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KNOWLEDGE SHARING AND THE PERFORMANCE OF TEACHERS IN KENYA**DR. DANIEL AUKA****DEAN****FACULTY OF COMMERCE****EGERTON UNIVERSITY****NAKURU****ESTHER GATHONI KIARIE****DIRECTOR (HUMAN RESOURCE)****DEPARTMENT OF BUSINESS ADMINISTRATION****FACULTY OF COMMERCE****EGERTON UNIVERSITY****NAKURU****ABSTRACT**

The main purpose of this study is to determine the effect of knowledge sharing on the performance of employees in the Teachers Service Commission in Kenya. It investigated how knowledge sharing influenced the performance of the staff at the commission's head quarters in Nairobi. To achieve this objective, the study employed descriptive research design on a sample of 323 employees, selected by proportional stratified sampling and simple random sampling to represent the different categories of employees in each department. Questionnaires were used to collect data. Descriptive statistics (percentages and means) and inferential statistics (step regression and Pearson correlation) were used to analyze the data. Regression analysis determined the effect of the organizational performance, Independent variables which were explicit and implicit knowledge sharing on the dependent variable which was performance of T.S.C employees. The results of the study established that knowledge sharing had a positive but weak effect on performance of employees. Implicit knowledge had more effect on performance than explicit knowledge thus rejecting the hypothesis that there is no significant relationship between knowledge sharing and performance of T.S.C employees. The study recommends organizations to put in place practices that encourage knowledge sharing. It is hoped that the study will help public organizations encourage knowledge sharing practices amongst and between employees for better service delivery and improved performance.

KEYWORDS

knowledge, knowledge sharing, implicit knowledge, explicit knowledge, organizational performance, knowledge management.

INTRODUCTION

Knowledge is measured as an enterprise priceless asset (Xu et al 2006). Today's highly competitive and expanding global economy requires knowledge management functions into their organizations (Wang et al 2006). Sharing and utilization of knowledge are essential for organizational effectiveness (Kogut and Zander 1996, Nonaka and Takeuchi 1995, Tsai 2001). So knowledge sharing and utilization is one of the most important factors in contributing to the business success.

The benefits of knowledge sharing for the organization are very prominent, when knowledge is shared, innovative product and services develop with higher quality, no duplication, customer will be better satisfied etc (Krogh, 1998). Studies of the Knowledge sharing reveal that knowledge sharing is a process of recombination and evolution of knowledge (Lee & Cole, 2003) and the globalization is favoring those organization that are able to create and share knowledge more effectively and efficiently than their competitors (Porter, 1990). So it can be said that Knowledge sharing is related to the long run performance and competitiveness.

Basic reason of knowledge sharing is to make easy knowledge shift from one person to another person, to take in the knowledge from outside and then adopt it. It is very necessary for the employees to learn knowledge from experiences gathered by the colleagues in inter and intra departments, internal processes and even from the outside organizations (Madsen, Mosakowski, & Zaheer, 2003).

It is now becoming increasingly evident that people are the ultimate foundations of organizational performance as noted by Shermerhorn (2002). What they know, what they learn, and what they do with it eventually determines organizational performance. They represent an intellectual capital defined as the collective brain power or shared knowledge of a work force that can be used to create value. The ultimate elegance of the new workplace may well be its ability to combine the talents of many people, sometimes thousands of them to achieve unique and significant results. Training and development largely impart to employees the explicit type of knowledge, that is, the operational type of knowledge. This is the know what type of knowledge that can be codified and stored for others to access. Derek et al (2008) however say that most knowledge is more complex than this, it is something which resides in a person's head and people are often unaware that they know until we come to use it. This is referred to as tacit knowledge or the 'know how' type of knowledge. This type of knowledge is made up of our accumulated experiences about how things are done, how problems can be solved, what works and what doesn't and in what contexts and under what conditions. Knowledge management aims at covering both types of knowledge where employees know what to do and how to do. Newly employed employees are trained on the 'know what' type of knowledge and can only learn the "know how" either through experience or getting the same from the more experienced employees. Explicit knowledge can however be written down and shared (Derek et al 2008).

Issues such as downsizing, re-engineering, outsourcing and dejobbing are major reasons why a vast majority of individuals no longer can expect to have career long employment with a single organization. So great has been the staff turn over in some sectors, that there are often few people left within the business who really know how things are done (Derek, 2000).

Some of the most valuable knowledge within a firm is essentially hidden or tacit knowledge residing not in documents or data bases but in the experience and skill of human beings. Although many of the early forays into knowledge management centered on the use of information technology to broaden access to documents and data bases, there is now widespread agreement that much of the highest – value knowledge within an organization is uncodified (Horvath A.1999)

Gorry (2008) contends that knowledge sharing can help workers improve the quality of public services and successful knowledge sharing needs institutional support and encouragement. Goltschalk (2007) suggests that increases in knowledge sharing will improve resource mobilization, decision making capability, strategic ability and the ability to link implementation elements and in that the Performance of employees continues to improve through knowledge sharing. At the Teachers Service Commission, it is not clear if the various knowledge sharing practices affect performance more so when employees retire or leave the organization. TCS has not conducted any study to that effect despite the many problems facing public organizations.

STATEMENT OF THE PROBLEM

As the explicit and tacit knowledge of employees in an organization often plays decisive roles in solving problems, knowledge sharing between and among those who directly deal with various problems may have a high probability of improving performance in an organization (Yanow, 2004). Gorry (2008) argues that

knowledge sharing can help public employees improve the quality of public service. Wiig (2002) further elaborates that managing knowledge effectively can have a positive effect on the performance of public service organizations. Ideally, capturing and sharing critical knowledge should be occurring continuously among employees. However, there has been no study at the Teachers' Service Commission (TSC) on the effect of Knowledge sharing and its performance. Therefore this study sought to establish the relationship between knowledge sharing and performance at the Teachers Service Commission.

OBJECTIVES OF THE STUDY

The study was guided by the following objectives;

1. To determine the effect of explicit knowledge sharing practices on performance
2. To establish the effect of implicit knowledge sharing practices on performance
3. To determine the effect of explicit knowledge sharing and implicit knowledge sharing on performance

HYPOTHESIS

The study tested the following hypotheses

Ho1 : There is no significant relationship between explicit knowledge sharing and performance

Ho2 : There is no significant relationship between implicit knowledge sharing and performance

Ho3: There is no significant relationship between explicit and implicit knowledge sharing and performance

LITERATURE REVIEW

KNOWLEDGE AND KNOWLEDGE SHARING

knowledge-sharing refers to "the use of knowledge databases, best practices conferences, technology, cross-functional teams, emails and social network software etc. to share self-constructed knowledge with colleagues. Knowledge has been defined as the actuality of skillful action and the potentiality of defining a situation so as to permit skillful action (Nonaka and Von Krogh, 2009). Davenport et al (1998) defines knowledge as a high – value form of information that is ready to apply to decisions and actions. Through deep conversations and brainstorming from this sharing process, one's knowledge will become more inclusive and complete; while the synergistic effect of the accumulation of organizational knowledge assets will be developed during knowledge transfer and sharing".

According to Prat (2006), knowledge is viewed as an evolving mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information". Knowledge lies in human minds and exists only if there is a human mind to the knowing (Widen-Wulff & Suomi, 2007). Knowledge is a resource or stock in the organization (Coulson-Thomas, 2003) that exist along the organization. Knowledge is valuable, rare, not easy to substitute and difficult to imitate, making it a competitive advantage for the organization. A firm cannot have the same knowledge as the others' because different firms have different human and knowledge resources (Kim, 2002). No organization can have a total same knowledge.

Knowledge sharing is also defined as the activities of disseminating and transferring knowledge from one person, group, or organization to another (Lee, 2001) requiring the collaboration of individuals and groups for mutual benefits (Al-Alawi, 2005). Knowledge sharing is a process through which personal and organizational knowledge is exchanged. In the other words, knowledge sharing refers to the process by which knowledge is conveyed from one person to another, from persons to groups, or from one organization to other organization. Mostly, effectiveness is depends on how well knowledge is shared between teams, individuals or units (Goodman and Darr 1998, Pentland 1995)

Depending on the degree of explicitness, there exists explicit and tacit knowledge. Nelissen (2002) elaborates that explicit knowledge refers to the knowledge that is expressed by formal techniques. It can be more readily and directly observed, captured, transferred or communicated to others (Cabrera and Cabrera, 2002). Explicit knowledge exists in the form of documents and visual materials.

In contrast, tacit or implicit knowledge which is broadly called local knowledge (Yanow, 2004) is subjective; it refers to practical know – how or intelligence on experimental learning which often is not openly expressed Haynes (2005). Tacit knowledge is knowledge embedded in individuals and is invisible to the outside observe. Explicit knowledge is the type of knowledge that can be easily documented and shaped (Choi and Lee, 2003). It can be created, written down, transferred and followed among the organizational units verbally or through computer programs, patents, diagrams and information technologies (Keskin, 2005; Choi & Lee, 2003). Tacit knowledge is what embedded in the mind (Choi & Lee, 2003), can be expressed through ability applications; is transferred in form of learning by doing and learning by watching

Nonaka (2009) argues that tacit knowledge is a source of competitive advantage for organizations and can be distinguished from explicit knowledge. It is related to the senses, experiences, intuition, unarticulated mental models or implicit rules of thumb. It is not directly expressed or captured in formal ways (Pardo, et al 2006).

Knowledge management as the process through which organizations develop, organize and share knowledge to achieve competitive advantage (Schermerhorn, 2002). Knowledge management requires the creation of sharing, learning and knowledge creation are part of the norm. this requires a special form of leadership that recognizes that intellectual capital is an invaluable asset in this stage of transformation. It is evident that people are the ultimate foundations of organizational performance (Schermerhorn, 2002). What they know, what they learn, and what they do with it, eventually determines organizational culture in which information performance. They represent an intellectual capital defined as the collective brain power or shared knowledge of a workforce that can be used to create value (Pardo et al 2006).

So knowledge sharing is most important processes of knowledge management, which slowly develop and pick up the building block of the system. It means, knowledge sharing has its relationship in long run performance and competitiveness (Rong Du et al 2007).

Knowledge sharing is often used to mean the same thing as knowledge transfer and knowledge management Kang et al (2008). Knowledge sharing is however a broader concept than simple transfer of knowledge, emphasizing the process of or social interaction for knowledge exchange as explained by Grant (1996). Gupta and Govindarajan (2000) indicate that it is however a narrower concept than knowledge management which includes knowledge creation, transfer and sharing. Jacobson (2006) refers to knowledge sharing as an exchange of knowledge between individuals. Lindsey (2006) defines knowledge sharing as facilitating learning through sharing into usable ideas, products and processes.

Knowledge sharing is defined as an action in which employees diffuse relevant information to others across the organization (Bartol and Sriastava, 2002). Schermerhorn (2002) defines knowledge management as the process through which organizations develop competitive advantage. Bock and Kim (2002) assert that knowledge sharing is considered the cornerstone of knowledge management and continue to say that unless individual knowledge is shared throughout the organization, the knowledge will have a limited impact on organizations effect.

KNOWLEDGE SHARING PRACTICES AND LEARNING COMMITMENTS

Nurturing a knowledge sharing culture and establishing the right climate for knowledge sharing is a fundamental issue for successful organizational performance that maintains competitive advantage Hsu (2008). He goes ahead to say that knowledge sharing practices are considered the facilitating factors for improving organizational performance through human capital and learning commitments. Thus knowledge sharing practices play a significant role in improving employees learning abilities, employees' adaptability and employees' job satisfaction.

Tsai et al (2007) revealed that family relationships and interpersonal relationships are the most important factors that influenced employees learning commitment in the job satisfaction construct. Thus when more attention is paid to employees interpersonal relationships with colleague and family relationships, they will share more knowledge and learn many new skills. These interpersonal relationships with family and colleagues are part of knowledge sharing activity that is called socialization.

Paulson, et al (2005) argued that when workers control their learning process the competence development is easily provoked. Work tasks are therefore executed smoothly and free of stress. However, the individual learning process is most likely voluntarily rather than compulsory. Thus the biggest challenge is fostering willingness to learn new knowledge and skills within all organizational levels to enhance competitiveness and innovativeness.

EXTRINSIC AND INTRINSIC MOTIVATION AND KNOWLEDGE SHARING

Osterloh and Frey (2000) explain that extrinsic motivation constitutes of incentives for behaving in a certain way based on the use of a price system. Thus extrinsic motivation can be used to coordinate resources by linking employee's monetary motive to the goal of the organization Garfield (2006) further says that individuals are said to be intrinsically motivated when they undertake an activity because it satisfies their immediate needs. Intrinsically motivated people are ideally motivated by working with self defined goals and fulfilling tasks. This type of motivation holds advantages of extrinsic motivation in organizational activities which demand creativity and learning on the side of employees Osterloh and Frey (2000). The willingness to take part in knowledge sharing is influenced by various factors according to Osterloh and Weibel (2004). these are; the degree of overlap in the transmitters and receivers knowledge bases, the degree of tacitness of the involved knowledge, the degree of complexity, failure sensitivity, perceived value by both the transmitter and the receiver and the strategic context e.g. exploration. Knowledge whether knowledge sharing takes place in an organization depends to a great extent on individual organizational members, motivation to share or not the knowledge they possess.

CREATING A KNOWLEDGE SHARING CULTURE WITHIN THE ORGANIZATION

Bartol and Sriostava (2002) argue that creating a Knowledge Sharing Culture is about making knowledge sharing the norm. Sharing knowledge is not just sharing information. The purpose of knowledge sharing is to help a whole organization to reach its business goals. It is not sharing for only the benefit of one department. Sharing knowledge is as significant as learning to make knowledge productive. It calls for a change in culture. Prat (2006). The company which wants to create a knowledge sharing culture needs to encourage it staffs to work together more effectively, to collaborate and to share in order to make organizational knowledge more productive. However, Direct and indirect rewards must be put in place to encourage knowledge sharing. Knowledge workers might be financially or admirably rewarded for contributing to knowledge work. However, it might not be true in all cases because it is not possible to make people share their knowledge by only rewarding them. Some employees are motivated by more than just money such as more experiences and knowledge they can gain by themselves during doing knowledge work. Hence it needs to ensure that appropriate rewards are in place (Derek et al 2008).-

Hsu (2008) explains that knowledge sharing behavior can be encouraged when the employees realize that knowledge-sharing is valuable for them. Sharing knowledge helps employee do their jobs more effectively. Moreover, it helps them keep their jobs; helps them in their personal development and career progression; rewards them for getting things done; understand what they know in the whole picture. Expertise learnt and applied in one part of the organization is not leveraged in another continuous innovation process will sustain the competitive advantage in most companies. Knowledge management has to address three key activities: motivating people to share information, developing a system for managing and storing information and motivating people to use the knowledge available to them (Hsu, 2008).

Schermerhorn (2002) indicates that team working is a key factor to not only create knowledge, but also to share knowledge. Team work helps in the creation of knowledge with mutual understanding of deep tacit knowledge based on shared experience together for a long time. Teams are important since they are the microcosms of the organization and the place where different views and perspectives come together and share experiences. Prat (2006) explains that coaching involves more experienced employees in the organization guiding new or less experienced employees through discussions and positive feedback. Managers refer to practical job experiences to develop the critical skills and competencies that the employee needs, and they provide job related opportunities for practice. The managers identify potential role models to employees and explain how high achievers perform so well. Garfield (2006) says that mentoring involves having employee trained on the job and the senior and more experienced employees mentor the newly recruited employees or those earmarked for promotion. Job mentoring is a potent strategy for enabling smooth succession in the office as the older workers gradually leaves the organization. Mentorship is about passing down the wealth of experience by the veteran worker to the younger staff. Mentorship is said to jump start career by enabling the budding staff members to succeed their seniors with great ease and confidence. The beneficiary is not only the young worker, but also the company through unfelt transition, (Garfield 2006) Knowledge management has been defined as the process through which organizations develop, organize and share knowledge to achieve competitive advantage. After any staff turnover, the expenses associated with replacing people who have left are high. This ranges from the cost of placing a recruitment advertisement, through the time spent administering and conducting the selection process to expenses required in inducting and training new employees (Armstrong 2006). Training and development largely imparts to employees the explicit type of knowledge, that is the operational type of knowledge. This is the know what type of knowledge that can be codified and stored for others to access. Derek et al, (2008) however says that most knowledge is more complex than this, it is something which resides in a persons head and we are often unaware that we know until we come to use it. This is referred to as tacit knowledge or the 'know how' type of knowledge. This type of knowledge is made up of our accumulated experiences about how things are done, how problems can be solved, what works and what doesn't and in what contexts and under what conditions. Km aims at covering both types of knowledge where employees know what to do and how to do. Newly employed employees are trained on the 'know what' type of knowledge and can only learn the "know how" either through experience or getting the same from the more experienced employees. Explicit knowledge can however be written down and shared (Derek et al 2008).

INFORMAL AND FORMAL ORGANIZATIONAL COMMUNICATION STRUCTURE AND KNOWLEDGE SHARING

Schermerhorn (2010) observes that behind every formal organizational structure, typically lies an informal structure. This is a shadow organization made up of the unofficial but often critical working relationship between organizational members. He goes ahead to say that if the organizational informal structure could be drawn, it would show who talks to who and interacts regularly with whom, regardless of their formal titles and relationships. The lines of the informal structure would cut across levels and move from side to side. They would show people meeting for coffee, in exercise groups, and in friendship cliques. Tsai et al (2007) explains that a tool known as social network analysis is one way of identifying informal structures and their embedded social relationships. Such an analysis typically asks people to identify others, whom they turn to for help most often, and with whom they communicate regularly and who energize and de-energize them. Social networks are then drawn with lines running from person to person according to frequency and type of relationship maintained. The result is an organizational map that shows how a lot of work really gets done in organizations, in contrast to the formal arrangements depicted in organization charts.

Kim and Lee (2006) describes communication as an interpersonal process of sending and receiving symbols with messages attached to them. The communication process can be viewed as a series of questions. "Who? (Sender) "Says what? (Message) "In which way?" (Channel) "to whom" (receiver) " with what results? (Interpreted meaning). He goes ahead to say that communication is not only about sharing information or being "heard", it often includes the intent of one party to influence or motivate the other in a desired way.

Another important factor that affects communication is office space design. Schermerhorn, (2010) says that an important but sometimes neglected part of communication involves proxemics, or the use of space. The distance between people conveys varying intentions in terms of intimacy, openness and status in interpersonal communications. According to Garfield (2006) The physical layout of non-verbal communication. Architects and consultants specializing in organizational ecology are helping executives build offices conducive to the intense communication needed in today's more horizontal organizational designs. Cook & Funsaker (2001) elaborates that the pattern and direction of communication flows have important consequences for both tasks accomplishment and personal satisfaction. Robbins (2007) specifies the various types of communication networks in an organization. He says that in the chain network, communication flows according to the formal chain of command, both downward and upward. The wheel network represents communication flowing between a clearly identifiable and strong leader and others in a work group of team. The leader serves as a hub through whom all communication flows. Finally in the all channel network, communication flows freely among all members of a work team Robbins (2007).

ORGANIZATIONAL PERFORMANCE

Performance is an important subject to study in the public sector. The use of knowledge is regarded as an important way to accomplish better organizational performance and effectiveness in modern society. However, little work has been done on the importance of knowledge sharing for organizational performance and effectiveness in the public sector Taylor and Wright (2004). Public organizations have not focused much on the development of knowledge management including knowledge sharing Yao et al (2007) Performance is the degree to which an organization achieves its intended objectives. A public organization with

specific public purposes or goals can achieve varying degree of performance or outcomes (Rat Cliffe, et al 2007). According to Kim (2005) strong positive relationships between organizational performance and individual factors such as job satisfaction, organizational commitment, public service motivation and organizational culture exist

Armstrong (2006) agrees that the promotion and development of performance management processes by HR can make an important contribution to knowledge management, by providing for behavioral expectations which are related to knowledge sharing to be defined, and ensuring that actual behaviors are reviewed and, where appropriate, rewarded by financial and non financial or non financial means. Derek et al (2008) further says that performance management reviews can help identify weaknesses and development needs in this aspect and initiate personal development plans which are designed to meet these needs. He goes ahead to say that one starting point for the process could be the cascading of corporate core values for knowledge sharing individuals, so that they understand they understand what they are expected to do to support those core values. Knowledge sharing can be included as an element of a competency framework, and the desired behavior would be spelt out and reviewed (Armstrong 2006).

ORGANIZATIONAL AND INDIVIDUAL LEARNING

Nonaka (2009) notes that organizational learning takes place when people learn collaboratively. It involves accumulating, analyzing and utilizing knowledge resources which contribute to the achievement of business objectives. Knowledge management objectives can make a major contribution to the enhancement of learning in an organization. Practices associated with creating the right environment for sharing knowledge will in particular promote organizational learning by creating a landscape of learning and development opportunities. Learning organizations transfer knowledge quickly and efficiently throughout the organization by means of formal training programs linked to implementation.

Robbins (2007) explains that organizational learning, is based on individual learning, and the significance of knowledge management and the techniques available to support it can be learnt in formal training sessions or monitoring programs designed and facilitated by the hr function. Organizing Workshops and conferences hr can play an important part in knowledge management by setting up and facilitating workshops, conferences, seminars and forums in which members exchange information and ideas, discuss what they have learnt and agree an what use can be made of the knowledge they have acquired. Apart from their value in disseminating knowledge, such gatherings can help to develop an environment in which knowledge sharing is accepted as a natural and continuing activity, Armstrong (2006). Working With I.T, Armstrong (2006) acknowledges that knowledge is neither a preserve of the IT function nor that of HR. the two functions need to work together. IT ensures that knowledge is recorded and made acceptable through means such as the intranet. HR collaborates by providing means for tacit knowledge to collected and where feasible, codified. To Promoting the Cause, Kang, (2008) But HR can make a major contribution not only in the specific activities referred to above, but also in generally promoting the cause of knowledge management, emphasizing to senior management at every opportunity the importance of developing a culture in which the significance of knowledge management is recognized."

KNOWLEDGE SHARING AND PERFORMANCE

Measuring organizational performance is comparing the expected results to actual results, investigating deviations from plans, assessing individual performance and examining progress being made toward meeting the targeted objectives (Hashim, 2007). Knowledge sharing would lead to knowledge accumulation, knowledge dissemination and knowledge acquisition. While there are debates on the importance between explicit and tacit knowledge, sharing this knowledge is ultimately very crucial in the organization.

Knowledge is said to be the main sources of competitive advantage for companies, therefore more and more companies are investing in knowledge and information, making them a knowledge-intensive companies (Stewart 2000). The best part is; knowledge and information can be detached from the physical movement of goods and services.

Operating within KBE, knowledge drives profit for the organizations for capital gain and sustaining competitive advantage (Wickramasinghe, 2005). The knowledge that residing in every corner of Small and Medium Enterprises (SMEs), must be managed effectively in enhancing the organizational performance.

Knowledge sharing, which is a component of knowledge management, can help improve performance. Gorry (2008) argues that knowledge sharing can help public employees improve the quality of public services.

Knowledge sharing within individuals can increase performance and competitiveness (Nonaka & Takeuchi, 1995). This statement is supported by Lin (2007) and Wang (2009) that effective knowledge sharing among organizational employees is useful to increase the long term sustainable competitive advantage of the organization. Organizations can effectively manage knowledge resources when employees are willing to cooperate with colleagues to contribute knowledge to the firm. This can generate information for decision making (Kearns & Lederer, 2003). New knowledge will indirectly be formed when the previous knowledge is shared through discussion, meetings, and informal conversation (Ho, 2009; Yang, Moon & Rowley, 2009). An organization that promotes employees to contribute knowledge within groups and organizations is likely to generate new ideas and develop new business opportunities, thus facilitating innovation activities (Darroch & McNaughton, 2002).

Organizational knowledge sharing can be the backbone of organizational learning and it brings enormous benefits to an organization (Van Woerkom & Sanders, 2010). These practices have a positive relationship with organizational human capital (employee competencies), which contribute to organizational performance (Hsu, 2008). Organizational performance might be attributed either from growth, product/services, product quality, or organization effectiveness.

Schnelder (2009) argues that knowledge exists in many forms and that co-production through collaboration produces useful new ways of approaching problems, which in turn can help improve performance. In addition, Grant (1996), argues that knowledge sharing can strengthen organizational effectiveness by maximizing the utilization of shared knowledge by members in organizations. Gorry (2008) contends that knowledge sharing can help workers improve the quality of public services and successful knowledge sharing needs institutional support and encouragement. Goltshalk (2007) suggests that increases in knowledge sharing will improve resource mobilization, decision making capability, strategic ability and the ability to link implementation elements.

THEORETICAL FOUNDATION

This study was based on two theories : the knowledge based theory and knowledge conversion theory .The knowledge based theory which focuses on the importance of knowledge as an organizational resource together with the emphasis on the capability of an organization to bring out especially the tacit knowledge from individual to use as an organizational knowledge and to apply such knowledge for the development of organizational performances. In this study, the knowledge based view links the antecedents of the knowledge sharing which related to workers' collaboration in the organization and related to the design of an organization which is contributed to the knowledge sharing.

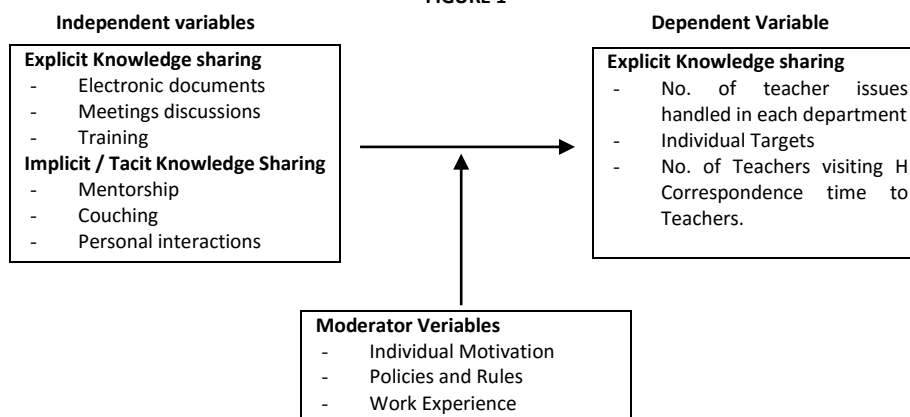
The study was also based on knowledge conversion theory (Nonaka,1994) which stipulates that knowledge transfer is a spiral process. The manner in which task information is transferred from one employee to the other and how explicit knowledge is converted to tacit for actualization of tasks and eventually what is seen to be working can now be made explicit is very relevant to knowledge sharing .This process repeat itself as more knowledge created and acquired. Nonaka (1994) argues that there tacit knowledge can be converted to explicit knowledge and explicit knowledge can be converted to tacit knowledge. Nonaka and Takeuchi, (1995) models knowledge conversion and transfer as a spiral process, in which each type of knowledge, tacit or explicit can be converted and the process can be viewed as a continuous learning process.

Nonaka and Takeuchi, (1995) models knowledge conversion and transfer as a spiral process, in which each type of knowledge, tacit or explicit can be converted and the process can be viewed as a continuous learning process.

CONCEPTUAL FRAMEWORK

The model above illustrates how the dependent, independent and moderator variables relate together in the conceptual framework. For example, mentorship is a tacit knowledge sharing practice, an independent variable that can influence performance the dependent variable. The extent of influence is however moderated by individual and organizational factors. Influence of Mentorship on performance for example can be moderated by the work experience of an employee. The three core components (independent, moderator and dependent) relate together in knowledge sharing.

FIGURE 1



Source: Field Data (2012)

RESULTS AND DISCUSSION

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

This section briefly describes the demographic characteristics of the sampled respondents involved in this study. Such a description is important in providing a clear understanding of the respondents included in the study. The demographic characteristics included, gender, level of education, category of employee and work experience in the organization. Table 1 illustrates the distribution of the sampled employees in accordance to their gender.

TABLE 1: DISTRIBUTION OF TSC EMPLOYEES BY GENDER

		Percent	Valid Percent	Cumulative Percent
Male	166	51.4	51.4	51.4
Female	157	48.6	48.6	100
Total	323	100	100	

Source: Field data (2015)

Majority of the sampled employees were males but the disparity between the males and the females was minimal. Males comprised 51.4 % and females comprised 48.6%. The disparity however depicts the general low levels of employment of females compared to males in professional jobs

RESPONDENTS WORK EXPERIENCE

Work experience was looked at as a characteristic that could affect knowledge sharing and performance in an organization. Employees were asked to indicate how long they had worked for the organization. This captured their work experience Table 2 shows the distribution.

TABLE 2: HOW LONG HAVE YOU WORKED FOR THE ORGANIZATION?

Gender		Below 5 years	6- 10 years	Above 10 years	Total
Male	Count	46	57	63	166
		28%	34%		100%
Female	Count	54	52	51	157
		34.40%	33.10%	32.50%	100.00%
Total	Count	100	109	114	323
		31.00%	33.70%	35.30%	100.00%

Source: Filed data (2015)

The table indicates 35.3% of employees have been working with the commission for more than 10 years; those who have worked between 6-10 years were 33.7% with only 31% having worked for below 5 years. This suggests a wide range of work experience. Such a wide range of work experience was critical in enhancing knowledge sharing practices. This findings were in line with Wiig (2002) who observed that the newer employees are still fresh from colleges and other organizations and are very receptive to new ideas while the older employees have the necessary hands on experience to understand the dynamics involved in the performance of tasks.

RESPONDENTS EDUCATION LEVEL

The education level of the employees was also looked at as possible characteristics that could influence knowledge sharing and performance in the organization. Education level captured the employee's professionalism as a factor that could affect knowledge sharing and performance.

TABLE 3: WHAT IS YOUR HIGHEST EDUCATIONAL LEVEL?

Gender		High School Certificate or Equivalent	College Certificate	Diploma	Degree	Masters	Others	Total
Male	Count	33	40	52	28	13	0	166
		19.90%	24.10%	31.30%	16.90%	7.80%	0.00%	100.00%
Female	Count	29	31	56	21	18	2	157
		18.50%	19.70%	35.70%	13.40%	11.50%	1.30%	100.00%
Total	Count	62	71	108	49	31	2	323
		19.20%	22.00%	33.40%	15.20%	9.60%	0.60%	100.00%

Source: Field Data (2015)

Table 3 indicates that 33.4 percent of the employees had a diploma in their respective areas. This was followed by those with a college certificate at 22 %, high school certificate or equivalent at 19.2% , those with degree were 15.2% and masters 9.6 %. This suggests that the sampled employees had sufficient qualifications to undertake their responsibilities and meet the objectives of the organization. Efficiency and effectiveness in the performance of their duties required professionalism.

RESPONDENTS CATEGORY

The other individual characteristics looked at was the category of the employees as seen in table 4:

TABLE 4: CATEGORY OF EMPLOYEES

Gender		Senior Level Management	Middle Level Management	Support Staff	Total
Male	Count	15	42	109	166
	%	9.00%	25.30%	65.70%	100.00%
Female	Count	17	36	104	157
	%	10.80%	22.90%	66.20%	100.00%
Total	Count	32	78	213	323
	%	9.90%	24.10%	65.90%	100.00%

Source: Field Data (2015)

Table 4 indicates that 65.9% of the employees were support staff, 24.1% were in the middle level management and 9.9% were in senior level management. This suggests that majority of the employees are in the support staff category and so a lot of knowledge sharing could be taking place. These findings were in line with Kim (2005) who observed that the nature of the work handled by the support staff in an organization requires interaction between and among themselves and those in the middle and a senior level management continually.

