sub>: There is relationship between demographic variables and consumption of instant food products.

TABLE 3: GENDER AND CONSUMPTION OF INSTANT FOOD PRODUCTS

Variables	Consumption	Non consumption	Marginal Row Totals	P-Value
Male	15 (14.17) [0.05]	5 (5.83) [0.12]	20	0.653368
Female	70 (70.83) [0.01]	30 (29.17) [0.02]	100	
<b>Marginal Column Totals</b>	85	35	120	

The observed significant chi-square value is (p=0.653368) greater than the  $\alpha$  at 0.05 the level of significant, so the null hypothesis is rejected. From the above table it is understand that there is a significant relationship between gender and consumption of Instant food products.

TABLE 4: AGE AND CONSUMPTION OF INSTANT FOOD PRODUCTS

Variables	Consumption	Non Consumption	Row Totals	p value
>20	10 (9.60) [0.02]	2 (2.40) [0.07]	12	0.392988
21-30	55 (51.20) [0.28]	9 (12.80) [1.13]	64	
31-40	40 (43.20) [0.24]	14 (10.80) [0.95]	54	
<41	15 (16.00) [0.06]	5 (4.00) [0.25]	20	
<b>Column Totals</b>	120	30	150	

The chi- square value is (p= 0.392988) greater than the  $\alpha$  at 0.05 the level of significant, so the null hypothesis is rejected. The above table shows that there is a significant relationship between age and consumption of Instant food products.

TABLE 5: OCCUPATION AND CONSUMPTION OF INSTANT FOOD PRODUCTS

Variables	Consumption	Non Consumption	Row Totals	P value
Home maker	29 (26.40) [0.26]	4 (6.60) [1.02]	33	0.10666
Employee	55 (53.60) [0.04]	12 (13.40) [0.15]	67	
Professional	12 (16.00) [1.00]	8 (4.00) [4.00]	20	
Business	20 (20.80) [0.03]	6 (5.20) [0.12]	26	
Others	4 (3.20) [0.20]	0 (0.80) [0.80]	4	
<b>Column Totals</b>	120	30	150	

The observed significant chi-square value is (p=0.10666) greater than the  $\alpha$  at 0.05 the level of significant, so the null hypothesis is rejected. From the table – 5, it is inferred that there is a significant relationship between occupation and consumption of Instant food products

TABLE 6: CLASSIFICATION OF INCOME AND CONSUMPTION OF INSTANT FOOD PRODUCTS

Variables	Consumption	Non Consumption	Row Totals	P value
10000	12 (10.40) [0.25]	1 (2.60) [0.98]	13	0.014769
10000-20000	37 (32.00) [0.78]	3 (8.00) [3.12]	40	
20000-30000	40 (40.80) [0.02]	11 (10.20) [0.06]	51	
30000-40000	21 (22.40) [0.09]	7 (5.60) [0.35]	28	
>40000	10 (14.40) [1.34]	8 (3.60) [5.38]	18	
<b>Column Totals</b>	120	30	150	

The chi-square value is (p=0.014769) which is lesser than the  $\alpha$  value at 0.05 the level of significant, so the null hypothesis is accepted. From this inference it is clear that there is no significant relationship between Income classification and consumption of Instant food products.

**CONCLUSION**

From the above findings it is clear that there is a relationship between the demographic variables and consumption of instant food products. This study helps to understand the mindset of the consumers regarding the instant food products and the problem faced by them while using instant food products. The findings of this study can be used for local marketers as initial knowledge for brand naming process and guidelines in strengthen their brand strategy.

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**BPO INDUSTRY IN INDIA: TRENDS AND CHALLENGES**

**DR. SHRUTI GUPTA**  
**ASST. PROFESSOR**  
**ZAKIR HUSAIN DELHI COLLEGE**  
**UNIVERSITY OF DELHI**  
**DELHI**

**ABSTRACT**

*Business Process Outsourcing has become an important strategic tool in today's competitive business environment. It can offer great opportunities to both buyer and supplier when used wisely. This paper provides insights into the rationale of Business Process Outsourcing (BPO), its evolution in India, contribution of this sector to the national economy and challenges faced by this sector in India. It was found that Business Process Outsourcing in India is growing significantly because it is offering cost effective solutions with world class quality and high reliability. India still maintains the lion's share of the IT-BPO service market. But India should be on its guard to maintain its position intact.*

**KEYWORDS**

Business processes, Business process outsourcing, Organisation, Outsourcing, Service providers.

**INTRODUCTION**

Globalisation in recent years has removed international trade barriers and has resulted in an increasingly interlinked economy and intense world-wide competition. This development has put pressure on business managers across the world to reduce costs of operations. Concurrent to globalisation, improvements in telecommunication and data capabilities have also opened up new opportunities for outsourcing business processes to locations that offer significant cost and quality advantages. As a result, a trend emerged in the early nineties in the corporate sector to outsource a number of non-core business processes to outside vendors. This has resulted in the emergence of an industry that is commonly referred to as Business Process Outsourcing (BPO) industry.

Gartner has defined Business Process Outsourcing as "the delegation of one or more IT-intensive business processes to an external provider that, in turn owns, administers and manages the selected processes based on defined and measurable performance metrics." In other words, it is the transfer of direct managerial responsibility but not accountability, to a third party service provider who perform services previously done by internal staff and management. It helps an organisation to focus on its core competencies. It harnesses the unique capabilities of more talented outside service providers for handling the non-core activities. Moreover, the company need not invest in land, building and equipments to carry the non-core processes, thereby sparing funds that can be used elsewhere.

Significant cost savings also led to the growth of outsourcing. BPO saves precious management time and resources. In times of recession, cost savings is a key driver and outsourcing becomes imperative. During growth, organisations need to focus their resources on growth and core competencies, and therefore need to outsource the non-core activities. By collaborating with a outside service provider, companies can have access to latest technology, infrastructure and best practices. As service providers specialise in the task, they give better quality than if the functions were performed in-house.

Outsourcing also helps to provide uninterrupted services to the organisation when any particular location is disabled for some reason. Thus, BPO strengthen the business continuity of an organisation in a big way. BPO helps in utilising state-of-the-art technologies and expertise of service providers, which helps a company to begin operations in weeks rather than months. It also allows client firms to scale quickly in response to the increased demand or new services and products.

Thus, BPO gives tremendous help to the companies to concentrate more on the core areas of their business thereby reducing the cost involved. Once outsourcing of certain processes take place it becomes easier for the company to evaluate the efficiency and effectiveness of services that are being delivered from outside and inside. BPO thus, enhances the efficiency, productivity, quality and the shareholders value.

**EVOLUTION OF BPO IN INDIA**

Over the last two decades, outsourcing of business processes has gained popularity as firms all over the world have been enjoying much success by adopting this strategy. BPO started in India in early 1990's with Swiss air and American Express. Large global corporates such as General Electric, HSBC, Standard Chartered, Citi group, British Airways, Dell Computers, Hewlett Packard have started their own captive centers in India for their back office processing requirements. The primary reason was the significant cost savings achieved through the relocation of processes to India.

Given the high growth potential of the BPO industry, a number of Indian entrepreneurs also started setting up their BPO operations. In 2000, a number of players such as EXL, Spectramind and Daksh entered the BPO market. These players act as third party providers of services to global and domestic clients. They have primarily been funded by venture capitalists and over the years have increased their presence across processes.

In 2002, the Indian BPO industry witnessed its first phase of consolidation with Customer Asset being acquired by ICICI OneSource and Spectramind was bought by software major Wipro. By then, BPO had become mainstream like the IT Industry in India. By 2002 all major Indian software organisations have entered the BPO space. Most of them have entered the industry by setting up joint ventures, in-house divisions and subsidiaries namely, Infosys (Progeon), Inforlinx, HCL, Satyam (Nipuna), TCS and Patni. However, since the entire dynamics of the BPO business is different vis-à-vis the software services industry, some companies took the inorganic route. In 2003, Daksh was bought out by IBM and later in 2006 Mphasis was acquired by EDS.

Unlike the IT services industry, the BPO sector has also witnessed the entry of global BPO majors such as Convergys and Sitel Corporation. These companies were either focused BPO providers or have been spin off of large global corporates. Some of these providers have adopted the joint venture route to set up their presence in India like Sitel Corporation entered into a joint venture with the Tata Group. However, other global BPO providers such as Convergys had set up 100 percent subsidiary in India.

As of today, BPO in India is growing significantly. This is mainly due to the continuing global economic downturn. High quality and success with Fortune 500 clients in the past is also fueling the BPO segment in India.

**CONTRIBUTION OF BPO TO NATIONAL ECONOMY**

The Indian BPO industry has become the country's premier growth engine crossing significant milestones in terms of growth of revenue, employment generation and value creation in addition to becoming the global brand ambassador for India.

As per NASSCOM Strategic Review 2013, FY 2013 has been a year of transition and transformation for the Indian IT-BPO industry. The industry is estimated to reach aggregate revenues of USD 108 billion in FY 2013 with the IT-software and service sector (excluding hardware) accounting for USD 95 billion of revenues. The direct employment is expected to reach nearly 3 million, an addition of 1,88,300 employees, while indirect job creation is estimated at 9.5 million. As a proportion of national GDP, the sector revenues have grown from 1.2 percent in FY 1998 to nearly 8 percent in FY 2013. Its share of total Indian exports increased from less than 4 percent in FY 1998 to about 23-25 percent in FY 2013.

In addition to this the export revenue (excluding hardware) during FY 2013 is likely to reach USD 75.8 billion, accounted for by about a 2.3 million workforce. This represents a growth of 10.2 percent over FY 2012. These exports also account for over 80.0 percent share in aggregate IT-BPO revenue. The BPO segment that has been reinventing itself in the past few years is expected to grow by 12.2 percent to reach USD 17.8 billion in FY 2013. The year was characterised by healthy growth in Europe (including UK). US, the biggest market for IT-BPO exports also continued its growth momentum albeit at a slower pace. As the European market is becoming more amenable to offshoring, growth in this region is expected to firm up further.

Moreover, as far as domestic market is concerned the domestic IT-BPO revenue (excluding hardware) is expected to grow at almost 14.1 percent to reach Rs1047 billion in FY 2013. The domestic BPO segment is expected to grow by 12.7 percent in FY 2013, to reach Rs167 billion.

The Indian BPO sector with its two decade-long experience, mature service capabilities, global footprint, presence in almost all verticals and an abundant talent pool has ventured moves into new and emerging services. It is believed that BPO services will be instrumental in the economic and social rise of India in the coming decade. As a result the domestic BPO market is expected to grow in parallel with growth of the Indian economy.

Despite the turbulent economic conditions, BPO industry is expected to regain its growth momentum as the year progresses. There are a set of opportunities such as untapped markets and customer segments which can boost the industry revenue to USD 225 billion by 2020. However, these opportunities will also bring along certain risks in terms of increased protectionism, regulatory control and increased competition from emerging countries. In order to realise the emerging opportunity, all stakeholders will have to address various challenges in an organised way to drive transformation, innovation and inclusivity in business and India.

## INDIA'S VALUE PROPOSITION

India has reached an apex position of information technology and web based services within a short period of time. Globalisation and initiation of various reforms have resulted in the development of basic infrastructure. It enjoys competitive advantage in the software business by virtue of which it has emerged as one of the front-runners in the BPO market. India is taking the lead in this environment on account of numerous factors.

### (A) PEOPLE FACTORS

- (a) *Lower salary levels* – Salary levels in India are lower than most salary levels in other countries that are providing outsourcing services. Since cost cutting is one of the primary reasons for outsourcing, the cost advantage offered by India makes it the most favored destination. However, of late, there have been concerns that rising pay packages of BPO professionals may harm the industry's competitiveness but that should not be a major problem because the overall operating costs are still way below the normal levels of developed countries such as the US and the UK. India continues to be the most cost-competitive provider of IT-BPO services. Cost efficiencies are further maintained through various internal control process and productivity improvement initiatives including stable entry level salaries, widening the pyramid and faster career growth.
- (b) *Abundant skilled manpower* – India's abundant skilled manpower is drawing the corporates to outsource their operations to India. India has a wide network of colleges, universities and private institutes that churn out industry ready professionals every year. India churned out an estimated 4.7 million graduates and post graduates in FY 2013, retaining its position as the largest source of employable talent in the world. Easy availability of the requisite skills and talents make it easier for BPO companies to undertake new projects and successfully deliver the objectives as demanded by the clients. Moreover, sourcing managerial talent and skill sets is not a problem for India because the country has some of the best management schools. This is enabling the industry to provide both end-to-end and high-end value-added services across sectors.
- (c) *English-speaking skills* – Furthermore, India has the second largest English-speaking population in the world after US. Being a British colony for around two hundred years may have its drawbacks back then, but presently it is proving to be a blessing in disguise. The educated people in India easily find jobs in the outsourcing industry because they are proficient in both spoken and written English. Moreover, a significant percentage of schools and colleges all across the country use English as the main language of instruction that aids English language proficiency amongst students. As compared to other competing countries such as Indonesia, Malaysia, China, Mexico, Brazil & others, India has the largest number of English speaking professionals.
- (d) *Work ethics* – It is believed that BPO service providers in the developed countries employ undergraduates which in turn affects the quality of service provided and the work ethics. However, the labor force in the BPO sector in India mostly comprises of graduates and professionals with renowned degrees, excellent talent and English speaking skills. This results in a significant improvement in the quality of services delivered from the country and a strong work ethics.
- (e) *Client culture fit* – Moreover, the client companies are familiar with the Indian organisational culture and vice-versa, which is also an important factor in choosing India as an outsourcing destination.

### (B) LOCATIONAL FACTORS

- (a) *Infrastructure* – The quality of India's infrastructure has been improving. The liberalisation of telecommunication sector has resulted in several competing players, which has led to a decrease in the cost of telecommunication services. The government has permitted private companies to set up international gateways and has also permitted internet telephony. Companies have been establishing their presence in satellite townships in which the land prices are lower and some state governments have relaxed certain stamp duties for ITES companies. The government is actively improving the transportation systems in India by building new highways, metro-trains and undertaking other infrastructure development projects. States have set up telecommunication / BPO parks thereby enabling companies to have access to telecom, bandwidth power and other infrastructure required for smoother operations. India's infrastructure development landscape is expected to transform to the next level in the coming years, driven by the government's massive thrust on over USD 1 trillion in investments on infrastructure development during the twelfth plan period (2013-17).
- (b) *Time zone attractiveness* – India has a 8-12 hour time difference with respect to the US and other developed markets. India's unique geographic position enables it to offer a 24x7 service and reduction in turnaround times by leveraging the time zone differences. India offers services around the clock. Its position make this possible since processing services are performed during the nights hours of developed countries. This time zone difference benefits not only these clients but also the Indians. It helps in better utilisation of their resources because Indian companies can utilize the same resources to serve other clients in India during the day.
- (c) *Liberalised economy* - As a result of the policies adopted by successive government of India, it is one of the dominant players in the BPO segment. The Indian government and several state governments have worked effectively from time to time to overcome, both bureaucratic and infrastructural bottlenecks which were hampering the growth of Indian BPO industry.
- (d) *Stable political environment* – One of the key advantages that India has is that it has been a stable and secular democracy. There have not been any major political, economic or social upheavals. Successive governments of India have ensured stable economic growth. With political or economic stability, major service providers in India have managed to further de-risk their delivery approach by expanding their global delivery network in addition to robust disaster recovery model.
- (e) *Incentives by government* – The Government of India has recognised the potential of BPO industry and has taken positive steps by providing numerous incentives not only for IT and BPO companies but also for other industries that are interrelated. Presently there is a ten year tax holiday for any company engaged in the development, operation or maintenance of an infrastructure facility. Low cost infrastructure development services indirectly aid BPO companies, most of which require plenty of office space as well as equipment for rendering their services. Moreover, a ten year tax holiday is applicable for power generation and distribution companies as well. Affordable power costs naturally benefit BPO companies. Also, a ten year tax holiday is applicable for any company engaged in the development, operation and maintenance of Special Economic Zones (SEZs). A five year tax holiday is also available for any company that creates industrial units in backward states and districts.

Thus, India is in a position to offer cost effective solutions with world class quality and high reliability. This is because of the fact that it has skilled manpower in abundance, telecom and physical infrastructure of international standards and unique capabilities of Indian companies for setting, measuring and monitoring quality targets. The country's unmatched value proposition based on its scale and maturity have given India an edge in the global BPO market place.



**CHALLENGES FACED BY THE INDIAN BPO INDUSTRY**

It is clear from earlier discussion that the high growth in the BPO sector has been led by the increased preference among global companies to outsource their processes to India. Despite the boom and support that Indian BPO industry has enjoyed, there are certain threats to the future success of operations in India.

One major threat to growth has emerged in the form of increasing competition from other low-cost outsourcing destinations. Countries such as Malaysia, Brazil, Egypt, Philippines, Mexico and Indonesia pose a serious challenge to India's low-cost competitive advantage, with China emerging as the major threat. Another serious factor that will contribute to Indian BPO firms' competitive disadvantage vis-à-vis its global peers is the withdrawal of tax exemptions by the Indian government. Withdrawal of these exemptions thus will not only prove to be a substantial cost to the outsourcing industry and render it uncompetitive with regard to global competitors, but it will threaten the very survival of smaller players and edge them out of existence.

The BPO industry also faces a lot of resistance from country like US because outsourcing appears to have an impact on local employment. Intense lobbying and public pressure has forced many state governments in US to introduce legislation that bans private contractors as well as state contractors from outsourcing jobs to India. The issue of data security has become extremely important to the Indian BPO industry since BPO work involves the transfer of data related to various processes from global clients to Indian locations. As data security is a complex and serious concern, it must be addressed at all three levels: process, people and technology. Though the Indian government has taken various initiatives from time to time to ensure data protection and security, still more has to be done in this area for sustained long-term growth.

Moreover, BPO firms face an internal problem of very high attrition rates that is more immediate and critical. Due to the monotonous nature of the work involved, the attrition rates in the BPO industry is quite high. In India, despite of the lucrative pay packages, attrition levels have reached alarming proportions. Even mutual non-poaching agreements between companies have not been able to reduce this trend. Furthermore, the global economic conditions are still unclear. Reduced spending by US businesses and lingering uncertainties in European markets are impacting the Indian BPO industry significantly.

**CONCLUSION**

Despite of these challenges and threats, India retains its position as the world's leading global sourcing destination for IT-BPO services with a share of 52 percent in 2012. However, the Indian BPO industry should consolidate its position by strengthening its domain knowledge and becoming more specialised in terms of the services offered. It should aim to go up the value chain and not restrict itself to low-skilled jobs. It has to continuously strive to maintain its position of competitive advantage over other countries in the race, in terms of low costs, talented people and conducive environment. It should also realise that unhealthy practices within the Indian industry can affect its competitiveness in the global BPO arena and therefore curb such practices.

Moreover, in order to achieve the next level of growth, it is imperative for industry stakeholders to work together that will enable India to retain and enhance its status as the world's most favoured outsourcing destination. Efforts must be made to improve the industry ecosystem in terms of establishing world-class infrastructure, enhancing India's corporate governance and risk / security network, thus, enhancing confidence in India as a business destination. The government should make it a top-most priority to significantly improve the quality of education. A very strong and robust funding system to finance various start-ups must be there. Hence, India should be on its guard to maintain its position intact.

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**DECODING THE 'STARBUCKS' FRENZY: A COMPARATIVE STUDY WITH CAFÉ COFFEE DAY**

**KHUSHBOO GUPTA**  
**ASST. PROFESSOR**  
**SHAHEED BHAGAT SINGH (EVENING) COLLEGE**  
**UNIVERSITY OF DELHI**  
**NEW DELHI**

**ABSTRACT**

*Following paper reflects on growth trajectories of two major café chains, Starbucks and Café Coffee Day in India, with a focus on how Starbucks is localizing in India. Starbucks, an international brand based in US, recently entered the Indian market, whereas Café Coffee Day has been operating since 1996. While Starbucks' success is unmatched globally (especially in the US), Café Coffee Day's success in India is unmatched till date. What are the factors that help the companies survive and grow in India and click with the customers, are analyzed here, along with their comparison.*

**KEYWORDS**

coffee chain, coffee industry, customer relationship, social responsibility.

**JEL CLASSIFICATION**

M00, M3

**INTRODUCTION**

Starbucks was established in 1971 with a single store in Seattle. In around 45 years, it has grown exponentially with more than 21000 outlets in more than 50 countries. The products offered include coffee, tea, merchandise, fresh food and related consumer products (Starbucks company profile). The company entered the Indian markets in October 2012 through a joint venture, with Tata Global Beverages, called Tata Starbucks Limited, and opened stores under the brand name "Starbucks- A Tata alliance". The hype around the brand in India started even before the opening of the first store. And the company has been able to maintain that interest of the customers in the brand.

On the other hand, Café Coffee Day (CCD) opened its first outlet in 1996 in Bangalore. CCD is a part of Coffee Day Global Limited, which is India's largest coffee conglomerate. The company has expanded to even foreign locations of Vienna, Austria and Czech Republic. In India, it operates through various formats of outlets (like restaurants and grab and go) and has over 2000 outlets across various cities. Subsequently, it has become the "largest organized retail café chain in the country". The company can be credited for starting the coffee culture in the country with the help of 'cafes', erstwhile an unexplored phenomenon (Café Coffee Day).

**STARBUCKS' OPERATIONS IN INDIA**

To cater to the needs of the majorly-tea-drinking nation, Starbucks had to localize. This started with the penning of the deal itself. To maintain the highest quality standards, the company owns and manages the coffee roasting facilities itself across the globe, however, in India, as the company partnered with Tata Global Beverages, it agreed to using Tata coffee's roasting facility for this market. They believed that the quality standards here match theirs. This was the beginning of the many changes that the company made especially for the Indian market. Coffee drinking, worldwide, is mainly based on 'grab and go' phenomenon, wherein people get the coffee on their way. However, here in India, coffee is sold through sit in bars where customers spend hours. Young Indians find it convenient and refreshing to hang out at the coffee bars especially with their friends. A good number of young people along with the rising income levels of the middle class have paved the way for expansion of the coffee industry. Lured by such huge potential, many international players Lavazza Spa, Gloria Jean's and Costa coffee had already entered the Indian market. Starbucks is also trying to make its mark in this market.