EFFECT OF EXPLICIT KNOWLEDGE SHARING ON PERFORMANCE

The first objective sought to determine the effect of explicit knowledge sharing on performance at TSC. The objective was based on the fact that sharing explicit knowledge would be expected to result in positive performance by the employees. Several questions tapped explicit knowledge sharing. The items tapped the time devoted to, degree of usefulness and access to explicit knowledge by the employees. The survey questions about the degree of usefulness and access of explicit knowledge used a 5 point likert scale; 1 = strongly agree, 2 = agree, 3 = undecided, 4 = disagree, 5 = strongly agree

TABLE 5: PERCEPTION OF EXPLICIT KNOWLEDGE SHARING

Statement	Response %					Mean
	SA	A	U	D	SD	
I find and share know-how information and knowledge through paper or electron document	38.4	46.7	9.0	3.4	2.5	4.15
Knowledge and information know-how in paper or electronic documents helps me handle my work	40.9	47.1	6.5	4.3	1.2	4.22
I can easily access paper or electronic document information and knowledge that other in my department have	31.3	44.3	11.1	9.6	3.7	3.90

Source: research data 2012

The study findings in table 5 indicate that 38.4% of the respondents strongly agreed that they find and share explicit knowledge. 46.7% agree on the same, 9% were undecided, 3.4% disagreed with 2.5% strongly disagreeing. Also 40.9% strongly agreed that explicit knowledge helped them handle their work. 47.1% agreed on the same. 6.5% were undecided on the helpfulness of explicit knowledge to them. 4.3% disagreed with 1.2% strongly disagreeing. Finally, the study findings reveal that 31.3% strongly agree that they can access explicit knowledge that others in the department have. 44.3% agree on the same with 11.1% being undecided on the accessibility. 9.6% disagreed that they can easily access explicit knowledge with 3.9% totally disagreeing. On the basis of the statistical means obtained (table 4.3.1) employees agree that they can access and find explicit knowledge useful in their work. table 4.3.2 represents results of explicit knowledge sharing when time spent on explicit knowledge sharing is looked at.

TABLE 6: EXPLICIT KNOWLEDGE SHARING

	Mean	Standard deviation	Mode
Time devoted to explicit knowledge sharing	1.82	.899	1
Usefulness of explicit knowledge sharing	4.21	.873	4
Access of explicit knowledge sharing	4.02	.983	4

Source: Field Data (2015)

The study findings includes the time spent on explicit knowledge sharing, usefulness and access to explicit knowledge sharing. (The order was reversed in the analysis to present the responses more clearly). The question about the time spent on explicit knowledge sharing used a 4 point likert scale; Rarely if ever, once or twice a day, 3-5 times a day and 6 times or more (the order was not reversed). From table 6 the employees reported sharing explicit knowledge rarely. They agreed however that sharing explicit knowledge was useful in dealing their work. The staff agreed that they can easily access explicit knowledge though they use and share rarely. The employees rarely spent time on explicit knowledge sharing.

EFFECT OF IMPLICIT KNOWLEDGE SHARING ON PERFORMANCE

The second objective sought to determine the effect of implicit knowledge sharing on performance of TSC employees. This objective was based on the fact that sharing implicit knowledge would be expected to influence performance positively. Several questions tapped implicit knowledge sharing. The items tapped the times devoted to degree of usefulness and access to implicit knowledge sharing by the employees. This used a 5 point likert scale; 1 = strongly agree 2 = agree, 3 = undecided, 4 = disagree, 5 = strongly disagree (the order was reversed to present the responses more clearly). The question about the time spent on implicit knowledge sharing used a 4 point likert scale; less than once a week, once or twice a week, 4-5 times a week (almost once every day) more than times a week (more than once every day). (the order was not reversed).

TABLE 7: PERCEPTION OF IMPLICIT KNOWLEDGE

Statement	Response %					Mean
	SA	A	U	D	SD	
It is helpful to share task information with Co-workers	35.0	52.9	7.1	3.4	1.2	4.17
I have ample time (chance) to share knowledge With colleagues	22.9	49.5	12.1	12.4	3.1	3.77
I can easily keep in touch with others to Communicate about their experience knowledge and stories about work	25.1	48.3	14.9	9.3	2.5	3.84
I only share my knowledge when I think its Important	21.7	46.1	13.6	14.6	3.7	3.68
I like to work with others to develop my skills and knowledge	35.3	46.4	11.5	5.9	0.9	4.09
I learn from my colleagues in the department	36.2	44.0	10.5	8.4	0.9	4.06
My colleagues learn a lot from me within our department	30.0	48.9	13.3	7.1	0.6	4.01

Source: Field data (2012)

According to study findings in table 7, 35% of the employees strongly agree that sharing implicit knowledge was helpful to their performance of tasks. To be able to understand the helpfulness accessibility and time spent on implicit knowledge sharing better, the means of the statements were taken and the results are presented in table 7.

TABLE 8: IMPLICIT KNOWLEDGE SHARING

	Mean	Standard Deviation	Mode
Time devolved to implicit knowledge sharing	1.72	.657	2
Usefulness of implicit knowledge sharing	4.08	.874	4
Access to implicit knowledge sharing	3.87	.984	4

Source: Field data (2012)

Results in Table 8 shows that on average the employees reported sharing implicit knowledge once or twice a week and they agreed that they had ample time to share implicit knowledge (the order was not reversed). The employees agreed that they share know-how information and knowledge through implicit means. They agreed that sharing implicit knowledge was useful in dealing with their work. The employees agreed that they can easily access implicit knowledge. This was in line with previous studies by Hsu (2008) and Jacobson (2006) which indicated that organizations with a knowledge sharing culture that encourages both formal and informal communication structures encourage employees to share knowledge that enables them to perform their work better.

EFFECT OF EXPLICIT AND IMPLICIT KNOWLEDGE SHARING ON PERFORMANCE

The third objective sought to establish the effect of both explicit and implicit knowledge sharing. This was based on the fact that knowledge is both implicit and explicit and cannot be separated on a clear line. Several questions tapped explicit and implicit knowledge sharing with the items tapping the time devoted to degree of usefulness of explicit and implicit knowledge sharing as well as reported access to explicit and implicit knowledge sharing. The survey questions about the degree of usefulness and access to explicit and implicit knowledge sharing used a 5 point likert scale; 1 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree, 1 = strongly disagree. (The order of responses was reversed in order to clearly represent the results). The question about the time spent in explicit knowledge sharing used a 4 point likert scale; rarely if ever, once or twice a day, 3 – 5 times a day and 6 times or more. The question about the time spent on implicit knowledge sharing used a 4 point likert, less than once a week, once or twice a week, 4-5 times a week and more than 6 times a week. Results from table 4.3.2 and 4.4.2 show that employees share implicit knowledge more than explicit knowledge and they also find explicit knowledge more helpful than explicit knowledge. Accessibility to implicit knowledge sharing was also more than explicit knowledge sharing.

HYPOTHESES TESTING

In order to determine the effect of explicit knowledge sharing and implicit knowledge sharing on performance of Teacher's Service Commission secretariat staff, the overall index score of various aspects of knowledge sharing were correlated with performance index. The results of correlation analysis are shown in table 8

TABLE 8: CORRELATION ANALYSIS (IMPLICIT)

		Performance index	Implicit knowledge index	Explicit knowledge index
Performance index	Pearson Correlation	1	.192(**)	.141*
	Sig. (2-tailed)	.001	.001	.001
	N	323	321	321
Implicit knowledge index	Pearson Correlation	.192 (**)	1	.126*
	Sig. (2-tailed)	.001	.323.	.001
	N	321	.126*	321
Explicit knowledge index	Pearson Correlation	.141*	.001	1
	Sig (2-tailed)	.001	.321	.001
	N	323		321

** Correlation is significant at the 0.001 level (2-tailed).

Ho1: There is no significant relationship between explicit knowledge sharing and performance at T.S.C.

The result showed that explicit knowledge sharing had a positive significant effect on performance ($r = 0.141$) as indicated in table 8 above. It can therefore be concluded that explicit knowledge sharing has a positive relationship with organizational performance. The hypothesis that there is no significant relationship between explicit knowledge sharing and performance was therefore rejected

Ho2: There is no significant relationship between implicit knowledge sharing and performance at T.S.C.

The study findings indicate that implicit knowledge sharing had a positive effect on performance at ($r = 0.192$) as shown on table 8 there is a positive but weak relationship between implicit knowledge sharing and performance. The hypothesis that there is no significant relationship between implicit knowledge sharing and performance was therefore not supported.

Ho3: There is no significant relationship between Explicit and implicit knowledge sharing and performance at T.S.C.

In order to determine the influence of the independent variables on the dependent variables, regression analysis was done. To achieve this, the two independent variables; explicit and implicit knowledge sharing were regressed on the overall organizational performance. A stepwise regression was done to determine the effect of knowledge sharing on performance. the results of the step regression analysis are presented below.

TABLE 9: MODEL 2 SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242	.059	.056	.49934
2	.301	.091	.085	.49155

Regression analysis result in model 1 indicates an r value of 0.037. R square value in model 2 was (0.059) and (0.091) which means the predictor attributes 5.9% and 9.1% variability in the domain. The evident improvement of the second model shows that the addition of implicit and explicit knowledge sharing improves the R square. When comparing the two models, including knowledge sharing improved the ability to explain by 3.8% indicating a variation in performance when knowledge sharing is factored in. It can be seen that there is a positive but weak relationship between knowledge sharing and performance. Thus the hypothesis that there is no significant relationship between Explicit and implicit knowledge sharing and performance at T.S.C is rejected. The remaining larger proportion could be explained by other factors such as remuneration of employees, motivation, empowerment, resources, communication structure and leadership among others which directly affect performance. Performance is a variable that is affected by many factors within and outside the organization as observed by Armstrong (2002).

TABLE 10: REGRESSION COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.254	.110		20.401	.000
	Perception of implicit knowledge sharing index	.186	.042	.242	4.462	.000
2	(Constant)	1.536	.240		6.390	.000
	Perception of explicit knowledge index	.179	.041	.233	4.349	.000

a Dependent Variable: performance index

On the basis of the significant values (table 4.6.5) explicit knowledge sharing ($p=0.000$), and implicit knowledge sharing ($p=0.000$) were found to significantly affect organizational performance. The result of this study indicate that Beta test for explicit knowledge sharing value was (0.233) and (0.242) for implicit knowledge sharing. This means that the influence of knowledge sharing on performance was significant because the t test was above 2.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

SUMMARY

On demographic characteristics of the study respondents, the findings revealed that out of the total 323 study respondents, 51.4% were males and 48.6 % were females. 35.3% of the employees had worked for the organization for more than 10 years. 33.4% of the study respondents had a diploma at education level and 65.9% were support staff in the organization.

The study findings on explicit knowledge sharing found that Majority of the sampled employees agreed that sharing explicit knowledge was useful in handling tasks and could access explicit knowledge easily. They however shared explicit knowledge rarely. The correlation analysis result showed that explicit knowledge sharing had a positive but weak effect on performance ($r=0.141$) as indicated in table 4.6.2. It can therefore be concluded that explicit knowledge sharing has a significant effect on performance. The hypothesis that there is no significant relationship between explicit knowledge sharing and performance was therefore not accepted. Explicit knowledge sharing contribution to performance was ($\beta=0.233$) which was less than the contribution of implicit knowledge sharing.

In relation to implicit knowledge sharing the study established that Majority of the employees agreed they shared implicit knowledge and had ample time to do so. They agreed that sharing implicit knowledge was useful in dealing with their work. The study findings indicated that implicit knowledge sharing had a positive effect on performance at ($r=0.192$) as shown on table 4.6.1. there is a positive but weak relationship between implicit knowledge sharing and performance. The hypothesis that there is no significant relationship between implicit knowledge sharing and performance is therefore not supported. Implicit knowledge sharing contribution to performance was ($\beta=0.242$). This was higher than the contribution of explicit knowledge sharing.

On the combined effect of explicit and implicit knowledge sharing, the respondents agreed that Knowledge (explicit and implicit) sharing was useful in handling their work. They reported sharing both explicit and implicit knowledge regularly. Results from Regression and correlation analysis indicate implicit knowledge sharing had a larger effect on performance than explicit knowledge sharing. A step wise regression showed that knowledge sharing contributed 3.7% to performance when regressed on its own. However addition of another variable, the category of employee improved the ability to explain to 9.1%. Implicit knowledge sharing contribution to performance was ($\beta=0.242$). This was higher than the contribution of explicit knowledge sharing which contributed ($\beta=0.233$) in summary there was a positive but weak relationship between knowledge sharing and performance. Thus the hypothesis that there is no significant relationship between Explicit and implicit knowledge sharing and performance at T.S.C was rejected.

CONCLUSIONS

On the basis of the descriptive findings it can be concluded that the T.C.S employees share both explicit and implicit knowledge and which was useful in handling their work. Based on the overall effect on performance, implicit knowledge sharing was rated higher when compared to explicit knowledge sharing. This implies that implicit knowledge sharing had a more effect on performance than explicit knowledge sharing.

Based on the study hypothesis, the study concluded as follows; hypothesis 1 which stated There is no significant relationship between explicit knowledge sharing and performance at T.S.C. the correlation between explicit knowledge sharing and performance was positive but weak, The study thus concluded that explicit knowledge sharing had a positive effect on performance.

Hypothesis 2 which stated that there is no significant relationship between implicit knowledge sharing and performance at T.S.C. the correlation between implicit knowledge sharing and performance was positive but weak. The study thus concluded that implicit knowledge sharing had a positive effect on performance.

With regard to hypothesis 3 which stated that there is no significant relationship between Explicit and implicit knowledge sharing and performance at T.S.C. it was established that implicit and explicit knowledge influenced performance at 3.7% percent when regressed on their own. However addition of another variable to that relationship increased the ability to explain to 9.1%. the minimal contribution of knowledge sharing to performance can be attributed to the fact that knowledge sharing is just one of the components of knowledge management the other being creating, developing, organizing and sharing knowledge as indicated by Schermerhorn (2002) thus for shared knowledge to be useful the other processes must also be well managed. As observed by Armstrong (2006) Performance is a variable that has multiple effects with many factors contributing each of which may make small contributions. There are other factors such as remuneration of employees, motivation, empowerment, resources, communication structure and leadership among others which may have a rather direct effect performance. Knowledge sharing may be contributing an indirect effect rather than a more direct effect. It does however contribute to a better performance by the employees. The contribution of knowledge sharing cannot be overlooked since it has a positive effect on performance and can enable organizations to collectively and systematically apply knowledge to better achieve their objectives.

RECOMMENDATIONS

The findings indicate that sharing of explicit and implicit knowledge is important to the performance of organizations. They however find and share implicit knowledge more than explicit and found it to be more useful in handling their tasks. The organization should therefore strive to effectively create a knowledge sharing culture and an enabling environment for employees to share knowledge. Employees should also be motivated to share relevant knowledge. More emphasis should also be placed on explicit knowledge.

It was evident from hypothesis testing that that implicit knowledge sharing had a greater effect on performance than explicit knowledge sharing. There is need for the organization to develop more mechanisms that encourage employees to share knowledge such as through identifying knowledge workers in the organization and high performers who can be motivated and encouraged to share knowledge.

MANAGERIAL IMPLICATION

The main goal of knowledge sharing is to acquire, share and transfer individual and organizational knowledge and experience into organizations effectiveness. The more individual and organizational knowledge are converted into assets of the organization, the stronger the organization becomes. This study shows that the implementation of knowledge sharing will contribute to the enhancement of organizational performance.

Knowledge sharing has been linked with enhancing organizational performance in many public and private firms. Thus, developing a successful knowledge sharing strategy is crucial so that customer knowledge can be a valuable resource for the organization. Managers need to conceive and implement a culture of knowledge sharing so that employees can understand the importance of knowledge sharing in the organization and take necessary actions to ensure its effective implementation.

In order to create a knowledge sharing culture in organizations, top management needs to encourage employees to work together more effectively, to collaborate and to share knowledge to enrich the organizational knowledge thus improve organizational performance.

Establishing the right strategy of knowledge sharing can create a competitive advantage through the introduction of new products and services that can meet the needs of customers. By focusing on the establishment of the right strategies for knowledge sharing, organizations are expected to reap the fullest potential knowledge sharing implementation during the environment uncertainty. Understanding the importance of knowledge sharing will promote the development of knowledge sharing practices beyond organizational boundaries.

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A CRITICAL STUDY OF CONTRIBUTION OF INFORMATION TECHNOLOGY COMPANIES IN STANDARD OF LIVING OF IT COMPANY EXECUTIVES IN VIDARBHA REGION

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ABSTRACT

The Information Technology (IT) sector in India is amongst the fastest growing in the country and the world. The Indian IT services market is estimated to remain the fastest growing in the Asia-Pacific region with a CAGR of 18.6 per cent. The rapid growth in the sector is a consequence of access to trained English speaking professionals, cost competitiveness and quality telecommunications infrastructure has also raised the standard of living of IT personnel's. Companies operating from India are able to leverage the advantage of the Indian time zone to offer 24 x 7 services to their global customers. Technological progress is the key to a country's long-term increase in its material well-being, the work of Nobel laureate Robert Solow and economist Trevor Swan showed in the 1950s. With this question in mind the researcher has selected the said for this paper.

KEYWORDS

information technology, standard of living.

JEL CLASSIFICATION

J017, J019.

INTRODUCTION

In an increasingly globalized economy, information technology is one of the key determinants of competitiveness and growth of firms and countries. Firms are becoming more competitive on the basis of their knowledge, rather than on the basis of natural endowments or low labour costs. It is becoming increasingly apparent that the role of traditional sources of comparative advantage (a large labour force and abundant natural resources) in determining international competitiveness is diminishing. Information technology does not only determine the market share and profitability of individual companies in tomorrow's global economy, but it also has a huge impact on future generations of workers and on a country's economic prospects.

INSIGHTS FROM EXISTING LITERATURE

Information and Communication Technologies and Social Development in Senegal: An Overview

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Publication details: DRAFT paper prepared for the UNRISD project Information and Communications Technologies and Social Development in Senegal August 2000
 Given the development of infrastructure and telecommunications services, the proliferation of private radio stations, the diversification of the audiovisual landscape, with packaged satellite programming, connections to the information superhighway, and the growing use of information and communications technologies in different segments of the society, Senegal can be said to have entered the information society in the early 1990s. Since then, it has been faced with an information revolution, with its attendant social, as well as political, economic and cultural consequences. Thus, along with technological progress, we are witnessing the foundations for a societal revolution. A careful study of the causes and effects of this phenomenon must be made, in order to ensure that social development continues to be a concern of the highest priority.

The present study was prepared as a part of the research project on information technology and social development sponsored by the United Nations Research Institute for Social Development (UNRISD), aimed at providing a foundation for future research in this area. Specifically, the study attempts to present, in summary fashion: - The history of the development of information technologies in Senegal, as well as the contribution of such technology, along with the modernization of telecommunications and of the media, to the formation of the modern Senegal; - Legal and regulatory changes in the information technology sector, as well as an analysis of national information technology policy;

The development and funding of infrastructure, and related issues; - Information technology and the public sector; - Information technology and the business world, particularly as related to the use of information technology in production, e-commerce and export; - Information technology and democratic reforms, particularly decentralization; - Problems and challenges associated with the use of information technologies in the education and health sectors; - The experiences of community and private telecenters, and other approaches intended to expand access to means of communication;

OBJECTIVES OF STUDY

1. To identify the nature and extent of their contribution in improving standard of living, infrastructure development.
2. To critically evaluate the share of contribution by IT companies in overall growth and development of Vidarbha region.

HYPOTHESIS

Ho1: Standard of living of IT company executives is not correlated with Experience

Ho2: Standard of living of IT company executives is not correlated with Annual Income

Ho3: Standard of living of IT company executives is not correlated with Nature of Organisation

RESEARCH METHODOLOGY

It is a quantitative research aimed at deliberating questions pertaining to Standard of living, social development, and infrastructure development of Vidarbha region. The data collection was done by using the questionnaire, observation and structured interviews to IT company executives (345 approx).

SCOPE OF THE STUDY

The proposed study plans to analyse the data for the past one decade. The data collection time frame is from 10 years, starting from year 1996. The study primarily focus on the improvements desired in the functioning and structure of the IT and IT Related Business in the Vidarbha Region with the special emphasis on ITES and the way it contributed towards raising the standard of living of IT company executives.

HYPOTHESIS TESTING**HYPOTHESIS TESTING BASED ON DATA COLLECTED FROM COMPANY EXECUTIVES**

Ho1: Standard of living of IT company executives is not correlated with Experience

INTERPRETATION

In correlation the emphasis is on the degree to which a linear model may describe the relationship between two variables. The correlation test statistics suggests us that there is no correlation between Standard of living and Experience of IT company executives. It is important that IT sector in region should ensure the maintaining of standard of living of IT company executives with the tenure of work experience of executives.

Ho2: Standard of living of IT company executives is not correlated with Annual Income

INTERPRETATION

The correlation test statistics suggests us that there is no correlation between Standard of living and Annual Income. This means that the payments across all the IT companies with different area of operations is similar and the further analysis related to salary and standard of living suggests us that there are no sectors offering relatively higher salary and this may be attributed to absence of clusters and lack of specializations in IT offerings from the region.

Ho3: Standard of living of executives is not correlated with Nature of Organisation

INTERPRETATION

The correlation test statistics suggests us that there is no correlation between Standard of living and Nature of Organisation. This depicts that irrespective of Nature of IT company operations the standard of living across is maintained with even low level of earnings and thus relative measures and analysis should be done to match as per the industry standards in this competitive era.

SUMMARY OF FINDINGS**COMPANY EXECUTIVES**

1. The proportion of executives working in the I.T. sector may differ because the working conditions in this sector, irregular timings and demanding schedules may deter females from entering into this field
2. As the experience increases it increase the level of designation the employee hold and hence most of the working executives fall under the age bracket of 25 to 35 years, as their experience increase they might achieve higher positions like technical analyst or technical manager etc.
3. The sample of Company Executives consists of several categories which is appropriate to get responses from all the levels of the organisation.
4. The level of experience may vary on the reasons of joining the organisation and relocation in the organisation etc.
5. The reason for variation in responses could be the business which these organisation receives from several sector some organisation may receives it from collaborative content management, some organisation may get it from value outsourcing or may be from providing ERP solutions. Further another reason for varied responses could be the working domain of the executives; the executive may give response according to his/her working domain. For ex. If an executive is working in testing domain he would reply that his organisation receives business from quality assurance and testing domain and likewise.
6. The variation in the income level can be justified by the levels of designation of executives in the organisation. Executives vary in designation as studied in the above graph, could be a reason to get different pay-cheques.
7. The reasons for varied educational background are the job profile in the organisation and the educational qualification required for the same profile.
8. The above frequency describes the nature of the premises in which executives resides. The frequency of having own premises can be justified by the reason that either the executives are localite of Nagpur, or has the intention to settle here or may be bought the property with an investment purpose, while 20% has availed the facility of having company residence and 17 % of the executives are residing in the rented premises.
9. The diversification of the areas can be justified on the basis that people are relocating in the city for the purpose of job, education etc, which actually is creating demand for places to reside which can only be developed, as existing places to reside are not vacant hence major chunk of people are residing in newly developed area.
10. The reasons for IT Company executives settling in Nagpur are mostly personal and due to family responsibilities and liabilities.
11. The reasons behind IT company executives investing in real estate in Nagpur are that they already had as they might be locale of Nagpur or they have an intention to settle down here or the purpose of investment they might have bought it.
12. The reasons behind this could be several like, level of disposable income, willingness to purchase property, motive of settling in this city, personal reasons etc.
13. The responses are justified on the ground that the I.T sector is booming providing employment, reason behind relocation of people creating demand for places to creating demands for apartments, relocation of government from places to places creating demand for quarters, increasing educational institutes creating demands for hostels and other facilities.
14. The standard of living has a direct connection to the income of a person, hence it can be derived that out of the executives considered as respondents 56% have satisfactory level of income, while 36% are not very sure about it, and 8% are not happy with the level of income they have.

CONCLUDING REMARKS

Technology has contributed almost half of the Nation's long term economic growth since World War II and IT is the most important enabling technology in the world today. It is responsible for new products and services and industries; revitalizing existing products, services and industries, providing new venues for commerce, enhancing our ability to manage information and to innovate and improving our productivity, quality of life and national standard of living. IT is changing the way we live and work and transforming the economy at a fundamental level.

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ROLE OF AWH IN EMPOWERING THE DISABILITIES FOR HIGHER EDUCATION**DR. RASHMIRANI AGNIHOTRI H.R****POST DOCTORAL FELLOW****DEPARTMENT OF STUDIES & RESEARCH IN SOCIAL WORK****P.G. CENTRE OF GULBARGA UNIVERSITY****RAICHUR****DR. K.S MALIPATIL****CHAIRMAN****DEPARTMENT OF STUDIES & RESEARCH IN SOCIAL WORK****GULBARGA UNIVERSITY****KALBURGI****ABSTRACT**

Empowerment is multi-faceted, multi-dimensional and multi-layered concept. Disabilities empowerment is a process in which disability person gain greater share of control over resource – material human and intellectual like knowledge, information, idea and financial resources like money and access to many and control over decision making in the home, community, society and nation and to gain process; according to the country report of government of India “Empowerment means from a position of enforced powerlessness to one of power”. In recent days higher education is most important tool regarding the subject disabilities also apart of society. Their role also very much important in a community or society. The recent years the focusing of disability student in planning UGC and government have been implimented the effective roles acts, programmes for the development, empowerment of student and also provide more employment opportunities changing their socio, economic, educational and cultural fields. AWH is one of the famous association in Kozhikode Kerala. It is a voluntary organization working for the welfare, empowerment of the disabled in Kerala especially of the comparatively backward north has grown considerably and has become a nodal agency for all welfare and development Calicut. The association to facilitate rehabilitation of people with all finds of disabilities, advocate and promote equality in all spheres of life through education, communication, training and painful employment. The AWH association has taken number of development and empowerment programmes for disabilities for higher education. Paper is purely theatrical. The paper shows the detailed study about AWH association's Introduction, Administration, Achievement, Institutions, and development and empowerment programmes for disabilities student lastly the role of AWH association work has been highly appreciated in the development and empowerment of disability students.

KEYWORDS

Higher education, disabilities empowerment.

INTRODUCTION

The Association for Welfare of the Handicapped was set up in 1973 and was registered under the Societies Registration Act of 1860 with Regn. No. 26/75 dt 29/03/1975. The registered office of the AWH is functioning at 17/194 M' Square Complex, Pavamani Road, Kozhikode 673001.

The AWH is registered with the Ministry of Home Affairs, Govt. of India under Foreign Contribution (Regulation) Act of 1976 with Registration No. FC No. 052880056 dt 10.04.1985.

From a humble beginning, a charitable voluntary organization working for the welfare, development and empowerment of the disabled in Kerala especially of the comparatively backward northern part (Malabar region) of the State of Kerala, the AWH has grown considerably and has become a nodal agency for all welfare and development programmes and has also become a Mother NGO of Calicut.

Its activities have registered a manifold increase and reach every segment of the needy sections of the society. AWH aims to reach out to all categories of disabled people whether they are visually imapiored, orthopaedically handicapped, hearing impaired, spastics, deaf, blind, mentally retarded, people afflicted by cerebral palsy etc.

With the above in view the AWH is actively engaged in activities that bring relief to the less fortunate sections of the society. The AWH pioneered in the setting up of institutions of special education which is a major tool for empowering the disabled, institutions to create professionals in various disability management areas, institutions of higher education and technical education. The AWH is also implementing various medical intervention programmes through its centres established for this purpose.

The institution has also been implementing programmes for management of chronic diseases. About 30 chronic diseases have been identified which if un-cared will lead to disabilities. The haemophilia Society have been formed which is affiliated to Haemophilia Federation of India and World Federation of Haemophilia, Canada. In the same lines the AWH has taken initiative in forming the Multiple Sclerosis Society of India MISSI Kerala Chapter and the Diabetes Society with the aim of catering to diabetes patients.

The AWH has also set up a number of institutions for imparting vocational training so that avenues for economic rehabilitation for persons with disabilities are opened.

Though the main focus of the Institution is welfare, development and empowerment of the disabled, the AWH has expanded its activities to cater to the needs of other needy sections of the Society especially women and children. The organization has taken up activities related to child health, nutrition, human resource development, socio-economic programmes, drinking water supply projects, projects for destitute and needy women, waste management, AIDS control projects etc.

A REVIEW OF LITERATURE AND IMPORTANT REFERENCES OF HIGHER EDUCATION AND DISABILITIES

Higher education in the United States undergoes change in response to modifications in the perceived needs of the society, legislative policies and social attitudes. As a result, the student pool has changed considerably in higher educational institutions, which includes every type of disability. Literature shows that students with disabilities often faced additional challenges in their educational environment. As the number of students with disabilities seeking to complete their college education increases across the country, these additional issues present problems to this emerging population. These students face both physical and attitudinal barriers within the university environment. This article presents a review of the literature about the status of students with disabilities in higher education in the United States.

Individuals with disabilities constitute the largest minority in the United States (McGuire, 1992). The National Council for Education Statistics (1996) reported that in the fall of 1994, over 14.5 million students were enrolled in the nation's higher educational institutions and over 1.4 million of these students (10.3 percent) reported having at least one disability. Forty percent of the 1,400,000 students have orthopedic and neurological related disabilities, and the rest includes learning disabilities, visual impairments, and other physical and psychiatric disabilities (Department of Health, Education, and Welfare, 1995). The enrollment of students

with disabilities is increasing in higher education, due in part to strict federal laws such as the Americans with Disabilities Act (ADA) regarding right to accessibility, political support, work of disability groups, as well as media coverage (Hirschhorn, 1992).

Students with disabilities have additional needs attributable to those disabilities such as, living on their own and dealing with the disability in an educational environment. The daily life tasks of those of individuals with a disability are more complicated than students without disabilities (Graham, Weingarden, & Murphy, 1991). For example mobility impaired students face architectural obstacles within the school's existing environment. Many of these students continue to encounter problems during their late undergraduate and graduate years (American Council on Education, 1995). Appleby (1994) found that nearly one-half of college students with disabilities seek personal counseling services and suggested that the types of issues related to their transition and adjustment can be quite different from the problems presented by the nondisabled population due to physical and attitudinal barriers.

HIGHER EDUCATION, STUDENTS WITH DISABILITIES AND LEGISLATION

Until the early 1900s, higher education efforts in the United States centered primarily on providing educated clergy and social leaders (Malakpa, 1997). Time and circumstances have proven strong modifiers of higher educational organizations, which now have become more focused on extended educational opportunities and career development issues. This expanded "vision" also has brought an increasingly diverse student body, more extensive curricula, and a greater range of education-related activities and services (Milani, 1996).

Students with disabilities represent one of the groups, which are currently, more active in their pursuit of advanced learning opportunities. Youths with disabilities who had graduated from secondary institutions were three times as likely to enroll in higher education programs compared to their nondisabled peers (Brown, 1992; Gartin, Rumrill, & Serebreni, 1996). For example, a study by Bailey (1994) surveyed 45 disabled and 33 nondisabled college students to assess whether the way disabled students value college education differs from that of nondisabled college students. The results showed that the disabled students were more keen to improve their value to society through successful involvement in college education than their nondisabled counterparts.

Prior to the 1970s, many students with disabilities were denied admission to colleges and universities in the United States because of their disabilities. For example, a 1962 survey of 92 Midwestern colleges and universities revealed that 65 would not accept wheelchair using students (Angel, 1969). Fonosch (1980) cited a 1974 survey of 1000 four-year institutions which found that 18% rejected blind applicants, 27% rejected applicants in wheelchairs, and 22% rejected deaf applicants. Congressional legislation introduced in the early 1970s had as its focus the improvement of conditions for Americans with disabilities. Section 504 of the Rehabilitation Act of 1973, as amended in 1974, was the first significant piece of federal legislation affecting students with disabilities in higher educational institutions securing fund from the federal government. The Department of Health, Education, and Welfare regulations that implemented Section 504 are administered by the United States Department of Education Office for Civil Rights, and have several implications for all institutions of higher learning. Section 504 outlines the responsibilities of higher education in providing equal educational opportunity for "otherwise qualified handicapped individuals" and imposes an "affirmative action obligation" on higher educational institutions (Kaplan, 1985, p. 242).

Another significant piece of federal legislation related to students with disabilities is the Education for All Handicapped Children Act (P.L. 94-142), signed into law by President Ford in 1975. The resulting implementation of state mandates, in accordance with the "least restrictive environment" concept, provided for the participation of students with disabilities in the regular classroom (Horne, 1985; Parker & West, 1996). This, in turn, enabled a new pool of potential college students.

The most recent federal legislation is the Americans with Disabilities Act (ADA) of 1990. Two of the purposes of the ADA (P.L. 101-336) are to provide a "... national mandate for the elimination of discrimination against individuals with disabilities" and to provide strong "... enforceable standards addressing discrimination against this population" (U.S. Code of Congressional & Administrative News, 1990, p. 39). Essentially, the ADA prohibits discrimination on the basis of disability in the areas of employment, public accommodation, public services, transportation, and telecommunications. This newest legislation also affects educational settings because colleges and universities are considered as public sites. These three major acts contributed greatly to the increasing enrollment of students with disabilities on college campuses (Thompson, Bethea, & Turner, 1997).

RESEARCH STUDIES ON STUDENT-LIFE

There are numerous studies conducted in the area of higher education and disabilities. This review is focused on the university life experience of students with disabilities; studies about academic and social integration; and studies related to awareness and attitudes toward students with disabilities.

A qualitative case study by Synatschek (1994) examined the experiences of 5 college students with learning disabilities who successfully completed their studies at a major research university. The purpose of the study was to determine what factors and processes were perceived as influential in successful adjustment. Individual and group interviews were conducted with these participants. Results indicated that the interaction of the perceptions of life-event stressors, individual abilities, and disabilities influenced the types of actions taken by successful college students with learning disabilities. The students expressed a conflict between their desire to be independent and their desire to use services and accommodations available to them.

West, Kregel, Getzel, Zhu, Ipsen and Martin (1993) surveyed 40 college and university students with disabilities to determine their levels of satisfaction with accessibility, special services, and accommodations at their schools. Students were requested to identify barriers to higher education and improvements in services. Respondents generally expressed satisfaction with the services that they had received in their schools. However, majority of the students indicated that they had encountered barriers to their education, including a lack of understanding and cooperation from administrators, faculty, staff, and other students; lack of adaptive aids and other accommodations; and inaccessibility of buildings and grounds.

English (1993) conducted a survey research study to determine the role of institution's disability support services in the integration and retention of 35 hearing impaired college students. Participants indicated a higher level of academic integration compared to social integration, and a very high commitment to their intention to stay in school. Analysis of the survey results revealed that support services had a direct effect on academic integration, and an indirect effect upon intent to stay in school. However, there was no effect of support services upon social integration. Students felt moderately integrated into their academic systems. However, students did not feel as integrated into their social systems, and institution's support services did not contribute to social integration.

Zadra (1982) interviewed 52 mobility-impaired college freshmen at 11 higher educational institutions within the New York metropolitan area at the beginning and at the end of the 1980-81 academic year to compare anticipated with actual utilization of special college support services. In general, these students were older than traditional college students, had graduated from public or private high schools, and identified getting a better job as the primary motivation for college attendance. Forty-six percent of the students were wheelchair users; however, all students had limitations in mobility.

The findings in the study indicated that entering freshmen most often acquired information about college services through direct contact with the institution or its staff and were most knowledgeable about services which they anticipated needing. All students overestimated their need for academic services. They all agreed upon the need for rest areas and personal counseling. Ambulatory students underestimated their need for architectural accommodations, particularly ramps, handrailings, and curbs which were utilized regularly. However, wheelchair users were accurate in anticipating services needed to attain mobility. Evaluations of services were generally positive although elevators and lavatory facilities received strong criticisms. Based on the findings Zadra (1982) suggested recruitment strategies such as bringing potential freshmen on campus to check facilities prior to enrollment. Also, pre-registration interviews between college counselors and entering freshmen was suggested as an effective process for obtaining accurate information about needs of wheelchair users and mobility impaired students.

A mail survey study by Flowers (1993) investigated factors which best predict academic achievement and academic persistence among students with disabilities at a higher educational institution. The sample for the study was composed of 167 students who self-reported having a disability and had attended a large Midwestern university between Fall, 1990 and Summer, 1992. Analysis of the data suggested that academic achievement, measured by GPA, was the best predictor for academic persistence, measured by number of semesters attended. Along the same lines, academic persistence was found to be the best predictor for academic achievement among the sample. Acceptance of disability was found to be a significant predictor for either academic achievement or academic persistence. Also, a significant positive correlation was found between age (persons 18-25 years of age) and academic achievement and academic persistence. Older students tended to have better GPA and had attended more semesters than younger students.

Blake (1992) in a survey study examined whether variables describing academic and social integration could discriminate nonreturners from returners (academic persistence) among students with disabilities at a large urban university. A survey was mailed to a random sample of 59 students with reported disabilities who formerly attended the university between August 1984 and August 1990, 78 students with disabilities who were currently enrolled with the institution's disability services office and 150 students with no reported disabilities. The results of discriminant analysis using the variables describing integration yielded no statistically significant differences among the respective groups. The academic and social integration variables did not discriminate between nonreturners and returners or between students with disabilities and students with no reported disabilities.

In a survey research intended to find any possible relationship between academic success and university accommodation, Keim (1996) examined the academic achievement and the use of various academic support services among 125 university students with learning disabilities. Independent variables, such as advisement contacts were examined for their relationship with the dependent variable of academic achievement. Results supported the effectiveness of university support programs toward academic achievement for these students.

Anderson (1993) surveyed 26 students with disabilities and 66 non-disabled students regarding social support and barriers to higher education. Results indicated students with disabilities on average had more professionals within their personal support network. Both students with and without disabilities described social support network as important to successful adjustment to university. However, students with disabilities expressed concerns related to physical barriers within the university buildings, the need for emotional support and ongoing adjustment to disability, which were not readily identified by the non-disabled students.

Allison (1994) examined the utilization of reasonable accommodations for university students with disabilities and their relationship to graduation rates in a large suburban university. Although there were no substantial differences between graduates and disenrollees in terms of accommodation usefulness, there were significant differences in terms of social support network. Drop outs indicated lack of social support (family, friends and teachers) as one contributing factor.

In an effort to understand high-ability learning students who successfully completed their education, Reis (1997) interviewed the experiences of 12 successful college students with learning disabilities who graduated from a large urban university. The participants reported social problems, difficulty with teachers, and frustration with certain academic areas, sometimes resulting from the interaction of their high ability and learning disabilities. Participants however successfully integrated specific personality traits, special compensation strategies, and environmental modifications in the university setting.

ADMINISTRATION OF AWH OF ASSOCIATION

The administrative office of the Association for Welfare of the Handicapped functions from 17/194'A', M' Square Complex, Pavamani Road, Calicut 673001. The administration of the AWH rests with the Executive Committee elected by the general body of the AWH. The following are the list of Executive Committee Members for the period 2008- 2011 duly approved by the District Registrar (G), Kozhikode.

Sri . N. T. Mohammed Ali	-	President
Sri Abdu Shukkoor T	-	Vice President
Dr. Aboobacker C. P.	-	Secretary
Sri V. K. Bava	-	Joint Secretary
Sri P. Ahmed Koya	-	Treasure
Sri K. P. Mohammed	-	Executive Committee Member
Sri Mohammed Zahir	-	Executive Committee Member
Sri Saidutty	-	Executive Committee Member
Sri Abdul Saleem	-	Executive Committee Member
Smt. K. M. Fariya	-	Executive Committee Member
Smt K Zeenath	-	Executive Committee Member

ACHIEVEMENTS OF AWH OF ASSOCIATION

1. AWH is the only institution in the whole of India which has been working for the welfare of people with all kinds of disabilities as enunciated in Persons with Disabilities Act i.e., the blind, low vision, deaf, locomotor disability including cerebral palsy, leprosy cured, mentally retarded and mentally ill.
2. The Government of India conferred the National Award for the best Institution to the Association for Welfare of the handicapped for the year 2005.
3. The Rehabilitation Council of India awarded citation to the Association for Welfare of the Handicapped for 'Very Good' performance in the field of Special Education on 28.04.09.
4. The AWH College of Education, an Institution of the AWH was awarded a citation for 'Very Good' performance by the Rehabilitation Council of India.

EDUCATIONAL INSTITUTIONS RUN BY AWH, CALICUT AT A GLANCE

EXHIBIT 1

Sl. No.	Year of Starting	Name of the Institution	Courses Offered
1.	1973	Rahmania School for Handicapped, Calicut - 8	SSLC
2.	1978	Institute of Printing Technology, Calicut	Printing Technology
3.	1991	Rahmania Vocational Higher Secondary School for the Handicapped, Calicut - 8	Data Processing & Console Operations, Medical Lab Technician, maintenance & repairs of Radio -TV, mainten and repairs of two and three wheelers and physiotherapy.
4.	1992	Rahmania School for Mentally Handicapped, Calicut - 8	Pre-primary, Primary, Vocational, Secondary
5.	1992	Deaf School, Parappanangadi	X Standard
6.	1993	Primary School for the Deaf, Parappanangadi	Pre-Primary, Primary
7.	1993	Day Care Centre for the Mentally Retarded	Pre-Primary, Primary
8.	1993	Pre-primary School for Mentally Handicapped, Tirurangadi	Pre-Primary
9.	1993	AWH Development Centre, Calicut	Computer courses in PGDCA, DIT, GIT, MS Office, DTP and Tally
10.	1995	Jan Shikshan Sansthan/Institute of people's educaion, Malappuram, (Sponsored by the Ministry of Human Resources Development, Govt. of India, New Delhi)	Non formal education and Vocational training centre for adults
11.	1955	Kerala School for the Blind, Mankada, Malappuram (Taken over in 1995)	VII th Standard
12.	1996	AWH Model Residential School for Mentally Handicapped, Vengara, Malappuram	Pre-primary, Primary, Pre-vocational
13.	1996	AWH Special College, Kallai, Calicut	BPT, B Sc. (Comp. Science), BASLP, B. Sc., (Geology), B. Sc. (Genetics) B. Sc. (Electronics), MPT, MSW and MASLP
14.	1996	Awh College of Education, Calicut	B. Ed., (HI), B. Ed in Commerce, Social Science, Mathematics and Natural Science
15.	1996	AWH Institute for the Mentally Handicapped, Cheruvannur, Calicut	D. Ed. Special Education (MR)
16.	1997	AWH, Special School for Mentally Handicapped, Kottackal	Pre-Primary, Primary, Secondary, Pre-Vocational
17.	1997	AWH Special School for Hearing Impaired, Kottackal	IV Std
18.	1997	AWH School for Exceptional Children, Pattambi	Pre-primary, Primary
19.	1998	Rahmania Higher Secondary School for the Handicapped, Calicut -8	Plus Two
20.	1998	RSMH Teacher Training Institute, Calicut	D. Ed. Special Education (MR)
21.	1999	AWH Pre-primary Teachers Training Institute for the Young	DTY (HI)
22.	2000	Kerala School for the Deaf Blind, Mankada	Primary
23.	2001	AWH Engineering College, Kuttikattoor	IT, CS & E, ECE, EEE, CE, ME and MCA
24.	2005	AWH Polytechnic, Kuttikattoor	Tool & Die, EC, Medical Electronics and Mechanical Engineering
25.	2005	AWH Institute for Para Medical Courses, Kallai, Calicut	Diploma in Health Inspector Course
26.	2005	AWH College of Science and technology, Annakkara	BBA, B. Sc. (Comp. Science), B. Sc. Electronics
27.	2005	AWH Teacher Training institute, Calicut	TTC
28.	2005	AWH Special College, Payyannur	BASLP, B. Sc. (Psychology)
29.	2006	AWH Institute for Disability Management	DCBR
30.	2009	Jan Shikshan Sansthan, Kannur	Non Formal Education as Vocational Training Centre for Adults. Sponsored by the Ministry of Human Resource Development, Govt. of India.

WORK OF AWH ASSOCIATION

The Association for Welfare of the Handicapped has taken up the formidable task of providing free education, shelter, food, clothing, books, teaching aids etc to a very large number of children with disabilities, such as hearing impaired, visually impaired, mentally retarded, loco-motor handicapped, cerebral palsied, leprosy affected, children with autism, multiple disabilities etc.

The association has also undertaken to give specific medical attention, medicines etc. required for the handicapped children.

The number of handicapped persons who are now under our care are:

EXHIBIT 2

Hearing Impaired	2800
Visually Handicapped	210
Mentally Handicapped	1700
Physically Handicapped	1420
Deaf Blind	47
Total	6177

DEVELOPMENT AND EMPOWERMENT PROGRAMMES TO DISABILITIES FOR HIGHER EDUCATION

The AWH has set up a number of institutions of higher education, special education, para -medical courses, arts and science colleges, college of education and teacher training schools for the disabled etc. The institution has also been implementing various schemes of the Govt. of India, the State Government and various other organizations.

SPECIAL EDUCATION

1. Rahmania School for the Handicapped, Calicut - 8
2. Rahmania Vocational Higher Secondary School, Calicut - 8.
3. Rahmania Higher Secondary School for Handicapped, Calicut - 8.
4. Rahmania School for Mentally Handicapped, Calicut - 8.
5. Deaf School, Parappanangadi., Malappuram Dist.

6. AWH Special School for the Hearing Impaired, Kottackal, Malappuram Dist.
7. AWH Special School for Mentally Retarded, Kottackal, Malappuram Dist.
8. AWH Model Residential School for Mentally Retarded, Vengara, Malappuram Dist.
9. AWH School for Exceptional Children, Pattambi, Palakkad Dist.
10. Kerala School for the Blind, Mankada, Malappuram Dist.
11. Kerala School for the Deaf Blind, Mankada, Malappuram Dist.
12. Buds School for the Hearing Impaired, Nilambur, Malappuram Dist.

MEDICAL INTERVENTION PROGRAMMES

1. Artificial Limb Centre, Calicut.
2. Audiology Centres at Calicut and Kottackal.
3. AWH Centre of Speech and Hearing at Special College, Kallai, Calicut.
4. Early Intervention Unit for Mentally Retarded at Rahmania School for the Mentally Handicapped, Calicut.
5. AWH Leprosy Eradication Programme at Kondotty, Malappuram.
6. Medical camps at regular intervals at different localities of Kozhikode, Malappuram, Kannur, Palghat and Kasargod districts.
7. The AWH maintains an ambulance van for the benefit of sick people at Calicut.
8. Mobile Medicare Centre for the Aged functions in Mathottam, Marad, Kallai and Kundungal.
9. Child Guidance Clinics.
10. Mental Health Centres to provide psychiatric treatment to persons with mental disorders.
11. Free Distribution of Aids and Appliances to persons with disabilities. AWH is the agency chosen by the Ministry of Social Justice and Empowerment Govt. of India for free distribution of aids and appliances to the disabled.
12. Runs five physiotherapy centres in different locations.
13. The AWH has a fully equipped full-fledged pathological laboratory.
14. MNGO Project: The Government of India has selected the AWH as the Mother NGO in Kozhikode district to work in health and family welfare related programmes.
15. PSH Project, Tirur: The Kerala State AIDS Control Society has entrusted AWH to runs PSH (partnership in sexual health) project in Tirur, Tanur and Parappanangadi of Malappuram Districts.

VOCATIONAL TRAINING AND ECONOMIC REHABILITATION PROGRAMMES

1. Vocational Training is imparted for Mentally Retarded children who are above 18 years at Rahmania School for Mentally Handicapped, Calicut.
2. The AWH Development Centre at Calicut imparts Computer Education, Audiology Training Course, and Medical Lab Technician's Course for the disabled.
3. Institute of printing Technology imparts two years training to disabled children and children belonging to scheduled tribes..
4. IPT Press functions as a lab for the Institute of Printing Technology and as a production centre.
5. Jan Shikshan Sansthan, Calicut: The institution aided by the Ministry of Human Resources Development, Govt. of India is functioning under the aegis of the AWH, Calicut since 1995. Its activities include vocational training, literacy programmes etc.
6. Self Employment Programme with the help of REHASWISS of Switzerland aims at providing self employment opportunities by providing financial assistance for the disabled.
7. Jan Shikshan Sansthan, Kannur, sponsored by Ministry of Human Resources Development, GoI, is functioning under the aegis of the AWH, Calicut, since March 2009.

COMMUNITY BASED REHABILITATION PROJECTS (CBR PROJECTS)

The AWH has three CBR projects the first one at Parappanangadi, Malappuram (SESHY) started in 1992 with the assistance of ACTION AID international. Since 2002 the project is run by AWH out of its own resources. The project addresses the problems of all types of disabilities, such as speech and hearing disability, visual impairment, mental retardation, epilepsy, cerebral palsy, locomotor disability etc

The second CBR project is at Mankada aided by the CAPART, Ministry of Rural Development, GOI. The project is for ensuring participation of disabled people in planning and implementing welfare programmes for disabled people.

The Third CBR project is run in Perinthalmanna Block of Malappuram Dist. This is a disability welfare project.

PROJECTS OF HIGHER EDUCATION AND TECHNICAL EDUCATION

The Institution has started various projects for human resources development in disability management. The AWH has also set up institutions of higher education and technical education.

1. AWH Special College, Kallai: Imparts job oriented courses like BASLP, BPT, B. Sc. (Computer Science), B. Sc. (Genetics), B. Sc. (Electronics), B. Sc. (Geology) etc and Higher Education MSW and MPT and MASLP Affiliated to Calicut University.
2. AWH College of Education Cheruvannoor, Feroke, Calicut: Imparts B. Ed. in various subjects including B Ed. (Hearing Impaired) which is recognized by Rehabilitation Council of India and affiliated to Calicut University.
3. AWH Institute for the Mentally Handicapped, Cheruvannoor, Calicut: The institute provides two year Diploma course in Special Education for the Mentally Retarded – Diploma in Special Education (MR) D Ed. SE (MR)
4. RSMH Teacher Training Institute, Calicut - 673008: Offers D Ed. (MR) Course.
5. AWH Pre-primary Teachers Training Institute, Calicut, for the young deaf: The first of its kind in India, the institute offers one year Diploma Course DTY (HI) to the pre-primary teachers in teaching young deaf.
6. The AWH is conducting B. Ed (HI & MR) courses of Madhya Pradesh Bhoj University and I G N O U.
7. AWH Al Badar Special College, Payyannur: The College offers 1. Four year BASLP (Speech, language and pathology) and 2. Three year B. Sc. (Psychology).
8. AWH Institute for Disability Welfare Management: Conducts DCBR Course (One year) with approval from RCI, New Delhi.
9. AWH Institute of Para Medical Courses, Calicut offers Diploma in Health Inspector Course.
10. AWH Teacher Training Institute, Calicut offers Teachers Training Course (TTC).
11. AWH Polytechnic, Kuttikattur, Calicut approved by the AICTE offers Diploma Courses in Tool & Die Making. Medical Electronics, Electronics and Communication and Mechanical Engineering.
12. AWH College of Science and Technology, Annakkara, Palghat Dist. Affiliated to Calicut University offers BBA, B. Sc. (Com. Sc.), B. Sc. (Electronics).
13. AWH Engineering College, Kuttikattur, Calicut, affiliated to Calicut University, offers B. Tech in Civil Engineering, Electronics and Communication Engineering, Mechanical Engineering, Electrical and Electronics Engineering, Information Technology and Master of Computer Applications (MCA).

PROGRAMMES FOR WOMEN & CHILDREN

In addition to the above, the AWH is running a number of programmes for the benefit of women, children and the aged. Some such programmes are

1. Day Care Centre for the aged, Calicut.

2. Mobile Medicare Centre for the aged, Calicut.
3. Free Birds: Centre for welfare of street children in Calicut.
4. DREAMS: Street Children project, Kannur.
5. Childlines at Calicut and Kannur a 24 hr free phone (No. 1098) emergency outreach service for children in need of care and protection.
6. AWH Food for Child: Launched in December, 2008. The programme aims at providing atleast one time meal to the hungry children.
7. Old Age Home, Calicut.

DISABILITY MANAGEMENT

The AWH has taken various measures to effectively communicate and disseminate information on disability management using latest technologies. Some of the important programmes of the AWH are as per following:

1. AWH Education and Resource Centre: Extending service in the field of special education for disabled children. Parents are given guidance and advice in the management and integration of disabled children.
2. AWH Chronicle and SESHY edited and published by AWH aim at authentic dissemination of knowledge and information on disability management.
3. MODEX: The AWH maintains Exhibition Unit on management of disability to create awareness among general public and parents.
4. Parent Education: Conducts regular programmes for the education of parents in all the special education institutions.
5. Celebration of important days: Celebrates important days with special programmes for the disabled and needy sections of the society like World Disabled Day, White Cane Day, World Health Day, Independence Day, Republic Day, International Women's Day etc.
6. Neighbourhood Schemes: The AWH has volunteered to set up special education and other disability management schemes in the neighbourhood of Seshy Project with the cooperation of local population.

CONCLUSION

The AWH Association to facilitate rehabilitation of people with all kinds of disabilities, advocate and promote equality in all spheres of life through education. Communication, training and gainful employment. The AWH shall also work for the welfare, development and empowerment of women, children and other needy sections of the Society.

The AWH has vision that the differently abled and the other disadvantaged population of the society are also equal members of the fraternal society and have equal right to lead dignified lives through equal access to education, health care, housing and gainful economic activities. In this way AWH Associations Role his very much appreciated.

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CASH MANAGEMENT IN SMALL SCALE INDUSTRIES

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ABSTRACT

Cash is one of the most important components of working capital of a concern. It is the most liquid asset and the basic input required to keep the business going. In course of the operations of a business, cash goes out first. Profitable business then brings in cash. The problem is that cash usually goes out first before it comes in. The cash management practices in the small scale enterprises usually differ from that of large scale industrial enterprises because of the differences in size, location, nature and financial environment. It can be understood that a majority of the selected small scale enterprises review the cash position daily. The next popular practice among the small scale enterprises in the area is to review cash position weekly once. Some of the small scale enterprises also follow the practice of reviewing cash position monthly once. Determining the minimum cash balance required 'as a percentage on wages and purchases bill' appears to be the most popular method among the selected small scale enterprises. It is followed by 'fixed sum method', as a 'percentage on production budget method', and as a 'percentage on total investment method'. It is noteworthy that none of the agro-based, chemical and plastic enterprises follow the fixed sum and percentage on total investment methods for determining the minimum cash balance required. In spite of the development of the organized financial markets unorganized sector sources like friends, relatives, money lenders, private financial institutions, and pawn brokers form an important source for raising short term resources in the small scale sector. Raising finance from these sources results in a number of problems to the small scale entrepreneurs. 'paying short and long term liabilities is the most common purpose for which small scale enterprises generally use the excess cash if any.

KEYWORDS

cash management, small scale industries.

1. INTRODUCTION

 Every business has to maintain a cash balance to meet needs that can be managed only with cash. The convenience and liquidity associated with keeping cash also carries a cost, however, for cash does not earn a return for the business. Some businesses hold cash equivalents, such as Treasury Bills, which provide almost all of the convenience of cash but also earn a return for the holder, albeit one lower than earned by the business on real projects." Cash has been defined as demand deposits plus currency. Cash is often called a "non earning asset". Cash is the money which a firm can disburse immediately without any restriction.

Cash is one of the most important components of working capital of a concern. It is the most liquid asset and the basic input required to keep the business going. In course of the operations of a business, cash goes out first. Profitable business then brings in cash. The problem is that cash usually goes out first before it comes in. The owner/manager of a small enterprise must focus on working capital and cash flow from the beginning of the financial process. The steady and healthy circulation of cash through out the entire business operation is the basis of business solvency. Adequate availability of cash to meet the needs of a business/industrial unit is essential. Cash is the important current asset necessary for the operations of the business.

Cash is the basic unit of economic exchange. Cash is a scarce resource. Its effective management is the key determinant of efficient working capital management. Any discrepancy in synchronizing the cash flows results in failure to meet maturing obligations and disrupts the production schedule of the business concern and brings it close to the stage of collapse. Holding cash has an implicit cost in the form of its opportunity cost, directly in proportion with the quantity of cash held. Sufficient cash prevents bankruptcy, renders possible the availing of cash discount, increases credit worthiness and helps in meeting unforeseen cash disbursement with less strain on the business. Cash provides flexibility and carries minimum risk in the short term. Since cash is immediately negotiable, it has the highest inherent risk of all assets. Cash is a non-earning asset which is required for many purposes, but by itself, it earns nothing. Therefore, excessive cash balances can have an adverse effect on the earnings of the firm.

Cash management is one of the key areas of working capital management. The objective of cash management is to "keep the investment in cash as low as possible while still operating the firm's activities efficiently and effectively". Cash management refers to the functions of a financial executive concerning planning, raising, controlling and administering cash resources in a business unit. Traditional cash management was relatively simple. It was more concerned with custodianship. But modern cash management means controllership besides custodianship. It is concerned with making use of cash resources to maximize without endangering its liquidity position or credit standing in the market. Cash management includes management of marketable securities also, because in modern terminology money comprises marketable securities and actual cash in hand/bank.

2. FACETS OF CASH MANAGEMENT

In order to resolve uncertainty regarding cash flow prediction and lack of synchronization between cash receipts and cash payments, the firm should develop appropriate strategies for cash management. The firm should evolve strategies regarding the following four facets of cash management.

(a) Cash Planning: Cash inflows and outflows should be planned to project surplus or deficit of cash during each plan period. Cash budget should be prepared for the purpose of managing cash flows. The flow of cash should be properly managed. The cash inflows should be accelerated while, as far as possible, the cash outflows should be decelerated.

(b) Optimum Cash Level: The firm should decide the appropriate level of cash balances. The cost of excess cash and danger of cash deficiency should be matched to determine the optimum level of cash balances.

(c) Investing Surplus Cash: The surplus cash balances should be properly invested to earn profits. The firm should decide about the division of such cash balance between alternative short-term investment opportunities such as bank deposits, marketable securities, or inter-corporate lending.

3. MOTIVES FOR HOLDING CASH

The firm's need to hold cash may be attributed to the following three motives:

- (i) The transaction motive
- (ii) The precautionary motive
- (iii) The speculative motive

(I) TRANSACTION MOTIVE

The transaction motive requires a firm to hold cash to conduct its business in the ordinary course. The firm needs cash primarily to make payments for purchases, wages and salaries, other operating expenses, taxes, dividends etc. The need to hold cash would not arise if there is perfect synchronization between cash receipts and payments. For transactions purpose, a firm may invest its cash in marketable securities. Usually, the firm will purchase securities whose maturity corresponds with some anticipated payments, such as dividends, or taxes in the future. Transaction motive mainly refers to holding cash to meet anticipated payments whose timing is not perfectly matched with cash receipts.

(II) PRECAUTIONARY MOTIVE

The precautionary motive is the need for cash to meet contingencies in the future. It provides a cushion or buffer to withstand some unexpected emergency. The precautionary amount of cash depends upon the predictability of cash flows. If cash flows can be predicted with accuracy, less cash will be maintained for an emergency. The amount of precautionary cash is also influenced by the firm's ability to borrow at short notice when the need arises. Stronger the ability of the firm to borrow at short notice, less the need for precautionary balance. Precautionary balance should, thus, be held more in marketable securities and relatively less in cash.

(III) SPECULATIVE MOTIVE

The speculative motive relates to the holding of cash for investing in profit-making opportunities as and when they arise. The opportunity to make profit may arise when the security prices change. The firm will hold cash, when it expects that the interest rates will rise and security prices will fall. Securities can be purchased when the interest rate is expected to fall. The firm will benefit by the subsequent fall in the interest rates and increase in the security prices. Thus, the primary motives to hold cash and marketable securities are: the transactions and precautionary motive.

4. CASH MANAGEMENT PRACTICES IN THE SELECTED SMALL SCALE ENTERPRISES

The cash management practices in the small scale enterprises usually differ from that of large scale industrial enterprises because of the differences in size, location, nature and financial environment. Many a time it is convenience that matters in the small scale enterprises rather than the prerogatives of scientific practices of cash management.

(A) CAUSES FOR KEEPING CASH

There exist a variety of reasons for keeping cash in the business. Reasons for keeping cash in the small scale enterprises can be stated as 'to meet daily obligations', 'to take advantage of favourable market conditions', 'to obtain cash discounts from the suppliers' and 'to meet the contingencies'. The reason-wise break up of the selected small scale enterprises confirm that, 60 per cent of the selected small scale enterprises maintain cash 'to meet daily obligations', 14.74 per cent of the enterprises keep cash 'to take advantage of favourable market conditions', 5.26 per cent of the enterprises maintain cash 'to secure cash discount from the suppliers' and 8.42 per cent of the enterprises maintain cash 'to meet the contingencies' and the remaining 11.58 per cent of the enterprises maintain cash because of 'all the above purposes'. Industry-wise analysis shows:

TABLE 1: REASONS FOR KEEPING CASH IN THE CONCERN BY THE SELECTED SMALL SCALE ENTERPRISES

Sl. No.	Reasons	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	To meet daily obligations	20 (62.50)	17 (68.00)	05 (55.56)	04 (50.00)	02 (50.00)	09 (52.94)	57 (60.00)
2	To take advantage of favourable market conditions	05 (15.63)	02 (8.00)	02 (22.22)	0 -	01 (25.00)	04 (23.53)	14 (14.74)
3	To secure cash discount from suppliers	02 (6.25)	01 (4.00)	01 (11.11)	0 -	0 -	01 (5.88)	05 (5.26)
4	To meet the contingencies	02 (6.25)	01 (4.00)	0 -	02 (25.00)	01 (25.00)	02 (11.76)	08 (8.42)
5	All of the above	03 (9.37)	04 (16.00)	01 (11.11)	02 (25.00)	0 -	01 (5.88)	11 (11.58)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on the column totals.

- 62.50 per cent of the engineering enterprises, 68.00 per cent of the mineral-based enterprises, 55.56 per cent of the agro-based enterprises, 50.00 per cent of the plastic and chemical enterprises, and 52.94 per cent of the miscellaneous enterprises maintain cash to meet daily obligations. On the whole 60.00 per cent of all the selected small scale enterprises maintain cash 'to meet daily obligations'. Hence it can be taken as the most important reason for small scale enterprises to maintain cash.
- 15.63 per cent of the engineering enterprises, 8.00 per cent of the mineral-based enterprises, 22.22 per cent of the agro-based enterprises, 25.00 per cent of the chemical enterprises, and 23.53 per cent of the miscellaneous enterprises maintain cash 'to take advantage of favourable market conditions'. On the whole 14.74 per cent of all the selected small scale enterprises maintain cash 'to take advantage of favourable market conditions'. Hence it can be taken as the second most important reason for small scale enterprises to maintain cash.
- 6.25 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, 25.00 per cent of the plastic and chemical enterprises, and 11.76 per cent of the miscellaneous enterprises maintain cash 'to meet the contingencies'. On the whole 8.42 per cent of all the selected small scale enterprises maintain cash 'to meet the contingencies'. Hence it can be taken as the third important reason for small scale enterprises to maintain cash.
- 6.25 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, 11.11 per cent of the agro-based enterprises and 5.88 per cent of the miscellaneous enterprises maintain cash 'to secure cash discount from the suppliers'. On the whole 5.26 per cent of all the selected small scale enterprises maintain cash 'to secure cash discount from the suppliers'. Hence it can be taken as the fourth important individual reason for small scale enterprises to maintain cash.
- 9.37 per cent of the engineering enterprises, 16.00 per cent of the mineral-based enterprises, 11.11 per cent of the agro-based enterprises, 25.00 per cent of the plastic enterprises, and 5.88 per cent of the miscellaneous enterprises gave 'all the above' as the answer for maintaining cash. On the whole 11.58 per cent of all the selected small scale enterprises have chosen 'all the above' as the answer. This shows that they do not have clarity regarding the reason for maintaining cash in the concern.