Starbucks' focus everywhere has been on creating a 'third place' for its customers, after their home and office. In this bid, the company tries to maintain a cozy ambience of its outlets. The baristas (called as partners by the company) are trained to personalize the service they provide and hence to enhance the 'complete experience' of the customers. The stores provide free wifi facility. The customers are called by their first names to "create conversations". Every customer is provided with customized coffee suiting their tastes and coffee seminars are held to improve the awareness about coffee. In short every effort is put in to create a relationship with every customer so as to provide them with a very comfortable environment. The company has gone a step ahead in India, in this respect. It has focused greatly on the ambience of the stores here and many of them can be even considered their best in comparison to stores in other countries (Bailay, 2014). The stores have been 'Indianized' with the use of solid Indian teak tables, hand carved wooden screens, ropework designs and vintage trunks. In fact the menu has also been altered to suit the tastes of the local customers. The items vary from store to store also, depending on their locations. The coffee options are the same as anywhere else in the world along with the quality of coffee (though sourcing is localized); however, more variants to beverages are added like those of teas. At the same time, the company maintains its pricing strategy of 'premium pricing' and does not change it to suit the requirements of the majority (Mitra, 2014). So, while the rivals in the industry might be working hard to get the larger share of the market, Starbucks' focus is to establish itself as a premium coffee brand, with high focus on quality. In this bid, the company has been investing a lot in the country. On an average one store of the company is opened every two weeks in India and every store is making revenues three times higher than the competitors in the region (Vijayaraghavan, 2015). The company has been able to achieve this recognition among the Indians despite the fact that the products of the company are very less advertised. The products speak for themselves. The customers are so loyal that they spread the word. However, the company does use the social media to maintain the relationship with the customers.

Another distinguishing factor about Starbucks, that makes it all the more talked about, is social responsibility that the company understands very well. It is committed to bring a change in the communities around the world. In India, the company has joined hands with Tata, in their initiative for providing special education and rehabilitation facilities, through a school named "Swastha". To help improve the lives of tea growing communities, the company has been associated with another project named CHAI (Community, Health and Advancement Initiative). This initiative helps people with employment by teaching them the required skills and even helps them to get access to basic amenities like water and sanitation. Wherever the company sets up business, it inspires the employees as well as the customers to engage with the communities and support them. Another thing that Starbucks is known for, is ethical sourcing of coffee and fair trade practices. Not only the company has developed the ethical sourcing guidelines to be followed by every store, it actively supports the farmers by investing in their communities. The company cultivates diversity within the organization to help every person grow. Starbucks has also taken multiple steps to preserve the environment. Some of the initiatives in this area are: making green stores and using energy efficient designs and technology, continually improving the ways of working so as to minimize the use of water and making environment friendly cups. The company also runs a business ethics and compliance programme that provides ethics training and creates awareness to ensure that their 'partners' take the ethical decisions in every situation (Being a responsible company).

## CAFÉ COFFEE DAY'S OPERATIONS IN INDIA

CCD is the company credited for starting the coffee culture in the country. It has been practically the only coffee bar available in various parts of the country. This gives it the first mover advantage. The young, college going people have learnt the 'going out for coffee' concept from CCD only. Its affordable prices makes it even more attractive for youth. This gives the brand a special recognition and equity in the minds of the customer. No other competitor has been able to enjoy such brand image. As already noted, CCD is a part of Coffee Day Global Ltd. This conglomerate is indulged in producing, processing as well as selling coffee domestically and abroad. This gives CCD an advantage as it is able to control all its operations. This bean-to-cup strategy of CCD helps it run its operations much more efficiently than any other coffee chain. CCD uses mainly four different formats to serve its customers. There are more than 1500 CCD regular outlets. Then there is 'The Lounge', targeting more affluent and mature customers, which addresses meal needs as well. There are around 50 such outlets in the country. 'The Square' cafes serve single origin coffees in 5 outlets. There are more than 687 'EXPRESS Outlets' serving people on the go, in their fast paced lives. They are available in shopping malls, railway stations, airports, parks, etc. Through these different formats, the company charges differential prices to cater to a larger audience (Café Coffee Day).

As per the company website, they have established an education trust for empowering and educating the youth in the country. Also they have been UTZ certified, which is a certification for growing coffee responsibly (Café Coffee Day). As part of growing coffee responsibly, the following are some of the practices: sourcing coffee from sustainably managed coffee estates, converting the outer layer of coffee cherries into manure, setting of effluent treatment plant, rainwater harvesting, energy conservation and sustainable agriculture practices. The company also employs differently abled people, whom they call 'silent brew masters'. However the CSR activities of Café Coffee Day aren't much talked about (Vijayara, 2010).

## COMPARISON

Starbucks and Café Coffee Day are both big names in the industry. Though the timeline for both the companies differ, Starbucks being a recent entrant in the Indian market, yet both have a firm foothold in the industry. Both have loyal customer base. Whereas Starbucks' image is that of a premium brand catering to mainly high class customers, Café Coffee Day is seen as a more pocket friendly brand, which young college goers can afford. Though, all around the world, Starbucks' target customers are business class and high income group people; however, in India, the company targeted not just the business class but also the young people, who are actually the force behind the whole coffee culture in the country. With this view, the company's pricing strategy in India is different from anywhere else in the world. Prices are set here competitively keeping in mind the industry standards. Nonetheless, prices of the products are still higher as compared to Café Coffee Day (see Appendix, table 1 and 2). In fact, Café Coffee Day's The Lounge format, charges premium prices, but even those prices are lesser than those of Starbucks (see Appendix, table 1 and 3). So, even though Starbucks have kept the prices low in Indian market as compared to other markets, yet, those prices are still higher than Café Coffee Day's. Thus, Starbucks' strategy in India can be identified as not directly competing with CCD but instead the company identified a scope in premium segment and targeted that segment. Further, Café Coffee Day follows differential pricing through its different formats, which is not the case with Starbucks.

Ambience wise, Starbucks scores way above CCD. The efforts put in by Starbucks to create an attractive décor and to maintain a customer friendly environment have already been illustrated. In comparison to Starbucks, CCD has not focused that much on the ambience to keep the costs low.

Starbucks believe in word of mouth promotion. There is hardly any visible promotion done by the company, except maintaining a relationship with the customers through social media. And the loyal customers spread the word about the company and its high quality coffee. On the other hand, CCD does and extensive promotion of its products. One can find newspaper as well as television advertisements with tempting photos of the food items calling out to people. Also, CCD often provides great offers to the customers for discounts as part of its promotion strategy. As of now, here in India, such offers from Starbucks are unheard of.

In terms of socially responsible activities, both the company run many programs and initiatives for both the society as well as the environment. However, the difference is that

Starbucks has been able to capitalize on its initiatives, whereas Café Coffee Day has not. Corporate social responsibility has been proved to be beneficial for the companies. On the one hand, Starbucks very well publicize its activities, CCD has not been very vocal about them.

## CONCLUSION

Starbucks is definitely a brand to reckon with. Its 'premium' status makes it all the more intriguing. How it is able to survive in the Indian market famous for low disposable incomes and highly price sensitive customers, makes it a very good case study for businesses. Also, such level of commitment towards the society is unheard of, especially in the industry where Starbucks operates. Café Coffee Day also runs various programs for the benefit of the society and the environment. However, its initiatives are not very well put out for the investors and customers to know. Even though such practices impact customers positively, they are not at all publicized.

While CCD has the first mover advantage, Starbucks, with its global brand image, can easily become a benchmark for other players in the industry, for the whole experience that it provides to its customers. A coffee shop could be much more than just a coffee shop, is taught by Starbucks only. It will be interesting to find out whether the companies will be able to continue with their growth level and maintain their charm in the years to come. Also interesting will be to find out the market share of the two companies in the wake of indirect competition that each gives the other.

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**APPENDIX**

Prices of both companies are taken at a common location, so as to avoid locational bias in prices.

To facilitate comparison of prices, some common items in the following different menus are highlighted using same colours.

**TABLE 1: PRICES AT STARBUCKS**

	Solo	Doppio
Espresso	100	110
Espresso Macchiato	100	110
Espresso con Panna	100	110

	Short	Tall	Grande	Venti
Caffe Americano	110	130	150	170
Cappuccino	125	145	165	185
Caffe Latte	125	145	165	185
Vanilla Latte	160	180	200	220
Hazelnut Latte	160	180	200	220
Caramel Macchiato	140	160	180	200
Caffe Mocha	145	165	185	205
White chocolate mocha	150	170	190	210
Frappuccino (Coffee)		145	165	185
Frappuccino (caramel)		185	205	225
Frappuccino (espresso)		185	205	225
Frappuccino (mocha)		165	185	205
Frappuccino (white chocolate mocha)		170	190	210
Frappuccino (java chip)		170	190	210
Signature hot chocolate	115	135	155	180
Kids' hot chocolate	115			
Brewed coffee	105	115	125	135
Pour over cone brewed coffee	105	115	125	135
Cold coffee			185	
Vanilla cream		170	190	210
Green tea cream		170	190	210
Double chocolate chip Frappuccino		190	210	230
Full leaf brewed tea	105	125	145	165
Green tea latte	110	130	150	170
Chai tea latte	110	130	150	170
Iced shaken tea		130	150	170

Source: <https://www.zomato.com/ncr/starbucks-1-connaught-place-new-delhi/menu#tabtop>

**TABLE 2: PRICES AT CAFÉ COFFEE DAY**

	Regular	King
Espresso	69	
cappuccino	79	93
Hazelnut cappuccino	99	113
Vanilla cappuccino	99	113
Café latte	84	98
Hazelnut latte	104	118
Vanilla latte	104	118
macchiato	85	
Café americano	85	
Café mocha	99	
Café frappe	105	
Choco frappe	142	
Crunchy frappe	105	
Crunchy vanilla frappe	105	
Gourmet hot chocolate	101	
Cold choco latte	105	
Green tea	83	
Darjeeling tea	83	
Assam tea	79	
Masala chai	79	
Mango shake	121	
Green apple soda	99	
Cool blue	99	

Source: <https://www.zomato.com/ncr/cafe-coffee-day-1-connaught-place-new-delhi/menu#tabtop>

TABLE 3: PRICES AT 'THE LOUNGE' (CCD)

Pour over (brew)	89
French press (brew)	119
espresso	60
Double chocolate mocha	125
Lounge cappuccino	98
Lounge latte	92/102(larger size)
Lounge frappe	119
Assam tease	84
Darjeeling spell	86
Green tea	86
Hot choco latte	94
Cold choco latte	114
Nutty choco latte	125

Source: <https://www.zomato.com/ncr/cafe-coffee-day-the-lounge-connaught-place-new-delhi/menu#tabtop>



**A STUDY ON HEALTH, SAFETY AND WELFARE MEASURES IN SIMPSON & CO. LTD, CHENNAI**

**RAJANI KUMARI**  
**STUDENT**  
**SCHOOL OF MANAGEMENT**  
**SASTRA UNIVERSITY**  
**THIRUMALAISAMUDRAM**

**DR.R.ALAMELU**  
**ASST. PROFESSOR**  
**SCHOOL OF MANAGEMENT**  
**SASTRA UNIVERSITY**  
**THIRUMALAISAMUDRAM**

**ABSTRACT**

*This paper highlights the welfare measures taken in one of the top diesel engine manufacturing companies in India. The basic purpose of this study is to study the employee welfare scheme, healthcare facility and safety measure offered at SIMPSON & CO. LTD, CHENNAI. The employees of this company at Chennai branch were used as sample respondents. The Interview schedule was administered in person randomly to the respondents in Simpson Company, Chennai branch, and 110 responses were collected for the study. The Cronbach's Alpha value (0.821) represents the internal consistency and reliability of the interview schedule administered for the present study. Based on the study, the organization can improve the hygiene in and around the premises of the company and the company needs to give more awareness programs on employee safety.*

**KEYWORDS**

Health, Safety & Welfare Measures.

**I. INTRODUCTION**

Health, Safety and welfare are the important factor for any company. It promotes the efficiency of labor, morale of the employees and improves the loyalty towards company. The various welfare provided by the employer will have immediate impact on the physical and mental efficiency of employer. The concept of labor healthcare, safety and welfare measure are flexible and widely differ with respect to the region, time, industry country, social value and customs. It is also molded according to the age group, socio- culture background, economic status and education level of worker in industries. Because of this reason the concept cannot be very precisely defined.

Employee welfare is a comprehensive term including various services, different facilities and amenities provided to employees for their betterment. Services and various facilities are required to enable the persons employed to perform their work in a healthy & congenial surroundings. The term welfare suggests the state of well being and implies wholeness of the human being. It is a desirable state of existence involving the mental, emotional, physical and moral factor of a person. Adequate level of earnings, safe and human conditions of work and access to some minimum social security benefit are the major qualitative dimensions of employment which enhance quality of workers and productivity.

**II. LITERATURE REVIEW**

A wide variety of researches has been made in the field of labour legislation. Specifically the researchers (Nanda and Panda 2013) stated the Rourkela Steel Plant has adopted a better kind of welfare activities which create an effective working environment and thus better productivity. There are different kind of welfare schemes like medical allowance; death relief fund, housing and transportation facilities, Insurance, recreation club etc. are provided by the company to the employees to maintain the industrial relation better one. The premises and the departments are maintained healthy. Also, proper safety measures have been adopted in the organization. All matters relating to healthcare, safety and welfare of employees are properly implemented. (Logasakthi and Rajagopal 2013) revealed the employees should enjoy not only the satisfaction of their jobs, but also various facilities given by the firms. The Labors extend their maximum support for the improvement of the company. The personnel department takes care of the total human resources in the company. The management provides all the health, safety and welfare to the employees that will help to produce better performance in the work and working environment. Srinivas (2013) identified welfare facilities and employee satisfaction level about welfare facilities adopted at Bosch Limited, Bangalore. It is found that most of the, welfare facilities like medical, canteen, working environment, safety measures, etc., are provided by the company and most of the employees are satisfied with the welfare facilities adopted by the company towards the employee's welfare. (Mohan and Panwar 2013) show the retail stores in Udaipur are providing not only intramural facilities but also extramural welfare facilities. It is stretching its hands to provide amenities that may improve health and living standards of the employees. The effective and efficient policies and welfare facilities make the employee to perform the job better, which leads to the effectiveness of the (Webb, Angela 2014) has said that aircraft correctional employees are at risk for experiencing the decrease job satisfaction and increase burnout due to dangerous working environments and limited resources, protecting society and rehabilitating dangerous offenders would not be possible without properly trained and satisfied staff. (Satyanarayana and Reddi 2012) stated that the overall satisfaction level of employees about welfare measures in the organization cover is satisfactory. However, a few are not satisfied with welfare measures provided by the organization. Therefore, it is suggested that the existing welfare measures may be improved further. Such welfare measures enrich the employee standard of living and their satisfaction levels. (Markesberry, Phillip Wayne 2004) has found manufacturer can seek to make advances in safety, improve the welfare of its workers, and establish systems to ensure human rights within its supplier network, or invest in healthcare infrastructure in developing countries

**III. METHODOLOGY**

The researcher considers the sample size of 110 respondents of Employees who are working in 'Simpson Company, Chennai'. The present study is based on descriptive analysis. Primary data is used to study the objectives and for testing the hypotheses. A well assessed questionnaire was used to collect the primary data. The primary data used for the study were collected for a period of one month.

**IV. STATEMENT OF THE PROBLEM**

The purpose of this project is to identify the effect of employee safety, health and welfare measure at Simpson &co. Ltd in Chennai. The basic hypothesis is that the employees are not completely aware of the welfare and safety measure of the company. This study is to help the employee to know about the safety, health and welfare measure of the company. Inadequate provision of safety measure in factories may lead to increase in the number of accidents. Human failure due to carelessness, ignorance, inadequate skill and improper supervision can also contribute to accidents.

**V. OBJECTIVE OF THE RESEARCH****PRIMARY OBJECTIVE**

To study and analyze the employee's health, safety and welfare measure at Simpson & Co. Company, Ltd.

**SECONDARY OBJECTIVE**

- To know the existing health, safety & welfare measure in the company.
- To identify the drawbacks in the existing safety and welfare measure in the company.
- To analyze whether the company provides any training on safety measures provided by the company

**SAMPLING METHOD**

The employees of Simpson Company, Chennai was used as the sample respondents. The Interview schedule was administered in person randomly to the respondents in Simpson Company, Chennai branch, and 110 responses were collected for the study. The Cronbach's Alpha value (0.821) represents the internal consistency and reliability of the interview schedule administered in the present study.

**STATISTICAL TOOLS APPLIED FOR ANALYSIS**

The techniques used for analysis are percentage analysis, Chi-Square test and ANOVAs and Rank Correlation.

**VI. DATA ANALYSIS AND DISCUSSION****DEMOGRAPHIC VARIABLES**

The maximum numbers of employees working in the company are under the age group of below 25 years with 46% employees are in the age group of below 25 and the minimum numbers of employees working in the company are under the age group of 36-40 to 6.36%.

From the analysis, it is found out that the percentage of male employees with 86% is higher than the female employees with 24% in the company.

The analysis states that the employees have a total experience of 0-5 years with 45% in the company.

From the analysis, it is found that the employees who have completed Diploma are more than the other employees in the company.

51% of the employees are married and 49% are unmarried who is working in the Simpson & Co Ltd Company.

**OBJECTIVE 1****TABLE-1: ANOVA FOR FACTORS AND SAFETY MEASURE**

S.no	Factor	F value	Sig	Decision H0
1	Year of experience	2.212	0.081	Rejected
2	Age	1.585	0.071	Accepted

It can be inferred from the above Table 1 that the P value of year of experience (0.005) is less than  $\alpha$  value (0.005). So, H0 is rejected. Hence there is a significant difference between age and safety measure. For the p value of age factor (0.071) is more than  $\alpha$  value (0.05). So, H0 is accepted. Hence there is no significant difference between age factor experience and safety measure

**OBJECTIVE-2****TABLE -2: CORRELATION WITH GENDER**

S.No	Factors	r value	sig value	Result
1	Health Provision	0.001	0.995	Positive
2	Safety measure	0.024	0.801	Positive
3	Welfare measure	0.045	0.644	Positive

It can be inferred from the above Table 2 that the r value of health provision (0.01) is positive. So, there is existing relationship between health provision and gender. The statistical value of safety measure is 0.995. So, there is strong relationship existing between health provision and gender. The r value of health safety (0.024) is positive. So, there is strong relationship existing between safety measure and gender. The r value of welfare measure (0.024) is positive. So, there is strong relationship existing between welfare measure and gender. The statistical value of welfare measure is 0.644,

**OBJECTIVE-3****TABLE- 3: DEMOGRAPHIC VARIABLES AND OPINION ON HEALTH PROVISION-CHI-SQUARE TEST**

S.no	DEMOGRAPHIC VARIABLES	P value	RESULT
1	Gender	.626	ACCEPTED
2	Age	.000	REJECTED
3	Qualification	.235	ACCEPTED
4	Experience	.012	REJECTED
5	Marital Status	.135	ACCEPTED

Source: primary data (at 5% level of significance)

It can be inferred from the above Table 5.

- 1) (H0) is accepted. There is a no significant relation between gender and opinion on health provision.
- 2) (H0) is rejected. There is a significant relation between age and opinion on health provision factor.
- 3) (H0) is accepted. There is a no significant relation between qualification and opinion on health provision.
- 4) (H0) is rejected. There is a significant relation between experience and opinion on health provision. It indicates health provision which is provided by organization is made the employees to stay in the company for long period.
- 5) (H0) is accepted. There is a no significant relation between marital status and opinion on health provision

**VII. FINDINGS AND RECOMMENDATIONS****ANOVA ANALYSIS**

- 1) There is a significant difference between Year of experience and opinion on health provision. It indicates different experienced employee getting different level of health provision from the organization which there are satisfied to them.
- 2) There is a significant difference between age of the respondents and opinion on health provision. Compare to other age employees old age will expect more health provision from the management.

**CORRELATION ANALYSIS**

1. The r value of health provision (0.001) is positive. So, there is exist relationship between health provision and gender. The statistical value of safety measure is 0.995 which is more than  $\alpha$  value 0.05. So, there is no strong relationship between health provision and gender.
2. The r value of safety measure (0.024) is positive. So, there is relationship between safety measure and gender. Irrespective of the gender, employees are receiving same safety measure from the company.
3. The r value of welfare measure (0.024) is positive. So, there is exist relationship between welfare measure and gender. The statistical value of welfare measure is 0.644 which is more than  $\alpha$  value 0.05. So, there is no strong relationship between genders.

**CHI -SQUARE ANALYSIS**

- 1) P value (.626)  $\geq \alpha$  (0.05). So the null hypothesis (H<sub>0</sub>) is accepted. Therefore from the above table it is inferred that there is a no significant relation between gender and opinion on health provision.
- 2) P value (.000)  $\leq \alpha$  (0.05). So the null hypothesis (H<sub>0</sub>) is rejected. Therefore from the above table There is significant a no significant relation between age and opinion on health provision.
- 3) P value (.235)  $\geq \alpha$  (0.05). So the null hypothesis (H<sub>0</sub>) is accepted. Therefore from the above table it is inferred that there is a no significant relation between qualification and opinion on health provision.
- 4) P value (.012)  $\leq \alpha$  (0.05). So the null hypothesis (H<sub>0</sub>) is rejected. Therefore from the above table it is inferred that there is a significant relation between experience and opinion on health provision. It indicates health provision which is provided by organization is made the employees to stay in the company for long period.
- 5) P value (.135)  $\geq \alpha$  (0.05). So the null hypothesis (H<sub>0</sub>) is accepted. Therefore from the above table it is inferred that there is a no significant relation between marital status and opinion on health provision.

**RECOMMENDATIONS**

- ❖ The company can improve the hygiene in and around the premises of the company.
- ❖ The company needs to give more awareness programs on employee safety.
- ❖ The company should provide efficient training on the health, safety and welfare measures to the employees.
- ❖ Tools and machine using at work space needs to be updated concerning the present trend in technology.
- ❖ Management need to get feedback from their employees related to safety program, health program and welfare measure.

**VIII. CONCLUSION**

India is an industrial country. We have large scale industry and small scale industry over here. Labour, health, safety and welfare activities in are urgently needed because working condition is not satisfactory in Indian industries. The workers are poor and illiterate. They are generally blamed for being irresponsible and lazy. Labor safety and welfare activities are vital for enhancing their working condition and their living standards. In modern society, economic development of laborer plays a important role in production. By uplifting labor, the economic development of the country increases markedly which in turn increase the national productivity.

The Health & safety program has played a vital role in order to prevent the risk of work related incident. Health & Safety law require employers to look after the health, safety and welfare of their employees at work place.

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**IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION OF PUBLIC AND PRIVATE SECTOR BANKS****BHOOMI PATEL****LECTURER****SHRIMAD RAJCHANDRA INSTITUTE OF MANAGEMENT & COMPUTER APPLICATION****UKA TARSADIA UNIVERSITY****BARDOLI****ABSTRACT**

The paper examine the impact of service quality on customer satisfaction on public and private sector banks .Objective of study is to know effect of different dimension on customer satisfaction level and to know which dimension is more important for customer. For this research three public banks i.e. SBI, BOB, PNB and private banks i.e. HDFC, ICICI, AXIS's customers are selected. Data was collected by SERVQUAL questionnaire from 255 banking customers. The sampling technique used is simple convenient random sampling. Research design is descriptive research and has used statistical methods like analysis of mean score of five SERVQUAL dimensions Regression model is used to measure the impact of service quality on customer satisfaction on public and private sector banks. From research it is found that assurance, empathy, responsiveness and tangibility are the four important dimensions which affect the satisfaction levels for the six banks considered. In addition, tangibles seem to contribute to the satisfaction level in case of AXIS. Whereas responsiveness contributes to the satisfaction level in case of SBI .Assurance seems to contribute to the satisfaction level in case of BOB and HDFC and Empathy seems to contribute in ICICI and PNB.

**KEYWORDS**

SERVQUAL, Customer satisfaction, Private bank, Public bank, Banking services.

**JEL CLASSIFICATION**

M300

**1. INTRODUCTION**

Today's finicky banking customers will settle for nothing less. The customer has come to realize somewhat belatedly that he is the king. The customer's choice of one entity over another as his principal bank is determined by considerations of service quality rather than any other factor. He wants competitive loan rates but at the same time also wants his loan or credit card application processed in double quick time. He insists that he be promptly informed of changes in deposit rates and service charges and he bristles with 'customary rage' if his bank is slow to redress any grievance he may have. He cherishes the convenience of impersonal net banking but during his occasional visits to the branch he also wants the comfort of personalized human interactions and facilities that make his banking experience pleasurable. In short he wants financial house that will more than just clear his cheque and updates his passbook: he wants a bank that cares and provides great services.

So do banks meet these heightened expectations? Does the bank provide the services which satisfy the customer need? To find out answers to these questions, survey is undertaken of six banks selecting three banks from the following:

- ⇒ Private Bank
- ⇒ Public Bank

A lot of surveys have been done in the past by many agencies to understand the aspect of customer satisfaction and to find out the customer friendly banks. Our research adds the dimension of the satisfaction level.

**BANKING SERVICES**

Banking covers so many services that it is difficult to define it. However, these basic services have always been recognized as the hallmark of the genuine banker. These are...

- The receipt of the customer's deposits
- The collection of his cheques drawn on other banks
- The payment of the customer's cheques drawn on himself

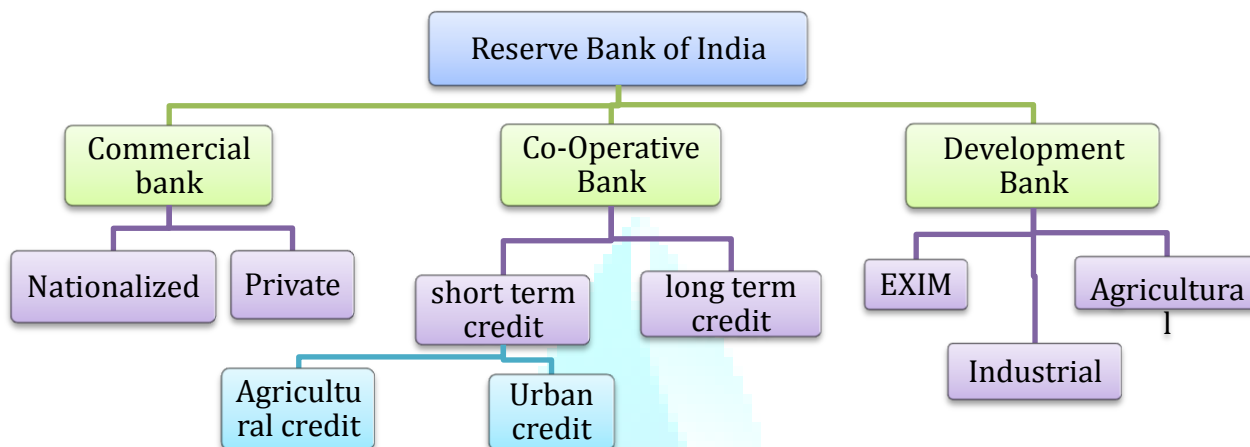
There are other various types of banking services like:

- Advances – Overdraft, Cash Credit, etc.
- Deposits – Saving Account, Current Account, etc.
- Financial Services – Bill discounting etc.
- Foreign Services – Providing foreign currency, travelers cheques, etc.
- Money Transmission – Funds transfer etc.
- Savings – Fixed deposits, etc.
- Services of place or time – ATM Services.
- Status – Debit Cards, Credit Cards, etc.

ORGANIZATIONAL STRUCTURE OF BANKS IN INDIA

In India banks are classified in various categories according to differ rent criteria. The following charts indicate the banking structure.

FIG. 1



2. REVIEW OF LITERATURE

Service quality (SERVQUAL) has been identified as a critical success factor for organization to build their competitive advantage and increase their competitiveness. Pioneering work by Parsuraman et al.(1985) led to a list of ten determinants (reliability: responsiveness: access: courtesy: communication: credibility: security: understanding the customer :and tangibles) of service quality as a result of their focus group studies with the services provider and customers which subsequently resulted in the development of SERVQUAL instrument with this 10 attributed distilled into 5 overall dimension of service quality. Service quality is a multi-dimensional concept (Jamal & Naser, 2000); it means different things to different people (Bennington cummane, 1998). Gronroos (1984) pioneered this concept and defined service quality as a set of perceived judgments resulting from an evaluation process where customers compare their expectations with the service they perceive to have received .He suggests that it may be split into two facets- technical quality (what is done ) and functional quality (how it is done ).These two facets may be further interpreted to suggested that the service must be effective (doing the right things)in satisfying the specific needs of the customer as well as executing the service efficiently (doing things right).

THE FIVE DIMENSION OF SERVQUAL ARE

Tangibles	which pertain to the physical facilities, equipment, Personnel and communication materials
Reliability	This refers to the ability to perform the promised services dependably and accurately
Responsiveness	This refers to the willingness of service providers to help Customers and provide prompt service;
Assurance	which relates to the knowledge and courtesy of employees and their ability to convey trust and confidence
Empathy	This refers to the provision of caring and individualized attention to customers

REFERRED THE FOLLOWING RESEARCH PAPERS

Title	Author
Re-examining traditional service quality in an e-banking era	David H. Wong, Nexhmi Rexha and Ian Phau Curtin University of Technology, Perth, Australia
An examination of the relationship between service quality dimensions, overall internet banking service quality and customer satisfaction	Michel Rod, Nicholas J. Ashill, Jinyi Shao and Janet Carruthers
Demographic discriminators of service quality in the banking industry	Marla Royne Stafford
Developing an Instrument to Measure Customer Service Quality in Branch Banking	Necmi Kemal Avkiran
Identifying the critical determinants of service quality in retail banking: importance and effect	Robert Johnston Reader in Operations Management,
Measuring the service quality of internet banking: scale development and validation	Chien-Ta Bruce Ho and Wen-Chuan Lin Chung Hsing University, Taichung, Taiwan
Service quality perspectives and satisfaction in private banking	Walfried M. Lassar, Chris Manolis & Robert D. Winsor
Service quality in the banking industry: an assessment in a developing economy	Madhukar G. Angur, Rajan Natarajan & John S. Jahera Jr
Service quality in retail banking: the experience of two British clearing banks	Karin Newman & Alan Cowling
Service quality in the banking sector in an emerging economy: a consumer survey	Ugur Yavas, Zeynep Bilgin & Donald J. Shemwell
Impact of service quality on customer loyalty, commitment and trust in Indian banking sector.	Sandip Ghosh Hazra and kailash B L srivastava

From the above mentioned research paper I have studied that service quality is a competitive weapon in the banking industry. Attention to service quality may counteract decreasing market share. Service quality may be more important to women than to men. Bank marketers must be sensitive to different demographic segments. Older people have a problem with technological solutions to customer service issues.

3. STATEMENT OF THE PROBLEM

From literature study it is observed that Public sector’s customers are not satisfied with various SERVQUAL dimentions.so here problem is to reduce service gap between private bank & public bank.

4. OBJECTIVES

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To know impact of service quality on customer satisfaction level of private and public bank.

SECONDARY OBJECTIVE

- To know effect of different dimension on customer satisfaction level.
- To know which dimension is more important for customer.

3. To promote the idea of placing a quality in banking service that banks give to customers.

**5. HYPOTHESES**

Ho: There is no impact of service quality on customer satisfaction level of private & public bank.

H<sub>1</sub>: There is impact of service quality on customer satisfaction level of private & public bank.

**6. RESEARCH METHODOLOGY**

**SCOPE OF THE STUDY**

- ✓ Scope of the study is to study various services and products offered by the bank
- ✓ An effort is also made to suggest the bank to improve on the various SERVQUAL dimension.
- ✓ The study was done taking in to consideration the following six banks:

- 1) HDFC
- 2) AXIS
- 3) ICICI
- 4) State Bank India
- 5) Bank of Baroda
- 6) Punjab National Bank.

**RESEARCH DESIGN**

Descriptive Research

**DATA SOURCES**

**PRIMARY DATA:** It will include Qualitative method which includes interview and personal questionnaire method.

**SECONDARY DATA:** It will include magazines, internet, research paper and reference books.

**SAMPLING UNIT** is based on Likert Grade scale from 1 to 7 for each question, multiple option questions and Scaling techniques.

**SAMPLING TECHNIQUE:** convenience sampling.

Filling up questionnaires with 22 questions by taking in to consideration customers of the private and public banks.

**SAMPLE SIZE:** 255 customers from the six banks.

**DATA COLLECTION METHOD**

**SECONDARY DATA**

In order to have a proper understanding of the sector of Banking a depth study was done from the various sources such as Books like Marketing research by Naresh Malhotra and Service marketing by Valarie A Zeithaml, Magazines like Business Today. A lot of data is also collected from the official websites of the banks and the articles from various search engines like Google, yahoo search and answers.com.

**PRIMARY DATA**

The primary data was collected by means of a survey. Questionnaires were prepared and customers of the banks at various branches were approached to fill up the questionnaires. The questionnaire contains 22 questions which reflect on the type and quality of services provided by the banks to the customers. The response of the customer is recorded on a grade scale of 1 to 7 for each question. The filled up information was later analyzed to obtain the required interpretation and the findings.

**8.RESULTS & DISCUSSION**

⇒ *Analysis of demographic profile*

Demographic profile		Banks					
Demographic Variables	Character	HDFC	AXIS	ICICI	SBI	BOB	PNB
No of Respondent		62	59	37	118	63	36
Occupation	Business	20	14	14	26	20	11
	Salaried	27	35	17	46	16	11
	Student	12	8	4	42	26	12
Annual Income	Housewife	3	2	2	4	2	2
	< 2 lakhs	14	10	4	39	17	5
	2 -5 lakhs	25	32	16	28	19	11
	5-8 lakhs	7	4	5	3	9	9
	>8 lakhs	4	2	3	3	1	2

From the above table it is concluded that among the total number of respondents nearly 58% of the respondents have their account in public bank and 42% have their account in private banks.

In public sector bank, SBI has more number of customers as compared to the other banks. SBI is considered to be the most trustworthy bank as it has backing from the government and it is in the market since 1951. In the private sector banks HDFC has the highest number of customers. The reason may be that it is the first bank in private sector after liberalization.

From the above analysis it is concluded that in public banks, most of the business class respondent have their account in SBI than in BOB and PNB. The Salaried, Student and housewife respondent have the same preference as the business class respondent. In private bank, business class, student and housewife have the preference towards HDFC than in AXIS and ICICI. Among the salaried respondent, the maximum number of response is to the AXIS bank than in HDFC and ICICI.

From the above graph it is found that, respondents whose income is less than 2lakhs preferred SBI than any other bank. The respondents whose income is between 2-5lakhs preferred AXIS, income between 5-8lakhs preferred BOB and more than 8lakhs preferred HDFC.

⇒ *Classification of mean score of five dimensions*

No.	SERVQUAL Dimension	HDFC	AXIS	ICICI	SBI	BOB	PNB
1	Tangibility	5.7	5.67	5.38	5.26	5.26	5.01
2	Reliability	5.53	5.54	5.46	5.11	5.15	4.95
3	Responsiveness	5.68	5.78	5.75	5.43	5.58	5.21
4	Assurance	5.49	5.3	5.37	4.98	5.12	4.86
5	Empathy	5.88	5.74	5.76	5.36	5.26	5.05

**Interpretation**

In HDFC bank respondents are more satisfied by empathy dimension, which includes caring individualized attention the bank provides to its customers. They are least satisfied with the assurance dimension.

In AXIS bank respondents are more satisfied with the responsiveness dimension which includes willingness to help customers and provide prompt service. They are least satisfied with the assurance level.

In ICICI bank respondents are more satisfied from the empathy dimension. They are least satisfied with the assurance dimension.

In SBI, BOB and PNB bank respondents are satisfied with the responsiveness dimension and least satisfied with the assurance dimension.

⇒ **Regression model**

To relate the satisfaction level of consumers with the levels of Servqual dimensions, multiple regression equations were developed for all the companies considered. The Standardized Regression equations for the six banks considered are:

HDFC: Satisfaction = 0.602 (Assurance) + 0.086 (Empathy) + (-2.92) (Reliability) + 0.138 (Tangibles) **R2 = 0.40**

AXIS: Satisfaction = 0.229 (Assurance) + (-0.112) (Reliability) + 0.088 (Empathy) + 0.009 (responsiveness) + 0.313(tangibility) **R2 = 0.350**

ICICI: Satisfaction = 0.336 (Empathy) + (-0.248) (Reliability) + 0.304 (Assurance) + 0.042(Responsiveness) + 0.263 (tangibility) **R2 = 0.536**

SBI: Satisfaction = 0.298 (Responsiveness) + 0.194(Assurance) + 0.259(Reliability) + 0.051 (Empathy) + (-1.48) (tangibility) **R2 = 0.414**

BOB: Satisfaction = 0.121(reliability) + 0.165 (responsiveness) + 0.291 (assurance) + 0.262 (tangibility) + (-0.011) empathy **R2 = 0.559**

PNB: Satisfaction = 0.376 (empathy) + 0.441 (reliability) + 0.069 (responsiveness) + (-0.058) (assurance) + (-0.541) (tangibility) **R2 = 0.318** Regression model

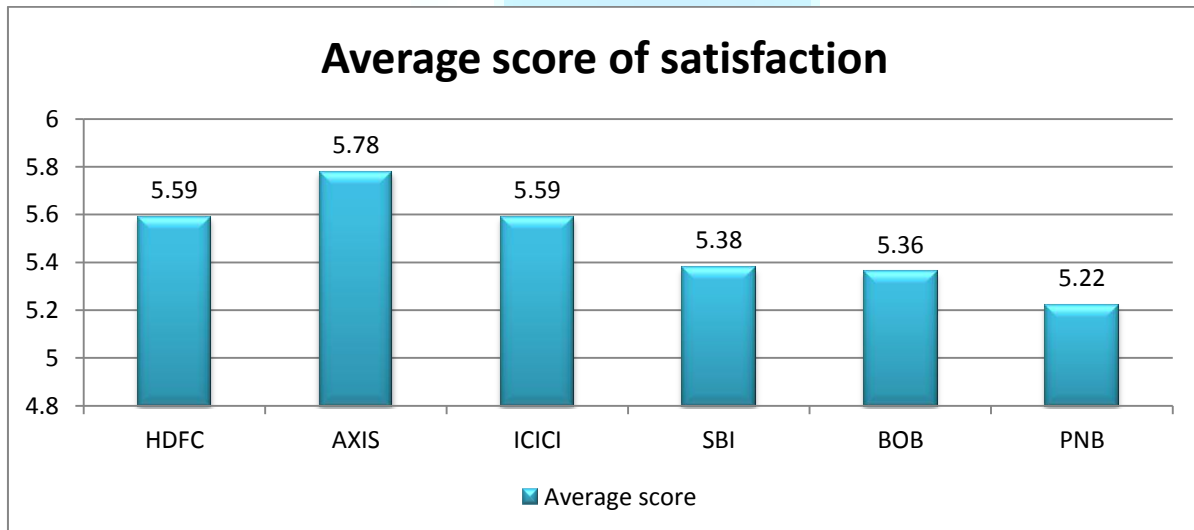
The above results indicate that a strong relationship exists between the satisfaction level and the service dimensions.

This indicates that the satisfaction level of customers with the insurance companies is affected by 3 or 4 of the SERVQUAL dimensions. Assurance, Empathy, and Responsiveness and Tangibility are the four important dimensions which affect the satisfaction levels for the six banks considered. In addition, Tangibles seems to contribute to the satisfaction level in case of AXIS whereas, Responsiveness contributes to the satisfaction level in case of SBI Assurance seems to contribute to the satisfaction level in case of BOB and HDFC and Empathy seems to contribute in ICICI and PNB.

The above regression equations give estimates of the average effect of one unit change in the service dimension on the levels of satisfaction for each bank e.g. the effect of one unit change in the level of Assurance is expected to increase the level of satisfaction by 0.602 in case of HDFC, by 0.229 in case of AXIS, by 0.304 in case of ICICI, by 0.194 in case of SBI and by 0.291 in case of BOB. Similarly the other coefficients in the regression equations can be interpreted. It appears that assurance has highest influence on satisfaction compared to other dimensions.

⇒ **Average of Satisfaction level of different banks**

No.	Bank name	No. of responses	Average score
1	HDFC	63	5.59
2	AXIS	58	5.78
3	ICICI	37	5.59
4	SBI	113	5.38
5	BOB	67	5.36
6	PNB	36	5.22



**Interpretation**

From the above graph it is concluded that, AXIS has the highest mean score, which indicates that the respondents are more satisfied with the overall service quality of AXIS bank. Respondents are equally satisfied with the service quality of HDFC and ICICI. SBI mean score is the highest which shows that the customers are more satisfied with the service quality of SBI among the public sector banks. The least satisfaction in the service quality is observed in PNB among all the banks.

**8. FINDINGS**

- ⇒ Respondents of HDFC bank are more satisfied with the dimensions like tangibility and empathy. That means customers are more satisfied with Layout, bank space and materials provided by bank. But customers are less satisfied with assurance dimension, that shows that bank should improve in staff selection process and employees should become more courteous towards customer.
- ⇒ For AXIS bank ,customer are more satisfied with the responsiveness dimension that means employees of AXIS bank are always ready to help customers and provide prompt services. HDFC and AXIS customers are less satisfied with assurance dimension.
- ⇒ For ICICI bank customers are more satisfied with empathy dimension. Employees give individualized attention to the customer. They are less satisfied with assurance dimension.
- ⇒ In all public bank SBI, BOB, PNB customers are less satisfied with responsiveness .That means there is delay in the transaction and the employees does not provide prompt service.
- ⇒ Most of the respondents for both private and public banks are less satisfied with working hours.
- ⇒ In both sectors of bank customers does not have problem with employee’s outlook.
- ⇒ From our study it is concluded that SBI customers are not satisfied with the tangibility dimension particularly for statement provided by bank.
- ⇒ For analyzing data and to find association between customers’ satisfaction and service quality dimension, regression analysis is done.
- ⇒ Assurance, Empathy, Responsiveness and Tangibility are the four important dimensions which affect the satisfaction levels for the six banks considered.

- ⇒ In addition, Tangibles seems to contribute to the satisfaction level in case of AXIS whereas. Responsiveness contributes to the satisfaction level in case of SBI Assurance seems to contribute to the satisfaction level in case of BOB and HDFC and Empathy seems to contribute in ICICI and PNB.
- ⇒ Regression equations give estimates of the average effect of one unit change in the service dimension on the levels of satisfaction for each bank
- ⇒ From analysis it is found that, the effect of one unit change in the level of Assurance is expected to increase the level of satisfaction by 0.602 in case of HDFC, by 0.229 in case of AXIS, by 0.304 in case of ICICI, by 0.194 in case of SBI and by 0.291 in case of BOB. Similarly the other coefficients in the regression equations can be interpreted. It appears that assurance has highest influence on satisfaction compared to other dimensions.
- ⇒ Likewise one unit change in level of responsiveness is expected to increase level of satisfaction by 0.108 in case of HDFC, 0.009 in case of AXIS, 0.042 in case of ICICI, by 0.298 in case of SBI, by 0.165 in case of responsiveness and by 0.069 in case of PNB.
- ⇒ And from regression analysis it is found that for HDFC assurance is more important dimension so it affects more on satisfaction.

## 9. RECOMMENDATIONS/SUGGESTIONS

- ⇒ Proper training about the various products of the banks should be provided and proper follow up should be taken to increase the knowledge of employee.
- ⇒ Transaction time can be reduced by increasing people or adding new branches.
- ⇒ Transparency at the time of account opening from the both the sides will make account opening process smooth.
- ⇒ Government banks should timely update about the account and also new services.
- ⇒ The functioning of the complaint department should be fast and to the customer's expectation.
- ⇒ Transparency in charges and transaction is lacking in credit card and debit card services.
- ⇒ Reduction in time period of loan processing and disbursing
- ⇒ Awareness and uses of phone and net banking should increase to decrease the rush at the bank

## 10. CONCLUSION

This study investigated satisfaction of bank customers and the differences in relative importance they attach to the various quality dimensions using the SERVQUAL model. SERVQUAL appears to be a reliable scale to measure banking service quality, and provide a useful diagnostic role to play in assessing and monitoring service quality in banks. Customer Satisfaction in banking services is significantly affected by Reliability, Empathy, Assurance and Responsiveness, while the effect of the dimension of Tangibility does not have any significant impact on customer satisfaction. The banks like PNB, BOB and SBI needs to still improve in their service quality dimensions. It could be said that the private sector banks are more concerned for the customers and provide better service quality than public sector banks. Among public sector banks customers are more satisfied with SBI and among private sector bank customer are more satisfied with AXIS bank service. AXIS has the highest mean score, which indicates that the respondents are more satisfied with the overall service quality of AXIS bank. Respondents are equally satisfied with the service quality of HDFC and ICICI. SBI mean score is the highest which shows that the customers are more satisfied with the service quality of SBI among the public sector banks. The least satisfaction in the service quality is observed in PNB among all the banks.

## 11. LIMITATION

- ⇒ The sample size was restricted with in the area Ahmedabad.
- ⇒ Further it was a convenience sampling.
- ⇒ There were time and cost limitations.
- ⇒ The six banks selected have been considered as representatives of the banking sector. Also the opinions have been generalized to the public.
- ⇒ This project has been done for academic purpose – and not done as a professional researcher for the company.

## 12. SCOPE FOR FURTHER RESEARCH

For future research, this study can be followed by taking more private & public banks. This study can be further researched by taking other state's respondents. Several issues associated with the limited time frame and cost in this study require further research considerations. Future research should concentrate on a larger sample size and all types of retail banks in India. Moreover, e-business is a major trend in the world. Banks have to utilize Internet technologies to improve productivity or profitability. To be more successful, banks should prepare for changes in technological advances. Therefore, e-business or technology should be incorporated as a factor to measure service quality in future research.