(B) REVIEW OF CASH POSITION

It is evident from table 2 that 65.26 per cent of the enterprises review cash position daily, 22.11 per cent of the enterprises review cash position weekly once, 10.53 per cent of the enterprises review cash position monthly once and only 2.10 per cent (two engineering enterprises) review cash position as and when necessary. Industry-wise analysis shows that:

- 65.62 per cent of the engineering enterprises, 60.00 per cent of the mineral-based enterprises, 55.56 per cent of the agro-based enterprises, 62.50 per cent of the plastic enterprises, 100 per cent of the chemical enterprises and 70.59 per cent of the miscellaneous enterprises review cash position daily.

TABLE 2: PERIODICITY OF TIME TAKEN TO REVIEW CASH POSITION IN THE SELECTED SMALL SCALE ENTERPRISES

Sl. No.	Time Period	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	Daily	21 (65.62)	15 (60.00)	05 (55.56)	05 (62.50)	04 (100)	12 (70.59)	62 (65.26)
2	Weekly	05 (15.63)	06 (24.00)	03 (33.33)	02 (25.00)	0 -	05 (29.41)	21 (22.11)
3	Monthly	04 (12.50)	04 (16.00)	01 (11.11)	01 (12.50)	0 -	0 -	10 (10.53)
4	As and when necessary	02 (6.25)	0 -	0 -	0 -	0 -	0 -	02 (2.10)
---	Total	32 (100)	25 (100)	09 (100)	08 (100)	04 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on the column totals.

- 15.63 per cent of the engineering enterprises, 24.00 per cent of the mineral-based enterprises, 33.33 per cent of the agro-based enterprises, 25.00 per cent of the plastic enterprises, and 29.41 per cent of the miscellaneous enterprises review cash position weekly once.
- 12.50 per cent of the engineering enterprises, 16.00 per cent of the mineral-based enterprises, 11.11 per cent of the agro-based enterprises, and 12.50 per cent of the plastic enterprises review cash position monthly once.
- 6.25 per cent of the engineering enterprises only review cash position as when necessary.

From this it can be understood that a majority of the selected small scale enterprises review the cash position daily. The next popular practice among the small scale enterprises in the area is to review cash position weekly once. Some of the small scale enterprises also follow the practice of reviewing cash position monthly once.

(C) METHODS FOLLOWED FOR DETERMINING MINIMUM CASH BALANCE

The selected small scale enterprises follow different methods for determining the minimum cash balance required to be maintained in the concern. The methods include determining the minimum cash balance required as 'a fixed sum', as a 'percentage on total investment', as a 'percentage on production budgets' and as a 'percentage on wage and purchase bill'. It is evident from table 3 that 48.42 per cent of the enterprises determine the minimum cash balance required as a percentage of wages and purchase bill, 25.26 per cent of the enterprises determine the required minimum cash balance as a fixed sum, 14.74 per cent of the enterprises determine the required minimum cash balance as a percentage of production budget, 9.47 per cent of the enterprises determine the minimum cash balance as percentage of total investment and 2.11 per cent of the enterprises followed any other method for determining minimum cash balance required. Industry-wise analysis shows that:

TABLE 3: METHODS OF DETERMINING MINIMUM CASH BALANCE IN THE SELECTED SMALL SCALE ENTERPRISES

Sl. No.	Bases	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	A fixed sum	13 (40.63)	07 (28.00)	0 -	0 -	0 -	04 (23.53)	24 (25.26)
2	As a % total investment	05 (15.63)	01 (4.00)	0 -	0 -	0 -	03 (17.65)	09 (9.47)
3	As a % production budget	03 (9.38)	05 (20.00)	02 (22.22)	01 (12.50)	01 (25.00)	02 (11.76)	14 (14.74)
4	As a % wage & purchase bill	11 (34.38)	11 (44.00)	06 (66.67)	07 (87.50)	03 (75.00)	08 (47.06)	46 (48.42)
5	Any other	0 -	01 (1.00)	01 (11.11)	0 -	0 -	0 -	02 (2.11)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on the column totals.

- 40.63 per cent of the engineering enterprises, 28.00 per cent of the mineral-based enterprises, and 23.53 per cent of the miscellaneous enterprises determine the minimum cash balance required as a fixed sum. It means they do not follow any scientific method for determining the minimum cash balance required.
- 15.63 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, and 17.65 per cent of the miscellaneous enterprises determine the minimum cash balance required as a percentage on total investment.
- 9.38 per cent of the engineering enterprises, 20.00 per cent of the mineral-based enterprises, 22.22 per cent of the agro-based enterprises, 12.50 per cent of the plastic enterprises, 25.00 per cent of the chemical enterprises, and 11.76 per cent of the miscellaneous enterprises determine the minimum cash balance required as a percentage of production budget.
- 34.38 per cent of the engineering enterprises, 44.00 per cent of the mineral-based enterprises, 66.67 per cent of the agro-based enterprises, 87.50 per cent of the plastic enterprises, 75.00 per cent of the chemical enterprises, and 47.06 per cent of the miscellaneous enterprises determine the minimum cash balance required as a percentage of wages and purchases bill.
- 1.00 per cent of the mineral-based enterprises and 11.11 per cent of the agro-based enterprises follow 'any other' method for determining the minimum cash balance required.

Determining the minimum cash balance required 'as a percentage on wages and purchases bill' appears to be the most popular method among the selected small scale enterprises. It is followed by 'fixed sum method', as a 'percentage on production budget method', and as a 'percentage on total investment method'. It is noteworthy that none of the agro-based, chemical and plastic enterprises follow the fixed sum and percentage on total investment methods for determining the minimum cash balance required.

(D) WAYS AND MEANS TO OVERCOME SHORTAGE OF CASH

Some times, small scale enterprises may experience a situation of cash balance falling below the desired minimum level. Table 4 shows the ways and means adopted by the selected small scale enterprises to overcome the problem of cash balances falling below the minimum desirable level. As many as 47.37 per cent of the enterprises try to overcome the shortage of cash by securing funds from non-banking sources (i.e., these enterprises raise loans from friends and relatives, and pawn brokers), 22.11 per cent of the enterprises make good the deficit by utilizing the bank credit line (i.e., these enterprises make use of the overdraft or cash credit facility provided by the banks), 15.79 per cent of the enterprises liquidate the marketable securities when their cash balance goes below the minimum

desirable level, and the remaining 14.73 per cent of the enterprises delay the payments to the suppliers, to overcome the shortage of cash position. Industry-wise analysis shows that:

TABLE 4: WAYS AND MEANS TO OVERCOME SHORTAGE OF CASH

Sl. No.	Ways	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	By utilizing bank credit line	11 (34.38)	1 (4.00)	0 -	3 (37.50)	2 (50.00)	4 (23.53)	21 (22.11)
2	By liquidating marketable securities	6 (18.75)	5 (20.00)	3 (33.33)	1 (12.50)	0 -	0 -	15 (15.79)
3	Non-banking sources	11 (34.38)	16 (64.00)	3 (33.33)	1 (12.50)	2 (50.00)	12 (70.59)	45 (47.37)
4	By delaying payments	4 (12.50)	3 (12.00)	3 (33.34)	3 (37.50)	0 -	1 (5.88)	14 (14.73)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on column totals.

- 34.38 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, 37.50 per cent of the plastic enterprises, 50.00 per cent of the chemical enterprises, and 23.53 per cent of the miscellaneous enterprises make use of credit line made available by the banks in case they fall short of cash balance.
- 18.75 per cent of the engineering enterprises, 20.00 per cent of the mineral-based enterprises, 33.33 per cent of the agro-based enterprises, and 12.50 per cent of the miscellaneous enterprises make good the deficit by liquidating marketable securities.
- 34.38 per cent of the engineering enterprises, 64.00 per cent of the mineral-based enterprises, 33.33 per cent of the agro-based enterprises, 12.50 per cent of the plastic enterprises, 50.00 per cent of the chemical enterprises and as many as 70.59 per cent of the miscellaneous enterprises raise the required cash from non-banking sources.
- 12.50 per cent of the engineering enterprises, 12.00 per cent of the mineral-based enterprises, 33.34 per cent of the agro-based enterprises, 37.50 per cent of the plastic enterprises, and 5.88 per cent of the miscellaneous enterprises manage the cash deficit situation by delaying the payments.

From this one can understand that 'raising cash from non-banking sources' is the most popular method of overcoming the problem of insufficiency of cash, in small scale enterprises. It is followed by 'utilizing the bank credit line' (22.11 per cent), 'liquidating the marketable securities' (15.79 per cent), and 'delaying the payments' (14.73 per cent). In spite of the development of the organized financial markets unorganized sector sources like friends, relatives, money lenders, private financial institutions, and pawn brokers form an important source for raising short term resources in the small scale sector. Raising finance from these sources results in a number of problems to the small scale entrepreneurs.

(E) LIQUIDITY POSITION IN THE SELECTED SMALL SCALE ENTERPRISES

For every enterprise liquidity is important for meeting the day to day expenses and short term obligations. Table 5 shows probable liquidity position of the selected small scale enterprises.

TABLE 5: LIQUIDITY POSITION IN THE SELECTED SMALL SCALE ENTERPRISES

Sl. No.	Liquidity of Funds	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	Yes	30 (93.75)	21 (84.00)	8 (88.89)	8 (100)	4 (100)	17 (100)	88 (92.63)
2	No	2 (6.25)	4 (16.00)	1 (11.11)	-	0 -	0 -	7 (7.37)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on column totals.

Many respondents (92.63 per cent) opine that their enterprises have enough of liquidity. The remaining 7.37 per cent of the respondents opine that they do not have enough of liquidity. Industry-wise analysis shows that, respondents of all the plastic, chemical and miscellaneous enterprises, 93.75 per cent of the engineering enterprises, 84.00 per cent of the mineral-based enterprises, and 88.89 per cent of the agro-based enterprises express the opinion that they have enough of liquidity, whereas respondents of 6.25 per cent of the engineering enterprises, 16.00 per cent of the mineral-based enterprises, and 11.11 per cent of the agro-based enterprises do not think that they have enough of liquidity.

(F) ASSESSMENT OF LIQUIDITY OF FUNDS

Methods used by the selected small enterprises for assessing the liquidity position are shown in table 6. About 15 per cent of the enterprises have reported to be using cash flow analysis to evaluate liquidity position, 9.47 per cent of the enterprises are using ratio analysis and 12.63 per cent of the enterprises are using other methods (i.e. working capital and bank reports), for assessing the liquidity position. It is noteworthy that most of the small scale enterprises (63.16 per cent) are not using any method for assessing liquidity position. Industry-wise analysis shows that:

TABLE 6: METHODS USED FOR ASSESSING THE LIQUIDITY POSITION

Sl. No.	Methods	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	Ratio Analysis	6 (18.75)	2 (8.00)	1 (11.11)	0 -	0 -	0 -	9 (9.47)
2	Cash Flow Analysis	6 (18.75)	1 (4.00)	0 -	2 (25.00)	2 (50.00)	3 (17.65)	14 (14.74)
3	Any Other Method	0 -	9 (36.00)	3 (33.33)	0 -	0 -	0 -	12 (12.63)
4	No Method Followed	20 (62.50)	13 (52.00)	5 (55.56)	6 (75.00)	02 (50.00)	14 (82.35)	60 (63.16)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on column totals.

- 18.75 per cent of engineering enterprises, 8.00 per cent of the mineral-based enterprises, and 11.11 per cent of the agro-based enterprises use ratio analysis for assessing the liquidity position.

- 18.75 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, 25.00 per cent of the plastic enterprises, 50.00 per cent of the chemical enterprises and 17.65 per cent of the miscellaneous enterprises use cash flow analysis for assessing the liquidity position of the enterprises.
- In 36.00 per cent of the engineering enterprises and 33.33 per cent of the agro-based enterprises other methods are used.
- In 62.50 per cent of the engineering enterprises, 52.00 per cent of the mineral-based enterprises, 55.56 per cent of the agro-based enterprises, 75.00 per cent of the plastic enterprises, 50.00 per cent of the chemical enterprises and 82.35 per cent of the miscellaneous enterprises no systematic method is used for assessing the liquidity position.

(G) METHODS OF UTILIZING THE EXCESS CASH

Table 7 shows methods of utilization the excess cash by the selected small scale enterprises. If there is any excess cash in the business, 45.26 per cent of the enterprises use it for paying short and long term liabilities, 27.37 per cent of the enterprises use it for investing in the associates, 8.42 per cent of the enterprises use it for purchasing marketable securities and the remaining 18.95 per cent of the enterprises use in some other unspecified manner. Industry-wise analysis shows that:

- 59.38 per cent of the engineering enterprises, 36.00 per cent of the mineral-based enterprises, 22.22 per cent of the agro-based enterprises, 50.00 per cent of the plastic enterprises, 25.00 per cent of the chemical enterprises, and 47.06 per cent of the miscellaneous enterprises use excess cash balance if any for paying off short and long term liabilities.
- 18.75 per cent of the engineering enterprises, 16.00 per cent of the mineral-based enterprises, 55.56 per cent of the agro-based enterprises, 50.00 per cent of the plastic enterprises, 75.00 per cent of the chemical enterprises, and 23.53 per cent of the miscellaneous enterprises use excess cash balance if any for investing in the associates.

TABLE 7: METHODS OF UTILISING EXCESS CASH

Sl. No.	Methods	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	Paying Short & Long Term Liabilities	19 (59.38)	9 (36.00)	2 (22.22)	4 (50.00)	1 (25.00)	8 (47.06)	43 (45.26)
2	Investing in the Associates	6 (18.75)	4 (16.00)	5 (55.56)	4 (50.00)	3 (75.00)	4 (23.53)	26 (27.37)
3	Purchasing Marketable Securities	4 (12.50)	2 (8.00)	0 -	0 -	0 -	2 (11.76)	8 (8.42)
4	Any Other (Specify)	3 (9.37)	10 (40.00)	2 (22.22)	0 -	0 -	3 (17.65)	18 (18.95)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on column totals.

- 12.50 per cent of the engineering enterprises, 8.00 per cent of the mineral-based enterprises, and 11.76 per cent of the miscellaneous enterprises use excess cash balance if any for purchasing marketable securities.
- 9.37 per cent of the engineering enterprises, 40.00 per cent of the mineral-based enterprises, 22.22 per cent of the agro-based enterprises, and 17.65 per cent of the miscellaneous enterprises use excess cash balance if any for some other (unspecified) purpose.

From the above analysis it can be concluded that 'paying short and long term liabilities is the most common purpose for which small scale enterprises generally use the excess cash if any. Investment in the associates is second popular purpose for which the excess cash if any is used by the small scale enterprises. It is followed by purchasing marketable securities.

(H) METHODS OF RAISING SHORT TERM LOANS

Table 8 shows methods of raising short term loans used by the selected small scale enterprises. If there is any need for cash in the business, 49.47 per cent of the enterprises receive cash credits from banks, 27.37 per cent of the enterprises receive unsecured loans, 14.74 per cent of the enterprises received secured loans, and the remaining 8.42 per cent of the enterprises avail overdraft facility provided by the banks. Industry-wise analysis shows that:

TABLE 8: METHODS OF RAISING SHORT TERM LOANS

Sl.No.	Methods	Industry Type						Total
		Eng	Min	Agro	Pla	Che	Mis	
1	Cash credit	12 (37.50)	14 (43.75)	8 (88.89)	4 (50.00)	1 (25.00)	8 (47.06)	47 (49.47)
2	Unsecured loans	12 (37.50)	4 (16.00)	0 -	2 (25.00)	1 (25.00)	7 (41.18)	26 (27.37)
3	Secured loans	6 (18.75)	1 (4.00)	1 (11.11)	2 (25.00)	2 (50.00)	2 (11.76)	14 (14.74)
4	Overdraft	2 (6.25)	6 (24.00)	0 -	0 -	0 -	0 -	8 (8.42)
---	Total	32 (100)	25 (100)	9 (100)	8 (100)	4 (100)	17 (100)	95 (100)

Source: Field Survey

Note: Figures in the parentheses are percentages on column totals.

- 37.50 per cent of the engineering enterprises, 43.75 per cent of the mineral-based enterprises, 88.89 per cent of the agro-based enterprises, 50.00 per cent of the plastic enterprises, 25.00 per cent of the chemical enterprises, and 47.06 per cent of the miscellaneous enterprises receive cash credits from the banks.
- 37.50 per cent of the engineering enterprises, 16.00 per cent of the mineral-based enterprises, 25.00 per cent of the plastic and chemical enterprises, and 41.18 per cent of the miscellaneous enterprises receive unsecured loans
- 18.75 per cent of the engineering enterprises, 4.00 per cent of the mineral-based enterprises, 11.11 per cent of the agro-based enterprises, 25.00 per cent of plastic enterprises, 50.00 per cent of the chemical enterprises, and 11.76 per cent of the miscellaneous enterprises receive secured loans for raising short-term finance.
- 6.25 per cent of the engineering enterprises and 24.00 per cent of the mineral-based enterprises avail overdraft facility provided by the commercial banks if they have to raise short finance.

From the above analysis it can be concluded that 'cash credit' is the most popular method of raising short term loans. It is followed by receiving 'unsecured loans', receiving 'secured loans', and availing 'overdraft' facility in that order.

5. CONCLUSION

Cash is one of the most important components of working capital of a concern. It is the most liquid asset and the basic input required to keep the business going. In course of the operations of a business, cash goes out first. Profitable business then brings in cash. The problem is that cash usually goes out first before it comes in. The cash management practices in the small scale enterprises usually differ from that of large scale industrial enterprises because of the differences in size, location, nature and financial environment. It can be understood that a majority of the selected small scale enterprises review the cash position daily. The next popular practice among the small scale enterprises in the area is to review cash position weekly once. Some of the small scale enterprises also follow the practice of reviewing cash position monthly once. Determining the minimum cash balance required 'as a percentage on wages and purchases bill' appears to be the most popular method among the selected small scale enterprises. It is followed by 'fixed sum method', as a 'percentage on production budget method', and as a 'percentage on total investment method'. It is noteworthy that none of the agro-based, chemical and plastic enterprises follow the fixed sum and percentage on total investment methods for determining the minimum cash balance required. In spite of the development of the organized financial markets unorganized sector sources like friends, relatives, money lenders, private financial institutions, and pawn brokers form an important source for raising short term resources in the small scale sector. Raising finance from these sources results in a number of problems to the small scale entrepreneurs. 'paying short and long term liabilities is the most common purpose for which small scale enterprises generally use the excess cash if any.

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A STUDY OF HUMAN ASSET VALUATION MODELS IN INDIAN ENTERPRISES

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ABSTRACT

Skillful and specialized human resources are of vital importance for an organization just like its physical properties and investments. Human resource accounting has very high significance not only for the management, but also for analyst and even for employees. It helps management in better utilization, planning and management of human resources in the organization. Academicians, Scholars and companies are working on ways to measure human capital. In a biotech, software or telecommunications company, the truly valuable assets are not the physical assets like networked computer systems or the new lab equipment, but the minds behind it all. Assessing the value and effectiveness of human capital is generally difficult; let alone trying to attach a rupee amount to it. This study verifies human valuation models adopted by enterprises in India. The present study based on the secondary data related to the measurement models used for valuation of human resources.

KEYWORDS

human asset, valuation model, decision making and disclosure.

INTRODUCTION

It is highly complicated in the today's market to find well knowledge, coached, and highly motivated people. Human resource is one of the most important back office operations of any organization or business. Their skills, creativity, ability cannot be replaced by machines. We can lose efficiency in work if no qualitative people. At all levels and areas of the business or firm human efficiency is required with machine efficiency. Human can work without machine but machine can't. All the processes of the organization are operated by human resource, hence valuation of this resource is very necessary and information about the valuation should be given to the investors, the management and others through financial statements.

Human resource accounting is basically an information system that tells management what changes are occurring over time to the human resources of the business. In the early 1990s industries recognized the value and importance of human assets. When service sector started major contribution to a country's economy the significance of human assets got prominence. Knowledge sectors like Information Technology (IT), Banking, Teleservices and others the intangible asset especially humans contributed highly to the building of shareholder value. Intellectual power of employees only major input to these sectors. The critical success factor for any knowledge based company is its skilled and intellectual work force.

OBJECTIVES OF THE STUDY

1. To evaluate the prevailing HRA practices adopted by Indian enterprises.
2. To examine HRA models adopted by Indian enterprises for the valuation of human resources.
3. To derive conclusions for improvement in HRA valuation in India.

SCOPE OF THE STUDY

The present study is undertaken to study on Human Resource Accounting Practices and Valuation Model used for the valuation of human resources in enterprises in India. For this purpose, HRA practices followed by Indian enterprises have been examined upto the financial year 2011-12.

RESEARCH METHODOLOGY

With a view to achieve the aforesaid objectives the scope of the present study is restricted to the analysis of the HRA Models adopted by enterprises in India. This study is based on the secondary data collected from the annual reports and websites of enterprises following HRA practices in India up to 2011-12. The present study will be helpful to develop the insight of HRA in various interest groups as well as to improve the HRA valuation in Indian enterprises. The major limitation of this study is the lack of adequate disclosure practices by Indian enterprises.

HUMAN RESOURCE ACCOUNTING – INDIAN EXPERIENCE

The concept of HRA was first pioneered by Public sector giant BHEL in India during the year 1974-75. Infosys technology was the first software enterprise to value HR in India. Many other leading public and private sector enterprises had followed HRA practice. They are (SAIL), (ONGC), (HPCL), (CCI), (KRL), (MMTC), (NTPC), (EIL), (OIL), (PEC), (HSL), (HZL), (MECON), (ECL), (HMT), (INFOSYS), (ACC), (SPIC), (HLL), (MRL), (RIL) and (TELCO) etc.

VALUATION OF HUMAN RESOURCES

The different models for valuation of human resource are as follows:

❖ **COST BASED MODELS**

1. Historical Cost Model
2. Replacement Cost Model
3. Opportunity Cost Model
4. Standard Cost Model

❖ **ECONOMIC MODELS**

1. Goodwill Method
2. Adjusted Discounted Future Wages Model
3. Present Value of Future Earnings Model
4. Normative Economic Model
5. Jaggi and Lau Model
6. Human Asset Multiplier Method
7. Stochastic Model on Human Resource Valuation
8. A Surrogate Measure for the Firm's Investment in Human Resources
9. A Model on the Measurement of Human Asset
10. A Model on Estimation of Human Capital Associated with an Organisation
11. Penkin Ogan Model
12. Chakraborty Model

❖ **BEHAVIOURAL MODEL**

1. A Model on Valuation of Human Organisation

❖ **COST BASED MODELS**

1. Historical Cost Model (Brummet Flamholtz and Pyle): Under this method, the cost of acquisition, i.e. selection, hiring, training costs of employees are capitalized and written off over the expected useful life of the employees. If employee leaves the company before the anticipatory period of service, the remaining unamortized costs will be written off against the profit and loss account in the corresponding year. If the service period exceeds the anticipated time then the amortization of costs is rescheduled.

2. Replacement Cost Model (Flamholtz) : Replacement cost refers to the cost incurred by an organization on replacing the previous employees and strengthening the organization further, should reflect the HR value to both the employees and organization.

The disadvantage of replacement cost is that it does not consider the knowledge, competence and loyalty or the ability to work as a team. Also, it does not take into account that there may be some people who are paid less than they are worth and some paid more than they are worth.

3. Opportunity Cost Model (Hekimian and Jones): To overcome the pitfalls of the replacement cost method, this method was proposed by Hekimian and Jones. This method is also known as the competitive bidding model. It means that opportunity cost of an employees or a group of employee in one department is calculated on the basis of the bids (offers) by other departments for those employees. Thus the value of human resources is determined on the basis of the value of an individual employee in alternative use.

4. Standard Cost Model (David Watson): In this method the standard cost of recruiting, hiring, training and development is accumulated every year for each grade of employees. It is sensitive approach for control purpose through the technique of variance analysis and it has also the disadvantage of amortization.

❖ **ECONOMIC BASED MODELS**

1. Goodwill Method (Hermanson): According to this model the extra profit generated by an organization during a specified period is compared to the industry's average rate that is goodwill credited to the organizational human resource for its valuation.

The HR value is measured by adopting the following formula:

HR Value = Goodwill × (Investments in HR/Investment in Total Assets)

2. Adjusted Discounted Future Wages Model (Hermanson): According to this method, the present value of future wages which is payable for the next 5 years is discounted at the adjusted rate of return and considered as the value of HR of the organization. This model has been criticized by various critics, mainly because, the weighted given to calculate the efficiency ratio is fully arbitrary and has no empirical justification.

3. Present Value of Future Earnings Model (Lev & Schwartz): According to this model, an organization's HR is divided into uniform groups of employees like skilled, semi – skilled and unskilled workforce, different sorts of engineers, managerial cadres, sales force etc. Based on the sample data, average earnings profiles are created and the present value of the future earning capacity of an employee, from the period of joining the organization up to the retirement is computed. The amount of present values over the various employee groups indicates the total human value of the organization. According to this model the value of human resource is obtained with the help of following formula:

$$Vr = \sum_{t=1}^T \frac{I(t)}{(1+R)^{t-R}}$$

Where; Vr = the value of individual r years old
 I (t) = the individuals annual earning up to the retirement
 t = retirement age
 r = a discount rate specific to the cost of capital to the company.

This model works with the main assumption that the value of human resource or individual is equal to the present value of remuneration payable to him during his service life. This model is very popular and has been adopted widely by most of the Indian enterprises.

4. Normative Economic Model (Flamholtz): According to this model the value of an employee is calculated using the discounted sum of the values of the service states that the individual will occupy (i.e., rank and performance rating) during the career in the organization. This model is popularly known as "Reward Valuation Model" or "individual's expected realizable value".

5. Jaggi and Lau Model: Under this method, the value of an employee is computed by considering the employee's past performance in relation to his exit from the organization before retirement, estimated over the period, assuming that the past trend of employee movement will also continue in the future. The present value of the future services from the employees relevant to different service states is considered the value created by the employee.

6. Human Asset Multiplier Method: This method is suggested to avoid the complicated calculation of present value method, and to overcome the drawbacks of other methods. In this method "present salary" of each employee is directly multiplied by a factor called "Human Asset Multiplier" and the total amount so calculated is considered as the value of human resource asset for the balance sheet.

7. Stochastic Model on Human Resource Valuation This method of valuation considers both, stochastic process i.e. probability of moving people in upward positional service state and also considers the reward i.e. benefits derived by the organization. The economic value of an individual to a firm has been defined as the present value of the expected future contributions from the individual, discounted by the firm's cost of capital.

HR Value = Gross Service State Value (–) Cost of Individual

This method considers both the cost as well as the return to an organization by considering the future movement of the employees.

8. A Surrogate Measure for the Firm's Investment in Human Resources (Friedman & Lev) : The firm's personnel policies pertaining to training, indirect compensation, welfare provisions, job design or promotion policies etc. represent firm's actual wages and the average market wages may be viewed as the return on the firm's such investment in HR. Based on such a premise, the present value of differences in wages that might exist between the firm and market average over the years during the expected service life of the employee may be considered as the value of HR investment due to specific personnel policies adopted by the firm.

9. A Model on the Measurement of Human Asset (Myres & Flowers): According to this method, the productivity of an employee is decided by his attitude and general outlook towards the job in the organization. Based on the above assumption, the value of HR is calculated by adopting the following formula:

HR Value = Employee's Attitude Index (x) Wages Payable to the Employee
(i.e., the likely benefits) (-) Wages Payable (i.e., the cost)

10. A Model on Estimation of Human Capital Associated with an Organisation (Morse): This model popularly known as "net benefit model",

Morse has suggested that human asset value is determined by applying, discounted rate to net benefit to the excess of gross value of services rendered by, over the value of future payment, direct as well as indirect, expected to provide to.

Net Present Value = Gross Value (x)Discount Rate

Gross Present Value = Future Services of an Employee in Future (–) Future Payments

11. Penkin Ogan Model: Penkin Ogan gave an approach which was the extension of net benefit approach of Morse. He introduced a certainty factor, to be multiplied with net benefit of employees and then make the valuation of human resource.

12. Chakraborty Model: Prof. S. K. Chakraborty suggested this model in the year 1976. He is the first Indian to suggest a model in HRA. He suggested that the human resources should be valued as a group and not on individual basis.

❖ **Behavioural Model**

A Model on Valuation of Human Organisation (Likert): It was developed by Rensis Likert. The model aims to establish through psycho-social test results how a set of casual variables reflecting the management system adopted by an organization determine the appreciating or depreciating condition of the human organization, as reflected by a set of intervening variables, which in turn likely to result in the achievement of end result variables over time.

TABLE – 1: STATEMENT OF HUMAN RESOURCE VALUATION MODEL ADOPTED BY ENTERPRISES IN INDIA UP TO 2011-12

Enterprises	HRA Introduce in the Year	Valuation Model Adopted	HRA Practice Followed at present
BHEL	1973- 74	Lev & Schwartz	No
CCI	1979-80	Lev & Schwartz Model with Refinement	YES
PEC	1980-81	Lev & Schwartz	No
ONGC	1981-82	Lev & Schwartz	YES
OIL	1982-83	Lev & Schwartz	No
MMTC	1982-83	Lev & Schwartz	No
SAIL	1983-84	Lev & Schwartz Model with Refinement	No
EIL	1983-84	Lev & Schwartz	No
NTPC	1984-85	Lev & Schwartz	No
KRL	1987-88	Lev & Schwartz	No
HPCL	NR	Lev & Schwartz	YES
INFOSYS	1995-96	Lev & Schwartz	Yes

Source: Compiled from the Annual Reports of above Indian Enterprises up to 2011-12.

Table- 1 indicates following Analysis of disclosure of human resource accounting information:

- Development of HRA in India:** In India, the concept of HRA was first pioneered by BHEL in 1973-74. It is followed by CCI in 1979-80, PEC in 1980-81, ONGC in 1981-82, MMTC and OIL in 1982-83, SAIL and EIL in 1983-84, NTPC in 1984-85 and KRL in 1987-88. HPCL had not disclosed the year of introduction of HRA though it had followed HRA. While INFOSYS is the first software enterprise in India to adopt HRA since 1995-96.
- Methods and Models of HRA:** Economic value model of Lev & Schwartz is most popular model to calculate the value of human resources among the Indian enterprises. This model is used by BHEL, PEC, ONGC, OIL, MMTC, EIL, NTPC, KRL, HPCL and software giant INFOSYS. While SAIL and CCI have been using this model with certain refinements as suggested by Eric G. Flamholtz and Jaggi and Lau.
- HRA practice at Present:** It is clear from above that among 12 enterprises following HRA practices in past, at present only 4 enterprises are following HRA practice.

FINDINGS

- In India, the first initiative in the direction of human resource accounting and valuation came from the public sector giant BHEL from the financial year 1974-75 and Software giant INFOSYS from the financial year 1995-96.
- The present study indicates that very small number of enterprises were found to have accepted HRA valuation and reporting practices in past. At present only 4 enterprises ONGC, HPCL, CCI and INFOSYS are found practicing HRA.
- It was found that, public sector giant BHEL, SAIL, NTPC and others who were following HRA practices since last 30 to 35 years had discontinued the same.
- There are several approaches or models for valuation of human resources. All these models have different backgrounds and different theoretical foundations. It was observed under the study that most of the Indian enterprises had adopted the Lev & Schwartz Model (1971) of economic value and have used an employee's anticipated future earnings as a surrogate of his value. While SAIL and CCI had adopted economic valuation concept and accepted the model suggested by Lev & Schwartz with refinements suggested by Eric Flamholtz, Jaggi & Lau.
- It is found that inspite of various models for valuation, clear cut practical calculation or the method of calculation is not reported by any of the enterprises.
- It is found under the study that there is significant difference in HRA reporting practices in India.

SUGGESTIONS

- This study suggests that the seriousness in valuation and reporting of human resources is needed to be enhanced at enterprises in India.
- At this juncture formulation of generally accepted human accounting standard is essential.
- Human Resource Accounting and Reporting must be made mandatory by companies act and this information must be audited.
- Most of the Indian enterprises had adopted the model suggested by Lev & Schwartz. Serious efforts must be taken to improve, modify and provide more detailed information regarding proper valuation of human resource in India.
- At this juncture it is necessary to formulate International Accounting Standards for Human Resource Accounting and Valuation.

CONCLUSION

From the above study, it is evident that there are several methods which not only provide different approaches but also different mechanisms for computing the value of an employee. All these models have different backgrounds and different theoretical foundations. In the Indian context, most of the enterprises in India had adopted the Lev & Schwartz Model. The model devised so far, for the valuation of HRA, has been developed in USA keeping into consideration the environmental prevailing there. There is a great need to review their applicability in India, a country which is substantially facing different environments. Here, it has to be noted that though this model is widely satisfactory, before selecting the model every organization should take into consideration the advantages and disadvantages of all models, because every organization is a separate entity, has different levels of intelligence, backgrounds, interest and mobility. Human asset valuation is still in its infancy, particularly in India. Human resources have not yet been fully recognized as assets like other tangible and intangible assets. Hence there is scope for further discussion on professional training in and development of human asset valuation system.

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AN INTUITIVE APPROACH OF SAVINGS AND INVESTMENT PATTERNS OF SELF HELP GROUP WOMEN**M.J.CECILIA SHOBANA****RESEARCH SCHOLAR****DEPARTMENT OF CORPORATE SECRETARYSHIP****MANONMANIAM SUNDARANAR UNIVERSITY****TIRUNELVELI****DR. V. K. SOMASUNDARAM****HEAD****PG & RESEARCH DEPARTMENT OF CORPORATE SECRETARYSHIP****BHARATHIDASAN GOVERNMENT. COLLEGE FOR WOMEN****PUDUCHERRY****ABSTRACT**

In India, SHGs tend to play a major role in transforming rural economy as well as to increase the socio-economic status of the women in rural poor households. It is supposed to help transform the rural economy by way of improving the economic status of each and every individual member of the SHG in the rural areas apart from providing scope for women empowerment. In short, SHG is sustainable organizational set up which disburses credit to the poor women at micro level and encourages them to enter into entrepreneurial activities. As the role of SHGs is important in changing the socio-economic status women in the rural poor households, this study would help policy makers on some important elements in the functioning of SHG. This study also helps policy makers identify the impediments in accessing credit and chalk out strategies to effective lending policy. In this paper a study is undertaken to examine the status of women SHG members in terms of the income generation activities, investment and savings pattern along with examining the effectiveness of SHG on empowerment of women in families in rural / semi urban areas surrounding the Puducherry region, which so far, has not been attempted.

KEYWORDS

savings, investment, SHGs.

INTRODUCTION

The economic development in any country cannot be achieved without direct participation of women. India is not exception to it. A gradual deterioration in the general employment situation as well as the impact of unemployment that has taken more heavily on women than men, women are not able to equally share the most of spheres of life of men though they more or less in equal proportion in the total population of not only India, but also any countries in the world. Though most of the women in India pursue agriculture based activities, which are as random as rainfall, they need to take up some non-farm activities in order to survive from the poverty. Hence, there is an urgent necessity to improve the status of women by well-conceived, planned development programmes which would have active community participation. One such development programme for rural women through community participation is Self-Help Groups (SHGs), a concept under Microfinance.

Microfinance has gained significant worldwide attention as a successful tool to meet the substantial demand for financial services by low-income group to enter into income generating business activities. Over the past two decades, the microfinance has entered into grassroots levels across India into various operating forms and to a varying degree of success. India now occupies a significant place in global microfinance through promotion of the self-help groups (SHGs).

In this paper the Self Help Group (SHG) is considered as a viable organization of the rural poor particularly women, who are the marginalized groups of our society due socio-economic constraints in the rural areas, for delivering micro credit in order to undertake entrepreneurial activities. If adequate self-employment can be generated for women in compatible with their roles in home-keeping, it will help increasing their economic, social and physical well-beings and ultimately free them from the clutches of suppression. Undoubtedly necessary vehicle for the purpose is supplied by institution of women SHGs which help improving economic status of women, protecting their relevance to and significance in the society and above all, effectively implementing the employment support practices of the government for women.

RURAL WOMEN AND DEVELOPMENT

In the past, the programmes for development of women, particularly in rural areas, were generally welfare and relief oriented. Women, as primary beneficiaries of the developmental programmes, are not participants in programmes intended for their development. But in recent times, there is a shifting trend in viewing women as participants in the process of development rather than as beneficiaries. If the women are properly motivated, they can choose to be involved in decision-making in their own development and that of the community on the whole to which they belong (Upreti & Upreti, 2000).

Treating the women as equal partners along with men in the development process would make them more cheerful and become confident in their life. The women are to be educated and trained in the areas in which they have already some kind of skill in order to increase their involvement in the development process, enhance their skills and make them equal partners in the national development.

Indian planners have attempted more than approach to development of women in rural areas. First, there was an 'institutional approach' with which the specialized institutions targeting rural development were established. Second one was 'area approach' in which the rural development process was implemented based on the environment of specific area by segmenting these specified areas for each specialized institutions meant for development. But, these two approaches have not given any desired results. So, finally the need based or beneficiary based approach was made available in which the schemes and programmes signifying the needs of local people were implemented. But all these approaches have failed due to lack of participation on the part of beneficiaries, i.e., women.

In this scenario, the concept of SHGs as a builder for rural economic development has taken up the observed merits of all the approaches and avoided all demerits. It has bridged the gap of missing links in policy implementation and the SHG becomes as the 'value choice' of rural women. In rural India, the SHGs not only play a major role in poverty alleviation but are instrumental in creating consciousness among a section of persons who are otherwise ignored and neglected. People below poverty line mostly women voluntarily join SHGs as members. In recent times, both the number of SHGs and number of membership have been constantly increasing in India because SHGs are engaged themselves in saving and credit (investment) activities which are commonly believed to be the functions of SHGs apart from engaging in some other more socially and economically desirable activities like income generation, environmental conservation, literacy, child care and nutrition.

INVESTMENT AND SAVINGS PATTERN IN INDIA

In a country like India, the standard of income is almost uncertain and such uncertainty in income standard leads to more consumption rather than saving which has now been a central problem. If the saving is low, then the investment will also be low leading to low capital formation (investments in further assets). In rural

areas, the propensity to consume is more rather than the propensity to save. At the same time, the women assisted by SHGs have more propensity to save rather than propensity to consume as they are able to generate substantial revenue from the income generating activities funded by their groups. The savings done or accrued by the members contributes to a larger share in the Indian economy.

Savings, known as the cash or physical products, are set aside for future use. Women in rural areas can save when they are guided and encouraged by the Government and financial institutions. The savings can be made through traditional credit rotation groups, or purchase of domestic animals (goats, pigs, chickens or cows). In the savings pattern of women in rural households, the Micro Finance Institutions (MFIs) and micro-enterprises like SHGs are playing a major role in recent years by encouraging the people to save more.

MFIs need to inject capital or funds which may be the owner's of money or loan. When a loan is used, it is someone else who has done the saving. Micro enterprises, like other businesses, convert savings (of the owners and of others) into investment either for business activities or for creating wealth. Variations in the saving pattern is mostly found in different societies, as there exists, a difference in environmental, social, economic and cultural contexts.

Variations in saving is visible in different communities as there exists difference in income levels, consumption pattern, awareness of the saving benefits, family size and opportunities to invest in new ventures. The saving can be held in the form of increases in (a) Liquid assets like currency bank deposits and gold (b) Financial assets like shares, securities and insurance policies and physical assets. But for rural women, the savings are mostly in the form bank deposits and gold.

SELF HELP GROUP WITH RESPECT TO INDIAN CONTEXT

In developing countries like India, access to credit for downtrodden and terms, have been the major setbacks in women economic empowerment as availing small-sized loans when need arises is difficult task due to lack of collateral security and also expensive because high transaction cost is the major hindrance. Hence, the failure of formal institutions to serve the rural poor effectively led to a review and look at the informal financial systems and lending groups. Over the past few decades many informal and innovative approaches in financing the poor in a sustainable manner have been experimented in India. This scenario has led to the creation of Self Help Group (SHG), an organizational base at grassroots level to enable poor women to come together, analyze their own issues and problems and finding the way to solve them if any by themselves. The SHGs are used as forum for poor people where they can learn about mobilizing money collectively and managing the risks involved in their chosen area of income generating activity. Moreover, the availability of micro-credit without any subsidy through the SHGs system is an important channel for credit availability and poverty-alleviation through self-help efforts.

The grassroots organization like SHG has enabled the women to secure their tomorrow through pooling their little financial resources in terms of savings. But the savings from the available resources through SHG are critical in two aspects. First SHG lend loans to members but part of the amount is used to access loan from financial institutions. This may be impediment for the members from making sufficient investments in their ventures leading to less earning and in turn less savings. But in the research circle the investment and savings pattern of women members of SHG is not addressed much. Therefore, the present study is undertaken to examine the activities of women members in generating income from sources available from SHG, expenditure pattern, investment pattern and savings patterns as well as to examine how the above activities help them to be empowered in their families. The present empirical analysis is limited itself to the rural and semi-urban areas of Puducherry region in Union Territory of Puducherry.

SOURCE OF DATA

The present research work is relied primarily on primary data to fulfil the objectives and partially on secondary data regarding the topic of the study. The secondary data sources are publications in journals, books, dissertations and reports on various aspects, such as income generation, expenditure pattern, investment pattern, savings pattern and empowerment of SHG women members. An in-depth analysis of secondary data was useful in preparing the questionnaire. Next primary data are collected using a well designed questionnaire instrument. For collecting the primary data, the list of SHG groups in rural and semi-urban areas surrounding Puducherry region.

STATISTICAL TECHNIQUES

The data collected can be analyzed using various statistical techniques from descriptive to multivariate. The statistical techniques used in the study are as follows:

- Descriptive statistics
- Cross tabulation with Chi-square Analysis
- Kruskal Wallis ANOVA H test (wherever Chi-square test is not applicable)
- Reliability analysis
- Factor analysis
- t-test and F test
- Multiple Regression Analysis

DESCRIPTIVE STATISTICS

The descriptive statistics such as mean and standard deviation are used in the thesis to calculate the central tendency and dispersion of data. The formula for calculating mean and standard deviation is given below:

MEAN

Mean (\bar{X}) is calculated as follows:

$$\bar{X} = \frac{\sum X_i}{n}$$

Where, X_i is perception score of 'ith respondents 'n' is total number of respondents in the sample.

STANDARD DEVIATION

$$\sigma = \sqrt{\frac{\sum X_i^2}{n} - (\bar{X})^2}$$

Where, X_i is perception score of 'ith respondents 'n' is total number of respondents in the sample and \bar{X} is mean score for all the respondents.

CROSS TABULATION ANALYSIS AND CHI-SQUARE TEST

The cross tabulation analysis is used to calculate the joint frequency distribution of cases based on two or more categorical variables. Displaying a distribution of cases across categories of two or more variables is one of the most commonly used analytic methods in the social sciences. The statistical significance of frequency distribution is evaluated by chi square statistic. The significant chi-square value indicates that the two variables in the cross tabulation analysis are statistically associated with each other. The percentage values are calculated to compare the relative frequency of each level of opinion across the categorical variables. The formula for calculating chi-square value is given hereunder:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where,

$$\chi^2 = \text{Chi-square value}$$

O = Observed frequency

E = Expected frequency

CROSS TABULATION ANALYSIS AND KRUSKAL WALLIS ANOVA

The statistical significance of the association between two factors is tested Kruskal Wallis ANOVA H test. This test is adopted as the expected cell frequency is less than five (chi-square value is valid only if the expected cell frequencies are more than five). The Kruskal Wallis ANOVA is distribution free and at the same chi-square distribution is used for obtaining the statistical significance of the H value produced by it.

RELIABILITY ITEM / ANALYSIS

Before going for full-fledged analysis, the reliability and validity (internal consistency) of the collected data pertaining to income generation, expenditure pattern, investment pattern and savings pattern among women member of SHG is ascertained using Reliability / item analysis. This analysis provides 'item to total correlation', 'alpha if deleted' values along with overall Cronbach's alpha coefficient. While item to total correlation and alpha if deleted values indicates the validity of the items in a scale, the Cronbach's alpha coefficient entire items in the scale reveals the reliability of the scale items, in turn revealing the reliability of data collected based on the scale items.

As a rule of thumb, any item with 'item to total correlation' of 0.30 and above is valid item in the measurement scale. Apart from 'item to total correlation' 'alpha if deleted' value is also considered for retaining an item in a scale. If 'alpha if deleted' of an item is less than overall Cronbach alpha, then the item is considered as appropriate item in the scale.

FACTOR ANALYSIS

The principle component method of factor analysis with varimax rotation is used to identify the underlying dimensions of income generation, expenditure pattern, investment pattern, savings pattern and empowerment of SHG women in Puducherry region.

ONE SAMPLE t-TEST

The one sample t-test is a statistical procedure used to examine whether the observed mean for entire sample differ significantly from a hypothetical value. The hypothetical value is assumed value based on the measurement scale used in the study. If the measurement scale is 5-point Likert type with values in between 1 and 5 for 'strongly disagree' and 'strongly agree', the level of opinion of a group or entire sample is considered to be 'strongly disagree', 'disagree', 'neutral', 'agree' and 'strongly agree' if the average score of the group / entire sample is "< 1.50", ">=1.50 - < 2.50", ">=2.50 - < 3.50", ">=3.50 - < 4.50", ">=4.50" respectively. If the researcher likes to know whether the observed mean is significantly different from 3.50, the low bound value for 'agree' range, the 3.50 can be used as hypothetical value (assumed value). The formula for calculating t-value under this test is:

$$t = \frac{\bar{X} - \mu}{S} \sqrt{n}$$

Where, t is the t value, \bar{X} is the observed mean, μ is the hypothetical value, n is the sample size and S is standard deviation.

INDEPENDENT SAMPLE t-TEST AND ONE WAY ANOVA (F TEST)

The significance of difference in mean perception levels between any two groups is evaluated using independent sample t-test. One way ANOVA (also called as F test) is used to find out the difference in mean perception levels if the number of comparable groups is three or more.

The formula for Independent sample t-test

$$t = \frac{(\bar{X}_1 - \bar{X}_2)}{\sqrt{\left(\frac{\sigma_1^2}{n_1} + \frac{\sigma_2^2}{n_2} \right)}}$$

Where,

\bar{X}_1 = Mean of the group 1

\bar{X}_2 = Mean of the group 2

σ_1^2 = Variance of the group 1

σ_2^2 = Variance of the group 2

n_1 = Size of the Group 1

n_2 = Size of the Group 2

The formula for F test

Q
F = Ratio of variance (F Value)

S_B^2 = Between group variance

S_w^2 = Within group variance

MULTIPLE REGRESSION

The multiple regression analysis is used to identify the unique HRM variable that contributes significantly to Job satisfaction of the employees in the selected organization.

LIMITATIONS OF THE STUDY

The present study is covered SHG women members only in Puducherry region in Union Territory of Puducherry not other remaining three regions, viz., Karaikal, Mahe, Yanam. During the data collection (survey), it is found that there are some women members who have come from financially well-to-do and influential families which are inconsistent to the concept of self-help groups. The respondents have provided the data from their memory and therefore the data may suffer from recall bias.

SUMMARY

Though, women led self-help groups in many parts of our country have achieved success in bringing them to the mainstream of decision making in the families, it has been murmured that most of the self-help groups have not successfully contributed to the upliftment of the poor rural women. Despite, SHGs serve as a source of inspiration and a viable alternative for achieving the objective of socioeconomic development for women by involving them in all development programmes, the participation and greater control in decision making in the home, community and society is still as dreams. So, in order to find out what are the SHG factors contributing to the socio-economic development of poor women in rural and semi-urban areas, there is a need of academic research like the present one.

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FREIGHT COST OPTIMISATION IN LOGISTICS WITH REFERENCE TO AMARA RAJA BATTERIES LTD., TIRUPATHI

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RAJAMPET**

ABSTRACT

The world economy depends on the efficient and effective movement of freight. Transportation and logistics supply chain also consume a significant proportion of each of our India budgets. Transportation cost involves above ten percent of our total economy. This percentage includes the personal transportation cost and also freight cost. It clearly indicates the key role that transportation plays in our country and the heavy responsibility of those who manage transportation facilities. Supply chains are the mechanisms which facilitate the supply of supply of products and the raw materials, from which products are made move from their source to the consumer. The supply chain is the most efficient will be able to deliver a product to the consumer at the lowest cost. The present study attempts towards the analysis of freight cost optimization in logistics with reference to Ammaraja batteries Ltd. This analysis shows that freight cost optimization plays a major role in Real-time visibility, transparency and centralized decision-making power in Logistics management. Logistics management is one of the important processes that influence over all supply chain management process, effective transportation mode helps in altering the effective decision making, reducing lead days helps in reducing the cost of operation and improves the transportation efficiency.

KEYWORDS

freight cost, logistics, optimisation, supply chain.

INTRODUCTION

Freight costing is method of ascertaining the cost of providing service by a transport undertaking. This includes air, water, road and railways; motor transport includes privetcars, Freight forwarding market in India is poised to grow at a cargo of ~a% till 2018, In India, freight forwarding can be broadly categorized into Road, Rail, Air and Sea Freight India is expected to witness considerable growth in freight business provided freight companies diversify their business to other logistic segments.

MEANING

A freight rate is a price at which a certain cargo is delivered from one point to another. The price depends on the form of the cargo, the mode of transport (truck ship, train, and aircraft), the weight of the cargo, and the distance to the delivery destination. Many shipping services, especially air carriers, use dimensional weight for calculating the price, which takes into account both weight and volume of the cargo. Freight cost is a cost incurred in moving of goods, it includes packing, palletizing, documentation, loading and unloading charges carriage costs and marine insurance costs.

TYPES OF FREIGHT COSTS

Standard or Fixed Charges: These charges are including even though vehicle is operating or not. Such as Insurance premium, taxes, depreciation on vehicles and part of driver wages. Interest on capital, general supervision, and salary of operating managers is items come under the category of fixed or standing charges.

Maintenance charges: There are semi fixed or semi variable expenses in their nature and includes wear on tires, repairs and overheads painting etc.

Operating and running charges: these are the cost of operations. These charges vary slightly in direct proportion to kilometres etc. These expenses are variable or fluctuate in nature because they are dependent on distance covered and trips made by the vehicle.

Collection of costing data: After determining the cost unit, the cost regarding to the service is collected. The collected cost is a submitted under the heads suitable for control purpose i.e. fixed cost and variable cost. The presentation of cost information under different categories helps to improve managerial control over cost.

PROCEDURE

The freight cost will be calculated as shown below, it includes mainly Variable cost and Fixed costs.

Variable costs: Variable expenses are the running and operating activity charges. These include expenses of variable Nature, e.g. petrol, diesel, lubricating oil, grease etc. The Material Requisition Note and Time Sheet (or Log) bears the Vehicle No. The relevant Vehicle Account is debited with its direct material cost and direct labour cost. Direct Expenses such as fuel are debited to the Vehicle Account on the basis of Log Book and the cash/purchase/journal vouchers.

Variable cost=total quantity of output × variable cost per unit of output

Fixed Costs: Fixed Costs (Fixed Charges) include garage rent, insurance premium, road licence fees etc. the Fixed Costs are apportioned and absorbed by each Vehicle No. on the basis of the Overheads Absorption Rate which may be Actual or Pre- determined. The Fixed Costs attributable to the Vehicle are debited to the relevant Vehicle Account.

Fixed cost=total cost –variable cost; Total cost= fixed cost+ variable cost (quantity)

Profit or Loss: The Vehicle Account at this stage will reveal the profit or loss made on operating that vehicle the profit or loss is then transferred to the Costing Profit and Loss Account statement. The total Operating Cost of a period is divided by the number of Cost Units (KM/Ton etc.) supplied during the period to arrive at the Operating Cost per Unit for that period.

SUPPLY CHAIN MANAGEMENT

In simple words supply chain management can be defined as “The Company act as a link between suppliers and distributors, The Coordination of 5 key activities:

- (i) Plan (Forecasting)
- (ii) Source (Procurement, Purchasing)
- (iii) Make (Design, manufacturing)
- (iv) Deliver (Transportation, Distribution)
- (v) Return (unsold or refused)

LOGISTICS

The overall management of the way resources are obtained, preserved and transferred to the locations where they are required, it entails in identifying the potential suppliers and distributors, evaluating how accessible and effective they are in establishing healthy relationships and signing contracts with the companies who offer the best combination of price and the services to a company might also choose to handle its own logistics.

The Company optimized logistic costs through the following initiatives:

1. Improved truck loading factor by redesigning pallet sizes and intelligent space management.
2. Entered into annual contracts with all service providers with a risk purchase clause, leading to service dependability.
3. Established performance benchmarks among service providers.

ABOUT THE INDUSTRY PROFILE

A battery is an electronic and chemical device in which the free energy of chemical reaction is converted into the electrical energy contained in the active materials is converted into electrical by means of electrochemical oxidation reduction reactions.

Inventory in wider sense, is defined as any idle resource of an enterprise. It is a physical stock of goods kept for the purpose of future affairs. The term is generally used to indicate raw materials in process, finished products, packing, spares and others stocked in order to meet expected demand or distribution in the future.

The manufacturing process involved in production of maintenance free valve regulated lead acid storage batteries is given below.

- a) Grid Casting
- b) Plate Production
- c) Pasting
- d) Assembling
- e) Formation
- f) Dispatch

COMPANY PROFILE

Amara Raja Batteries Ltd incorporated under the Companies act 1956 in February 1985, and converted into public limited company on 6th September 1990. It is established by Mr. Rama Chandra N. Galla & the Chairman of Amara Raja Batteries LTD; He is a post graduate engineer with over 16 years' experience in power systems as an electrical engineer in Nuclear and conventional source power generating stations across the USA. He holds an M.S. Degree in system science from Michigan state university. RamachandraGalla worked in various capacities such as Sr. Electrical Engineer, Electrical Project Engineer, and Sr. Electrical Project Engineer for Sergeant & Lundy, Chicago, USA. He was involved in various Nuclear power plant projects.

Amara Raja is having a technological Joint Venture with Johnson Controls INC (JCI), USA in the year 1991 who owns 26% stake in the company. JCI is a Leading battery manufacture in USA. Johnson Controls is a Fortune 500 company and also the largest manufacturer of lead acid batteries in North America and a leading global supplier to major automobile manufacturers and industrial customers.

Amara Raja has its Registered Office and Head Office at Karakambadi near Tirupati in A.P. Karakambadi is located at an approximate distance of 12 kms from Tirupati. The manufacturing campus at Karakambadi is one of the most beautifully landscaped campuses and boasts of state of the art manufacturing facilities.

• MISSION

"To transform our spheres of influence and to improve the quality of life by building institutions that provide better access to better opportunities, goods and services to more people...all the time".

• VISION-2025

Through the Amara Raja way and through ensuring progressive partnership we will be a global leader in. batteries and battery technologies and dominant player in Indian Ocean.

RESEARCH METHODOLOGY

A company with global customers like Amara Raja Batteries. Ltd Products needs real-time visibility of inventory and collaboration improvements with suppliers and customers.

NEED FOR THE STUDY

The object of freight cost management is to optimise the whole value chain of the distribution of goods and merchandise. One of the main aspect of such analysis is the optimization of the vehicle routes to deliver final products to customers. In such cases the problem usually involves distance, cost, number of vehicles, or profits among different variables, we also take into account environmental costs in which we include traditional costs along with environmental cost estimates in real scenarios, the detailed estimation of the environmental cost is essential for an appropriate development of the procedure are as follows

- To gain transportation management solutions that can save time and cost which are precious.
- To adopt advanced technologies to address global networks and capacity complexities.
- Drive to control and minimise transportation costs; &
- Rapid response to plan and security fluctuations

SCOPE OF THE STUDY

Amara Raja Batteries company along with the lead logistic services provider to the parent company conducted an in depth study of the transportation network of both the companies their as is networks, constraints and requirement were understood in detail through meeting this enable initial scope of the study like:

- For Better visibility of both inbound and outbound shipments for real-time monitoring of the entire freight process
- To Receiving orders automatically and tendering loads to carriers directly through the system
- To ensure Visibility of supplier routing guides, ensuring compliance and accountability
- To Improve process automation and optimization with Lean Logistics to streamline the payment process

OBJECTIVES

- To provide an accurate basis for quotation and fixing of rate to freight.
- To contribute the effective design of the sustainable logistic networks and balancing environment and also profit to manufacturers and supplier.
- To compare the effectiveness of logistics management at Karakambadi Tirupati road lines.

SOURCES OF DATA

- Survey with lorry drivers on routes and toll costs and Information given by the transporters.
- Information from the staff working in logistics department.

TOOL AND TECHNIQUES**CRITICAL PATH METHOD (CPM)**

Critical path method is observed in a network one can enumerate many sequences of activities. from starting event to end event. each sequence will contain different combination of activities with different duration. One of the important objects of network analysis is to know the minimum possible time by which the project can be completed. This is done by determining the critical path i.e.: the sequence of activities lying on the critical path should be taken first.

PROJECT EVOLUTION AND REVIEW TECHNIQUE (PERT)

It means programme evaluation and review technique is a probabilistic model based on the beta distribution. It derives its estimates based on probability accuracy. Pert is a popular technique of network analysis. According to the originators of the pert, any given activity delineated in a network is unlikely to be completely on time. Sometimes all aspects of a job may be easier to complete than expected, while at other times, unexpected snags may occur, causing unplanned delays, this method uses three times estimates for an activity, rather than a single estimate

LIMITATIONS

- Road transport noise impact and Impact of road transport polluting emissions.
- Too expensive and fluctuations in fuel prices.
- Increasing handling cost and Increasing loss and damage.
- Limitation by highway weight and service.
- Speed limitations and hours of service rules. And Motor carrier delay exceeds.
- Poor use of automation for exception recognition and resolution and Poor road conditions.
- Shortage of drivers and Lack of skilled labour (drivers, cleaners).

DATA ANALYSIS AND INTERPRETATION**CALCULATION OF FREIGHT****LEAD TIME CALCULATION**

To reduce the lead time, it is necessary to find what the routes available to reach are the distribution point. By finding all the routes based on kilometres and time we can choose the way to transport. Only the kilometres will not help to reduce the lead time and also the road conditions and comfort traffic will take a major part to reduce the lead time.

The company issues lead days to the transporters to deliver the goods on time, the lead timings are given below (followed by the company);

LEAD-TIME OF AMARAJA BATTERIES

1. There are 12 destinations such as Kochi, Bhopal, Indore, Jabalpur, Mani deep, Bhiwandi, Mumbai, Nagpur, Nasik, Pune, Tane, Bhubaneswar and their lead days are 3,5,5,5,5,5,3,5,5,5,5,5 respectively.
2. On these lead timings the company and the transporters are making the goods deliver in the distribution channel.

From the research, by following different road maps the lead time can be reduced than the company following.

TABLE NO. 1: SUGGESTED ROUTES FOR GIVEN DESTINATIONS

Destination	root	hi way	Routes	lead time
Kochi	3	NH 47	1.karkambadi,vellore,krishnagiri,dharmapuri,erode,coimbatore,palakad,trissur,kerla	2days,1 hour
		NH46&47	2.karkambadi,chittor,vellore,coimbatore,palakad,trissur,kochikeata	2days,8min
		SH31	3.karkambadi,chittor,ambur,erode,coimbatore,palakad,trissur,kochi,keral	1day,9hrs,9min
Bhopalr	2	NH17	1.karkambadi,nellore,ongole,vijayawada,nagapur,Bhopal	4days,1hr,3min
		NH18&7	2.karkambadi,kadapa,nagapur,Bhopal	4days,2min
Indore	3	Ichapurd	1.karkambadi,kadapa,akola,indore	4days,3min
		NH7	2.karkambadi,kadapa,akola,madyapradesh	4days ,3min
		NH18	3.karkambadi,kadapa,icchaparvoad,akola,indore	3days,7h,8min
Jabalpur	4	NH17	1.karkambadi,nellore,rajamondry,raipor,chathisgarh,Jabalpur	4d,7h,6m
		NH12A	2.karkambadi,nellore,ongole,vijayawada,pamunoo, chathisgarh,Jabalpur	4d,1h,7m
		SH5	3.karkmbadi,nellore,ongole,telangana,nagpur,madypradesh	3d,8h,5min
		Mancheriardi	4.karkambadi,kadapa,nagpur,Jabalpur	3d,8h,1m
Manideep	3	NH17	1.karkambadi,kadapa,nh65road,nanded,manideep	4d,1h,8m
		MPSH15	2.karkambadi,nellore,ongole,karimnagar,nagpur,manideep	4d,1h,1m
		NH69	3.karkambadi,kadapa,telangana,nagpur,manideep	3d,9h,6m
Jabalpur	6	NH4	1.karkambadi,chittor,kolar,benglore,tummakur(onconstruction)harihar,(road work on AH47/davangiri,hariharbipass)huballidarwad AH47->belgavi,kolhapor karad,satara(road on work,so AH47/mumbai,punebipass)bhiwand	3d,5h,7m
		NH4	2.karkambadi,kadapa,tadipatri,gunthakal,gadag,bellgal,kolhapur,karad, safara,pune(construction zoenmaharashtra	3d,3hrs
		NH9	3.karkambadi,kadapa,nandyal,kurnool,mahaboobnagar,kalaburagi,solapor, (construction zoen)bhiwandi	3d,2h,4m
		NH9	4.karkambadi,kadapa,nandyal,kurnool,yadagiri,solapur,pune,maharashtra	3d,1h,8m
		NH9	5.karkambadi,kadapa,tadipatri,AH43-goody-adonin,rayachuru,solapur,pune	3d,2h,2m
		NH13	6.karkambadi,kadapa,tadipatri,gunthakal,ballari,hospaet,vijayapurya,pune	3d,2h
Bhiwandi	5	NH4	1.karkambadi,chittor,kolar,benglore,tummakur(onconstruction)hirhuru,hubli-darwad,belgavi,kolapur,karad,shathara,pune(on construction)Mumbai	3d,5h,5m
		NH4	2.karkambadi,kadapa,tadipatri,gunthakal,gadag,hubli-darwad,belgavi,kollapur karad,satara,pune	3d,32h,2m
		NH9	3.karkambaadi,kadapa,nandyal,kurnool,pune(on construction)	3d,1h,6m
		NH9	4.karkambadi,kadapa,tadipatri,gunthakal,ballari,hospaet,vijayapur,ombara Pune	3d,1h,6m
		NH9-AH43	5.karkambadi,kadapa,tadipatri,sindanur,vijayapur,munbari,pune	3d,1h,3m
Nagpur	3	NH7	1.karkambadi(nagapur road),nellore,ongole,telangana,nagapur	3d,6m
		NH7	2.karkambadi,kadapa,kurnool,ongole(main road)ngapur	3d,3m
		NH7	3.karkambadi,kadapa,(tdp road)nagapur	3d,2m
Nasik	4	NH4	1.karkambadi,vellore road work on AH7,davangiri,(hariharnbipass)hublli bellgani,kolhapur,sahar,punneafcrad,nasik	3d,7h,4m
		NH-18	2.karkambadi,kadapa,kalapragu,solapur,ahmednagar,nasik	3d,1h,6m
			3.karkambadi,kadapa ahmednagar,nasik	3d,3h,6m
		NH-9	4.karakambadi,kadapa,ahmednagar,nasik(rayachur-mahabbobnagar)root	3d,1h,2m
Pune	5	NH-4	1.Karkambadi,chittor,kolar,tumakur (on construction) hiriyr (on construction) Davanagiri (on construction)hubli-darwad,AH=47,belgari,kolhapur,karal,satara Pune	3d,1h,5m
		NH-4	2.karkambadi,chitradurga,davanagiri(on construction)hubli-darwad,AH=47, belgari,kolhapur,karal,satara,pune	2d,9h,8m
		NH-9	3.karkambadi,kadapa,nandyala,kurnol,mahaboobnagar,pass by international campus)partly toll roadNH-9PUNE	2d,9h,4m
		NH-9	4.karkambadi,nandyal,kurnool,mahaboobnagar,pass by new aidgah,pune	2d,9h,2m
		NH-9	5.karkambadi,nandyal,kurnool,mahaboob nagar,solapur,pune	2d,8h
Tane	4	NH-4	1.karkambadi,chitoor,kolar,banglore,thumkur(on construction)harihar,hubli-darwad,AH47 belgavi,kolhapur,karad,satara,pune(on construction)mumbai-pune bi pass,lonavala ,navi-mumbai,thane	3d,5h,6m
			2.karkambadi,kadapa,tadipatri,guntakal,gadag,hubli-darwad,belgavi,Kolhapur karad,satara,pune	3d,2h,8m
		NH-9	3karkambadi,kadapa,nandyal,kurnool,mahaboob nagar,kalaburage,pune, , lonavala, navy-mumbai ,tane	3d,2h,2m
		NH9	4.Karkambadi, kadapa, tadipatri, guntakul. Ballari(pass by continue strait on ballarihubli road, ammbavani temple) bagalkoti, panthapur, pune ,lonavala navy -mumbai, tane.	3d,1h,2m
Bhubaneswar	1	NH5	1.karkambadi, nellore, ongole, bhimavaram, rajamundry, srikakulam, barmupur	

Freight can be calculated on the basis of the following information.