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**APPENDIX**

⇒ *Analysis of Regression model*

**HDFC**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.947		2.029	.048
	average of reliability	-.292	.192	-.258	-1.522	.134
	average of responsiveness	.108	.168	.104	.641	.524
	average of assurance	.602	.252	.585	2.391	.020
	average of empathy	.086	.191	.094	.452	.653
	average of tangibility	.138	.181	.101	.763	.449
a. Dependent Variable: Average of satisfaction						

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 <sup>a</sup>	.400	.344	.965
a. Predictors: (Constant), average of tangibility, average of responsiveness, average of reliability, average of empathy, average of assurance				

**AXIS**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.789	.724		3.854	.000
	average of reliability	-.112	.141	-.114	-.799	.428
	average of responsiveness	.009	.136	.010	.063	.950
	average of assurance	.229	.161	.256	1.423	.161
	average of empathy	.088	.117	.119	.749	.457
	average of tangibility	.313	.143	.351	2.186	.033
a. Dependent Variable: Average of satisfaction						

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 <sup>a</sup>	.350	.287	.759
a. Predictors: (Constant), average of tangibility, average of reliability, average of empathy, average of responsiveness, average of assurance				

**ICICI**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.649	.823		2.004	.054
	average of reliability	-.248	.261	-.207	-.949	.350
	average of responsiveness	.042	.215	.044	.197	.845
	average of assurance	.304	.282	.317	1.076	.290
	average of empathy	.336	.273	.339	1.233	.227
	average of tangibility	.263	.245	.267	1.073	.292
a. Dependent Variable: Average of satisfaction						

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.536	.462	.855
a. Predictors: (Constant), average of tangibility, average of empathy, average of reliability, average of responsiveness, average of assurance				

**SBI**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.983	.462		4.295	.000
	average of reliability	.259	.112	.330	2.316	.022
	average of responsiveness	.298	.106	.288	2.821	.006
	average of assurance	.194	.110	.208	1.762	.081
	average of empathy	.051	.081	.067	.635	.526
	average of tangibility	-.148	.121	-.169	-1.230	.222
a. Dependent Variable: Average of satisfaction						

a. Dependent Variable: Average of satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643a	.414	.387	.919

a. Predictors: (Constant), average of tangibility, average of responsiveness, average of empathy, average of assurance, average of reliability.

**BOB**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.969	.560		1.731	.089
	average of reliability	.121	.130	.113	.930	.356
	average of responsiveness	.165	.131	.180	1.258	.213
	average of assurance	.291	.195	.307	1.491	.141
	average of empathy	-.011	.148	-.012	-.074	.941
	average of tangibility	.262	.175	.243	1.497	.140

a. Dependent Variable: Average of satisfaction

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.747a	.559	.521	.861

a. Predictors: (Constant), average of tangibility, average of reliability, average of responsiveness, average of empathy, average of assurance.

**PNB**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.025	.877		4.589	.000
	average of assurance	-.058	.191	-.072	-.306	.762
	average of empathy	.376	.197	.446	1.911	.066
	average of tangibility	-.541	.268	-.579	-2.021	.052
	average of reliability	.441	.211	.616	2.085	.046
	average of responsiveness	.063	.215	.068	.292	.772

a. Dependent Variable: Average of satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564a	.318	.204	.772

a. Predictors: (Constant), average of responsiveness, average of assurance, average of empathy, average of tangibility, average of reliability

**QUESTIONNAIRE**

**TO KNOW THE EFFECT OF SERVICE QUALITY ON THE CUSTOMER SATISFACTION LEVEL IN PRIVATE AND PUBLIC BANKS**

1. Tick the name of the bank in which you have/had your account?  
 HDFC                  AXIS                  ICICI                  SBI                  BOB                  PNB
2. Which type of account do you have?  
 Current a/c                  saving a/c                  Fixed deposits a/c                  Salary a/c
3. What kind of facilities do you avail from bank?  
 ATM                  Internet banking                  Mobile banking                  Locker                  Demat                  Loan
4. Are you satisfied with the following facilities?

	Highly dissatisfied				Highly satisfied		
	1	2	3	4	5	6	7
ATM							
Internet banking							
Mobile banking							
Locker							
Demat							
Loan							

Note: Following are the statements given to measure the satisfaction level of consumers and rate the services in terms of disagreement and agreement

**RELIABILITY DIMENSION**

1. When your bank promises to do something by certain time, it does so.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

2. When you have problem, your bank shows a sincere interest in solving it.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

3. Your bank provide services as per your requirement.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

4. Your bank provides records free of errors.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

5. Your bank keeps you informed about when the services will be performed.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

**RESPONSIVENESS DIMENSION**

1. Employees in bank inform when your service is done.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

2. Employees in bank are always willing to help you.

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							



3. Employees in banks serve without delay or hesitation.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

**ASSURANCE DIMENSIONS**

1. The employees in bank instills confidence in you

	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

2. You feel safe in your transaction with bank.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

3. Employees in bank are consistently courteous with you.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

4. The employees in the bank have the knowledge to answer your question.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

**EMPATHY DIMENSION**

1. The Employees/bank gives you individual attention.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

2. Employees offer advice and guidance to you.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

3. Employees of bank understand your specific needs.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

**TANGIBLES DIMENSION**

1. Banks have modern looking equipment.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

2. Layouts of bank are nicely done.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

3. The employees of bank appear neat

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

4. Materials associated with the service (such as pamphlets, or statements) of banks are visually appealing

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

5. The banks have convenient business hours.

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

**SATISFACTION LEVEL**

I am satisfied with the services provided by your bank/banks?

	Strongly disagree					Strongly agree	
	1	2	3	4	5	6	7
HDFC							
AXIS							
ICICI							
SBI							
BOB							
PNB							

PERSONAL INFORMATION

Name: \_\_\_\_\_

Age:  less than 20

20-40

40-60

60 and above

Gender:  Male

Female

Occupation:  Business

Salaried

Student

Housewife

Annual Income:  less than 200,000

200,000-500,000

500,000-800,000

800,000 and above

Education:  Less than S.S.C

S.S.C

H.S.C

Graduation

Post- graduation

Date: \_\_\_\_\_

THANK YOU FOR YOUR TIME AND SUPPORT



## EMPOWERING WOMEN AT PANCHAYAT LEVELS THROUGH RESERVATION & EDUCATION: A SPECIAL STUDY IN THE SAMASTIPUR DISTRICT OF BIHAR, INDIA

**DR. SWETA  
VISITING FACULTY**

**LALIT NARAYAN MISHRA INSTITUTE OF ECONOMIC DEVELOPMENT & SOCIAL CHANGE  
PATNA**

### ABSTRACT

*This study aims at the 'reservation' & 'education' of women particularly in the state of Bihar. The concern of this study is to explore women's participation in Panchayats. We will find out whether the 'education' or 'reservation policy' of Government is able to raise the status of the women who comes from the rural area. 'Reservation' & 'Education' are the two tools for women, which are needed to compensate for the social barriers that have prevented women from participating in politics and thus making their voices heard. The result of the present study shows that the reservation for women at panchayat levels can be an important impetus to women's empowerment in India, but it is not a guarantee for raising the standard of living or empowering women. The goal of women's empowerment will not be accomplished by reservations only. To expedite and speed up this process it is essential to implement some supplementary policies which encourage the self-confidence of women, build women's capabilities and remove operational obstacles. All these things will be achieved only if education will be the primary concern. On the basis of the present study we cannot claim that women are categorically empowered but, on the other hand, we cannot deny that they have gained a lot.*

### KEYWORDS

women empowerment, Samastipur.

### INTRODUCTION

A good society is one which is a gender equal society where gender equality is expressed and it is extremely vital to know the views of both the sexes. Reservation for women would promote policies and measures that are sensitized towards women and are cognizant from the potential dangers that women face in society. The challenges may be stiff and steep, but we must not give up the fight for dignity of our women. The question of women's rights is fundamental to the future of India. To bring about change, the government has two tools: Legislation and education. Legislation is a top-down approach. Education is perhaps a more organic approach to create conducive atmosphere for change. This is because by educating our children, we can hope to create a long lasting impact. Legislation can't change social ills like dowry -- it only drives them underground -- creating a new set of legislative challenges. Educate women -- it is common sense. As M K Gandhi said: 'It is fine if you educate a boy: you create a good man at best. But if you educate a woman, you educate a family and transform society'. When she can care for herself and her family, she will improve her community and change our world. It doesn't take much to help a woman discover her incredible potential Rather than reservation, give women a chance to be born, educated and treated like their male counter parts. I am sure they have equal capabilities as those of man and do not need reservation. Moreover if education can change the lives of women working at panchayat levels, it can also change their lives inside their home. And this is not an assertion. It is borne by facts and figures. Studies in African countries have shown that kids of mother who receives over five years of education have a 40 per cent more survival rate than kids of mothers with less than five years of education. That's because they have a better appreciation of issues concerning health, sanitation, and so many other things. "Kerala's women are more educated, and as a result, birth rate there is 1.7 per cent. Bihar, with a less than 50 per cent education level for women, has a birth rate of 4 per cent.

### IMPORTANCE OF THE STUDY

Women constitute almost half of the population in the world. But the hegemonic masculine ideology made them suffer a lot as they were denied equal opportunities in different parts of the world. The rise of feminist ideas has, however, led to the tremendous improvement of women's condition through out the world in recent times. Access to education has been one of the most pressing demands of these women's rights movements. Women education in India has also been a major preoccupation of both the government and civil society as educated women can play a very important role in the development of the country. It not only helps in the development of half of the human resources, but in improving the quality of life at home and outside. Educated women not only tend to promote education of their girl children, but also can provide better guidance to all their children. Moreover educated women can also help in the reduction of infant mortality rate and growth of the population. India presently account for the largest number no of illiterates in the world. Literacy rate in India have risen sharply from 18.3% in 1951 to 74.04% in 2011 in which enrolment of women in education have also risen sharply 7% to 65.46%.

### OBJECTIVES OF THE STUDY

1. To identify the constraints in the empowerment of the elected female members at Panchayat levels.
2. To examine the role of elected female Panchayat members in prioritizing their demands and guiding them for implementation of their own and the wider community.
3. To suggest measures to accelerate the process of empowerment and effectiveness of elected Panchayat members in Bihar.

### CASE STUDIES

I will discuss below some of the cases of women, working at Panchayat levels and also what are their opinions about 'Reservation' & 'Education'. Which one is more effective for them. All the women held certain positions in Panchayat and they all belong to the different Panchayats in the Samastipur district. Few are educated and some are illiterate. So we will discuss about them in brief:

#### CASE 1

First one is Sarita devi, working in 'Sivasinghpur' Panchayat in the district of 'samastipur' as a 'ward member'. got married at the tender age. She is educated. Her husband is engaged in his own business. They don't have any property neither any political background. She has 2 girl children. They both are not studying right now. She gets help from her husband in many cases. She is below poverty line and has been given a house under the Indira Awas Yojana. Her husband motivated her to contest in the panchayat elections. Her family members and friends helped her in the election. The problem of safe drinking water was there, There was no electricity, and roads were broken. nobody bothered about all those problems, not even the mukhiya of the Panchayat. Government official's attitude was also not helpful. The Mukhia was not very clear regarding the functioning of the committees and the power of the Ward members had been grabbed.

But the women having great will power instead of letting down, used her own skill and took initiative to get the work done. This happened only because she was well educated and well aware of the schemes, laws and facilities provided by the government to the panchayat. . Although some people opposed and created obstacles in her work but She got success and she says that although I am here due to reservation, but I got success only due to my educational ability. So she was very clear about the fact that every women must be educated.

**CASE-2**

Another case is of madhoo devi, a ward member of Kannauj panchayat of Samastipur district, she is illiterate, landless and daily wage earner. She learned to sign after she won the Panchayat election. She is below poverty line. She has 4 children. 3 daughter & 1 son. All are studying. Her husband and his friends inspired her to contest the elections. She was not confident of winning but she won due to the reservation. she was uneducated and not able to do the paper work.

She said that she had got 3 days training but did not able to grab all the things during training period due to her illiteracy. According to her, SC women representatives of Panchayat have to face many difficulties in their work. They also lack education and do not understand paper work. Thats why she send her husband to inquire about the government schemes and their implementation. she was well aware of the fact that the main problem of SC representatives was illiteracy and economic distress. But beyond her illiteracy, she took initiative to get the work done.

**CASE- 3**

Pavitri Devi, is the Mukhiya of Kalyanpur panchayat of Samastipur district, got married at the tender age. She is educated. Her husband is engaged in his own business. They don't have any political background. They own approx 3 katthas of land. She has 4 children.1 boy studying in 8<sup>th</sup> class & 3 girls are educated. She gets help from her husband & other male members of family in many cases. Her Panchayat has a population of approximately 10,000.

She believes that education, training and economic assistance to Ward members could change their living conditions. The government should organize training camps for them so that they can understand the functioning of Gram Panchayat and their rule and responsibilities. As a Mukhiya she has faced problems in some cases but got success through the help of people.. As she is literate she knows the value of education and also she had started educating the women of her panchayat. On her initiative women are getting the benefits of education under the **Akshar Anchal Yojana**. Pavitri Devi is also working hard for the abolition of child labor. Her plans for future include opening of Primary school and Primary Health Center (PHC).

Going through the cases, Its my own analysis that, without education, reservation is not of great use. Although reservation gave fresh opportunities to the women but they are not able to full their weight. Though women Panchayat representatives would get better social status in the society through participation in the administration of public. Household work load and lack of education for the Panchayati Raj system hamper their participation. Economic assistance, employment, training and education should be provided to them. Only then they can participate in this three tier Panchayati Raj System. Awareness generation is a must for them.

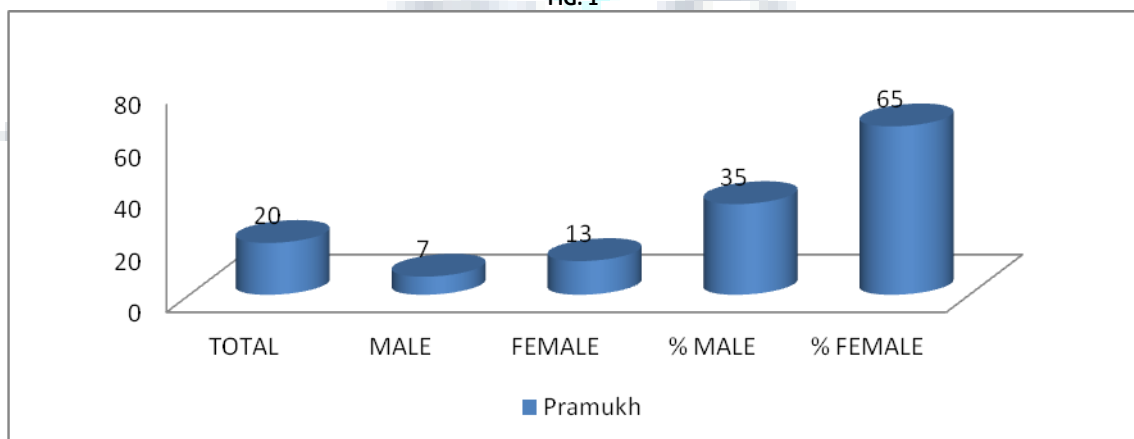
There is no doubt about the fact that development of women has always been the central focus of planning since Independence. However, a clear vision is needed to remove the obstacles to the path of women's emancipation both from the government and women themselves. Efforts should be directed towards all round development of each and every section of Indian women by giving them their due share. The Government policy has been to ensure equal access to education for women and girls. Special measures are taken by the government to eliminate discrimination, universalize education, eradicate illiteracy, create a gender-sensitive educational system, increase enrolment and retention rates of girls and improve the quality of education to facilitate life-long learning as well as development of occupational, vocational and technical skills of women in Bihar. Reducing the gender gap in secondary and higher education and gender sensitive curriculum is the focus area of government

**MAIN FINDINGS OF THE SURVEY**

- (i) Nearly all the SC representative and about 85% of the other women gram panchayat representatives are illiterate with very poor understanding and knowledge of the gram panchayat manuals, their rights and responsibilities, poverty alleviation and employment generating schemes which are currently operational in the rural areas . They are even unaware of the major sources of revenue of the gram panchayats.
- (ii) Almost all the SC women panchayat representatives and nearly 30% of those hailing from other backward classes (OBC), are dummy representatives in the sense that either they avoid participating in the meetings of the panchayat altogether or simply sit through the meetings without any active participation in the deliberations whatsoever.
- (iii) Only those women representatives who belong to the general category and a very small percentage from the backward classes actively participate in the meetings of the panchayat and are involved in the decision making process.
- (iv) Most of the women representative who were sympathetic and conscious towards the problems, plights and issues faced by the village women community were nonetheless pathetically indifferent towards raising the issues in the meetings of the gram panchayat.
- (v) Political participation of women in the local rural bodies has hardly made any noticeable dent in terms of raising their social and economic status, improving the literacy ratio, providing health, maternity and sanitation benefits to women, menace of dowry, rape, discrimination etc.
- (vi) Almost all of the women representative were of the view that lack of education, male dominance, degraded social status, family workload, immobility and ignorance of rules and regulations etc are serious impediments in their performance.
- (vii) Almost all the women representatives agreed that granting reservation and thus paving the way for political participation in the rural local bodies is a praiseworthy step towards women empowerment but about 80% held the view that education, employment and asset generation for women will prove to be a better and a more effective delivery vehicle for empowerment.

**DATA ANALYSIS**

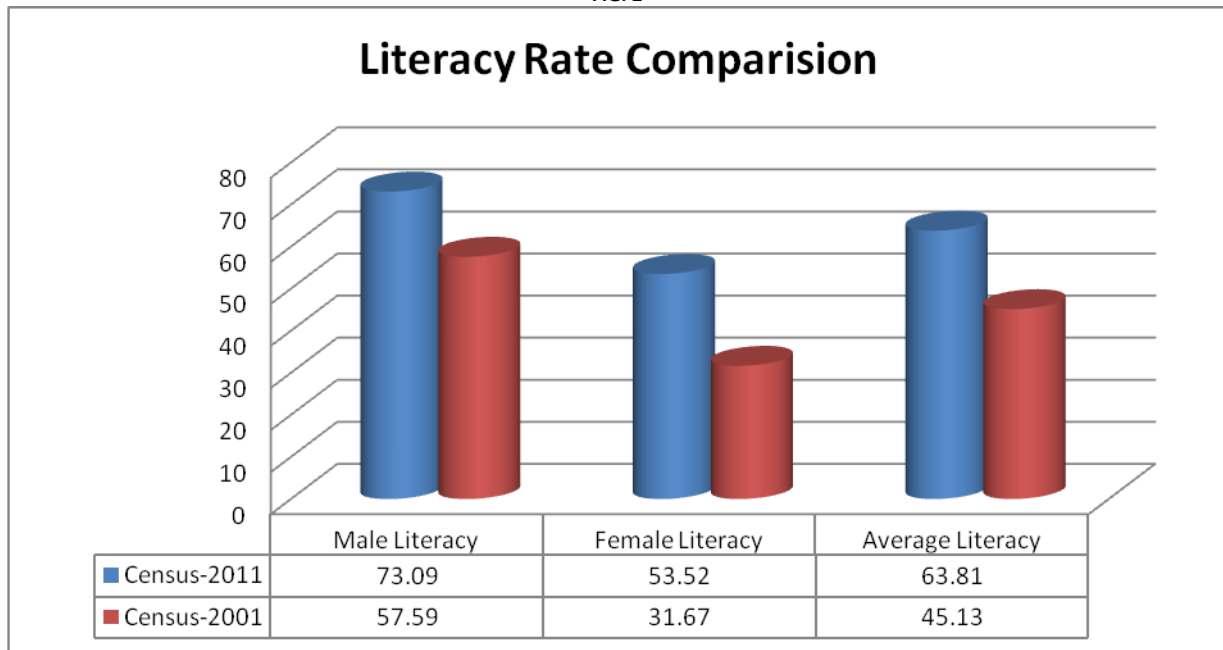
FIG. 1



SOURCE: ELECTION COMMISSION DATA

From above diagram it is clear that the number of female is more than that of male, means a great achievement in field of empowering women through panchayati raj institutions in the Samastipur district of Bihar. But its only in the case of reservation. Now have a look at the education level of female in comparison to male in Samastipur district.

FIG. 2



SOURCE: CENSUS DATA

However its very much motivating, when we compare the data of female literacy of 2011 to that of 2001. literacy rate of women have grown up to a remarkable extent. But when we compare the literacy rate of women to that of men, its very much embarrassing. Government must take some effective steps to make these literacy rate more better and if possible upto 100%. Then our target will be achieved.

**CONCLUSIONS**

Most of the women are illiterate, lack leadership quality, forced to observe *purdah* and their husbands or fathers-in-law represent them in panchayat meetings and take over functions expected of elected women members. The proxy representation in panchayats has become quite common. Owing to their illiteracy, lack of confidence and *purdah*, their husbands or male family members take over their functions. The low self-esteem and lack of confidence among women combined with their negative stereotypes as illiterate and incompetent tended to obstruct their participation in Panchayats. The studies revealed that reservation cannot empower women beyond a limit; At that point of time, the prime thing that really matters is 'education'. In my view, the prime objective of reservation is being fulfilled, and number of women participating in panchayats has been increased to a greater extent. But is that participation is an effective one? A big No. Its just because lack of education is there. Moreover to bring more girls, especially from marginalized families of BPL(below poverty line), in mainstream education, the government is providing a package of concessions in the form of providing free books, uniform, boarding and lodging, clothing for the hostilities midday meals, scholarships, free circles and so on. With these views I would like to conclude my topic.

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**EFFECTIVENESS OF FORENSIC ACCOUNTING IN THE DETECTION AND PREVENTION OF FRAUD IN NIGERIA**

**ABU SEINI ODUDU**  
**DEPARTMENT OF ACCOUNTING**  
**FACULTY OF ARTS, MANAGEMENT & SOCIAL SCIENCES**  
**FEDERAL UNIVERSITY**  
**DUTSIN-MA**

**YUSUF MOHAMMED ALIYU**  
**ASST. LECTURER**  
**DEPARTMENT OF ACCOUNTING**  
**FACULTY OF ARTS, MANAGEMENT & SOCIAL SCIENCES**  
**FEDERAL UNIVERSITY**  
**DUTSIN-MA**

**ABSTRACT**

*The study of the Effectiveness of Forensic Accounting in the Detection and Prevention of Fraud in Nigeria aimed at examining and review the previous studies carried out in the area of forensic accounting as a tool for detection and prevention of fraud, whether such had proffered solution to fraud cases in Nigeria. The study utilizes the library style approach as methodology as no data is used. Therefore, only secondary sources of data were used for the study. The study reviewed several available literature on forensic accounting and auditing and shows how its application can be use in both public and private sector of the Nigerian economy. The study found that the application of forensic accounting significantly reduces the occurrence of fraud cases as well as effectively prevented the occurrence of fraud too. The study recommended that the federal government, companies and other corporate organizations should material and moral investments in this profession (forensic accounting) in order to ensure that individuals, corporations, economic sectors, government departments are protected so that the country would be better place for all.*

**KEYWORDS**

forensic accounting, accounting frauds.