Diesel cost : with load 1 Lt =3.8km and with out load 1Lt =4km

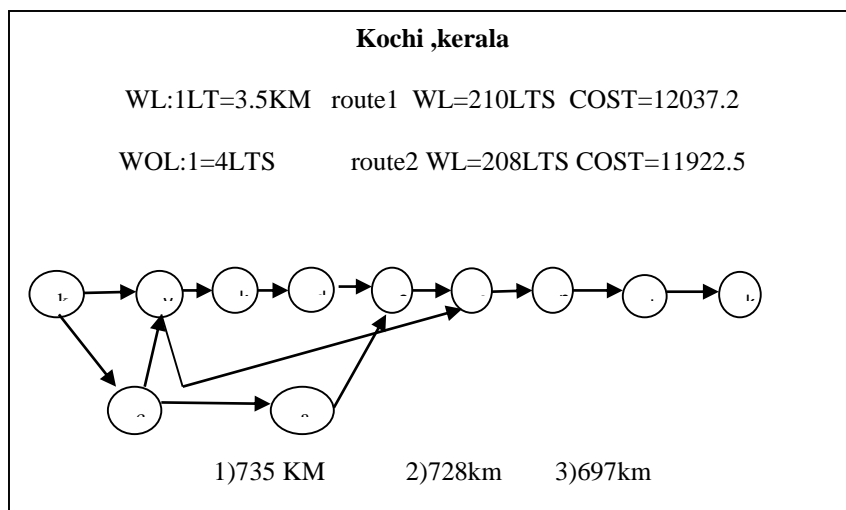
Toll charges: Toll gate cost details is collected from the transporters and from route drivers.

→ 60km=1 tollgate and 1toll gate cost exceeds between 150 to 350

Wear &tear: Collected from the transporters were tyres are changed for every 30,000 km

→ 80,000KM=1 TIME and 1 pair= 44000 rupees(radial tyres)

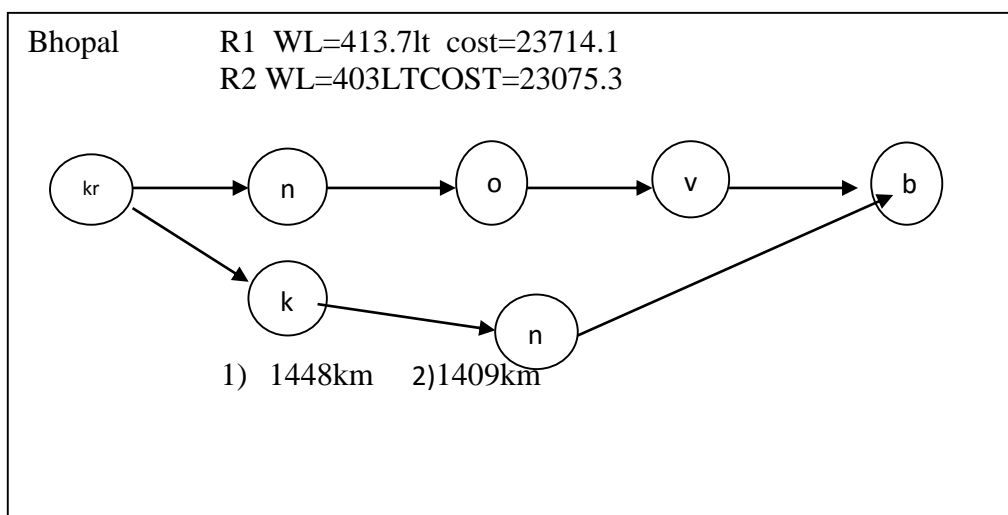
FIGURE 1: POSSIBLE ROUTES FOR KOCHI AND KERALA



Source: Data is collected from the google maps and transporters.

Interpretation: Three possible routes are available for kochi, based on the fixed and variable cost calculation ,it is found that third route is the best possible route for transportation of logistics from karkambadi to kerala.

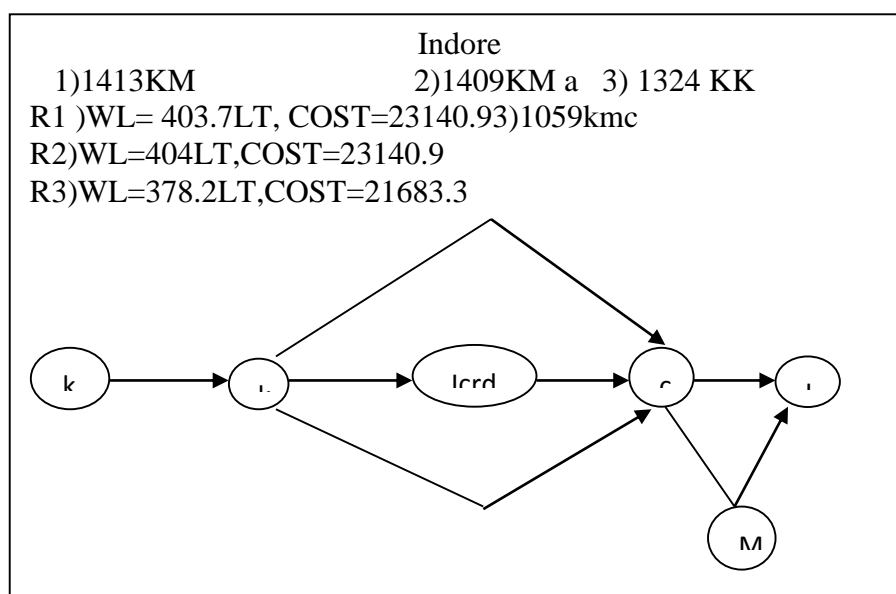
FIGURE 2: SUGGESTED ROUTES FOR BHOPAL



Source: Data is collected from the google maps and transporter

Interpretation: According to Bhopal 1st route is the best possible route for the transportation.

FIGURE 3: SUGGESTED ROUTE FOR INDORE



Source: Data is collected from the google maps and transporters

Interpretation: There is three possible routes for indore route 3 is the best possible route.

JABALPUR

1)1462km 2) 1669km 3)1348km 4)1336km

R1)417.7LT,COST=23943.3RS R2)WL=476.8LT,COST=2733.4RS

R3)WL=385.1LT,COST=22076.3RS

R4)WL=381.7LT,COST=21870.3RS

```

graph LR
    K((K)) --> N1((N))
    N1 --> O((O))
    N1 --> T((T))
    O --> V((V))
    V --> P((P))
    P --> C((C))
    T --> N2((N))
    N2 --> C
    N2 --> M((M))
    C --> I((I))
    M --> I
  
```

Interpretation: There is 3 possible routes to the Jabalpur, among them route 4 is the best possible route.

Manideep

1) 1388km 2) 1463km 3) 1400km

R1) WL=396.5LT, COST=22731.4RS R3) WL=400LT, COST=22928RS

R2) WL=418LT, COST=23959.7RS

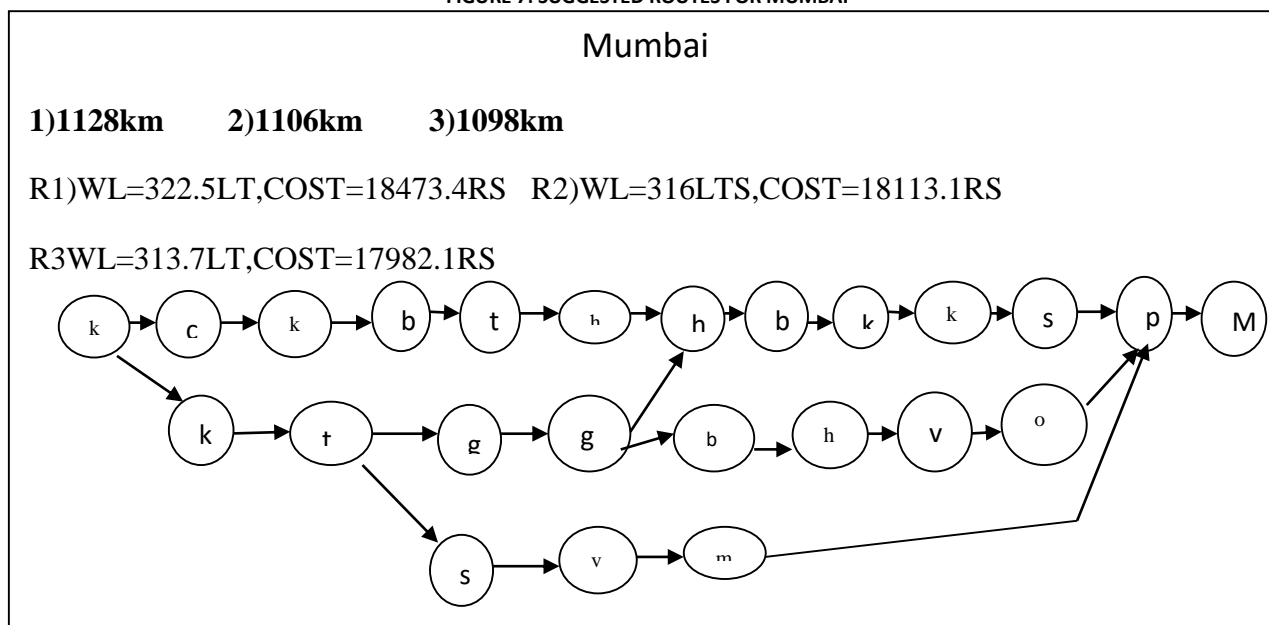
```
graph LR; k1((k)) --> k2((k)); k1 --> n1((n)); k2 --> t((t)); n1 --> n2((n)); t --> n2; n2 --> k3((k)); k3 --> n2; n2 --> m((m)); a1(a) --> n2
```

Interpretation: There is 3 possible routes for Manideep among them route 1 is the possible route for transportation.

[illegible]

Interpretation: There is 5 possible routes for bhiwandi Among five routes the least [possible route for the bhiwandi is route 3

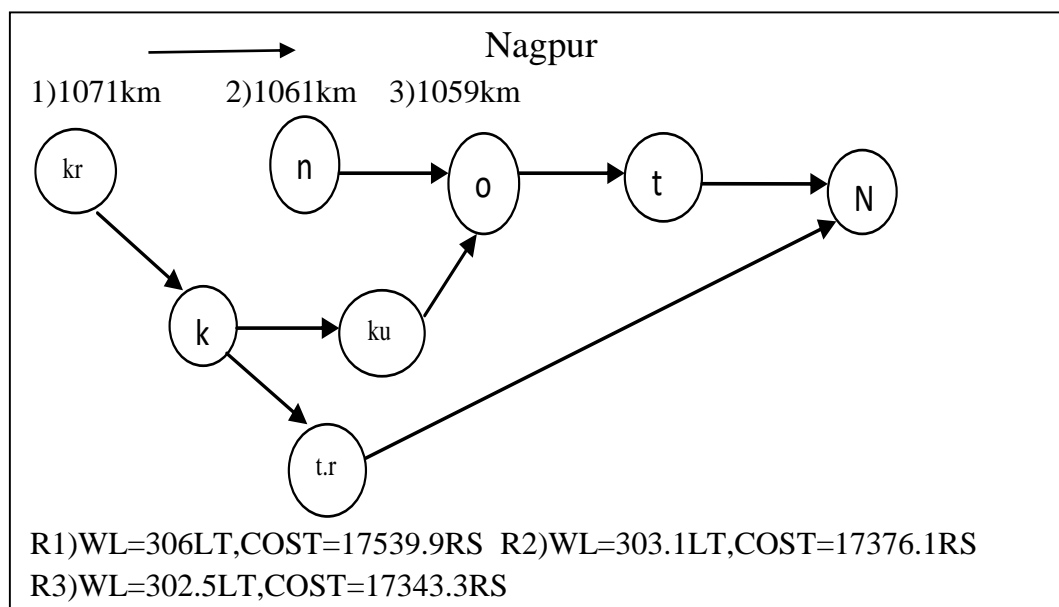
FIGURE 7: SUGGESTED ROUTES FOR MUMBAI



Source: Data is collected from the google maps and transporters

Interpretation There is 3 possible routes for mumbai Among three routes the least possible routes for Mumbai is route 3.

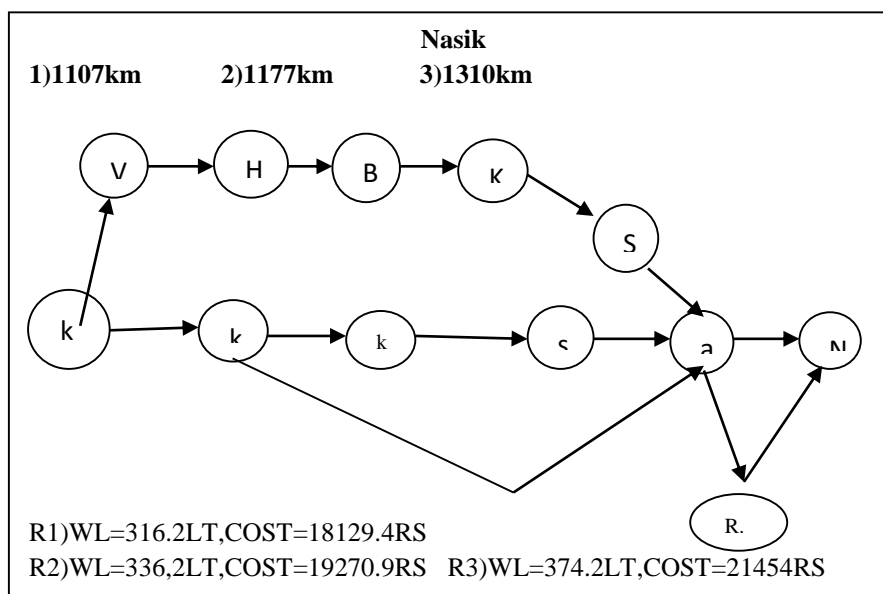
FIGURE 8: SUGGESTED ROUTES FOR NAGPUR



Source: Data is collected from the google maps and transporters

Interpretation :There is three possible routes for Nagpur, among them least possible route for Nagpur is rou--te 3.

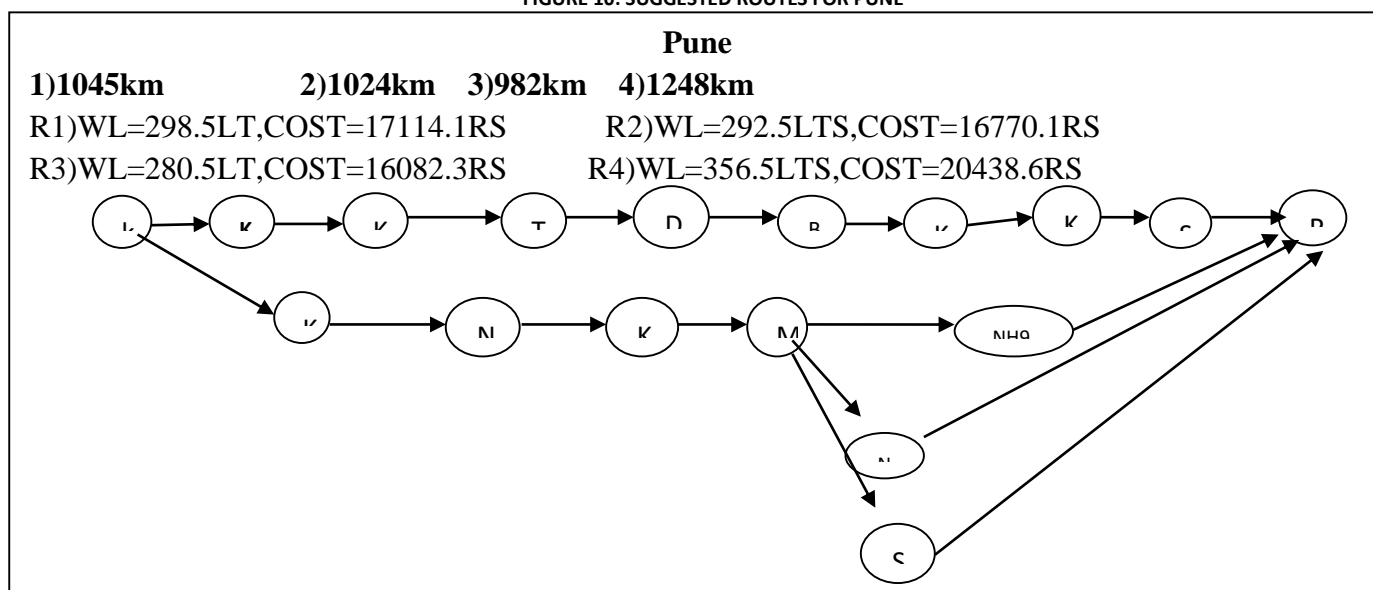
FIGURE 9: SUGGESTED ROUTES FOR NASIK



Source: Data is collected from the google maps and transporters

Interpretation: There is three possible routes for nasik among them, the least possible route for nasik is route 1.

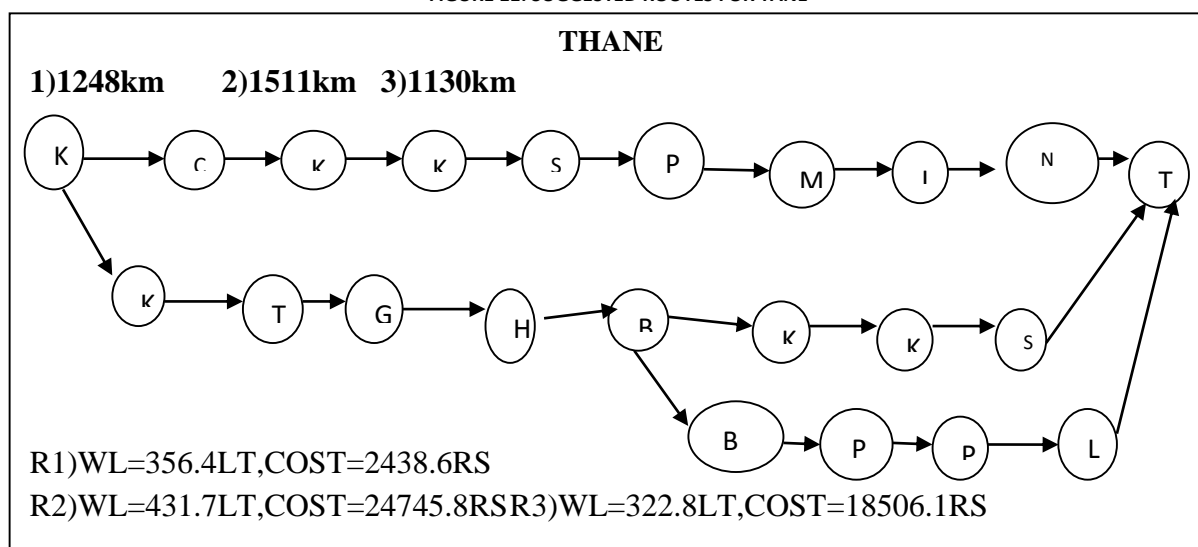
FIGURE 10: SUGGESTED ROUTES FOR PUNE



Source: Data is collected from the google maps and transporters

Interpretation : The least possible route for the pune is route and there is 4 possible routes available, Among them least possible route for the pune is route 3.

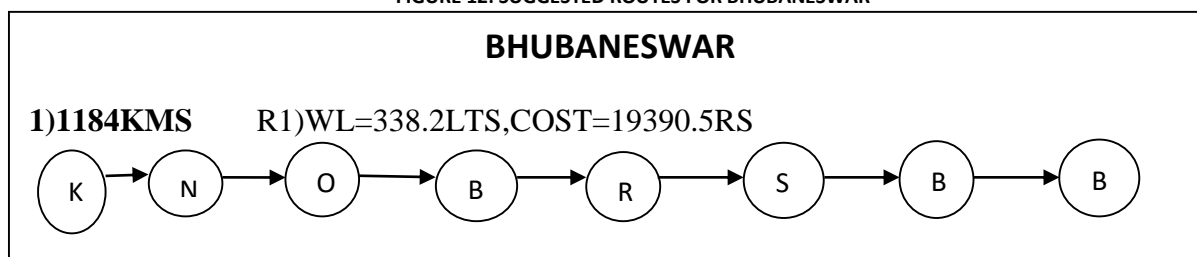
FIGURE 11: SUGGESTED ROUTES FOR TANE



Source: Data is collected from the Google maps and transporters

Interpretation: There is 3 possible routes for tane among Them, the least possible route for tane is route 3.

FIGURE 12: SUGGESTED ROUTES FOR BHUBANESWAR



Source: Data is collected from the google maps and transporters

Interpretation :There is only one possible route for Bhubaneswar is route 1.

TABLE 2: VARIABLE COST AND FIXED COST CALCULATION

Destination	Freight	Fuel .rs	Engine oil	Toll tax	Wear&tear	Total
Kochi	28,350.00	11,132.14	1,000.00	900.00	1,837.00	13,032.14
Bhopal	39,018.60	21,841.90	1,000.00	1,738.00	3,620.00	30,072.10
Indore	35,516.70	21,313.98	1,000.00	1,696.00	3,532.50	24,579.90
Jabalpur	41,039.10	22,053.11	1,000.00	2,003.00	4,172.50	25,056.11
manideep	39,883.50	20,936.88	1,000.00	1,756.00	3,657.50	23,692.88
bhiwandi	39,600.00	17,422.26	1,000.00	1,502.00	3,130.00	19,924.26
Mumbai	41,850.00	17,014.98	1,000.00	1,494.00	3,112.50	19,508.98
Nagpur	30,600.00	16,547.37	1,000.00	1,285.00	2,677.50	18,832.37
Nasik	32,850.00	16,698.22	1,000.00	1,328.00	2,767.50	19,026.22
Pune	30,375.00	15,763.00	1,000.00	1,254.00	2,612.50	18,017.00
Tane	18,825.00	1,000.00	1,498.00	3,120.00	21,323.00	
Bhubaneswar	17,859.70	1,000.00	1,421.00	2,960.00	20,280.70	

Source: Collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 3: FIXED COST CALCULATIONS FOR ROUTE 1

Destination	Freight	Intrest	Driver	Cleaner	Insurance	Rd.tax	Total
Kochi	28,350.00	4,677.75	2,268.00	425.25	623.70	2,583.3	10577.7
Bhopal	39,018.60	6,438.06	3,121.48	585.27	897.41	2,583.3	13625.54
Indore	35,516.70	5,860.25	2,847.77	532.75	816.88	2,583.3	12640.6
Jabalpur	41,039.10	6,771.45	3,283.12	615.58	943.89	2,583.3	14197.03
Manideep	39,883.50	6,580.77	3,190.63	598.25	917.32	2,583.3	13870.22
Bhiwandi	39,600.00	6,534.00	3,168.00	594.00	910.80	2583.3	13790.1
Mumbai	41,850.00	6,905.25	3,348.00	627.75	962.55	2,583.3	14426.55
Nagpur	30,600.00	5,049.00	2,448.00	459.00	703.30	2,583.3	11242.6
Nasik	32,850.00	5,420.25	2,628.00	492.75	755.55	2,583.3	11879.85
Pune	30,375.00	5,011.87	2,430.00	452.62	698.62	2,583.3	11175.61
Tane	40,320.00	6,652.80	3,225.60	604.80	927.36	2,583.30	13993.86
Bhubaneswar	43,753.50	7,219.32	3,500.28	656.30	999.43	2583.30	14957.98

Source: Collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 4: VARIABLE COST CALCULATION FOR ROUTE 2

Destination	Freight	Fuel .rs	Engine oil	Toll tax	wear&tear	Total
Kochi	28,350.00	10,981.30	1,000.00	874.00	1,820.00	12,855.30
Bhopal	39,018.60	21,253.65	1,000.00	1,691.00	3,515.00	23,944.65
Indore	35,516.70	21,253.65	1,000.00	1,696.00	3,532.40	23,949.65
Jabalpur	41,039.10	25,175.50	1,000.00	2,003.00	4,172.50	28,178.50
Manideep	39,883.50	22,068.20	1000	2,633.00	3,657.50	25,701.20
Bhiwandi	39,600.00	17,105.49	1,000.00	1,361.50	2,835.00	19,466.99
Mumbai	41,850.00	16,683.00	1,000.00	1,327.00	2,765.00	19,010.00
Nagpur	30,600.00	16,004.34	1,000.00	1,272.00	2,652.50	18,276.34
Nasik	32,850.00	17,754.11	1,000.00	1,412.00	2,942.50	20,166.11
Pune	30,375.00	15,446.23	1,000.00	1,229.00	2,560.00	17,675.23
Tane	40,320.00	22,792.24	1,000.00	1,813.00	3,777.50	25,605.24
Bhubaneswar	43,753.40					

Source: Collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 5: FIXED COST CALCULATIONS FOR ROUTE 2

Destination	freight	Intrest	Driversa	Cleanersa	insurance	Rd.tax	Total
Kochi	28350.00	4,677.75	2,268.00	425.25	623.70	2,583.30	10577.7
Bhopal	39018.60	6,438.06	3,121.48	585.27	897.41	2,583.30	13625.54
Indore	35,516.70	5,860.25	2,847.77	532.75	816.88	2,583.30	12640.6
Jabalpur	41,039.10	6,771.45	3,283.12	615.58	943.89	2,583.33	14197.03
Manideep	39,883.50	6,580.77	3,190.63	598.25	917.32	2,583.30	13870.22
Bhiwandi	39,600.00	6,534.00	3,168.00	594.00	910.80		13790.1
Mumbai	41,850.00	6,905.25	3,348.00	627.75	962.55	2,583.30	14426.55
Nagpur	30,600.00	5,049.00	2,448.00	459.00	703.30	2,583.30	11242.6
Nasik	32,850.00	5,420.25	2,628.00	492.75	755.55	2,583.30	11879.85
Pune	30,375.00	5,011.87	2,430.00	452.62	698.62	2,583.30	11175.61
Tane	40,320.00	6,652.80	3,225.60	604.80	927.36	2,583.30	13993.86
Bhubaneswar	43,753.50	7,219.32	3,500.28	656.30	999.43	2,583.30	14957.98

Source: Details collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 6: VARIABLE COST CALCULATIONS FOR ROUTE 3

Destination	Freight	Fuel .rs	Engineoil	Toll tax	Wear&tear	Total
Kochi	28,350.00	10,513.69	1,000.00	800.00	1,700.20	11,953.69
Bhopal	39,018.60					
Indore	35,516.70	19,971.49	1,000.00	1,589.00	3,310.00	25,870.49
Jabalpur	41,039.10	20,333.50	1,000.00	1,618.00	3,370.00	22,951.50
Manideep	39,883.50	21,117.89	1,000.00	1,680.00	3,500.00	23,797.89
Bhiwandi	39,600.00	16,788.72	1,000.00	1,336.00	2,782.50	19,124.72
Mumbai	41,850.00	16,568.24	1,000.00	1,318.00	2,745.00	18,886.24
Nagpur	30,600.00	15,974.17	1,000.00	1,270.00	2,647.50	18,244.17
Nasik	32,850.00	19,760.31	1,000.00	1,572.00	3,275.00	22,332.31
Pune	30,375.00	16,082.30	1,000.00	1,178.00	2,455.00	18,260.30
Tane	40,320.00	17,045.15	1,000.00	1,356.00	2,825.00	19,401.15
Bhubaneswar	43,753.50					

Source: Details collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 7: FIXED COST CALCULATION FOR ROUTE 3

Destination	Freight	Intrest	Driversa	Cleaners	Insurance	Rd.tax	Total
Kochi	28,350.00	4,677.75	2,268.00	425.25	623.70	2,583.30	10577.7
Bhopal	39,018.60						
Indore	35,516.70	5,860.25	2,847.77	532.75	816.88	2,583.30	12640.6
Jabalpur	41,039.10	6,771.45	3,283.12	615.58	943.89	2,583.33	14197.03
Manideep	39,883.50	6,580.77	3,190.63	598.25	917.32	2,583.30	13870.22
Bhiwandi	39,600.00	6,534.00	3,168.00	594.00	910.80	2583.30	13790.1
Mumbai	41,850.00	6,905.25	3,348.00	627.75	962.55	2,583.30	14426.55
Nagpur	30,600.00	5,049.00	2,448.00	459.00	703.30	2,583.30	11242.6
Nasik	32,850.00	5,420.25	2,628.00	492.75	755.55	2,583.30	11879.85
Pune	30,375.00	5,011.87	2,430.00	452.62	698.62	2,583.30	11175.61
Tane	40,320.00	6,652.80	3,225.60	604.80	927.36	2,583.30	13993.86
Bhubaneswar							

Source: Data collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 8: VARIABLE COST CALCULATION FOR ROUTE 4

Destination	Freight	Fuel .rs	Engine oil	Toll tax	Wear&tear	Total
Kochi	28,350.00					
Bhopal	39,018.60					
Indore	35,516.70					
Jabalpur	41,039.10	20,152.50	1,000.00	1,603.10	3,340.00	22,755.60
Manideep	39,883.50					
Bhiwandi	39,600.00	16,954.65	1,000.00	1,348.79	2,810.00	19,303.44
Mumbai	41,850.00					
Nagpur	30,600.00					
Nasik	32,850.00					
Pune	30,375.00	14,812.69	1,000.00	1,498.00	3,120.00	17,310.69
Tane	40,320.00					
Bhubaneswar	43,753.50					

Source: Data collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 9: FIXED COST CALCULATION FOR ROUTE 4

Destination	Freight	Intrest	Driversa	Cleanersa	Insurance	Rd.tax	Total
Kochi	28350.00						
Bhopal	39,018.60						
Indore	35,516.70						
Jabalpur	41,039.10	6,771.45	3283.12	615.58	943.89	2583.33	14197.03
Manideep	39,883.50						
Bhiwandi	39,600.00	6,534.00	3,168.00	594.00	910.80		13790.1
Mumbai	41,850.00						
Nagpur	30,600.00						
Nasik	32,850.00						
Pune	30,375.00	5,011.87	2,430.00	452.62	698.62	2,583.30	11175.61
Tane	40,320.00						
Bhubaneswar	43,753.50						

Source: Data collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 10: VARIABLE COST CALCULATION FOR ROUTE 5

Destination	State	Freight	Fuel .rs	Engine oil	Toll tax	Wear&tear	Total
Kochi	Kerala	28350.00					
Bhopal	Madyapradesh	39018.60					
Indore	Madyapradesh	35516.70					
Jabalpur	Madyapradesh	41039.10					
Manideep	Madyapradesh	39883.50					
Bhiwandi	Madyapradesh	39600.00	16,999.9	1000.00	1352.39	2,817.50	19,352.29
Mumbai	Maharastra	41850.00					
Nagpur	Maharastra	30600.00					
Nasik	Maharastra	32850.00					
Pune	Maharastra	30375.00					
Tane	Maharastra	40320.00					
Bhubaneswar	Maharastra	43753.50					

Source: Data collected from srisrinivasa transportation pvt.ltd, madanapalli

TABLE 11: FIXED COST CALCULATION FOR ROUTE 5

Destination	freight	Intrest	Driversa	Cleanersa	Insurance	Rd.tax	Total
Kochi	28,350.00						
Bhopal	39,018.60						
Indore	35,516.70						
Jabalpur	41,039.10						
Manideep	39,883.50						
Bhiwandi	39,600.00	6534.00	3,168.00	594.00	910.80	2583.33	13790.1
Mumbai	41,850.00						
Nagpur	30,600.00						
Nasik	32,850.00						
Pune	30,375.00						
Tane	40,320.00						
Bhubaneswar	43,753.50						

Source: Data collected from Srisrinivasa transportation pvt.ltd, Madanapalli

Based on these fixed and variable cost calculations of the minimum possible routes, calculate total operating cost for trip from the details collected from transporters.

FIXED COST DETAILS

- Vehicle capacity =21 tones
- Cost of vehicle (12 tyre)=2270000
- Interest rate=16% on total freight
- Insurance cost=2.3%on total freight
- Road tax =7750 for 3 month

VARIABLE COST DETAILS

- Fuel cost= 61.22rs perlt
- Engine oil 1ltr=250rs
- Toll gate

- National highway 60km=1 toll gate
- Others =it may changed
- Toll price =minimum 60 to 350 rs for each toll gate
- Wear and tear= 2.5rs on each kilometre
- Tyres are changed for every 80000km once
- It cost around 1pair=44000 (radial tyres)

TOTAL OPERATING COST CALCULATION**TABLE 12: TOTAL OPERATING COST DETAILS AS PER AMARARAJA COMPANY**

Destination	Variable cost	Fixed cost	Total freight
Kochi	12,761.55	15592.50	28350
Bhopal	17,558.37	21460.23	39018.6
Indore	15,982.51	19533.80	35515.7
Jabalpur	18,467.55	22571.50	41039.1
Manideep	17,947.57	21935.92	39883.5
Bhiwandi	17,820.00	21780.00	39600
Mumbai	18,832.50	23017.50	41850
Nasik	14,782.50	18067.50	32850
Pune	13,668.75	16706.25	30375
Thane	18,144.00	22176.00	40320
Bhubanewar	19,689.07	24064.42	43753.5
Nagpur	13,770.00	16830.00	30600

Based on the above calculation summary i must suggest operating cost for the best possible routes i.e

TABLE 13: SUGGESTED CALCULATION SUMMARY FOR ROUTE 1

Destination	variable cost	Fixed cost	Total	Depreciation	Total freight	Profit
Kochi	13,032.14	10,577.70	23,609.84	2,360.98	21,248.85	7,101.15
Bhopal	30,072.10	13,625.54	43,697.64	4369.76	39,327.87	309.27
Indore	24,579.90	12,640.60	37,220.50	3,722.05	33,498.45	2,017.25
Jabalpur	25,056.11	14,197.03	39,253.14	3,925.31	35,327.82	5,711.28
Mandeep	23,692.88	13,870.22	37,563.10	3,756.31	33,806.79	6,076.74
Bhiwandi	19,924.26	13,790.10	33,714.36	3,371.43	30,342.92	9,257.08
Mumbai	19,508.98	14,426.55	33,935.53	3,393.55	30,541.97	11,308.03
Nagpur	18,832.37	11,242.60	30,074.97	3,007.49	27,067.47	5,782.53
Nasik	19,026.22	11,879.85	30,906.07	3,090.60	27,815.46	2,559.54
Pune	18,017.00	11,175.61	29,192.61	2,919.26	26,273.34	14,046.66
Tane	21,323.00	13,993.86	35,316.86	3,531.68	31,785.17	11,968.33
Bhubaneswar	20,280.70	14,957.98	35,238.68	3,523.86	31,714.81	-1,114.81

Source: Data collected from srisrinivasa transportation pvt. ltd, madanapalli

TABLE 14: SUGGESTED FREIGHT CALCULATION SUMMARY FOR ROUTE 2

Destination	variable cost	Fixed cost	Total	Depreciation	Total freight	profit
Kochi	12,855.30	10,577.70	23,433.00	2,343.30	21,089.70	7,260.30
Bhopal	23,944.65	13,625.54	37,570.19	3,757.01	33,813.17	5,205.43
Indore	23,949.65	12,640.60	36,590.25	3,659.02	32,931.22	2,584.48
Jabalpur	28,178.50	14,197.03	42,375.53	4,237.55	38,137.97	2,901.13
Mandeep	25,701.20	13,870.22	39,571.42	3,957.14	35,614.27	4,269.23
Bhiwandi	19,466.99	13,790.10	33,257.09	3,325.70	29,931.38	9,668.62
Mumbai	19,010.00	14,426.55	33,436.55	3,343.65	30,092.89	11,757.11
Nagpur	18,276.34	11,242.60	29,518.94	2,951.89	26,567.04	4,032.96
Nasik	20,166.11	11,879.85	32,045.96	3,204.59	28,841.36	4,008.64
Pune	17,675.23	11,175.61	28,850.84	2,885.08	25,965.75	4,409.25
Tane	25,605.24	13,993.86	39,599.10	3,959.91	35,639.19	4,680.81
Bhubaneswar						

Source: Data collected from srisrinivasa transportation pvt. ltd, Madanapalli

TABLE 15: SUGGESTED FREIGHT CALCULATION FOR ROUTE 3

Destination	variable cost	fixed cost	Total	Depreciation	Total freight	profit
Kochi	11,953.69	10,577.70	22,531.39	2,253.13	20,278.25	8,071.75
Bhopal						
Indore	25,870.49	12,640.60	38,511.09	3,851.10	34,659.98	855.72
Jabalpur	22,951.50	14,197.03	37,148.53	3,714.85	33,433.67	7,605.43
Mandeep	23,797.89	13,870.22	37,668.11	3,766.81	33,901.29	5,982.21
Bhiwandi	19,124.72	13,790.10	32,914.82	3,291.48	29,623.33	9,976.67
Mumbai	18,886.24	14,426.55	33,312.79	3,331.21	29,981.57	11,868.43
Nagpur	18,244.17	11,242.60	29,486.77	2,948.67	26,538.09	4,061.91
Nasik	22,332.31	11,879.85	34,212.16	3,421.21	30,790.94	-190.94
Pune	18,260.30	11,175.61	29,435.91	2,943.59	26,492.32	3,882.69
Tane	19,401.15	13,993.86	33,395.01	3,339.50	30,055.50	10,264.50
Bhubaneswar						

Source: Data collected from srinivasa transportation pvt. ltd, Madanapalli

TABLE 16: SUGGESTED CALCULATION SUMMARY FOR ROUTE 4

Destination	variable cost	Fixed cost	Total	Depreciation	Total freight	profit
Kochi						
Bhopal						
Indore						
Jabalpur	22,755.60	14,197.03	36,952.63	3,695.26	33,257.36	7,781.74
Mandeep						
Bhiwandi	19,303.44	13,790.10	33,093.54	3,309.35	29,784.18	9,815.82
Mumbai						
Nagpur						
Nasik						
Pune	17,310.69	11,175.61	28,486.30	2,848.63	25,637.67	4,737.33
Tane						
Bhubaneswar						

Source: Data collected from srisrinivasa transportation pvt. Ltd., Madanapalli

TABLE 17: SUGGESTED FREIGHT CALCULATIONS FOR ROUTE5

Destination	variable cost	Fixed cost	Total	Depreciation	Total freight	profit
Kochi						
Bhopal						
Indore						
Jabalpur						
Mandeep						
Bhiwandi	19,352.29	13,790.10	33,142.39	3,314.23	29,828.16	9,771.84
Mumbai						
Nagpur						
Nasik						
Pune						
Tane						
Bhubaneswar						

Source: Data collected from srisrinivasa transportation pvt. Ltd., Madanapalli.

These are the freight calculations made for the possible routes, based on these possible routes; the best possible route is selected.

FINDINGS

1. Company always depending on transporters for shipping logistics so, it takes much time.
2. Some drivers felt that there is no welfare facilities existed in the company for them especially for food, so it leads to their dissatisfaction.
3. Company can take steps on its own on reducing the lead days based on above calculations by giving suggestion to the transporters rather than completely depending on the transporters decisions.
4. Rather than depending on the transporters it is better to buy the new Lorries by the company for transporting.
5. By showing the expense on purchase of Lorries, company can deduct its tax to some extent.
6. ARBL can try to handle the Distribution and Exim departments along with purchase and logistics in Tirupathi.
7. Company can try to increase the bonus amount to the suppliers and to transporters, so that they can be punctual in time on delivering the goods.

SUGGESTIONS

1. Company can take steps on its own on reducing the lead days based on above calculations by giving suggestion to the transporters rather than completely depending on the transporters decisions. Rather than depending on the transporters it is better to buy the new lorries by the company for transporting. By showing the expense on purchase of lorries, company can deduct its tax to some extent.
2. Company can try to increase the bonus amount to the suppliers and to transporters, so that they can be punctual in time on delivering the goods, it will helps in the customer satisfaction and increases the suppliers demand, and also provide welfare facilities like food accommodation etc for them.

CONCLUSION

It is concluded that freight cost optimization plays a major role in Real-time visibility, transparency and centralized decision-making power in Logistics management itself, and logistics management is one of the important process that influence over all supply chain management process, effective transportation mode helps in altering the effective decision making, reducing lead days helps in reducing the cost of operation and improves the transportation efficiency.

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EFFECTS OF BRAND AWARENESS, BRAND AUGMENTATION ON BRAND PURCHASE INTENTION OF MOBILE PHONE BRANDS: EMPIRICAL ASSESSMENT FROM KENYA

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ABSTRACT

This study aims to empirically examine the relationship between brand awareness, brand augmentation and brand purchase intention of mobile phone brands in Kenya. The study sample consists of 322 respondents with a response rate of 71.74 per cent. Data were analyzed by employing correlation, Analysis of Variance (ANOVA) and multiple regression analysis. The findings revealed that brand awareness was negatively associated with consumer brand purchase intention and brand augmentation was positively associated with consumer brand purchase intention in Kenya. The generalizability of the findings is limited as the study focuses only on Kenya. Based on the findings, companies involved in branding of mobile phones should focus on improving the usefulness of the brand augmentation. The findings made a contribution in terms of allowing us to understand the factors that can contribute to the adoption of mobile phone brands.

KEYWORDS

perceived brand awareness, brand augmentation, Brand purchase intention, Kenya.

1.0 INTRODUCTION

Branding builds an image on a product which allows consumers to quickly select efficiently from an array of products. The purpose of branding is to draw a consumer's attention to certain products which allows them to recognize familiar products and serves as a cue for retrieving stored information from memory about those products (Leighton, 2012). Brands are no longer supportive functions of marketing; rather, brands are the essence of marketing (Salzer-Morling and Strannegard, 2004), providing owners, investors and shareholders with greater financial rewards than unbranded products (Pahud de Mortanges and van Reil, 2003). Of concern is that a number of managers do not understand brand value other than through its economic origins, and so have no explicit value proposition, instead managing their brand by relying heavily on reputation without a meaningful point of value differentiation (Aaker, 2004). On the basis of perceptions about a brand's position, consumers may rank order competing brands from low to high, and assess brands as having different levels of status (McGoldrick, 1984; O'Cass and McEwan, 2004). There are various ways in which a consumer might assess a brand as having status, for instance, on the basis of a brand's exclusiveness (Kirmani, 1999) and/or the brand's technical superiority, and/or having a higher price than other brands, and/or being selectively available, and/or because the aesthetics of the brand symbolize style, wealth and prestige (Vigneron and Johnson, 2004). Essentially, consumers may perceive status as important to gain recognition (Goldsmith, Clark and Zboja, 2007), or because the status of the brand is associated with using better materials, and/or having lower variability of quality (McGoldrick, 1984). Brand-aroused feelings are defined as the conscious affective assessments a consumer experiences when encountering a brand (Frijda, 1991; Scherer, 1996). Though, brand-aroused feelings aren't always good, they can vary in direction (happy or sad) and vary in intensity from mild to strong (Edell and Burke, 1987; Escalas, Moore and Briton, 2004). Feelings in relation to a brand may be aroused directly (O'Cass and Lim, 2001; O'Cass and Grace, 2003) or indirectly through advertising or product placement (e.g. Batra and Holbrook, 1990; Escalas et al., 2004; Geuens, 1998). In the mobile industry in Kenya like many industries, severe concentration of selected brand is evident, which is an indicator of triumph of companies with the right brand value and disappearance of those without such strategies.

2.0 LITERATURE REVIEW

2.1 PURCHASE INTENTION

Halim and Hameed (2005) explain purchase intention as the number of patrons that has a proposal to buy the products in future and make repetition purchases and contact again to the specific product. In and Kang (2011) explains purchase intention relating four behaviors of consumers including the undoubted plan to buy the product, thinking unequivocally to purchase the product, when someone contemplate to buy the product in the future, and to buy the specific product utterly. Fandos and Flavian (2006) explain the phenomenon of purchase intention as the projected behavior of consumers on short basis about the repetition purchase of specific product i.e. when someone decided to buy the product whenever he/she will come again to the market.

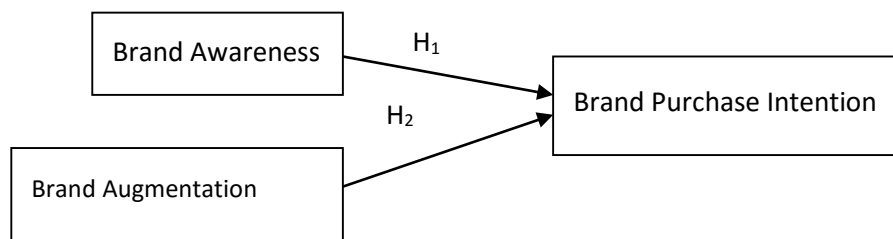
Arslan and Altuna (2010) defined brand image as the positive and negative feeling about the brand when it comes to the mind of the consumers abruptly or when they recall their memories. They have the view that there are three aspects of brand image which make the whole image of the brand which are; favorability, strength, and distinctiveness. Bian and Moutinho (2011) described the phenomenon by using marketing sense to explain it as the set of statements given to the target market to capture the purchase intentions of the targeted consumers.

2.2 FACTORS AFFECTING THE BRAND PURCHASE INTENTION

Past studies included frameworks and models to clarify the effects of brand awareness, brand augmentation on brand purchase intention. Most of them are based on the theories such as TPB (Ajzen, 1991) and Consumer Utility theory.

TPB also focused on social and individual factors (Khalifa and Shen, 2008). The theory of planned behavior stated that behavioral intention to perform an activity is determined by attitude, perceived behavioral control, and subjective norm (Ajzen, 1991; Fusilier and Durlabhji, 2005). Attitude is defined as a person's feelings about performing behavior. Perceived behavioral control is defined as "the perception of how easy or difficult it is to perform a behavior" (Fusilier and Durlabhji, 2005,) and subjective norm is defined as "one's beliefs about whether significant others think that one should engage in the activity" (Fusilier and Durlabhji, 2005). Utility theory in consumer economics assumes that consumers will think about the choices in order to maximize the utility rationally. Consumer attains decisions account for perceived risks and consequences under conditions of uncertainty in purchase decision making (Baker, 2001). It broadly captures psychological concerns that people have but does not consider cost and benefit in terms of consumer attitudes. Utility theory in psychology states that consumer choice behavior is predicted whether it is rational or irrational (Fishburn, 1968).

FIGURE 1: THE CONCEPTUAL MODEL



Source: Research data, 2014

2.1.2 BRAND AWARENESS

Brand awareness plays an important role on purchase intention because consumers tend to buy a familiar and well known product (Keller, 1993; Macdonald & Sharp, 2000). According to Keller (2000), brand recall refers to consumers' ability to retrieve the brand from memory, for example, when the product category or the needs fulfilled by the category are mentioned. Keller (2001) argued that "brand recognition may be more important to the extent that product decisions are made in the store." Customer based brand equity occurs when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favorable, and unique brand associations in memory. Therefore, the following hypothesis is proposed:

H₁. Brand Awareness has a negative effect on consumer brand purchase intention in Kenya.

2.1.3 BRAND AUGMENTATION

This concept derives from early work by Levitt (1969), who points out that competition is not between what companies produce in their factories but between 'what they add to their factory output in the form of packaging, services, advertising, customer advice, financing, delivery arrangements and warehousing. Therefore, the following hypothesis is proposed:

H₂. Brand Augmentation has a positive effect on consumer brand purchase intention in Kenya.

3.0 METHODOLOGY

3.1 SAMPLING AND DATA COLLECTION

Instrument was developed for testing the hypothesis. In order to ensure the content validity of the scale, it is advised to largely adapt the items for each construct from prior researches (Luarn and Lin, 2005). Hence, in this research, 24 items for three constructs in the questionnaire actually come from the prior empirical studies, and are modified to fit context of brand purchase intention. Table 3.0 shows the sources of where the questions were adapted from.

The target populations of this study are continuing post graduate students who are mobile phone brand sensitive. The reason why these users were considered was due to the fact that they were likely to adopt brand purchase intention in the future.

TABLE 3.0: CONSTRUCTS AND THEIR SOURCES

Constructs	Number of Items	Sources
Brand purchase intention	6	Paurav, 2009
Brand Awareness	8	Franz R Esch and Tobias Langer, Bernd H. Schmitt, Patrick Geus (2006).
Brand Augmentation	10	Franz R Esch and Tobias Langer, Bernd H. Schmitt, Patrick Geus (2006).

Source: Research Data, 2014

The questionnaires for this study were distributed to continuing post graduate students of Masinde Muliro University of Science and Technology in Kenya. A total of 322 hardcopy questionnaires were distributed among continuing post graduate students, 231 questionnaires were got back fully filled, which gave response rate of 71.7%, which is a sufficient sample size for analysis. Statements that were negatively stated were reversed coded during analysis.

3.2 VARIABLE MEASUREMENT

3.2.1 Independent variables

A total of 13 questions were developed to capture the two adoption factors under investigation. Each question was measured by five-point Likert Scale. For instance, "1" denoted as strongly disagreed, "2" denoted as disagree, "3" denoted as neutral, "4" denoted as agree and "5" denoted as strongly agree.

3.2.2 Dependent Variable: Brand Purchase Intention

The measurements for brand purchase intention were measured using items adapted from the original Paurav, (2009). The brand purchase intention item was measured using five-point Likert scale where 1 – strongly disagree, 2 – disagree, 3 – neutral, 4 – agree and 5 – strongly agree. The reliability coefficient for the scale was 0.879.

4.0 DATA ANALYSIS AND RESULTS

The demographic profile of the respondents is presented in Table 4.0, which includes gender, age group, highest level of academic qualification and mobile phone brand. The total sample for the study consists of 231.

The gender distribution of the respondents is 47.2 per cent males and 52.8 per cent females. The results also indicated that the samples had age predominantly between 36 and 40 years, which is 34.6 per cent. Majority of the respondents had D.Phil. 49.3 per cent, masters had 30.3 per cent and degree had 20.3 per cent. Most of the respondents' intend to use Samsung which had 43.3 per cent, followed by Nokia with 30.3 per cent.

TABLE 4.0: DEMOGRAPHIC CHARACTERISTIC OF THE RESPONDENTS

Variables		Frequency	Percentages
Gender	Male	109	47.2
	Female	122	52.8
	Total	231	100
Age	21-25	26	11.0
	26-30	37	16.0
	31-35	73	31.6
	36-40	80	34.6
	41 and above	15	6.8
	Total	231	100
Highest level of education	D.phil	114	49.3
	Masters	70	30.3
	Degree	47	20.3
	Total	231	100
Mobile phone brand	Nokia	70	30.3
	Samsung	100	43.3
	LG	10	4.3
	Alcatel	22	9.5
	Any other	12.6	12.6
	Total	231	100

Source: Research Data, 2014

4.1 SCALE RELIABILITY AND FACTOR ANALYSIS

Cronbach's Coefficient (α) was used to measure reliability of the scales. The reliability coefficients (α) of each independent variable are as follows: Brand awareness (0.538) and Brand augmentation (0.712). The reliability coefficients of all the independent variables are above 0.500, which concurs with the suggestion made by Lassar, (1995).

Construct validity measures "the degree to which a scale measures what it intends to measure" (Garver and Mentzer, 1999) and it is assessed by factor analysis in this study. In order to assess the construct validity, 24 items are examined by principal components extraction with varimax rotation. The Kaiser- Meyer – Olkin (KMO) has a measure of 0.867, which is above the threshold of 0.5 (Field, 2005). The Barlett's test is significant in this study with $\chi^2 = 2,170.244$ ($p\text{-value} < 0.000$).

Table 4.1 and 4.2 show the factor loading for each item, and they are sorted by size. Any item that fails to meet the criteria of having a factor loading value of greater than 0.5 will be dropped from the study (Liao *et al.*, 2007). Table 3 shows that 24 items are sorted and clustered into two components: Factor 1 (Brand Awareness and Factor 2 (Brand Augmentation). Table 4.2 shows that the dependent variables are clustered into 1 factor (Brand Purchase Intention).

The eigenvalues for each factor is greater than 1.0 (2.348, 1.120, 2.884), which implies that each factor can explain more variance than a single variable. Based on above results, the construct validity is established.

TABLE 4.1: FACTOR ANALYSIS

Variables	Scale Items	Factor loading	Eigen values	Percentage of variance
Brand Awareness	I have difficulty in imagining this mobile brand in my mind	0.806	1.374	27.483
	I can recognize this mobile brand among competing brands	0.885	1.106	49.603
	This mobile phone brand is the only brand recalled when I need to make a purchase decision on the product	0.832	1.080	71.199
	This brand comes up first in my mind when I need to make a purchase decision on the product	0.788		
	I can quickly recall the logo of this mobile phone brand.	0.701		
Brand Augmentation	I intent to purchase a mobile phone brand which is package well	0.882	1.866	31.096
	I will purchase a mobile phone brand which has a good warehouse	0.769	1.169	19.478
	I purchase this mobile phone brand because of my colleagues advice	0.973	1.060	17.670
	This mobile phone brand is poor in level of technology	0.977	1.007	16.781
	The brand is excellent in level of technology	0.799		
	This brand is excellent in design styling	0.860		

Source: Research data, 2014

TABLE 4.2: FACTOR ANALYSIS

Variables	Scale items	Factor Loading	Eigen values	Percentage of variance
Brand Purchase intention	I feel good about my decision to purchase this mobile phone brand	0.979	2.706	67.653
	I will positively recommend this mobile phone brand to other people	0.948	1.160	29.007
	I intent to purchase this phone if the cost is reasonable for me	0.979		

Source: Research data, 2014

4.2 CORRELATION ANALYSIS

Since a single construct in the questionnaire was measured by multiple items, the average score of the multi-items for a construct was computed and used in further analysis such as correlation analysis and multiple regression analysis (Wang and Benbasat, 2007). Pearson correlation analysis was conducted to examine the relationship between the variables (Wong and Hiew, 2005; Jahangir and Begum, 2008). However, according to Field (2005), correlation coefficient should not go beyond 0.8 to avoid multicollinearity. Since the highest correlation coefficient is 0.368 which is less than 0.8, there is no multicollinearity problem in this study.

TABLE 4.3: CORRELATION

Items	Brand purchase intention		Brand Awareness	Brand augmentation
Brand Purchase Intention	1			
Brand Awareness	.196**		1	
Brand Augmentation	.368**		.243**	1

** . Correlation is significant at the 0.01 level (2-tailed).

All the independent variables had a positive correlation with the dependent variable with brand awareness with highest a correlation of ($r = 0.196$ $p < 0.05$) and then brand awareness with a correlation of ($r = 0.368$ $p < 0.05$). This indicates that all the variables are statistically significant at the 99% confidence interval level 2-tailed. This shows that all the variables under consideration have a positive effect on the dependent variable.

4.3 MULTIPLE REGRESSION ANALYSIS

Multiple regression analysis was used to determine the impact if two independent variables named brand awareness and brand augmentation on brand purchase intention, as presented in table 4.4. The table showed that 22.3% variances in brand purchase intention, was accounted for by the model containing brand augmentation and second independent variable (Brand awareness) was excluded from the model because of its non significance in model.

TABLE 4.4: TEST OF INDIVIDUAL REGRESSION COEFFICIENTS

Predictor variables	β	t-value	Sig.	Tolerance	VIF
(Constant)	0.806	1.692	0.092		
Brand awareness	0.119	1.933	0.055	0.931	1.074
Brand prestige	0.135	2.004	0.046	0.776	1.288
Overall model $F= 15.671$; $P<0.000$; $R^2=0.223$; adjusted $R^2=0.207$					

Source: Research data, 2014

In order to test for multicollinearity among the predictor variables, variance-inflation factor (VIF) and tolerance were applied. The multicollinearity statistics showed that the tolerance indicators for brand awareness and brand augmentation are all greater than 0.2, and their VIF values are less than 10. The result indicates that no multicollinearity problem has occurred in this study (Neter et al., 1996; Ott and Longnecker, 2001).

The F-statistics produced ($F = 15.671$), thus confirming the fitness for the model. Therefore, there is a statistically significant relationship between the brand awareness, brand augmentation and brand purchase intention.

The results indicated that brand augmentation was positive and significantly associated with brand purchase intention ($\beta = 0.227, P < 0.05$), supporting H_2 . The relationship between brand awareness and brand purchase intention was insignificant ($\beta = 0.119, P > 0.05$), not supporting H_1 .

5.0 DISCUSSION

Brand awareness was found to be insignificant determination to predict brand purchase intention in Kenya. This result coincides with the findings of Hakala *et al.*, (2012) who concluded that brand awareness plays a positive role in consumer choice and purchase decisions. Although the results agree with Kim *et al.*, (2003) that brand awareness influences consumer choice, the results of the study do not assert that it is the strongest predictor among the brand value elements. Keller, (1993); Macdonald & Sharp, (2000), brand awareness plays an important role on purchase intention because consumers tend to buy a familiar and well known product. Brand awareness can help consumers to recognize a brand from a product category and make purchase decision (Percy & Rossiter, 1992).

Brand augmentation was also found to be significant to predict brand purchase intention in Kenya. These findings agree with Kotler and Armstrong (2006) who noted that another way to add customer value is through distinctive product style and design. He indicated that design is a larger concept than style. Style simply describes the appearance of a product. Styles can be eye-catching or yawn producing. A sensational style may grab attention and produce pleasing aesthetics, but it does not necessarily make the product perform better. This premise has been confirmed by the study as according to the research, the post graduate students were influenced largely by design or style when choosing the preference of the mobile phone.

5.1 IMPLICATION

Competition is not between what companies produce in their factories but between what the companies add to their factory output in the form of packaging, services, customer advice, delivery arrangement and warehousing. The concept of value for the customer is very much viewed as an inherent part of the product or service. Its special contribution lies in a recognition that additional elements, beyond that of the product itself, have a profound impact on the value that is added for customers.

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MANAGEMENT OF TECHNOLOGY IN BANKS

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ABSTRACT

In view of this, technology has changed the contours of three major functions performed by banks, i.e., access to liquidity, transformation of assets and monitoring of risks. Further, Information technology and the communication networking systems have a crucial bearing on the efficiency of money, capital and foreign exchange markets. The Software Packages for Banking Applications in India had their beginnings in the middle of 80s, when the Banks started computerizing the branches in a limited manner. The early 90s saw the plummeting hardware prices and advent of cheap and inexpensive but high-powered PCs and servers and banks went in for what was called Total Branch Automation (TBA) Packages. The middle and late 90s witnessed the tornado of financial reforms, deregulation, globalization etc. coupled with rapid revolution in communication technologies and evolution of novel concept of 'convergence' of computer and communication technologies, like Internet, mobile / cell phones etc.

KEYWORDS

technology in banks, Internet banking, computersied banking.

INTRODUCTION

Dramatic manifestations of international development are, for the most part, technologically driven and supported. Industrial age technologies of transportation, electrification, farming, medicine and manufacturing can transform economies. The information age technologies of computing and communication, bio-technology and genetics hold even more promise for the still undeveloped areas of the world. New wireless technologies, for example, do not require massive investments in infrastructure but can enable communications. The field of technology management is concerned with the development of the knowledge and management practices required to develop and use technology for organizational and societal advantage. The management of technology requires knowledge of technology. This means at least some awareness of what technology is about and where it fits within the totality of knowledge.

Technology management grew out of engineering management – a discipline developed over the course of the last century in engineering schools, primarily in the United States. Engineering management has traditionally focused on capital budgeting, project management, cost control, management of the engineering design process, and production control. In other words, it has primarily focused on what to do with existing technology – only recently has it embraced R&D management – the development of entirely new technology. On the other hand, Technology Management has grown over the last 15 years as a field within business schools in response to the growing importance of technology to the strategy and operations of the organization. Technology Management includes the traditional areas of Engineering Management but is more focused on technology as a strategic force for the enterprise, on the importance and development of services as well as products, and on invention and innovation as sources of advantage for the organization (Gerard, 1996).

Banking sector comprise licensed institutions namely commercial banks, finance companies, merchant banks, discount houses and money brokers which are licensed under the banking and financial institutions ACT 1989 and supervised by BNM. The banking sector plays an important role as financial intermediary and is a primary source of financing for the domestic economy, accounting for about 10% of the total assets of the financial system as at end. In 1990, the banking sector in India saw greater emphasis being placed on technology and innovation. Banks began to use technology to provide better quality of services at greater speed. Therefore, banks have begun to take an innovative approach towards banking with the objective of creating more value for customers and consequently, the banks. While traditionally, banking meant “borrowing and lending” in the latter part of the 20th century, the word look on a different meaning altogether. Banks no longer restricted themselves to traditional banking activities, but exposed never avenues to increase business and capture new market. In this light, the objective of the study is:

- To study various technological services provided by bank.
- To what extent modern technology has an edge over traditional technology
- To explore the reasons for offering technology to customers.
- To analyze the benefits of using the technological services
- To study the challenges faced by banks in using the technology.

DATABASE, SCOPE AND METHODOLOGY

The universe of the study consisted of Banks providing technological services to customers in Amritsar City. A sample of 20 Banks, i.e. 10 public sector and 10 private sector banks, which provide services to customers has been taken. Sample included people of both sexes with different Background. The selection of respondents has been taken due to based on convenient sampling. Data used in this report is primary. Primary data has been collected by using Questionnaire method on.

- **5-point scale.**
 - 2 pts given to S.A.
 - 1 pts given to A.
 - 0 pts given to Neither
 - -1 pts given to D
 - -2 pts given to S.D.
- **Percentage method**

To analyze the question by using percentage method and ranks assign.