**INTRODUCTION**

Forensic accounting is viewed as a profession which combines the skills of an auditor and private investigator. It is a rapidly developing area of specialization in the field of accounting. It is also regarded as a polygamous family, married to the skills of an auditor, the skills of computer technologist and the skills of an investigator. This means the forensic accountants should possess the knowledge and skills, of investigation, research, law, quantitative methods, accounting, finance, auditing and imbibe the technicality of the law enforcement officer.

Forensic accounting is an area of specialization that is primarily concerned with the detection and prevention of financial fraud and other forms of economic irregularities. Dhar and Sarkar (2010), in their study stated that the perception of the public, management officials, directors and even regulator was that, detecting fraud was part of the accounting and auditing functions. Fraud, according to these groups' thought was something internal and external auditors were supposed to provide and safeguard against through their periodic audits. But now, they realize that auditors can only check a company's accounting reports in order to check the compliance to generally accepted accounting principles and company policy. To these scholars, the only discipline that is needed to substantiate fraud for companies that suspect fraudulent transactions in the area of accounting is forensic accounting.

Forensic accounting is an investigative style of accounting used to determine whether an individual or corporate organization has engaged in any illegal financial activities. The services of forensic accountants may be needed in both Government establishments and private sectors. The need for forensic accounting as a field of study came to existence in Nigeria when the companies and corporate organizations discovered the enormous growing rate of fraud cases. Bologna and Lindquist, as cited by Atube, Enofe and Okpako (2013), assert that forensic accounting as a discipline encompasses fraud knowledge, financial expertise, and sound knowledge and understanding of business reality and working of the legal system. This means bringing these skills together will yield a specialty known as forensic accounting which may result to be the most effective and efficient tool in the detection and prevention of fraud in Nigeria.

In Nigeria, employee and management fraud, skimming, gratification, theft, misappropriation, embezzlement and other forms of financial crimes are increasing in a proportional such that traditional accounting and auditing cannot fight the menace. Therefore, it requires the service of forensic accountants with skills to recognize these crimes and prospect in the area of fraud detection, investigation, deterrence, prevention and remediation for future purposes, as forensic accounting is said to bring significant improvement in the quality of fraud detection and prevention.

The objective of this paper is, first to examine and review the previous studies carried out in the area of forensic accounting as a tool for detection and prevention of fraud, whether such study had proffered solution to fraud cases in Nigeria. Secondly, the paper highlights on the implication of fraud on the Nigerian economy, particularly public sector, and how forensic accounting can be used to detect and prevent these frauds. The paper utilizes the library style approach as methodology since no primary data is required.

The study is organized as follows; the next section introduces statement of problem. Section III review of related literature. Section IV describes the methodology with section V discuss the findings, while the final section concludes the paper

**STATEMENT OF RESEARCH PROBLEM**

The failure of statutory audit to detect, prevent and reduce misappropriation of corporate fund as well as an increase in corporate crime has put pressure on the professional accountant and legal practitioner to find a better way of exposing fraud in business world. Dada, Olaye and Owolabi (2013), in their study state that despite the establishment of Anti corruption agencies, cases of corrupt practices both in the public and private sectors appear to be on the increase and it seems difficult to successfully prosecute the affected persons, due to lack of professional forensic accountants in these Anti graft agencies to handle these cases. In the same way, Dada, Owolabi and Okwu (2013), in their study, assert that corruption had made many foreign investors to have lost several billions of dollars to Nigerian fraudsters, thereby leading to reduction or even dis-investment in Nigeria.

According to Izedonmi and Ibadin (2012), financial crimes today have grown wild, and the emergence of computer software coupled with the advent of internet facilities has compounded the problem of financial crimes. However, detection or minimization of these crimes are made more difficult and committing these crimes much easier, since fraud and other financial crimes remain outside the ambit of the statutory auditor to report on except placed on inquiry. This means that the statutory auditor is not primarily bound to detect fraud and errors as his responsibility being defined by section 359 (CAMA, 2004).

In the word of Ojaide, as cited by Modugu and Anyaduba (2013), submits that there is an alarming increase in the number of fraud and fraudulent activities in Nigeria emphasizing the visibility of forensic accounting service. This shows that there is general expectation that forensic accounting may be able to stem the

tide of financial irregularities witnessed in most sectors of the Nigerian economy. This was the opinion of Williams, as cited in Atube, Enofe and Okpako (2013), assert that forensic accounting is recognized as having form of professional expertise and endowed with identifiable attributes among which are rationality, neutrality and independence, as this makes forensic accountants to possess a particular social recognition, observation that is critical to the translation of economic issues into symbolic display of trust.

In the light of the varying statements above by these various scholars, this study aims at examining these statements and to review their research work in order to bring out their findings and the solution recommended to see how forensic accounting can be used as a tool for effectiveness relevance for detection and prevention of fraud.

## LITERATURE REVIEW

The corporate failures in many countries in recent times including Nigeria has led to the growing public awareness of the need for accounting, auditing and finance professionals that can detect and prevent corporate unethical behaviours. This has given rise to a profession within the context of accounting discipline known as forensic accounting which use the application of professional accounting methodology and techniques, auditing and investigative skills as well as principles to legal issues to carry out investigations in a financial set up. According to Gottschalk (2011), Forensic accounting is concerned with identifying, recording, settling, extracting, sorting, reporting, and verifying past financial data. This means the focus of forensic accounting is on evidence revealed by the examination of financial documents which can be presented to a court of law for proper prosecution.

Skousen and Wright, as cited in Gottschalk (2011), assert that forensic accounting is concerned with evidentiary nature of accounting data, and as a practical field it is concerned with accounting fraud and forensic auditing, compliance, due diligence, and risk assessment; detection of financial statement misrepresentation and financial fraud, tax evasion, bankruptcy and valuation studies, violation of accounting regulations, non-standard entries, structured transactions, records tampering, and earnings mismanagement. To handle all the issues raised above by these scholars, forensic accountants need to apply decision aids as well as professional judgments in their work, and this decision aids are technical and systems which offer the potential to improve detection of financial fraud in accounting.

Degboro and Olofinola, as cited by Modugu and Anyaduba (2013), argued that forensic investigation is all about the determination and establishment of fact in support of legal case. This shows that forensic accounting techniques in investigating financial crime is to detect and expose all its attending features as well as identify the culprits. In the view of Howard and Sheetz (2006), forensic accounting is the process of interpreting, summarizing and presenting complex financial issues clearly, succinctly and factually often in a court of law as an expert. This shows that the use of forensic accounting discipline is to help in determining issues of facts in business litigation.

Forensic accounting according to Owolabi et al (2013), is a technique that is suitable for legal review, offering the highest level of assurance, and including the now generally accepted connotation of having been arrived at in a scientific fashion. This proved that findings are based upon the scientific detection and interpretation of the evidences of phenomena introduced into the books and records of an accounting system and the effects of such phenomena upon the accounts, inventories or the presentation thereof. This view is in line with Curtis (2008), who see forensic accountants as essential to the legal system, providing expert services such as fake invoicing valuations, suspicious bankruptcy valuations and analysis of financial documents in fraud schemes.

Baird and Zelin (2009), see forensic accounting as an important investigative tool for detection of fraud. Gray (2008), states that the forensic accountants investigation include identification of fraud. According to an article extracted on-line through [www.buzzle.com/articles](http://www.buzzle.com/articles), view forensic accounting essentially encompasses three major areas of investigation, dispute resolution and litigation support. Today, the horizons of forensic accounting have been broadened to include litigation support, investigative accounting, criminal matters, corporate investigation regulating compliance, insurance claims, matrimonial dispute and expert witnessing.

Kranacher et al (2008), develop investigative knowledge in the area of forensic accounting which they suggest as a model curriculum consisting of several concepts such as basic accounting, basic auditing, transaction processing, business law, business communication and computer skills. The purpose of this curriculum is to build knowledge, skills and abilities in forensic accounting to detect, prevent and deterrence in fraud related matters. However, a financial crime such as fraud can be subject to forensic accounting, since fraud encompasses the acquisition of property or economic advantage by means of deception, through either a misrepresentation or concealment. Singleton and Singleton, as cited in John and Ofiafoh (2013), view forensic accounting as comprehensively entails fraud investigation, prevention of fraud and analyzing antifraud controls in addition to gathering non - financial information.

The sole aim of forensic accounting investigator is to establish whether fraud is committed, in what capacity and the amount involved as well as evidence available for the prosecution of the culprits. In line with this statement, Bhasin (2007), as cited in Modugu and Anyaduba (2013), assert that the objectives of forensic accounting is the assessment of damages caused by an auditor's negligence to detect and reveal fact finding whether an embezzlement has taken place, in what amount, and whether criminal proceedings are to be initiated as well as the collection of evidence to establish criminal proceedings and computation of asset values in a divorce proceedings. However, most of literature on forensic accounting focuses financial crimes such as fraud, corruption, embezzlement skimming etc, as such there is a need for forensic accountants to be grounded in fraud investigation as well as analyzing financial evidence, develop skills in computer application to assists in the analysis, presentation and interpretation of financial evidence as well as communicating the findings in the form of reports, exhibits and documents collection in order to assist in legal proceedings.

The focus of this study shall base on how the application of forensic accounting can be used in the detection and prevention of fraud in Nigeria.

## FRAUD

Fraud is difficult to describe because of its multi-dimensional nature, and as such it may be chaotic to give one definitive all-encompassing definition to it. However, scholars vary significantly in their expressions about fraud. Defining fraud sometimes is as difficult as identifying it. Ozkul and Pamukcu (2012), fraud is deceit, impersonation with intent to deceive, criminal deception done with the intention of gaining an advantage. The institute of Turkish History also explains fraud as "a deceptive trick, scam, game, artifice, cabal which is committed to cheat, mislead someone" and contributing something useless to something in order to gain advantage. Onuorah and Appah (2012), quoting Bello (2001), and Russel (1979), view the term fraud as generic and is used in various ways, which assumes in so many different degrees and forms that courts are compelled to context themselves with only few general rules for its discovery and defeat. In the same vein, Anyanwu (1993), and Ojaide (2000), sees fraud as an act or cause of deception, deliberately practiced to gain unlawful or unfair advantage; such deception is directed to the detriment of another. However, one thing to note and understand is the psychological factors that induce the behaviour of fraud perpetrators.

From the above explanation of fraud, given by these different scholars, it has four main ingredients which are:

**Deception:** Deception involves any false or misleading words or actions or omissions or concealment of facts that will cause legal injury.

**Fault:** This is define as wrong, mistake and error committed involuntarily and unconsciously. Fault stems from the deficiencies originated from the person or environment.

**Intention:** This is the most important element which distinguishes fraud from fault. However, the person committing fraud has an objective of moral or material gain.

**Debugging:** These are heavily committed on documents from faults and bringing them to light is a difficult but not impossible task, which required the services of experienced auditors to detect it, as fraudsters definitely leave trace and experienced auditors could find the fraud and the fraudster by tracking traces (Ozkul and Pamukcu, 2012, quoting Arzova, 2003).



## TYPES OF FRAUD

According to Onuorah and Appah (2012), Karwai (2002), Ajie and Ezi (2000), Anyanwu (1993), Okafor (2004), and Adeniji (2004), according to these scholars, the types of fraud depend on the basis of the methods of perpetration include the following but not exhaustive as the methods are devised day in and day out which include defalcation, suppression, outright theft and embezzlement, tempering with reserves, insider abuses and forgeries, fraudulent substitutions, unauthorized lending, lending to ghost borrowers, kite flying and cross firing, unofficial borrowing, impersonation, teeming and lading, false payment, false proceeds of collection, manipulation of vouchers among others. But for the purpose of this study, fraud is classified into two groups: Financial fraud inside typical accounting cycles and Financial fraud outside typical accounting cycles.

**A. Financial Fraud Inside Typical Accounting Cycles:** Usually, fraud involves an intentional deception by employees, management, vendors, and customers to obtain money or other assets or services from a business. Therefore, the activity of fraudster in this group will be classified into five typical accounting cycles of any business where it will likely leave some audit trail and will be briefly discussed as follows:

**Sales and Collections Cycle:** This aspect of accounting cycle deals with the sales of goods and services and collection of money. It is the most cash intensive among the five cycles. The most common frauds in this cycle are:

- Outright cash theft
- Theft of other assets
- Kickback to customers
- Front end frauds

**Outright Cash Thefts:** This is the easiest and most common type of fraud to perpetrate in this cycle and is usually carried out through unrecorded sales, under ringing, among others. Silverstone and Sheetz (2004), as cited in Izedonmi and Ibadin (2012), positioned that cash is the favourite of fraudsters and this accounts for about 77.8% of asset misappropriation in the U.S. To them, much of cash is taken by outright cash larceny and skimming. Larceny occurs when cash is taken or stolen after it has been recorded while skimming occurs when theft of cash taken place before cash is recorded.

**Theft of Other Assets:** Assets can be stolen by ordering and shipping goods to an address other than that of the business.

**Kickback to Customers:** In customer kickback schemes, the fraudster under bills the customer for merchandise and they split the difference or the receivables are written off as uncollectible for a fee.

**Front-End Frauds:** Front-end frauds are committed by the fraudster directing customers to take their business elsewhere or misappropriating it.

**Purchases and payment Cycle:** These are aspects of fraud that include non-capital procurements and payments of goods, equipment, and services used in company operations. The purchaser may act alone by setting up companies to receive goods which he misdirected from his company by false invoices. The vendor will typically provide a bribe or kickback in return for business.

**Payroll and Personnel Cycle:** According to Izedonmi and Ibadin (2012), the financial crime of payroll fraud is usually fast tracked by a payroll clerk, internet facility or through the connivance and collusion of another staff. Payroll and personnel cycle deals with hiring and termination, salaries, time keeping, expense account reimbursement, and health and other types of employee insurance coverage. Common forms of fraud in this cycle are paying ghost employees, overstating hour worked, overstating expenses, and filing false medical claims.

**Inventory and Warehousing Cycle:** This type involves the control of the purchase and storage of goods for later processing and sale or just for sale. The most common fraud in this area are ordering unneeded inventory and then stealing it for personal use, committing outright theft, charging embezzlements occurring elsewhere in the company to inventory losses.

**Capital Acquisition and Repayment Cycle:** This section accounts for debt and equity financing, interest, and dividend payments. The results of these transactions are reflected on the financial statements of the company. The usual frauds are borrowing company money for personal use, misuse of interest income, and misuse of proceeds from financings.

## B. FINANCIAL FRAUD OUTSIDE TYPICAL ACCOUNTING CYCLES

These are circumstances whereby some frauds that affect business organization often occur outside the typical accounting cycles. These can be grouped and discussed under the following headings:

**Customer Fraud:** Customer fraud can severely affect insurance companies particularly, through filing of false applications and fraudulent claims, especially those for personal injury. Banks and other financial institutions suffer customer fraud through submission of false financial information on loan applications.

**Management fraud/Theft:** This type of fraud are committed when management over-rides the controls instituted by themselves to prevent the frauds or theft they now commit. Izedonmi and Ibadin (2012), quoting Shackell (2000), reports that the pervasiveness of management involvement in corporate financial crime in organization is high which most often are difficult to detect. However, management fraud deserves special attention in these days of corporate scandals. This is because, in addition to theft through the capital acquisition and repayment cycle, management can commit fraud through the manipulation of earnings reported on the financial statements prepared for shareholders and creditors. This types of fraud can affect the stock price, management bonuses and the availability and terms of debt financing.

**Payroll Fraud:** In any organization, being public or private sector, the payroll unit/section could be linked up with payroll fraud. The criminal activities perpetrated in this section is usually fast tracked by a payroll clerk, internet facility or through the conspiracy and collusion of another staff. The instruments of payroll fraud include ghost employees, inflating hours of work and overtime, as well as overstating expense accounts or medical grounds. According to Izedonmi and Ibadin (2012), financial crime of payroll is committed when the payroll clerk uses various criminal practices to avoid being caught in the fraud, particularly, by included in the payment schedule, salaries of ghost staff, income and overtime be inflated in connivance with other fraudulent staff of the organization and payment made on the basis and is being shared among themselves.

**Kite - Flying Operation:** This type of fraud usually takes place in the banking sector. Kite flying operation or kitting is the most expensive type of frauds in banks. This is where the depositor is passing worthless cheque (s) to banks with no assets behind it. The customer who is presenting this type of cheque is doing so in order to create false balance on which he may withdraw cash and then find his/her way out of the city. Most often, the kiter may probably have no intention to cause financial injury to the bank, but for the purpose of funding his/her small business push him/her to do so.

**Corporate Fraud:** The executive cadre of the companies are the centre stage for this type of fraud. Corporate fraud are usually intended to benefit the company. Izedonmi and Ibadin (2012), viewed these frauds to include financial statement fraud, anti-trust violation, securities frauds, tax evasion, false advertising, environmental crimes and the production of unsafe product. However, corporate fraud deprives company of its assets especially when the top management attempts to deceive, conceal and misrepresent materially the financial statements.

## CHARACTERISTICS/ FEATURES OF THE FRAUDSTERS

This section tries to examine the characteristics or features of people who commit or are likely to commit fraud on business. Ozkul and Pamukcu (2012), quoting the Association of Certified Fraud Examiners (ACFE), in their survey with 2,000 fraudsters revealed many characteristics of fraudster, which should guide the investigative auditors to detect the fraud. Below are some of these characteristics:

(a). **Gender:** In the survey carried out by the Association of Certified Fraud Examiners (ACFE) proved that male usually involved in fraud cases than female. The result of their survey shows that three out of four of the people who commit fraud in business are male.

(b). **Marital Status:** Usually, the number of married employees who attempt to commit fraud is higher than unmarried employees. The result of the survey conducted by ACFE shown with respect to the amount of fraud, difference is 1 - 3

(c). **Education Status:** Generally, it is believed that as the level of education increases, the number and amount of the fraud also increase. The amount of the fraud is much higher, especially with employees who had received good education.

(d). **IQ Level:** Research conducted recently showed that employees with higher IQ levels or those claiming to be so have a higher level of desire to commit fraud in an organization. The reason for this is that, this kind of people challenge the internal control structures and security systems of the business outfit they work in and satisfy themselves by breaking through.

(e). **Age Level:** Generally, employees of any age could attempt to commit fraud, but it is common with older people when compare with younger ones. The outcome of the survey conducted by ACFE shown that the number of fraud older people commit is 28 times higher than those young people commit.

(f). **Working Conditions:** Evidence from survey conducted by ACFE shown that employees who come to work early and leave late are assume to commit fraudulent activities more. More so, employees who present unfinished jobs as an excuse and want to work alone until late hours of the night have probability of committing fraud. It is also estimated that many of the managers who are caught as a result of fraudulent activities do not take leave unless they have to.

(g). **Position at the Business:** There is a public perception that, any person working in the business organization has a probability to commit fraud. In addition to this perception, recent studies indicate that with respect to the amount of fraud, employees at managerial positions are by far ahead of other employees in fraud matter. At managerial level, they are in a better position to understand the entity's internal control structures and gaps in them and are able to conduct fraudulent activity more easily.

### WHY EMPLOYEES COMMIT FRAUD

Bozkurt as cited in Ozkul and Pamukcu (2012), gives three reasons why employees indulge in fraud. These are pressure, opportunity, and justification that constitute the fraud triangle. They further state that components of the fraud triangle are similar to the fuel, spark, and oxygen which together cause fire, that is, once the three come together, it will result to fire break. In addition to this, a recent research conducted by Okoye and Gbegi (2013), quoting crumbley et al (2007), to have add a fourth variable capability to the three factor that makes employee to commit fraud. Therefore, as people have the pressure and opportunity to commit financial fraud, as well as the ability to justify it, they may not necessarily mean to have had the capability to do so.

### FRAUD DETECTION

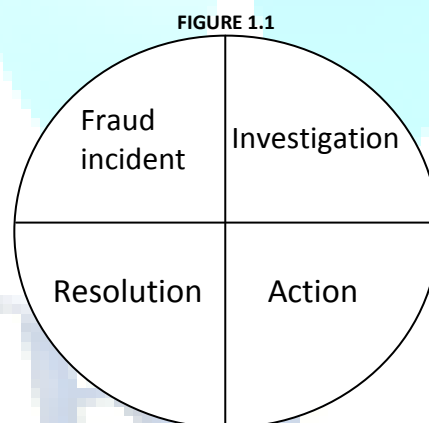
A close study of any fraud in an organization, be it public or private reveals many common basic features. There may have been negligence or dishonesty at some stage, on the part of one or more of the organization employees, and this may give room to a fraudster, as fraudsters viewed fraud as an easy way to get money without running risk of severe punishments. David (2005), as cited in Enofe et al (2013, assert that fraud is not a possibility but a probability. Once fraud is committed, those involved in the fraudulent acts would normally find it difficult to end the habit.

The development process of fraud in an organization can take a gradual process. The criminal may originally start with a very small amount but the trend may increase as time progresses. When the fraudster observed that he was not caught, he would act more greedily and the amount taken would increase day by day. When he noticed the presence of auditor to have suspected a foul play, he would stop the act, but when he observed the system for a short period of time to see whether the auditor could easily have spotted the theft and was satisfied that it might be difficult for the auditor to reveal the fraudulent activity, he continues.

Detection of fraud begins with the notification of red flags which indicates that something is wrong. This might come to light as a result of trends in the number of employees, managers and victims concerned about the loss in business assets. Ozkul and Pamukcu (2012), identify two ways to detect fraud: (a) Detection by chance and (b) Conducting a proactive research and encouraging initial identification of symptoms. To them, people who are exposed to fraud in the organization, do know that fraud was being committed, but could not bring it to light either because they are not sure and unwilling to blame someone directly or are unsure of how to go about reporting it and might also be afraid of being labeled as whistleblower.

In view of this, most organizations establishing hotlines through which employees make anonymous calls to draw attention to the fact that the crime is being committed. Ozkul and Pamukcu added that the organization in addition to hotline, takes some proactive precautions, as technological developments could be used by these organizations to analyze their databases in order to detect red flags. Detection of fraud has two model as identified by Ozkul and Pamukcu. These are: (a) Current Fraud Model and (b) Fraud Savvy Model

(a). **Current Fraud Model:** Current fraud model has four stages which is shown in figure 1.1 below:



Source: Ozkul and Pamukcu (2012). Fraud Detection and Forensic Accounting. <http://www.springer.com/978-3-642-20825-6>

i. **Fraud Incident Stage:** In this stage, a fraud case raises consciousness while training and other preventive measures are out of question. This makes the company move to crises mode because it wants to identify the fraudster and is too eager to prevent the event from becoming known publicly, save losses, and reduce the impact of fraud on the organization.

ii. **Investigation Stage:** This stage comprises all security procedures and internal control unit of an organization.

iii. **Action Stage:** Most at times, before the third stage begins, investigation would have been completed and the company decides how to take action against the fraudster. In this stage, four possible decision actions may have emerged: that is, do nothing, fire the fraudster, transfer the fraudster to another section or fire the fraudster and start legal proceeding.

iv. **Resolution Stage:** This stage decides the fate of the fraudster as the file is closed, showing the end to the matter. Though, the employee may be changed or new controls are applied or not applied, and the problem is resolved. However, nothing is done after this stage until a new fraudulent event takes place.

(b). **Fraud Savvy Model:** Savvy model is a better approach which is designed into six stages depicted in figure 1.2 below:

FIGURE 1.2



Source: Ozkul and Pamukcu (2012). *Fraud Detection and Forensic Accounting*. <http://www.springer.com/978-3-642-20825-6>.

Fraud savvy model constitutes six elements as can be seen above:

- i. **Moral Rules:** Lindborg (2005), as cited in Ozkul and Pamukcu (2012), opined that the most important element in fraud savvy model is the establishment of moral rules. There are two important points in establishing rules vis - a - vis, the developed rules must be embraceable by everyone working in the company and creating a proper behaviour model.
- ii. **Training:** This stage of the model is to train the employees on a series of consequences of fraud and how to act when fraud is suspected. Albrecht and Albrecht (2003), as cited in Ozkul and Pamukcu (2012), assert that, what will provide benefit is not detecting or investigating but preventing the incidence of fraud.
- iii. **Risk and Controls:** At this stage, the only instrument that can be used to fight against fraud is the risk assessment and a good internal control system. Internal control system is used to detect the source in order to identify where each fraud is stemming from, and thus preventing possible frauds in the future.
- iv. **Reporting and Monitoring System:** This stage involves the use of reporting and monitoring systems. The reporting system of fraud should be of hotlines as non - use of hotlines and reporting systems frequently would make employees to abstain from reporting suspected frauds. However, monitoring includes watching the performance of internal auditors, external auditors and managers, and audits and investigations.
- v. **Proactive Detection:** This segment of savvy model deals with the application of proactive detection methods. No matter how good the prevention measures are, fraud could still be committed, as the loss caused by fraudsters could increase as time got longer, therefore, computer software can be used for initial detection as it is important today.
- vi. **Investigation and Prosecution:** This is the last stage of savvy fraud model. In this stage, if evidence of fraud is established, then the fraudster will be prosecuted at the law court. This is where forensic accounting comes to play in providing an account analyzes to determine the facts necessary to resolve a dispute before it is brought before the court or the lawsuit process takes its course. Therefore, doing nothing about the perpetrators should not be preferred while taking lawsuit against the perpetrators should be encouraged.

## FRAUD PREVENTION

Enofe et al (2013), quoting David (2005), states that fraud can be better prevented if decisions are made by a group and not an individual, but however, if the group has the same interest, then fraud may not be prevented.

In fraud a case, one of the preventive measures to take, if fraud is suspected, is that the investigative accountants should discover and review the evidence to prove or disprove the allegations. Such evidence gathering process must be extremely discrete and should be preserved in such a way that it can meet the standards of proof tests of any court which may serve as reference points in any fraud matters. Traditional auditing has a focus on error identification and prevention. Prevention is the result of an effective internal control system. The auditor reviews the effectiveness of the internal control system by sampling transactions and not by a complete review of all transactions.

Gottschalk (2011), examined the role of accountants in white-collar prevention in his study, stressing the need for division of labour, openness, transparent work processes and corporate culture as way of preventing white-collar crime. However, since fraud forms part of white - collar crime, it can also be seen from that angle of division of labour, openness, transparent work processes, and corporations can to a great extent reduce or prevent fraud in an organization.

## METHODOLOGY

The study is a theoretical analysis of the effectiveness of forensic accounting in the detection and prevention of fraud in Nigeria. We employed the secondary source of data collection by making use of available literature on forensic accounting and auditing and its application in both public and private sector of the Nigerian economy.

## DISCUSSION OF FINDINGS

Various available journals, publications, articles and conference papers were critically examined, analyzed and reviewed to see whether the application of forensic accounting can be used to detect and prevent fraud in an organization.

This study is carried out aimed at the effectiveness of forensic accounting in the detection and prevention of fraud in Nigeria. Okoye and Gbegi (2013), in their study forensic accounting: A tool for fraud detection and prevention in the public sector, using scientific techniques of analysis via variance (ANOVA) concludes that forensic accounting significantly reduces the occurrence of fraud cases in public sectors. This means the application of forensic accounting cannot prevent fraud completely, but can only reduce it to the barest minimal.

In the study conducted by Enofe, Okpako and Atube (2013), the impact of forensic accounting on fraud detection shows that, the application of forensic accounting has strong relationship with fraud detection and gives public confidence on eradication of financial crime. But we found that there was no strong evidence to show the prevention of fraud through the application of forensic accounting. Therefore it is still a mirage. According to Modugu and Anyaduba (2013), in their study on, "Forensic Accounting and Financial Fraud in Nigeria: An Empirical Approach", they found that there is significant agreement amongst stakeholders on the effectiveness of forensic accounting in fraud control, improving financial reporting and internal control. For this findings to see the test of day, forensic accountants should wake up from their slumber to face the potential fraud and other illegal activities while performing their duties. These can help in providing significant assistance in preventing, investigating and resolving issues without which it will still be like an aborted dream.

Also, Owolabi, Dada and Olaoye (2013), in their research study, application of forensic accounting technique in effective investigation and detection of embezzlement to combat corruption in Nigeria, found that the application of forensic accounting technique as a tool for embezzlement investigation and detection has not effectively prevented the occurrence of it as EFCC does not have forensic accounting unit and the professional accounting firms with expertise skills are not directly involved in their investigation, yet, they are succeeding in their investigation. This means the application of forensic accounting in the detection and prevention of fraud in Nigeria is still in doubt until law enforcement agencies, constitutional constrain and attitudes of defense lawyers are put in proper place.

In the view of Dada, Owolabi and Okwu (2013), in their study, forensic accounting a panacea to alleviation of fraudulent practice. The study found that forensic accounting is positively related to the investigation and detection of fraudulent practices, but has not been applied in the investigation and detection of fraud, especially by the major anti corruption agency (EFCC) in Nigeria. This leads to poor investigation, presentation and prosecution of fraudsters in the law court. However, there was no substantial evidence to support their claim that non involvement of professional forensic accountants or firms result to failure of cases in the court. Statistics has shown over the years that EFCC has made tremendous stride as regards to cases of financial crime in Nigeria.

Furthermore, the findings of the study carried out by Onuorah and Appah (2012), fraudulent activities and forensic accounting services of banks in Port Harcourt, Nigeria has shown that the application of forensic accounting services reduces the level of fraudulent practices in banks.

In the light of above findings by these different scholars, we are of the opinion that the application of forensic accounting to some extent can lead to the effectiveness of fraud detection and prevention in Nigeria.

## CONCLUSION AND RECOMMENDATION

Based on the findings of this study, we recommend the following:

- The federal government, companies and other corporate organizations should make material and moral investments in this profession (forensic accounting) in order to ensure that individuals, corporations, economic sectors, government departments are protected so that the country would be a better place for all
- Appropriate measures should be applied when fraud is detected, that is, where prosecution and punishment is considered to be the appropriate measure, proper forensic procedures should be followed during investigation and experts in the field should be involve in conducting the investigation. And where fraud is detected with substantial evidence, appropriate disciplinary measure should be applied on the culprit.
- Detection and prevention of fraud have given rise to the profession of forensic accounting, and as such companies had to rise against this backdrop or cankerworm in order to prevent the occurrence of fraud in the future.

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## APPLICATION OF TOTAL QUALITY MANAGEMENT (TQM) TOOLS TO SOLID WASTE MANAGEMENT: THE CASE OF MOMBASA MUNICIPAL COUNCIL

**RIUNGU, IRENE KARIMI**  
**ASST. LECTURER**  
**EGERTON UNIVERSITY**  
**NAIROBI**

### ABSTRACT

*The project seeks to identify the root causes of the garbage collection problems in Mombasa County Council using the Total Quality Management tools. Mombasa, a beautiful Port City alongside the Coast of Kenya, is riddled with litter and uncollected household wastes in its suburbia. Is it possible to solve this problem once and for all by applying Total Quality Management tools of problem identification? The research wishes to collect data from the citizens, then with tools of problem identification identify the 20% major causes (that is the critical few) which if tackled, will help to solve 80% of the waste management problems in Mombasa. The study collected data using self-administered questionnaires to 500 individuals each representing a household. The data was then manipulated to develop flowcharts, a Pareto diagram and a fishbone diagram with which it was possible to discern the root causes of the garbage management system in Mombasa town.*

### KEYWORDS

solid waste management, Total Quality Management, root cause analysis, Pareto diagram, flow charts.

### JEL CODE

M00

## 1. INTRODUCTION

### 1.1 BACKGROUND

The Municipal waste management system was established a century ago to protect public health in America's growing industrial cities. Waste managers have been proven powerless at controlling the rising tide of waste since the infrastructure designed for the waste stream of 1900 is completely not suited for the waste stream of 2000. The earliest municipal waste managers characterized municipal refuse using three categories; ashes, garbage and rubbish (Spiegelman, H. and Sheehan, B. 2006).

Solid waste from Mombasa Municipality and Lamu includes sludge from septic tanks and soakage pits, domestic rubbish and even industrial waste. This waste is disposed of at dumpsites located in the mangrove swamps. Mombasa... has separate sewage systems from domestic sewage and storm water runoff. The domestic sewage system was designed to serve about 17% of the current population (<http://www.unep.org>). Building sustainable cities, where resource consumption and environmental impacts are minimized, is a challenging task for engineers, planners and decision-makers, and the process will affect all who live within urban communities. One important aspect to consider is the relationship between urban form, municipal infrastructure and the associated environmental impacts (Di Nino, T. and Baetz, B.W. 1996).

### 1.2 PROBLEM STATEMENT

Mombasa would have a facelift if it employed the services of landscape management professionals who can reduce waste by grass cycling, not over-watering or over-fertilizing since a good landscape design can reduce green waste and save money. The city has resources to assist develop the landscape industry by hiring its services to reduce waste. The preferred way to reduce waste is to not make it in the first place meaning, the less waste there is in the city, the less waste that will have to be managed through recycle, compost, reuse and so on. Writing on sides of a sheet of paper, using products that last longer, using voice- or e- mail are all good methods to trim waste. Other waste reducing ideas include using a mulching lawn mower, buying products with minimal packaging, removing your name from mailing lists and replacing incandescent lighting with fluorescent lighting. These however may not be methods preferred by the population of the City however there is need to change the public opinion about their view of waste and how to respond to the increasing need to manage waste not only for the resulting good ambience but also for the long-term effect it will have on the tourism industry.

Political interference also hampers smooth running of local authorities. Vulnerability of pollution of surface and groundwater is high because local authorities rarely considered environmental impact in siting Municipal solid waste (MSW) disposal sites. Illegal dumping of MSW on riverbanks or on the roadside poses environmental and economic threats on nearby properties (Rotich, H.K. et al 2006).

Besides the terrorism threat to the tourism industry in Mombasa, there is the 'Kaya Boambo' cleansing insurrections, which are being well repressed and taken care of by the present government. Presently the city has litter dumped in every street corner, unswept streets and uncollected garbage. These are repulsive not only to tourists but to everyone else, portraying a bad image of the city and as such a place to avoid altogether. The Mombasa Airport is in the suburbs and all the way from the airport through the town to the entrance of the hotels, the tourists cannot fail to see the masses of unattended litter. The Mombasa Municipal Council Cleansing Department (MMCCD) exists, so the question is posed why it cannot get the job done of ridding the city of filth. The directive by government to clear all shanties built next to roads helped to alleviate the problem but now the shanties are up again except along Airport Road. This is evident of enactment of good policies but lack of continuous enforcement of the same especially in area deemed of little economic interest. "... high quality means pleasing consumers, not just protecting them from annoyances. Product designers, in turn, should shift their attention from prices at the time of purchase to life cycle costs that include expenditures on service and maintenance-the customer's total costs. Even consumer complaints play a new role because they provide a valuable source of product information (Garvin (1987), pp104)".

The researcher was prompted to focus on this area because the situation can be reversed upon a disciplined application of Total Quality Management (TQM). "Total quality management may be defined as "managing the entire organization so that it excels on all dimensions of products and services that are important to the customer". It has two fundamental operational goals, namely i) careful design of the product and service, ii) ensuring that the organizations system can consistently produce the design. These two goals can only be achieved if the entire organization is oriented toward them-hence the term total quality management (Chase-Jacobs and Aquilano 2004, pp 274)". Also a strong culture- a set of shared values, norms and beliefs that get everybody heading in the same direction-is common to all the companies held up as paragons in the best seller In Search Of Excellence (Higginson and Waxler, 1993).

Odero (2000) sought to establish the existence of non-quality situations in the training process at Kabete Technical Training Institute, identify the root causes of poor examination performance in diploma courses and to come up with TQM based suggested improvement for examination performance. Kinuthia (2005) documented environment management practices among manufacturing firms in Kenya to determine the relationship between environmental management and manufacturing strategy in Kenyan firms. On competitive priorities of firms Kinuthia, P.M., (2001), establishes that all firms surveyed were competing on cost, flexibility, dependability, quality and innovation and that quality was the major competitive strategy to most of the firms. Omufira (2001) sought to establish the extent of TQM implementation in the construction industry in Kenya. From the studies highlighted, it is evident that very little has been done to establish the root causes of quality problems in service delivery. Therefore, this study of the operations of the MMCCD by use of TQM tools wishes to answer the questions;

1. What are the fundamental causes of unswept roads and uncollected garbage in the city?
2. What recommendations if implemented will see to the alleviation and subsequent end to this solid waste management problem?

### 1.3 OBJECTIVES OF THE STUDY

The general objective of this study is that, by use of TQM tools to establish the root causes of the problem of uncollected litter in the streets of Mombasa and its environs so as to come up with quality measures, which if integrated in the MMCCD's routine operations, will solve this problem. Subject to this overall objective are the specific objectives as follows:

- i) to highlight the quality gaps in the performance by management and workers.
- ii) to recommend measures which if implemented will streamline activities in such a way as to ensure efficient and effective use of available resources.

### 1.4 IMPORTANCE OF THE STUDY

The results of this research project will be of significance in the following ways,

- Establishing operations with in built checks and balances, which will ensure effective and efficient garbage collection by the city council.
- Highlighting the problems of workers who stand to gain incase their wishes /woes if any, are addressed adequately resulting in an increase to their motivation to work even hard, own the processes this leading to quality performance as defined by their customers.
- Engineering a turnaround of domestic and international tourism so that the city experiences rejuvenation as a result of its sparkling streets and working sewage systems.
- Being a role model to all other cities, county councils and municipalities in the country thus creating a conducive National environment for both local and foreign investment.

## 2. LITERATURE REVIEW

### 2.1 TQM DEFINED

Total quality management may be defined as "managing the entire organization so that it excels on all dimensions of products and services that are important to the customer". It has two fundamental operational goals, namely i) careful design of the product and service, ii) ensuring that the organizations system can consistently produce the design. These two goals can only be achieved if the entire organization is oriented toward them-hence the term total quality management' (Chase-Jacobs and Aquilano, 2004:274). By making use of employee familiarity with work problems, TQM taps into the creative capabilities of employees to find solutions to the problems. TQM focuses on people and it encourages the formation of teams and the empowerment of employees (www.webdocs.nyc council. info).

'An organization that chooses to pursue quality as the path to productivity should be cognizant of the traps that befall many well-intended productivity improvement efforts. Just as a productivity "program" has little chance of fostering lasting improvement, so any superficial attempt to improve quality will fail to ultimately boost productivity' (Belcher J.G., 1987: 153). Total Quality Management is an approach to the art of management that originated in Japanese industry in the 1950's and has become steadily more popular in the West since the early 1980's (www.johnstark.com, 2003). It is upon application of TQM philosophy and techniques when businesses undertake continuous improvement across all operations by seeking to discover the reasons for poor quality performance and customer service and implementing methods to reduce and/or eliminate the causes of poor quality (www.p2pays.org, 1994). 'Operations management is defined as the design, operation, and improvement of the systems that create and deliver the firms' primary products and services' (Chase et al., 2004: 6). Zero waste is a philosophy and a design principle for the 21<sup>st</sup> century. It includes recycling but goes beyond recycling by taking a "whole systems" approach to the vast flow of resources and waste through human society. Zero waste maximizes recycling, minimizes wastes, reduces consumption and ensures that products are made to be reused, repaired or recycled back into nature or the market place (www.webdocs.nycouncil. info).

Dale and Johnson (1986) state that at the incremental end of the spectrum lie minor improvements, waste elimination and cutting out no value -added activities such as redundant or duplicated tasks. These yield useful benefits, especially in quality and lead-time and sometimes cost but are usually limited to improvements within a department or function. They are made either top down by management controlled initiatives or bottom up by those who work in the process. If done bottom up by improvement groups, this is very much the province of total quality, involving everyone in business improvement.

A Schonberger et al (1981) state the world seems to shrink as global competition grows and jolts one solid firm after another. Informed consumers are in a position to demand the best-quality goods and services offered by global companies. Low prices, short delivery lead times, and flexibility are in demand as well. In addition, consumers prowl the landscape seeking friendly, honest and helpful services from service providers. Costin, H., (1999) also states that one of the most widely used terms and concepts in the quality literature is, of course, quality. Definitions of quality range from narrowly defined, primary operating characteristics of a manufactured product (e.g., acceleration or cruising speed for a car) to customer-defined quality. Of quality, Naylor, J. (1996), says that over the past twenty years or so, the critically significant importance of quality has been recognized as industry after industry has been challenged by innovation and international competition.

What increasingly differentiates success and failure is how well you locate, leverage and blend available explicit knowledge with internally generated tacit knowledge (Meyer, 1998).

### 2.2 OPERATIONAL PERFORMANCE

The operations function (system) is that part of the organization that exists primarily to generate and produce the organizations products. Ideally a process is any part of an organization that takes inputs and transforms them into outputs that, it is hoped, are of greater value to the organization than the original inputs. Understanding how processes work is essential to ensuring the competitiveness of a company. A process that does not match the needs of the firm will punish the firm every minute that the firm operates' (Chase et al., 2004:102). 'On-time delivery was also critical for Ford: the desire to keep workers and machines busy with materials flowing constantly made scheduling critical. Product, processes, material, logistics and people were well integrated and balanced in the design and operation of the plant' (Chase-Jacobs-Aquilano, 2004:15).

Information from the marketplace concerning the requirements of customers is likely to be available from the following sources i.e. feedback on the performance of current products, customer complaints, reports of market research agencies, data obtained by a firm's own marketing research department. In Oakland J. (2000), for an organization to be truly effective, each part of it must work properly together.

Operational performance in turn affects business performance measures such as market share and customer satisfaction. Production capability is the ability to operate production facilities, investment capacity is needed to upgrade the existing production facilities or establishing new production facilities and innovation capabilities is concerned with the developing technologies (Raouf, A., 1998).

They state that the first structural choice made by the operations manager is the process choice decision. The effects of this choice, are far reaching, as supporting structural choices will need to be made in the areas of facilities infrastructure and industry linkages. If these complimentary decisions are not made, the operation as a whole will not be focusing on the needs of the customer and will be vulnerable to any competitor who has targeted that same market sector for competition.

Implementation of operator process ownership ought to be a part of the MMCCD operations strategy.

### 2.3 TQM TOOLS

On determining what data and information to collect, 'A company's measurement system, like its entire quality system, must be driven by its customers. As you determine your customer's requirements and decide how you will meet those requirements, you will want to construct a measurement system that aligns all activities with improving customer satisfaction' (George and Weimerskirch, 1994:195). 'A high-quality health care or-Quality Organization develops data about itself and its performance for both internal and external use. Such data are an integral part of the quality improvement process, and this important idea has not gone unnoticed by the marketplace' (Enthoven and Vorhaus, 1997: 4). The following are examples of TQM tools.

#### 2.3.1 QUALITY CIRCLES

The Japanese for quality circles means literally 'the gathering together of wisdom of the people' (Dodge et al 1996 cited by Abbot, 2000) and the term was used to describe the voluntary grassroots teamworking which operated in the workplace (Abbot, 2000). Oakland (2000), defines quality circle as a group of workers doing similar work who meet voluntarily, regularly, in normal working time' under the leadership of their "supervisor" to identify, analyze and solve work-related

problems, to recommend solutions to management. 'Once a problem situation has been recognized and before it is attacked, an inter-disciplinary problem solving or quality improvement team must be created. This team will be given the task of investigating, analyzing, and finding a solution to the problem within a specified timeframe. Sometimes called a quality circle, this problem solving team consists of people who have knowledge of the process or problem under study' (Summers, 2000:69).

Quality circles or variants of them have been found to contribute significantly to increased staff involvement in problem solving, in a variety of sectors and types of enterprise (Martin and Nichols 1987 cited by Abbot 2000). Finding appropriate ways of involving staff in decision-making and problem solving is one of the more intractable problems faced by any large institution. In a multifunctional organization with a broad mission and large numbers of staff, there is inevitably considerable distance in experience, understanding and professional priorities-between senior managers and support staff (Abbot, C.M.2000).

According to Naylor J. (1996), quality improvement relates to improving products and making them more suited to customer's needs. With all information collected the research will seek to establish those operating systems that will be able to meet the needs of the various stakeholders at the same time, while ensuring efficient and effective delivery of service.

### 2.3.2 BRAINSTORMING

In Oakland (2000) brainstorming is defined as a technique used to generate a large number of ideas quickly, and may be used in a variety of situations. Each member of a group, in turn, may be invited to put forward ideas concerning a problem under consideration. Wild ideas are safe to offer, as criticism or ridicule is not permitted during a brainstorming session. The people taking part do so with equal status to ensure this. The main objective is to create an atmosphere of enthusiasm and originality. All ideas offered are recorded for subsequent analysis. The process is continued until all the conceivable causes have been included.

### 2.3.3 PARETO ANALYSIS

Its originator was a 19<sup>th</sup> century Italian scientist who upon using it discovered that 80% of the wealth of Italy at that time was in the hands of 20% of the population. Summers (2000) states that the Pareto Chart is a graphical tool for ranking cause of problems from the most significant to the least significant. In Oakland (2000), this is an analysis of data to identify the major problems. "... a Pareto analysis can often point to significant areas to investigate' (Summers, 2000:70). It prioritizes areas of weaknesses so that effort is not wasted on what's not very important and can therefore be dealt with later. 'Joseph Juran rescued this analysis from obscurity in the 1950's and coined the phrase "the significant few vs the trivial many"...Pareto analysis is essentially based on the 80/20 principle, which states that 80% of all effects come from 20% of possible causes. It's simply a method of breaking down a quality issue into its representative parts according to their frequency or magnitude of occurrence. The purposes of the Pareto Chart include allowing an organization to identify those important few causes that tend to make the largest contribution to a given quality problem and allowing for a visual presentation of a given quality problem (Lau, M.2002).

### 2.3.4 HISTOGRAMS

Oakland 2000, describes them as diagrams which show in a very pictorial way, the frequency with which a certain value or group of values occurs. They can be used to display both attribute and variable data, and are an effective means of letting the people who operate the process know the results of their efforts.

### 2.3.5 CAUSE AND EFFECT ANALYSIS

In Oakland (2000), this is a useful way of mapping inputs that affect quality also called Ishikawa diagram (after its originator) or the fishbone diagram (after its appearance). The effect or output being investigated is shown at the end of a horizontal arrow. Potential causes are then shown as labeled arrows entering it, as the principal factors or causes are reduced to their sub causes and sub-sub causes by brainstorming. 'A chart of this type will help identify causes for non-conforming or defective products or services. Cause-and-effect diagrams can be used after flowcharts and Pareto charts to identify the causes of the problem. This chart is useful in a brainstorming session because it organizes the ideas that are presented. Problem solvers benefit from using the chart by being able to separate a large problem into manageable parts' (Summers, 2000:83).

### 2.3.6 PROCESS FLOWCHARTS

"In a systematic planning or detailed examination of any process, whether that be a clerical, manufacturing or managerial activity it is necessary to record the series of events and activities, stages and decisions in a form that can easily be understood and communicated to all...The statements defining the process should lead to its understanding and will provide the basis of any critical examination necessary for the development of improvement" (Oakland, J., 2000:66). According to Summers (2000), she states that flowcharts are fairly straightforward to construct. She identifies the steps to creating a flowchart as defining the process steps by use of brainstorming. Sorting the steps into the order of their occurrence in the process, placing steps in appropriate flowchart symbols and creating the chart and finally evaluating the steps for completeness, efficiency and possible problems.

## 3. RESEARCH METHODOLOGY

### 3.1 RESEARCH DESIGN

Exploratory research design was used to learn who, what, when and how of operations in the MCCC and to highlight on the non-quality issues by use of TQM tools.

### 3.2 POPULATION

The target population was the management and workers of the MMCCD and members of public who fell under its jurisdiction. There were at the time approximately 500 workers and one overall manager. The number of households served by the department at the time of the research was about 100,000.

### 3.3 SAMPLING DESIGN

The researcher collected data from all the managers responsible for each of the available sub-sections in the department for example the managers/individuals in charge of; maintenance of equipment and machinery. Convenience sampling was used when collecting data from workers because it was an economical and time saving method for the researcher. Cluster sampling was used to identify members of the public from whom to solicit data. All of them fell under the MMCCD's jurisdiction. The research divided Mombasa into five zones, east, west, and north, south and central. From each zone data was collected data from 125 households.

### 3.4 DATA COLLECTION AND ANALYSIS

Primary data was used, collected by means of structured questionnaires.

Data was analyzed using descriptive statistics only. TQM tools; Pareto charts. Histograms were used to show root cause as being laxity amongst workers in the Cleansing department. Cause and effect analysis analyzed and communicated cause and effect relationships thus facilitating problem solving from symptom to cause to solution. Process flowcharts facilitated the description of existing process/es and helped design a new process as illustrated in the following pages.

## 4. DATA ANALYSIS AND INTERPRETATIONS

### 4.1 INTRODUCTION

This chapter contains summaries of data findings and their interpretations. It is divided into three sections two of which are directly linked to the objectives of the study. The first section analyses the respondent's general information. The second section analyses the operations of the MMCCD. The third section analyses quality gaps evident in the performance of management and workers.

#### 4.1.1 RESPONSE RATE

The response rate was 100% by the management and the five workers the researcher was privileged to interview. 80% of the community members to whom questionnaires were distributed who responded. The following are some of the reasons given by those who did not fill out the questionnaires;

- They were not interested.
- They were too busy.
- They did not see anything change by participating in the exercise.
- Those who could effectively fill out the questionnaires were not home (literacy problem)

Therefore, the Manager in charge of cleansing Old Town Department ( Mombasa Central), the five workers the researcher followed around the streets of Mombasa central business district and the 500 members of the public gave sufficient input that were analyzed to inform on the objectives of the research. These results are discussed in the following sections.

**4.2 ANALYSIS OF GENERAL INFORMATION**

The general information in the study included, number of years worked in the department, previous station and reason for transfer. The manager had been in office for two weeks. His previous department was Public Health Department. Reason for transfer was promotion. Of the workers on average, they had been on the job for 3 years. The community's findings are as shown in the table below;

**TABLE 4.1: LENGTH OF STAY**

		Length of stay as resident							Total	
		Less than 5 years	6 - 10 years	11 - 15 years	16 - 20 years	21 - 25 years	More than 25 years	NA		
Male / Female	Female	Count	52	51	13	13	26	26		181
		Column %	33.5	57.3	100.0	12.9	40.6	40.0		36.2
	Male	Count	103	38		88	38	39	13	319
		Column %	66.5	42.7		87.1	59.4	60.0	100.0	63.8
Total	Count	155	89	13	101	64	65	13	500	
	Column %	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	

Source: author (2006)

The table above shows that most of the respondents had lived in the area for less than five years. This constitutes 52 females and 103 males. They make up 31% of the respondents. Males make up 63.8% of the total respondents whereas females make up 36.2% .This may have several implications, that;

1. men, as main providers of the home, they are most affected by the cleanliness problem
2. male literacy is higher than that of women
3. women are too busy with other more pressing issues
4. women have given up on the overall state of community cleanliness and have decided to concentrate on their homes.

The other group of respondents, which actively participated in the exercise, was those that had lived in the area for 16-20 years, they made up 20% of the respondents. The implication being they are the optimistic lot, that something good will come someday. Those that had lived in the area for 21years and above made up 26% of the respondents.

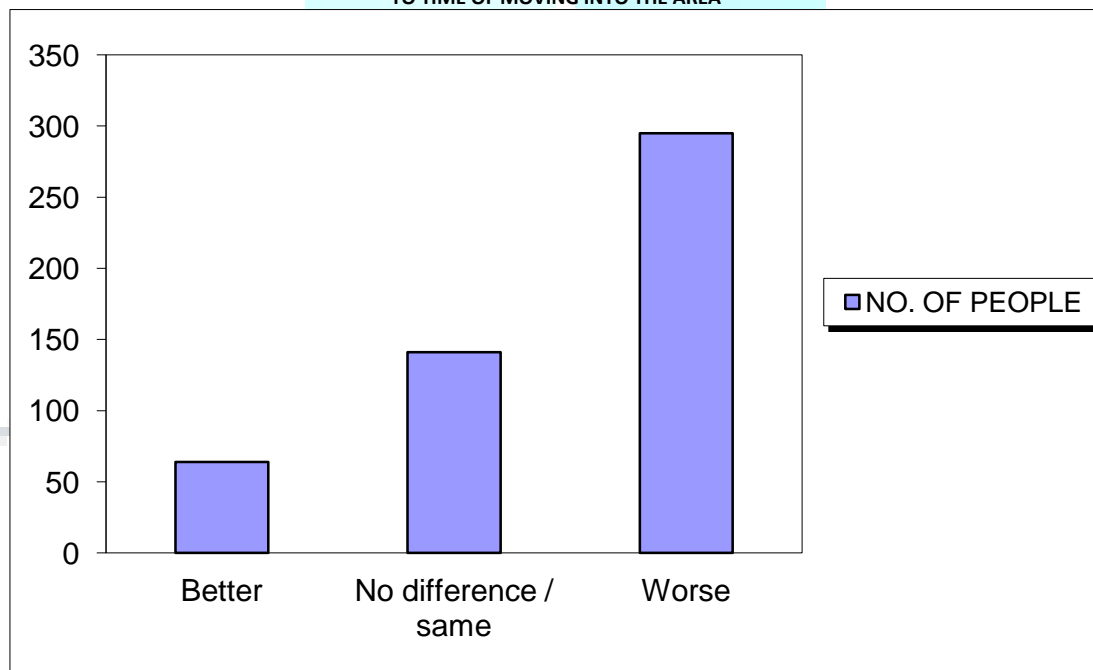
**TABLE 4.2: SENTIMENTS ABOUT PRESENT CONDITION COMPARED TO TIME OF MOVING TO THE AREA**

PRESENT CONDITION	NO. OF PEOPLE
BETTER	64
NO DIFFERENCE / SAME	141
WORSE	295
TOTAL	500

Source: author (2006)

As per the above table, it was the opinion of 59% of the respondents that the current state of cleanliness had deteriorated with time since moving into the area. 28% said there was no difference whereas 13% said that it had improved. The above is represented in the graph below.

**FIGURE 4.1: COLUMN GRAPH SHOWING THE NUMBER OF PEOPLE WITH RESPECT TO THEIR OPINIONS ABOUT PRESENT LEVEL OF CLEANLINESS AS COMPARED TO TIME OF MOVING INTO THE AREA**



Source: author (2006)

The graph in figure 4.1 above shows an observable comparison between those who say the situation has grown worse and those that say it has gotten better. The number of those that say it has got worse is 143% more than the total number of those who say there is no difference plus those who say that the situation has grown better. This is suggestive of the fact that the situation may actually have grown worse. This can only be ascertained by analyzing the operation of the MMCCD. This is discussed in the next section.

**4.3 ANALYSIS OF THE OPERATIONS OF THE MMCCD**

The MMCCD falls under the broad Department of Environment. It involves the following operations;

- Transport operations
- Personnel



#### 4.3.1 TRANSPORT OPERATIONS

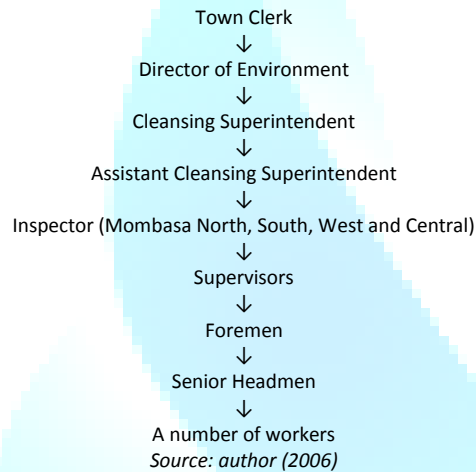
This constitutes central collection sites characterized by dumpsters also referred to as batteries. Three hydraulic trucks a number of side loaders, a type of vehicle used to ferry waste. Early in the morning the trucks go to dumpsters with empty batteries, they load the full one and leave behind the empty one. The loaded one is taken to the dumping site. The map of Mombasa as shown on appendix III shows two shaded areas as dump sites. Kibarani used to be the dumpsite until recently when it was changed to Mwakirunge. Kibarani is the preferred site because it is situated along the causeway not far away from the city and its environs. Mwakirunge on the other hand is 15km away from the town on a hilly place. Kibarani has been sold to private developers as a way of reclaiming the landfill.

Also, the transport unit is made up of the maintenance and repair of vehicles which constitute besides trucks, motorbikes whose task is to facilitate supervision. On visiting the offices of the MMCCD, located in the MwembeKuku area of Mombasa Central, behind the Council's fire department, the researcher counted more than 15 broken down trucks and small cars. The Officer interviewed stated that only one truck was in use servicing the town and its environs. People in the Magongo area had not had their garbage collected since the beginning of the year. The officer said that they would have to request use of a truck from Mariakani or from the Navy.

#### 4.3.2 PERSONNEL

The bulk of personnel of the MMCCD constitute cleaners/road sweepers and garbage collectors. The Officer stated that the cleaners are to start work in the morning at 6.30 am. He said normal working hours run for eight hours. It was difficult for the researcher to trace them in the field. Generally no work is done. The officer explained that there existed a structure that established a chain of command. All workers fell under the Town's Clerk Department. He was the C.E.O in charge of all the Local Authority operations besides cleansing in the town as shown in figure 4.2.

FIGURE 4.2 THE ORGANIZATIONAL STRUCTURE OF THE MMCCD



Each senior headman is in charge of a number of cleaners/workers and is answerable to the foreman. Each foreman is answerable to a supervisor who is then answerable to the inspector. The chain of command is long. Information requiring immediate action may get lost in the chain or by the time action is taken, it is too late. The town clerk is responsible for hiring and firing workers. To hire workers is implicative of the responsibility to ensure that they are performing on the job. The researcher was informed that there was in-service training for workers to better these remunerations and other benefits.

Work, under normal circumstances, begins on a Monday morning at 7:30am, where workers report for duty, collect tools, and set off to their various working areas. Trucks are fuelled and set off to collection points, emptying dumpsters, collecting garbage from households. This is especially conveniently done when a pattern has been established that households leave their bins outside for collection on a particular day or time in the day.

#### 4.4 ANALYSIS OF QUALITY GAPS IN THE PERFORMANCE BY MANAGEMENT AND WORKERS

##### 4.4.1 FACTORS AFFECTING STREET CLEANSING SERVICES

The officer identified the following factors that he cited to be affecting cleansing services;

- narrow streets especially in the Old Town area
- a lot of traffic
- residential streets not up to the approved plans which restricted access to households
- unlicensed hawkers contribute to unauthorized waste
- Workers are not motivated
- high population
- lack of political goodwill
- carelessness by members of the public
- lack of enough equipment
- lack of proper supervision of workers

Workers have no way of knowing whether they have done a good job. They rarely meet with their supervisors. They report in the morning and have no tools to work with so they loiter around in the yard and leave after some time. The five the researcher interviewed, two she found on the road and three at the yard awaiting further instructions about availability of cleaning equipment. They sweep as per how they feel like. The point that was so obvious was their lack of enthusiasm for their job. Not having been paid for the last three months, it becomes very difficult not only working but having directives carried out. The procurement procedure would take long so that from the time of placing requisition for a broom and the time of actually receiving it would take very long over a month. There was general lethargy towards anger, a palpable desperation of the prevailing circumstances and a keen sense of anger at management. One would report to work because he wishes to remain in the payroll after which he goes to do other paying work. One would say that he has not been paid now for three months, what is he expected to feed on, take his children to school with.

##### 4.4.2 RESPONSE TO COMPLAINTS

The officer interviewed mentioned the following reasons as to slow or no response to complaints made;

- lack of finances
- bureaucracy
- lack of enough equipment
- political influence
- old transport equipment

It was observed by the researcher that the office had a disconnected telephone line, making direct access to the man in charge impossible. The room was old with a fan that dated back to colonial days. On the day of the interview, everyone was seated outside; to suggest it was hot inside or that there was no work for that particular afternoon. Of all the respondents 61% had never visited the MMCCD offices. 58% of the respondents said they never had their garbage collected

10.4% never bothered to fill to suggest the question held no meaning at all.13% hardly ever visited the offices while the remaining 17.8% frequented the offices to no avail. 158 respondents never had their roads swept. 210 respondents occasionally had their roads swept. The researcher observed plenty of litter on the road fronting the offices of the MMCCD.

158 respondents making up 31.6% of the total did not respond to this question .Most roads in the area are in need of repair, especially those in the estates where the researcher sourced most of the respondents. 42% occasionally had their roads swept whereas 10.6% had theirs swept on a daily basis.15.8% had their roads swept weekly.

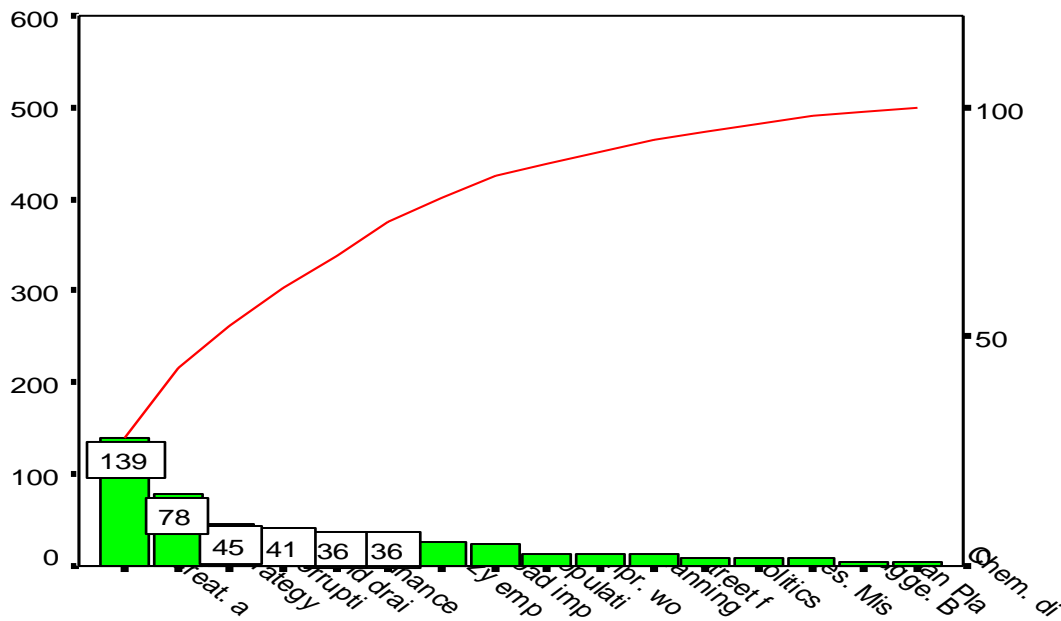
TABLE 4.6: REASONS FOR THE SOLID WASTE PROBLEM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pay	32	6.4	6.4	6.4
	Lack of Personnel	37	7.4	7.4	13.8
	Corruption	27	5.4	5.4	19.2
	Increase in Refuse Due to Increase in Population	27	5.4	5.4	24.6
	Laxity of Workers	96	19.2	19.2	43.8
	Low Frequency of Refuse Collection	21	4.2	4.2	48.0
	Lack of Proper Equipment	80	16.0	16.0	64.0
	Ignorant Population	69	13.8	13.8	77.8
	Poor Planning	95	19.0	19.0	96.8
	Other Reasons	16	3.2	3.2	100.0
	Total	500	100.0	100.0	

Source: author (2006)

Laxity by workers was cited by 19.2% of the respondents to be the reason behind the cleansing problem. Poor planning was cited by 19% of the respondents to be the other major reason behind the chaos at the MMCCD. The third major reason to be cited was lack of proper equipment by 16% of those interviewed. Respondents were asked to cite those factors that posed a challenge to the MMCCD and which had to be dealt with if at all the waste management problems were to be things of the past. These challenges were fed into the SPSS system and the following Pareto Chart extracted.

FIGURE 4.3: PARETO CHART SHOWING CHALLENGES FACING THE MMCCD



### Challenges

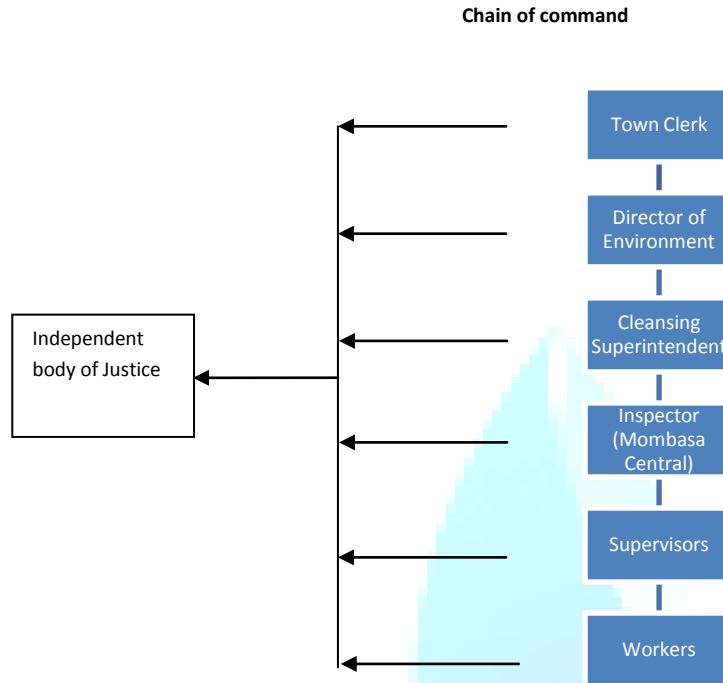
Source: author (2006)

The figure above shows 'creation of awareness' amongst all the solid waste management stakeholders emerged as the biggest challenge at 29% of all the respondents interviewed. At 15% and 9% were poor strategies and corruption. Between 7% and 8% were the following challenges

- Old drainage systems
- Inadequate finances and
- Lazy employees

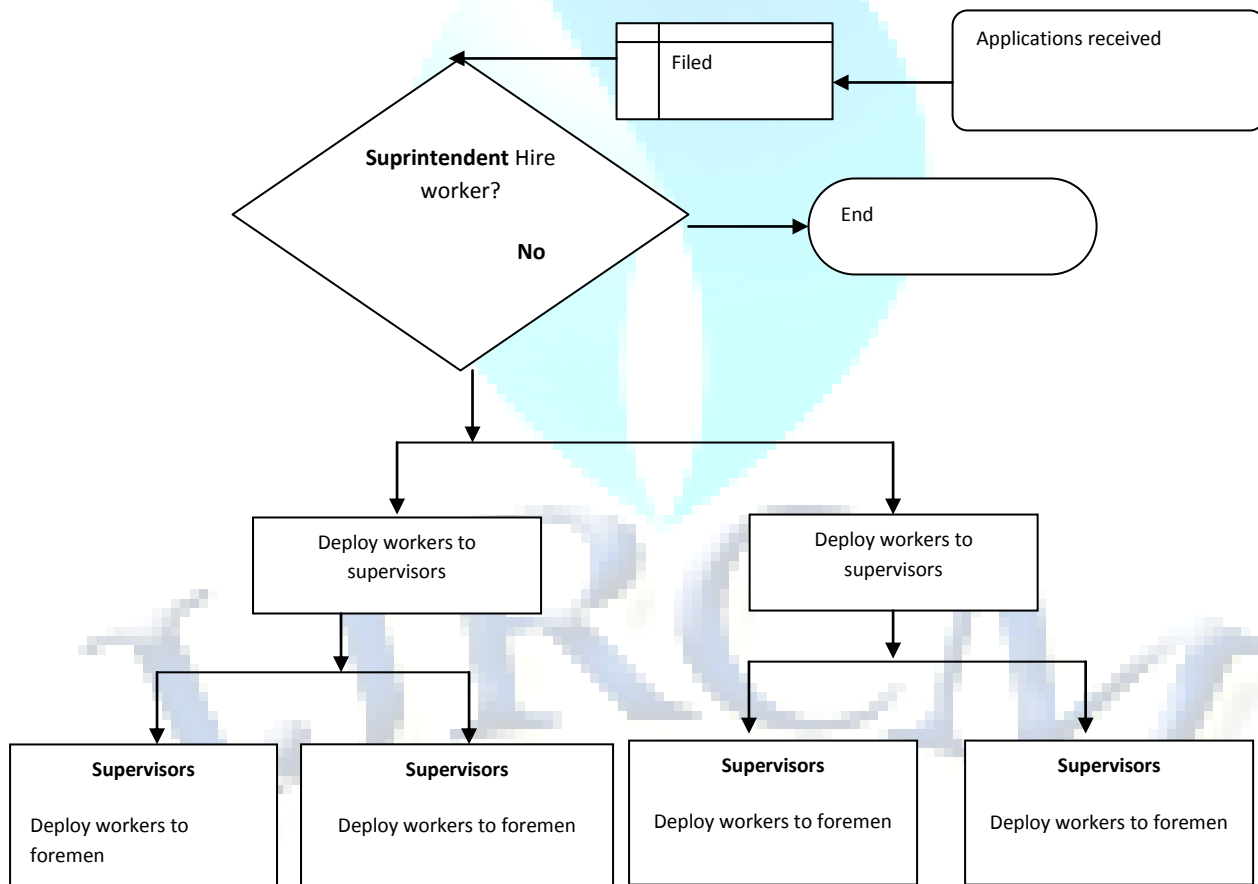
The other challenges that were mentioned but did not feature significantly amongst the respondents were road improvement, population, improving workers conditions, poor planning, street families resource mismanagement among others.

FIGURE 4.7: FLOW CHART PROCESS SHOWING THE IDEAL ORGANIZATIONAL STRUCTURE I.E. A RESTRUCTURED COUNCIL



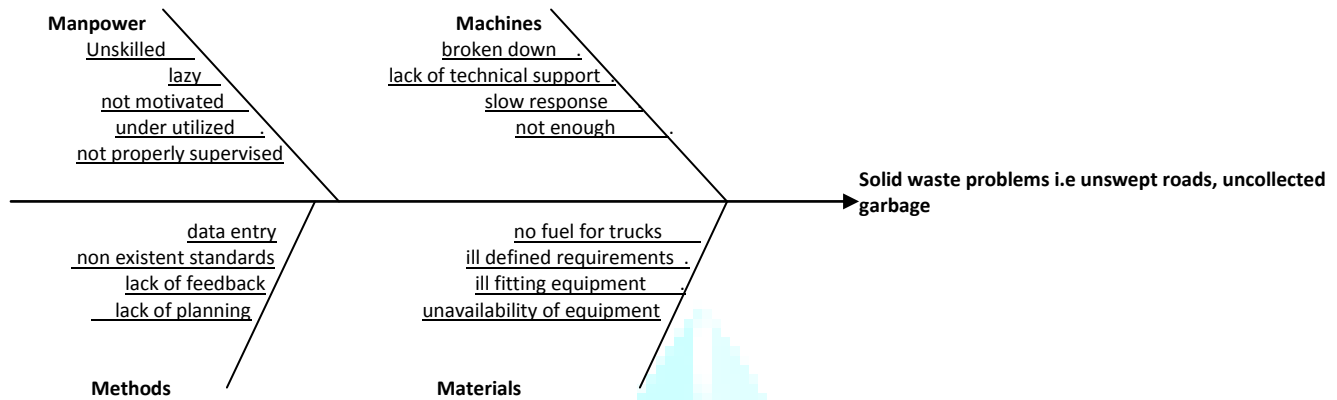
Source: author (2006)

FIGURE 4.8: FLOW CHART PROCESS SHOWING THE IDEAL PROCEDURE FOR HIRING OF WORKERS



Source: author (2006)

FIGURE 4.10: DIAGRAM SHOWING ISHIKAWA'S 4M's FISHBONE DIAGRAM



Source: author (2006)

Manpower problems result from unskilled workers. When it comes to sweeping roads and collecting garbage, there's little skill required to carry out the activities. The issue is taking instruction, commitment to the vision, and mission of the MMCCD, which is communicated to them as often as possible in quality circles organized by supervisors. The workers are underutilized and are not properly supervised. Most machines are broken down with no mechanics to repair the more than 15 that lay unused at the yard at the time of the interview. Very slow response to complaints or requests because of few trucks, or outdated ones that almost do "10km per hour". Besides the majority being almost obsolete to perform tasks at hand, they are grossly insufficient in view of the enormous work required to be performed everyday. However with proper planning, what seems enormous and hence intimidating becomes routine. Methods include need for reliable data entry methods, quality standards, commitment to encouraging and efficiently responding to feedback. Materials include lack of fuel for trucks. One of the complaints by a truck driver was that they could not go on their usual morning rounds because they lacked fuel. The presence of inefficient procurement processes that would see workers unable to work for days because of absence of tools for days on end.

## 5. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This section gives summary of the findings of the exploratory research in relations to the stated objectives. The first study objective was to identify quality gaps in the performance by workers and management of the MMCCD by use of TQM tools. The second was to recommend measures which if implemented will help streamline activities in such a way as to ensure efficient and effective use of available resources.

### 5.1 CONCLUSIONS

Management at MMCCD have to look for ways of motivating its workers. It has to come up with systems that ensure service is delivered to the expectations of the service users.

### 5.2 LIMITATIONS

The main limitation of this study is long time that has elapsed between the actual research and publication time. The researcher however notes from observation that solid waste management still remains a challenge for the Mombasa County Government.

### 5.3 RECOMMENDATIONS

The researcher recommends that the County Government of Mombasa ensures public participation whenever it contemplates policies that affect products/ service delivery to members of the public to ensure their ownership of the processes at the time of implementation. Also to invest in educating and motivating all cadres of staff in the County.

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**STUDY ON TURMERIC PRODUCTION AND GROWTH IN ERODE DISTRICT**

**M.ANAND SHANKAR RAJA**  
**RESEARCH SCHOLAR**  
**SRM UNIVERSITY**  
**KATTANKULATHUR**

**SHENBAGAM KANNAPPAN**  
**RESEARCH SCHOLAR**  
**RESEARCH & DEVELOPMENT CENTRE**  
**BHARATHIAR UNIVERSITY**  
**COIMBATORE**

**ABSTRACT**

India is the largest producer, consumer and exporter of turmeric in the world. The global production of turmeric is around 11 lakh tonnes per annum. India is the global leader in value added products of turmeric and exports. India shares around 78 per cent of the global turmeric Production. India has 182.04 thousand hectares underturmeric cultivation with a total production of 829.30 thousand tonnes and a yield of 4555 kg/ha (Madan, 2008). The present study was aimed to review turmeric production and growth in erode district of Tamilnadu and the main objective of the present study was to investigate to understand the Area, Production and Productivity of Turmeric in Erode and Study the various Process of Turmeric and to evaluate the Export Marketing of Turmeric in Erode. The principal use of turmeric worldwide is a major ingredient in curry power, but it is also used in other spice mixes. The increasing demand for natural products as food additives makes turmeric as ideal produce as a food colourant, it can be concluded that turmeric powder can be used as an alternative to in-feed-antibiotics for improving gut health in broiler deserters.

**KEYWORDS**

turmeric, growth, production, export marketing.

**INTRODUCTION**

According to Indian Census of 2001, the urban workforce participation rate of Erode is 35 percent. Major employment in the city is provided by textile industry, turmeric industry and oil industry. Approximately 68.83 percent of the workforce is employed in tertiary sector. Erode is also known as "Turmeric City" or "Yellow City" on account of production of turmeric in the state and has one of the largest markets for coconut. Turmeric has been used for many conditions in traditional medicine in India, Pakistan and Bangladesh. It can be prepared in various ways and is reputed to alleviate asthma and coughs. Erode District in Tamil Nadu State is very important market centre for Turmeric. Currently, the country has stocks of around 7.5 lakh bags (1 bag = 70 kg) of turmeric, of which Erode region alone has 3.5 lakh bags. Daily Turmeric market rate is updated in the website.

"India exports about 40,000 to 45,000 tons of turmeric per annum. It is shipped in the form of dry turmeric after polishing, fresh turmeric, turmeric powder, dehydrated turmeric powder, oils and oleoresins. In terms of volume, turmeric oleoresin account for about 200 tons per annum and turmeric powder constitutes very small portion. Fresh turmeric arrival in Erode starts from mid-January and continues till June. Stored product is available throughout the year. During January to April, turmeric from Mysore region comes to Erode market regularly. Turmeric prices increased by over Rs. 500 a quintal for almost all varieties on Friday following good domestic and export demand from Malaysia, Sri Lanka and UAE.

- Root variety prices increased sharply due to heavy demand from North India and countries like Malaysia, Sri Lanka and UAE. The hybrid root increased by Rs 650 a quintal to Rs 7,044 a quintal.
- At the Erode Turmeric Merchants Association Sales yard, New crop: the finger variety was sold at Rs 5,695-6,714 a quintal and root variety at Rs 5,499-6,714 per quintal.
- Old crop: The finger variety was sold at Rs 4,868-6,897 and root variety Rs 4,699-6,699 per quintal.

**REVIEW OF LITERATURE**

Muthuswamy and Shah, in 1982 evaluated the comparative quality of Salem and Erode turmeric types for curcumin content of mother and finger rhizomes of turmeric. Curcumin content was 4.75% compared with 3.9% in Erode.

Turmeric (*Curcuma longa* L.) is one of the vital spice crops and is eminent indigenous herbal medicine. It is utilized for flavouring and colouring of a variety of dishes on domestic scale as well as in food industries. The productivity of turmeric is low in acidic soils due to the presence of exchangeable aluminium and iron, fixation of phosphorus and leaching and runoff losses of nitrogen and potassium in high rainfall areas. Turmeric nutrient requirement is quite high due to shallow rooting and potential to produce large amount of dry matter per unit area. Application of organic and in-organic fertilizers is indispensable as their conjunctive use stimulates the mineralization of nitrogen and sulphur and diminish the fixation of phosphorus and potassium in the acidic soils (Kamat et al., 1982; and Singh et al., 2001). In fact, addition of organic manures has shown substantial augment in crop yield and improved physical, chemical and biological properties of soils (Dudhat et al., 1997). In addition, the application of farmyard manure or organics is useful, since in addition to major nutrients, they also provides the micronutrients that are quite valuable for optimum growth and development of the crop plants. But, its alone use is not ample to meet crop nutrient requirement. Conversely, the use of inorganic fertilizers alone poses serious threat to sustainability of agricultural productivity. Therefore, the best substitute is integrated nutrient management for sustainable production and health of soil. The use of both the organic and chemical fertilizers in required quantity assumes unique significance as complementary and supplementary to each other in crop production. The use of organics in combination with inorganic fertilizer materials enhances the nutrient use efficiency also.

Dr. I. Satya Sundaram (2000) Says that India Produces 63 varieties of Spices on Two million hectares with value exceeding Rs.42000 million (two million tonnes a year). However, only a small quantity is exported as the bulk of the produce is meant for domestic consumption our domestic market for spices is big total estimated production in 1997-98 was at 3.0 million tonnes with an annual growth rate of 10 percent and with limited scope for area expansion (2,359 million hectare). The world trade in spices by 2001 is projected to be 6,25,000 tonnes value at 83 billion. But, quantity wise. This is only 15.56 percent of the Indian production envisaged (4.018 million tonnes).

V.A. Parthasara. This pamphlet with India is a leading producer and exporter of turmeric in the world India has produced 837200 tonnes of turmeric from an area of 18600 ha. In session 2006-2007. This paper said about climate and soil, varieties, cultivation, plant protection, harvesting process which include curling, boiling, drying, polishing. Dried turmeric has a poor appearance and a rough dull outer surface with the scale and root bits. They said the yield of polished turmeric from raw material varies from 15-25 percent.

**OBJECTIVES OF THE STUDY**

- To understand the Area, Production and Productivity of Turmeric in Erode.
- To Study the various Process of Turmeric.
- To evaluate the Export Marketing of Turmeric in Erode.

**METHODOLOGY OF THE STUDY**

The research study is descriptive in nature. The entire study is based on Secondary sources of data .The Secondary data has been collected from reputed Books, Journals, Reports and Web-sites.

**LIMITATIONS**

Labour cost has increased drastically due too tedious process in Turmeric.Lack of water availability during summer. Higher realization in other crop grown in the same area.

**CULTIVATION PRACTICES INVOLVED****LAND PREPARATION**

While preparing the nursery for turmeric production, at the same time we cultivate a green manure crop (Daincha) in the main field. While preparing the land, the usual tillage operation may be adopted. Farmyard manure (FYM), neem cake, basal fertilizers, and micronutrients are applied to the soil as recommended. Beds should be prepared – 15 cm in height and 120 cm in width, and a convenient length – with at least 30cm spacing between the beds. In the case of irrigated crops, ridges and furrows are prepared, and the seedlings are planted on the top of the bed. Spacing generally adopted is 40 cm between rows and 30 cm between plants, compared with 30 cm by 30 cm with standard methods.

**PLANTING MATERIALS**

With this new methodology, we use sections of seed rhizomes weighing 20 to 35 grams each. For an acre, 180 kg of seed rhizomes are needed (usually there are 30 to 50 rhizomes per kg, with single rhizomes having a length of 7 to 9 cm, and a perimeter of 7 to 8 cm ). Single rhizomes are cut into 3 to 4 pieces, each having 2 rings with a bulged portion. In a single rhizome, 8 to 10 rings are seen. We need about 22,000 pieces per acre (55,000 per ha).

**SEED TREATMENT**

Fungicide (any type) - 2 gms / one liter of water Insecticide (any type) - 2 mls / one liter of water Urea - 5 gms / one liter of water The fungicide used is organic, so no inorganic fungicides are used. The above materials are soaked in water for half an hour, after which they are kept for warming in air-tight gunny bags for eight days in a protected area. This should initiate the germination, which starts earlier in the bulged portions that protrude outward.

**PRO-TRAY FILLING**

Farmers fill the trays in which seedlings are to be raised with coco-peat, vermi-compost, some Effective Microorganisms (EM) solution, Trichoderma viridae, Pseudomonas, and a mixer. Then the trays are filled with partially-germinated seed, and the remaining space in the pits is filled with the above mixer of coco peat. Then the trays are kept under a shade net for 40 to 45 days. The usual daily maintenance activities are taken to ensure proper growth.

**TRANSPLANTATION**

After 40 days, we plant the seedlings in the main field with the support of drip irrigation and fustigation. Spacing between rows for STI is 40 cm between rows, and 30 cm between plants, while conventional spacing is 30 cm by 30 cm, as noted above. We have to protect the crop properly and carefully from pests and diseases through organic and inorganic methods. The materials used are listed in the comparative cost accounting below.

**HEALTHINESS OF TURMERIC**

- Turmeric has been in use since antiquity for its anti-inflammatory (painkiller), carminative, anti-flatulent and anti-microbial properties.
- The herb contains health benefiting essential oils such as termerone, curlone, curumene, cineole, and p-cymene.
- Curcumin, a poly-phenolic compound, is the principal pigment that imparts deep orange color to the turmeric. In vitro as well as in laboratory animal studies have suggested that the curcumin may have anti-tumour, antioxidant, anti-arthritis, anti-amyloid, anti-ischemic, and anti-inflammatory properties.
- This popular herb contains no cholesterol; however, it is rich in anti-oxidants and dietary fiber, which helps to control blood LDL or "bad cholesterol" levels.
- It is very rich source of many essential vitamins such as pyridoxine (vitamin B6), choline, niacin, and riboflavin, etc. 100 g herb provides 1.80 mg or 138% of daily-recommended levels of pyridoxine. Pyridoxine is employed in the treatment of homocystinuria, sideroblastic anemia and radiation sickness. Niacin helps prevent "pellagra" or dermatitis.
- Fresh root contains very good levels of vitamin-C. 100 of root compose of 23.9 mg of this vitamin. Vitamin C is a water-soluble vitamin and a powerful natural anti-oxidant, which helps the body develop immunity against infectious agents, and remove harmful free oxygen radicals.
- Turmeric contains very good amounts of minerals like calcium, iron, potassium, manganese, copper, zinc, and magnesium. Potassium is an important component of cell and body fluids that helps controlling heart rate and blood pressure. Manganese is used by the body as a co-factor for the antioxidant enzyme, superoxide dismutase. Iron is an important co-factor for cytochrome oxidase enzymes at cellular level metabolisms and required for red blood cell (RBC's) productions.
- Research studies have suggested that Curcumin, a poly-phenolic compound, found in this herb may inhibit the multiplication of tumor cells, including multiple myeloma, pancreatic cancer, and colon cancer.
- It contains health benefiting essential oils such as termerone, curlone, curumene, cineole, and p-cymene. These compounds have applications in cosmetic industry.
- Curcumin, along with other antioxidants, has been found to have anti-amyloid and anti-inflammatory properties. Thus; it is effective in preventing or at least delaying the onset of Alzheimer's disease.
- The root herb contains no cholesterol; however, it is rich in anti-oxidants, and dietary fiber. Together, they help to control blood cholesterol levels, offer protection from coronary artery disease and stroke risk.
- Early laboratory studies have been suggestive that turmeric is liver protective, anti-depressant, anti-retroviral effects.
- It has been in use since a very long ago as an important ingredient in traditional Chinese and ayurvedic medicines for its anti-microbial, anti-inflammatory, carminative, and anti-flatulent properties.

Source:<http://www.nutrition-and-you.com/turmeric.html>

**GRADE SPECIFICATION**

The following table elucidates the stringent trade specifications for whole and ground turmeric.

Important turmeric trade requirements

After harvesting proper care should be taken in consideration with the trade requirements. The major important attributes which should be kept in mind at the time of harvesting and storing are as follows:

Grade specifications

Grade designations and definitions of quality of Turmeric Finger

TABLE 1

SPECIAL CHARACTERISTICS						
Grade Designation	Flexibility	*pieces % by weight (max)	Foreign % by weight (max)	Chura and defective bulbs % by weight (max)	%of bulbs by weight (max)	Admixture varieties of turmeric (%)
Special	Should be hard to touch and break with metallic twang	2	1.0	0.5	2.0	-
Rajapore special	-	3	1.0	3.0	2.0	2.0
Allepey good	Should be hard to touch	5	1.0	3.0	4.0	-

\* Pieces are fingers, broken or whole, 15 mm. Or less in length.

Grade designation and definition of quality of Turmeric Ground:

TABLE 2

SPECIAL CHARACTERISTICS						
Grade designation	Moisture % by weight (max)	Total ash % by weight (max)	Lead as (Pb) parts per million (max)	Starch % by weight (max)	Chromate test	Acid insoluble ash, % by weight (max)
Standard	10.0	7.0	2.5	60.0	Negative	2.5

Per Capita Consumption

After allowing for exports, the per capita consumption works out to about 300-320g head per year, barring small quantities used for medical, cosmetic and religious purposes.

Source: [http://turmericworld.com/grade\\_specification.php](http://turmericworld.com/grade_specification.php)

Yield: From 15 tonnes of fresh turmeric, he was able to get 9 tonnes of dried turmeric. The costs he incurred are given below:

TABLE 3

SL.NO	DETAILS OF CULTURAL OPERATIONS	COST(Rs.)
1.	Ploughing (4 times)	700.00
2.*	Cost of FYM (own farm) and its transport	6600.00
3.	Making Ridges & Furrows , maintaining bunds	450.00
4.*	Cost of seed rhizomes @ Rs. 5/- per kg	4000.00
5.	Planting of turmeric -10 women labourers @ Rs. 40/-	400.00
6.	Cost of Weedicide (2 rounds )	400.00
7.	Weedicide application cost 2 rounds (1 labour per round @ Rs.40/-	160.00
8.	Hand weeding and earthing up operations -25 female labours @ Rs.40/-	1000.00
9.	Cost of fertilizers	2150.00
10.	Fertilizers application cost – 4 labours @ Rs.80/-	320.00
11.	Irrigation cost (15 rounds ) (1 labour per round @ Rs. 80/-	1200.00
12.	Harvesting – Cutting of plants at base level – 8 women labours @ Rs.40/-	320.00
13.	Digging and collecting of rhizomes – 20 men @ Rs.120/- and 40/- women @ Rs. 50/-	4000.00
14.	Boiling cost Rs.20. per trough (100 kg capacity trough )90 times	1800.00
15.	Drying & packing (10 female labours @ Rs. 40/-)	400.00
16.**	Polishing cost (Rs.1.25 per kg)	1875.00
17.**	Marketing cost including transport, Commission etc. ( 20 bags each 75 kg) Rs.20 /- per bag	400.00
	Total cost (for one acre)	26575.00

From the Rs 26, 575 invested in the turmeric planting, he anticipated selling the produce at Rs 33 per kg.

Source: <http://turmericworld.com/a-farmers-experience.php>

#### NUTRIUTRITIVE VALUES

Indian cooking attributes a lot of nutritive value to this spice. Apart from being used as a part of daily cooking, turmeric is believed to have many curative values that work differently on the organs of the body.

Given below, is a detailed list of nutritive values that turmeric has:

TABLE 4

CURED TURMERIC COMPOSITION / 100 GRAM	
Moisture	5.8 g /100 g
Protein	8.6 g /100 g
Fat	8.9 g /100 g
Carbohydrates	63.0 g /100 g
Fibre	6.9 g /100 g
Mineral Matter	6.8 g /100 g
Calcium	0.2 g /100 g
Phosphorus	0.26 g /100 g
Iron	0.01 g /100 g
Sodium	0.5 g /100 g
Potassium	175 IU /100 g
Vit.A	0.09 mg /100g
Vit.B	0.09 mg /100g
Vit.B2	0.09 mg /100g
Vit.C	49.8 mg /100g
Niacin	4.8 mg /100g
Calorific value	390 calories per 100g
Essential Oil	Dried Rhizomes 5-6% Fresh Rhizomes 0.24%

Source: <http://turmericworld.com/nutritive-values.php>

#### CONCLUSION

Turmeric is one of the oldest spices and had been used in India since ages. That is why it is said that this spice belongs to India and also called 'Indian Saffron'. Turmeric after harvest undergoes the process of turmeric is cleaning, boiling, drying, polishing, colouring and packaging. The annual demand for turmeric of the country is around 75 lakh bags (70 kg per bag) but at present trade sources indicated there were 40-45 lakh bags of stocks, of which Tamil Nadu accounted for

20 lakh bags and the rest from Andhra Pradesh, Karnataka and Maharashtra. Turmeric is planted with the onset of monsoon in the months of May to July. Erode; Salem and Coimbatore are major turmeric trading centres in the country along with Nizamabad, Sangli and Duggirala. Turmeric varieties such as Erode local, Salem local and PTS 10 are mostly cultivated in Tamil Nadu. India accounts for about 80 per cent of world turmeric production and 60 per cent of exports. Production of turmeric was 971 thousand tonnes in 2012-13, 17 per cent less than the previous year. Though the production declined, yield remained stable at five tonnes a hectare. This is because of those bonding only that India is the largest producer, consumer and exporter of this spice. The world production of turmeric stands at around 800 thousand tones in which India hold as have of approximately 75-80%. India has monopoly in turmeric trade at world level. Export of turmeric to various countries was 67000 tons and total value of export was Rs.643.76 crores. But the turmeric prices are more flexible. India has been potential to become a major player in the world trade of turmeric exported are dry turmeric, fresh turmeric turmeric powder and even through the production in India is high surplus is less because of higher domestic consumption.

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