Percentage method have been used weighted average scores have been calculated. The weighted Average scores have been calculated where the responses were indicated in terms of S.A., A

$$\text{Weighted Average Score} = \frac{W_1 F_1}{\text{Total number of Respondents}}$$

W = Weight
 F = Frequency

MANAGEMENT OF TECHNOLOGY IN BANKS

With increased competition in the banking Industry, the net interest margin of banks has come down over the last one decade. Liberalization with Globalization will see the spreads narrowing further to 1-1.5% as in the case of banks operating in developed countries. Banks will look for fee-based income to fill the gap in

interest income. Product innovations and process re-engineering will be the order of the day. The changes will be motivated by the desire to meet the customer requirements and to reduce the cost and improve the efficiency of service. All banks will therefore go for rejuvenating their costing and pricing to segregate profitable and non-profitable business. The following are reasons for bank to stay with current technological innovations:

- **Need to overcome Blockers/Barriers to profitability and growth:** Banks must try to reduce its barriers. It must adopt technology that provides better facilities to ultimate consumer, which leads to profitability and growth of banks.
- **Search for a competitive advantage over competitors:** For many years the banks have enjoyed a certain level of protection from potential new competitors. From the existing competition, bank has to search for the advantages over competitors, so that customers must enjoy it. Discovery costs of new opportunities and identifying where your competitor is vulnerable and where your relative strength provides strategic advantages which can be exploited and magnified, can be quite high.
- **Need to comply with changing regulatory and social aspects that affect the bank:** Another barrier that protected the "old ways of doing business" was the fact that technology was expensive even before that advent of computers i.e. the process of physical transfer of funds and documents were slower and more expensive. The larger banking organizations introduce innovations earlier, compared to smaller banks. In many cases, small institutions could not afford the large overhead costs of maintaining an advanced technology and had to pay for them in the form of more extensive Correspondent Banking relationship with larger institutions, since many of the check clearing transactions could have been done through the Federal Reserve or private clearing houses, with less deposits requirements than those which the smaller institutions had to maintain with their larger brethren in return for the technology assistance through the "Correspondent Banking relationship". (Samuel, 2004).

FUTURE LANDSCAPE OF INDIAN BANKING

Liberalization and De-regulation process started in 1991-92 which had made a sea change in the banking system. From a much-regulated environment, we have gradually moved into a market driven competitive system. Our move towards global benchmarks has been, largely, calibrated and regulator driven. The pace of changes gained momentum in the last few years. Globalization would gain greater speed in the coming years particularly because of expected opening up of financial services under WTO. Four trends change the banking industry world over, viz.

- Consolidation of players through mergers and acquisitions,
- Globalization of operations,
- Development of new technology
- Universalisation of banking.

With technology acting as a catalyst, we expect to see great changes in the banking scene in the coming years. The Committee has attempted to visualize the financial world 5-10 years from now. The picture that emerged is somewhat as discussed below. It entails emergence of an integrated and diversified financial system. The move towards universal banking has already begun. This will gather further momentum bringing non-banking financial institutions also, into an integrated financial system. The traditional banking functions would give way to a system geared to meet all the financial needs of the customer. We could see emergence of highly varied financial products, which are tailored to meet specific needs of the customers in the retail as well as corporate segments. The advent of new technologies could see the emergence of new financial players doing financial intermediation. For example, we could see utility service providers offering say, bill payment services or supermarkets or retailers doing basic lending operations. The conventional definition of banking might undergo changes.

Presently, Indian share in the global trade is just about 0.8%. The long-term projections for growth in international trade are placed at an average of 6% per annum. With the growth in IT sector and other IT Enabled Services, there is tremendous potential for business opportunities. Keeping in view the GDP growth forecast under India Vision 2020, Indian exports can be expected to grow at a sustainable rate of 15% per annum in the period ending with 2010. This again will offer enormous scope to Banks in India to increase their forex business and international presence. Globalization would provide opportunities for Indian corporate entities to expand their business in other countries. Banks in India wanting to increase their international presence could naturally be expected to follow these corporate and other trade flows in and out of India.

One of the concerns is quality of bank lending. Most significant challenge before banks is the maintenance of rigorous credit standards, especially in an environment of increased competition for new and existing clients. Experience has shown us that the worst loans are often made in the best of times. Compensation through trading gains is not going to support the banks forever. Large-scale efforts are needed to upgrade skills in credit risk measuring, controlling and monitoring as also revamp operating procedures. Credit evaluation may have to shift from cash flow based analysis to "borrower account behavior", so that the state of readiness of Indian banks for Basle II regime improves. Corporate lending is already undergoing changes. The emphasis in future would be towards more of fee based services rather than lending operations. Banks will compete with each other to provide value added services to their customers.

As Banks seek niche areas, we could see emergence of some national banks of global scale and a number of regional players. Corporate governance in banks and financial institutions would assume greater importance in the coming years and this will be reflected in the composition of the Boards of Banks. Concept of social lending would undergo a change. Rather than being seen as directed lending such lending would be business driven. With SME sector expected to play a greater role in the economy, Banks will give greater overall focus in this area. Changes could be expected in the delivery channels used for lending to small borrowers and agriculturalists and unorganized sectors (micro credit). Use of intermediaries or franchise agents could emerge as means to reduce transaction costs. Technology will bring fundamental shift in the functioning of banks. It would not only help them bring improvements in their internal functioning but also enable them to provide better customer service. Technology will break all boundaries and encourage cross border banking business. Banks would have to undertake extensive Business Process Re-Engineering and tackle issues like

- How best to deliver products and services to customers
- Designing an appropriate organizational model to fully capture the benefits of technology and business process changes brought about.
- How to exploit technology for deriving economies of scale and how to create cost efficiencies
- How to create a customer - centric operation model.

Entry of ATMs has changed the profile of front offices in bank branches. Customers no longer need to visit branches for their day to day banking transactions. E-banking and Internet banking have opened new avenues in "convenience banking". Internet banking has also led to reduction in transaction costs for banks to about a tenth of branch banking. Technology solutions would make flow of information much faster, more accurate and enable quicker analysis of data received. This would make the decision making process faster and more efficient. For the Banks, this would also enable development of appraisal and monitoring tools which would make credit management much more effective. The result would be a definite reduction in transaction costs, the benefits of which would be shared between banks and customers. With greater use of technology solutions, we expect IT spending of Indian banking system to go up significantly. One area where the banking system can reduce the investment costs in technology applications is by sharing of facilities. While dealing with technology, banks will have to deal with attendant operational risks. This would be a critical area the Bank management will have to deal with in future. Payment and Settlement system is the backbone of any financial market place. The present Payment and Settlement systems such as Structured Financial Messaging System (SFMS), Centralized Funds Management System (CFMS), Centralized Funds Transfer System (CFTS) and Real Time Gross Settlement System (RTGS) will undergo further fine-tuning to meet international standards. Needless to add, necessary security checks and controls will have to be in place. In this regard, Institutions such as IDRBT will have a greater role to play (Gupta, 2003).

The focus has on the introduction of new accounting and prudential norms relating to income recognition, provisioning and capital adequacy, and deregulation of interest rates & easing of norms for entry in the field of banking. Entry of new banks resulted in the paradigm shift in the ways of banking in India. The growing competition, growing expectations led to increased awareness amongst banks on the role and importance of the usage of technology in the banking industry as a whole. The arrival of foreign banks and private banks with their superior state-of-the-art technology-based services pushed the Banks in India to follow the suit by adopting the latest technologies for meeting the threat of competition and retaining their customer base. Indian banking industry, today is in the midst of an IT revolution. A combination of regulatory and competitive reasons has led to the increasing importance of total banking automation in the Indian Banking Industry

Chief technology officers will find it easier to balance competing requests for resources when each area of the financial institution has a better understanding of how it fits into the enterprise-wide system. Hence, in the era of awakening of the banking sector towards Technology implementation this study has been conducted to meet the challenge of competition and customer's expectations.

RESULTS AND ANALYSIS

TABLE 1: TECHNOLOGICAL SERVICES PROVIDED BY BANKS

S.No.	Technological services	Private Banks	Public Banks
1	Computerization System	10	10
2	Core Banking	9	7
3	Networking	9	9
4	Internet Banking	9	8
5	Mobile Banking	8	4
6	Phone Banking	7	6
7	Forex Services	7	7
8	Demat of Shares	7	3
9	Customer Relationship Management (CRM)	10	10
10	Closed User Group (CUG) Networks	1	4
11	Resource Management	4	4
12	Wireless Technology	1	3
13	Call Centers Services	7	2
14	ATM Service\Smart Cards	9	6
15	Issue of PAN Card Service	0	0
16	Electronic Return(E-Return) Service	5	3
17	All	0	0

Table 1 shows the number of technological services provided by Private and Public banks. It shows that Computerization System, Customer Relationship Management (CRM) Networking and Forex Services technologies mostly used by Private Banks and Public Banks both. Private Banks providing Core Banking, Internet Banking, Mobile Banking, Phone Banking, Demat of Shares, Call Centers Services ATM Service\Smart Cards Electronic Return (E-Return) Service more in comparison to Public Banks. Closed User Group (CUG) Networks, Wireless Technology are provided by Public Banks more in comparison to Public Banks.

TABLE 2.1: USAGE OF TECHNOLOGY BY PRIVATE BANKS

S.no.	TECHNOLOGICAL SERVICES	No	Low	Medium	High
1	Computerization System	0	0	1	9
2	Core Banking	1	0	4	5
3	Networking	0	1	0	9
4	Internet Banking	0	1	1	8
5	Mobile Banking	1	1	3	5
6	Phone Banking	1	2	3	4
7	Forex Services	5	0	2	3
8	Demat of Shares	5	1	1	3
9	Customer Relationship Management (CRM)	0	0	5	5
10	Closed User Group (CUG) Networks	7	1	1	1
11	Resource Management	6	0	1	3
12	Wireless Technology	7	2	0	1
13	Call Centers Services	1	4	1	4
14	ATM Service\Smart Cards	1	1	3	5
15	Issue of PAN Card Service	8	2	0	0
16	Electronic Return(E-Return) Service	6	2	0	2

Table 2.1 shows the usage extent of Technology by Private Bank. It shows the technology usage at four levels as no use, low level, and medium level and at high level. In Private Banks Computerization System, Networking and Internet Banking is used highly while Forex Services, Demat of Shares, Closed User Group (CUG) Networks, Resource Management, Wireless Technology, Issue of PAN Card Service, and Electronic Return (E-Return) Service are not so much in use.

TABLE 2.2: USAGE OF TECHNOLOGY BY PUBLIC BANKS

S.no.	TECHNOLOGICAL SERVICES	No	Low	Medium	High
1	Computerization System	0	0	3	7
2	Core Banking	3	1	1	5
3	Networking	1	0	2	7
4	Internet Banking	2	0	4	4
5	Mobile Banking	5	2	1	2
6	Phone Banking	5	0	2	3
7	Forex Service	2	1	0	7
8	Demat of Shares	5	4	1	0
9	Customer Relationship Management (CRM)	1	1	5	3
10	Closed User Group (CUG) Networks	5	3	1	1
11	Resource Management	5	2	2	1
12	Wireless Technology	7	2	0	1
13	Call Centers Services	6	3	0	1
14	ATM Service\Smart Cards	2	2	1	5
15	Issue of PAN Card Service	7	3	0	0
16	Electronic Return(E-Return) Service	7	1	1	1

Table 2.2 shows the usage extent of Technology by Public Bank. It shows the technology usage at four levels as no use, low level, and medium level and at high level. Computerization System, Networking, Forex Service is highly used while Mobile Banking, Phone Banking, Closed User Group (CUG) Networks, Resource Management, Wireless Technology, Call Centers Services, Issue of PAN Card Service, Electronic Return(E-Return) Service is not so much is used.

TABLE 3 : REASONS FOR OFFERING TECHNOLOGY

Reasons	Private Banks	(%)	Public Banks	(%)
Profit	8	80	9	90
Convenience	8	80	3	30
Competition	10	100	9	90
Retain Customers	9	90	9	90
New Customers	8	80	7	70
Customer's Request	3	30	4	40

CHART 1

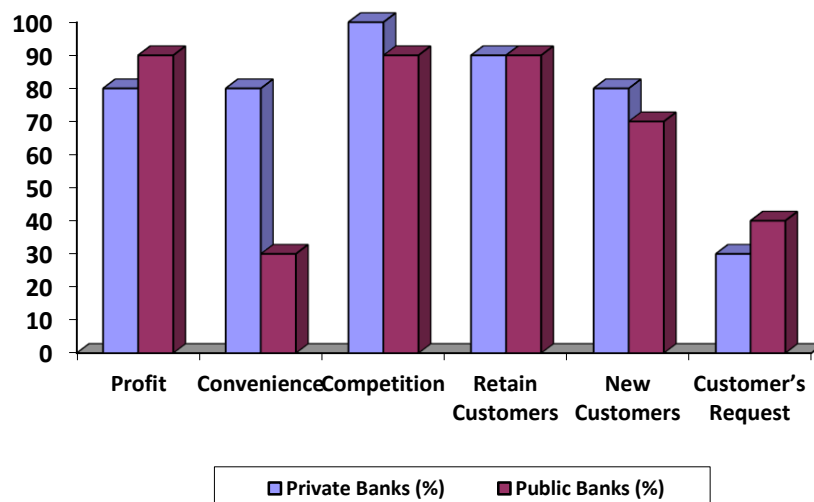


Table 4 shows that Banks are offering new technology because of following reasons:

- Profit
- Convenience
- Competition
- Retain Customers
- New Customers
- Customer's Request

Competition, Profit and Retain Customers are most important reasons for offering new technologies in both Private Banks and Public Banks both.

TABLE 4: MANAGEMENT OF DATABASE BY BANKS

Database	Private Banks	(%)	Public Banks	(%)
Manually	0	0	0	0
Technically	1	10	3	30
Both	9	90	7	70

Table 4 shows that 90 % Private Banks and 70 % Public Banks manage its database by using both ways i.e. manually and technically.

TABLE 5: COPE UP WITH NEW TECHNOLOGICAL INNOVATIONS

Time frame	Private Banks	(%)	Public Banks	(%)
Immediately	8	80	4	40
After some time	2	20	6	60
Never	0	0	0	0

Table 5 shows that 80% Private Banks immediately cope up with technological innovations and 20% after sometime. 40% Public Banks immediately cope up with technological innovations while 60% after sometime.

TABLE -6: INTRODUCTION OF TECHNOLOGY TO CUSTOMERS

Ways	Private Banks	(%)	Public Banks	(%)
Seminar	8	80	7	70
Phone	6	60	2	20
E-Mails	6	60	1	10
Fax	1	10	0	0
Pre-recorded audio	2	20	1	10
Personal Contact	10	100	10	100
Pamphlets	10	100	10	100

Table 6 explains that both Private Banks and Public Banks used Personal Contact and Pamphlets mostly for introduction of technological innovations to customers. Seminar, Phone, E-Mails are also used by private banks more in comparison to public banks.

CHART 2

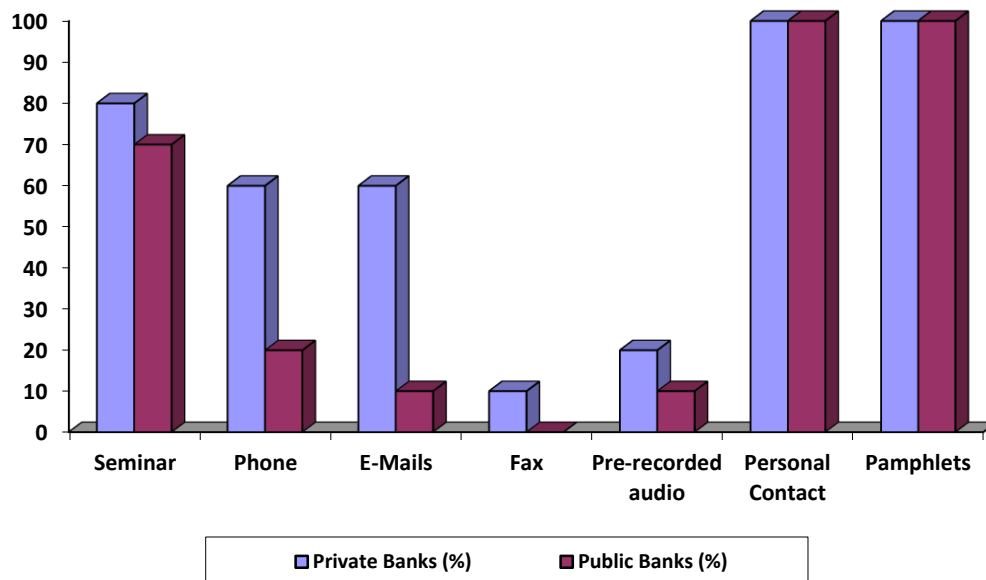


TABLE-7.1: BENEFITS OF USING TECHNOLOGY BY PRIVATE BANKS

S.No.	Benefits	Respondents	Ranks
1	Reduction in manual work	1.8	3.5
2	Saving in time	1.9	5
3	Establishing strong customer base	1.8	3.5
4	Increase in reputation	1.4	1
5	Meeting competition	1.6	2

Table 7.1 shows that because of technology Banks have number of benefits.

- Saving in time
- Meeting competition
- Reduction in manual work
- Establishing strong customer base
- Increase in reputation

However, saving in time is one of the most important benefits, which is enjoyed by private banks most. Reduction in manual work and establishing strong customer base are also enjoyed as benefits by private banks.

TABLE 7.2: BENEFITS OF USING TECHNOLOGY BY PUBLIC BANKS

S.No.	Benefits	Respondents	Ranks
1	Reduction in manual work	1.7	2.5
2	Saving in time	1.8	4
3	Establishing strong customer base	1.6	1
4	Increase in reputation	1.7	2.5
5	Meeting competition	2	5

Table 7.2 shows that because of technology Banks have number of benefits.

- Saving in time
- Meeting competition
- Reduction in manual work
- Establishing strong customer base
- Increase in reputation

Meeting competition and saving in time are the most important benefits, which are enjoyed by public banks most.

TABLE-8.1: CHALLENGES FACED BY BANKS IN USING TECHNOLOGY BY PRIVATE BANKS

S.No.	Challenges	Respondents	Ranks
1	Difficulty in use of technology	0.2	4
2	Additional training & development cost	.0.3	5
3	Administrative cost	.0.4	6
4	Customer dissatisfaction	-1.1	1
5	Tough Competition	-0.3	2
6	Grievances from customers	-0.2	3

Table 8.1 shows that administrative cost, additional training & development cost and difficulty in use of technology are the main challenges faced by private banks.

TABLE-8.2: CHALLENGES FACED BY BANKS IN USING TECHNOLOGY BY PUBLIC BANKS

S.No.	Challenges	Respondents	Ranks
1	Difficulty in use of technology	0.1	2.5
2	Additional training & development cost	.0.8	5
3	Administrative cost	.0.5	4
4	Customer dissatisfaction	-0.7	1
5	Tough Competition	1.5	6
6	Grievances from customers	0.1	2.5

Table 8.2 shows that tough Competition, additional training & development cost administrative cost are the main challenges faced by public banks

FINDINGS AND RECOMMENDATIONS

From my survey, I have found that employees in banks do not have much knowledge about technology using in banks. They are not aware about many technologies. New developments in technologies of banks have shaped the research environment in the last decade. Increasingly, highly educated experts in research institutes want more developed technologies. Banks will need to move away from the transaction-processing model to become the advisers of choice for their corporate. Best way for banks to maximize organic growth is to personalize the customer experience. Private Banks and Public Banks must prefer modern technology over traditional technology because of following advantages:

- Time saving
- Accurate
- Reduction in Manual Work
- Resulting in Cost Benefit

CONCLUSION

In view of this, technology has changed the contours of three major functions performed by banks, i.e., access to liquidity, transformation of assets and monitoring of risks. Further, Information technology and the communication networking systems have a crucial bearing on the efficiency of money, capital and foreign exchange markets. The Software Packages for Banking Applications in India had their beginnings in the middle of 80s, when the Banks started computerizing the branches in a limited manner. The early 90s saw the plummeting hardware prices and advent of cheap and inexpensive but high-powered PCs and servers and banks went in for what was called Total Branch Automation (TBA) Packages. The middle and late 90s witnessed the tornado of financial reforms, deregulation, globalization etc coupled with rapid revolution in communication technologies and evolution of novel concept of 'convergence' of computer and communication technologies, like Internet, mobile / cell phones etc.

The study based on Management of Technology in Banks survey through predesigned Questions suffers fear a basic limitation of different between what is recorded and what is actually happened, no matter how carefully the questionnaire has been designed and field of investigation conducted. The respondents may deliberately not give the correct answers and there is no way of checking back on respondents responses. I have tried to minimize such errors yet the possibility of an error creeping in, may be there. Further the lack of time and financial resources also prevented an in depth study of the problem. In addition, some other limitations regarding the validity of conclusion may be mentioned as following:

- The present study is confined to the city of Amritsar only. The findings of the study may not be applicable to the other parts of the country.
- The sample taken may not be fully represent able because the sampling Technique used was convenient sampling.
- Sample size is taken as 20 banks only.
- There were time and resource constraints prevailing
- The accuracy of conclusion and findings depends upon accuracy of the respondents.

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B-LOYALTY TO E-LOYALTY IN THE CONTEXT OF E-COMMERCE

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ABSTRACT

The retail scenario is one of the fastest growing industries in India over the last 15 years. It comprises of organized retail and UN organized retail sector. Traditionally the retail market in India was largely unorganized however with changing consumer preference, organized retail is gradually becoming popular organized retail in India is expected to grow 25-30% yearly. Organized retailing provides an ideal shopping experience through consumer preference analyses, excellent ambience and choice of merchandise. Changing life styles, strong income growth and favorable demography are the drivers for the fast growth of this sector. With the introduction of E-commerce and on-line consumer shopping trends the importance of building and maintain E-loyalty in electronic market places has come into picture in marketing theory and practice. Managing customer trust, satisfaction and loyalty attitudes of E-commerce services is very important for the long-term growth of businesses. As the competition in e-commerce is intensified, it becomes more important for online shopping. This paper makes an attempt to find store loyalty of customers who buy from organized retail outlets and E-loyalty of customers who regularly do the online transactions in E-commerce Sites. The samples are collected from mobile phone users who buy the mobiles from stores and users who regularly do the transactions in on-line in Vijayawada and Guntur. Andhra Pradesh, India. The study suggest that retailers and E-sellers ought to build a brand and promote its brand awareness through sales promotion, advertising and other marketing activities, if brand awareness is high it's brand loyalty will also increase. Whether it's comes to retail outlets or E-commerce sites.

KEYWORDS

brand awareness, brand loyalty and satisfaction. E-commerce, on-line, E- loyalty, customer retention and satisfaction.

INTRODUCTION

Retailing is the activity of selling goods and services to a final consumer for his own use, retailers form the link between the manufacturers, whole seller, agencies and the customers. Retail sector in India is witnessing unparallel growth unmatched demographics, rising income levels, shifting life styles and changing aspirants of the burgeoning middle class has unleashed a retail revolution in the country. Retailing is the largest private industry in India and the second after agriculture. It contributes about 13% to the GDP and 10-12% of employment having over 20 million retail outlets. Industry in India has changed its face and approach, Indian retail industry is witnessing a paradigm shift as the sector is getting organized and consumers are seeking a one-stop shopping place with convince and entertainment. Professionally managed and separately owned retail organizations are the face of today's retail sector. Changing life styles, strong income growth and favorable demo graphs are the drivers of the fast growth of this sector. There has been a big rise in expansion in retail stores in India in recent years. Another interesting point is that the rate of growth of retail stores has generally outstripped the rate of population growth by the year 2012; the number has gone up to over 12 million. Emergence of chain stores/ retail chains is the other development in the Indian retail scene in recent times in south India, in particular has seen the strong emergence of chain stores. Consisting of chain of retail stores owned by a single agency and operated under the same name and style in different cities/locations. A brand is generally a name and a symbol. It is an important means which helps creating a positive image on consumers and being different from rival products. Loyal customers are loyal consumers of the brand and perform repeat purchases and recommend the brand to those around. According to Philip Kotler "Retailing includes all the activities involved in selling goods or services to the final customers for personal, non- business. A retailer or retail store is any business enterprise whose sale volume comes primarily from retailing. Loyalty Marketing may be defined as the business process of identifying retailing and increasing the yield from last customer's intensive, value added relationships typically through the use of loyalty programs. Customer loyalty to a retailer can be said to be existing when a customer chooses to shop in only one store or retail chain for a specific product (or) group of products. Success in retail operations is generated mainly by two things: Margin and Turnover.

In recent years, electronic commerce growth and the use of the internet in the consumer decision Making process ensures that traders to make greater use of this tool. While consumer behavior in E-commerce seems to be a complex subject, the consumer expectations are changing, challenging traditional patterns of supply of commercial websites. E-commerce has become one of the essential features in the internet era. Online shopping become the third most popular internet activity immediately following e-mail using and web browsing. A brand is generally a name and a symbol. It is an important means which helps creating a positive image on consumers and being different from rival products. Loyal customers are loyal consumers of the brand and perform repeat purchases and recommend the brand to those around. Changing life styles, strong income growth and favorable demo graphs are the drivers of the fast growth of this sector. Loyalty is at the heart of business firms and companies make great efforts in order to maintain their customer's loyalty. These efforts become increasingly difficult and serve in the online business to customer environment since online companies such as e-stores or e-retailers are facing competition not only from other similar sites but also from offline companies that offer similar products and services Yen & Good. (2007). Despite the importance of e-loyalty to business success in online consumer marketing, little theoretical research has been so far in this field. Most of the research has been confined to practitioner- oriented suggestions on how to build loyalty to commercial websites (smith, 2000; Reichfeld & Scheffer, 2000).

A unique factor in e-loyalty is the critical role of the first impression created by a website as well as its ease of use. Easy navigation, fast page loads, server reliability, Quick shopping and checkout processes and a personalized interface. A website has to be designed for a targeted customer segment, which means that the content of the site has to match the preferences of its targeted customer group. Global e-marketers should consider offering language-changing options since a website can be accessed from all over the world. An e-business has to be aware of the fact that a lot of customers are suffering from time constraints buyers of different products often follow different buying patterns. An e-business has to know whether most of its buyers come to the website with or without any intent to buy. If customers visit a site without any intent to buy, placing good offers on the first page is important on the other hand, for an e-business whose customers visit the site with the intent to buy, establishing a website with an effective search function is important. At a global level, e-loyalty is generally very strongly related to the profitability and long-term growth of a firm. Small increases in customer retention rates can dramatically increase profit. Loyal customers visit their favorable websites twice as often as non-loyal customers. Loyal customers spend more money, 35 to 40% of revenue will come from repeat visitors.

LITERATURE REVIEW

As long as repeat business is important and as long as customers have chance to go somewhere else. Employees must deliver high level of customer satisfaction for a company to be successful, in a compressive market place that offers meaningful consumer choice alternatives firms that do well by their customer are rewarded by business.

According Allagui and Temessek (2005), the theoretical foundations of loyalty to a company of the internet are similar to those of traditional loyalty. It is defined as continuing relationship established between the consumer and a brand as long as repeat business is important and as customers have the chance to go somewhere else, employees must deliver high level of customer satisfaction for a company to be successful

BRAND LOYALTY

Defined by Oliver (1997) A deeply held commitment to rebuy or repurchase a preferred product/ service consistently in the future. The consumer brand relationship is critical to the building of brand loyalty. Brand loyalty is important for several reasons. First, it reduces the cost of production because the sales volume is higher. Second, companies with brand loyal customers don't have to spend as much money on marketing the product. This type of loyalty can be a great asset to the firm: customers are willing to pay higher prices, they may cost less to serve, and can bring new customers to the firm. Businesses have to exert significant effort to facilitate brand loyalty. You need to convince potential customers that your product has a significant advantage over other products to justify consistent purchases of your product. It leads to customer satisfaction.

CUSTOMER SATISFACTION

The study of individuals, groups, or organization and the process they use to select, secure, use and dispose of products, services, experiences or ideas to satisfy needs and the impacts that these processes have on the consumer and society. Consumer behavior study is based on consumer buying behavior, with the customer paying the 3 distinct roles of user, payer and buyer. Research has shown that consumer behavior is difficult to predict even for experts in the field. It studies features of individual consumers such as demographics and behavioral variables in an attempt to understand people's wants. It also tries to assess influences on the consumer from groups such as family, friends, reference groups and society in general. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as other products against which the customer can compare the organization products. Shopping motives play a very important role in retail store, patronage (Roy 1994), shopping centers which match the predominant motives of customer have higher patronage and different product categories have different motives. Once the customer satisfy with one retailer or brand he never changes to another one normally but his behavior may change if attracts. So the process makes the re purchase again and again.

BRAND IMAGE

Brand image is the soul of the product or service. It is usually translate to customers, makes them believe in the products in a certain level and further helps them to make a purchase decision. Consumers often make use of sense of brand image to improve the quality of the product or service and decide their behavior. So the quality of brand image indirectly cause consumer cognition of the product or service quality. This is why enterprise work hard on it and maintain their brand image. As it emphasizes that brand should have its own distinction and it should be meaningfully. It leads to brand satisfaction.

BRAND SATISFACTION

Satisfaction is necessary but not sufficient component of loyalty, satisfaction is a prior of loyalty with increases in satisfaction leading to increasing in E-loyalty. The motion of satisfaction is considered here as an indirect source of e-loyalty. Brand Satisfaction can either refers to transactional measures focusing on a discrete incident construct resulting from a service of transactions. It is an antecedent of e-trust, with increases in satisfaction leading to increases in e-trust. It leads to e-loyalty.

E-LOYALTY

A deeply held commitment to rebuy or repurchase a preferred product/ service consistently in the future. The consumer brand relationship is critical to the building of loyalty. It is important for several reasons. First, it reduces the cost of production because the sales volume is higher. Second, companies with loyal customers don't have to spend as much money on marketing the product. This type of loyalty can be a great asset to the firm: customers are willing to pay higher prices, they may cost less to serve, and can bring new customers to the firm. Businesses have to exert significant effort to facilitate e-loyalty. You need to convince potential customers that your product has a significant advantage over other products to justify consistent purchases of your product. It leads to E-satisfaction.

E- SATISFACTION

Research has shown that consumer behavior is difficult to predict even for experts in the field. It studies features of individual consumers such as demographics and behavioral variables in an attempt to understand people's wants. It also tries to assess influences on the consumer from groups such as family, friends, reference groups and society in general. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as other products against which the customer can compare the products to shopping sites which match the predominant motives of customer have higher patronage and different product categories have different motives. Once the customer satisfy with one e-retailer or brand he never changes to another one normally but his behavior may change if attracts. So the process makes the re purchase again and again. Satisfaction has generally been presented as an emotional state arising from the non confirmation of positive or negative initial expectations for the experience of possession or consumption (Oliver, 1980). In addition this definition of popular satisfaction and is often confused with the conceptualization of perceived quality, found no echo in research in the field of ecommerce and the web sites in general.

RESEARCH METHODOLOGY

The present study is focused on the shopping behavior dimensions of consumers who visit organized stores for mobiles and accessories. A total 20 stores was taken for study and the shopping behavior dimensions of consumers who visit the organized Ecommerce sites, while conducting the survey taken care to include respondents from different type of customers, educational back ground and income level. Apart from that data collected from employees of KL University.

PRIMARY DATA: The method of data collection done by the way of survey from 200 customers and 20 Mobile retail stores and who done their transactions regularly through Ecommerce sites in Vijayawada and Guntur.

SECONDARY DATA: collected from the books, news paper and Journals & Articles which published on brand loyalty and E-loyalty.

LIMITATION OF RESEARCH PAPER

- The research is confined to stores in the Vijayawada and Guntur; however the results may differ in other cities and with varied outlets in Ap.
- Sample size was selected 200, which include 50 employees and 150 customers

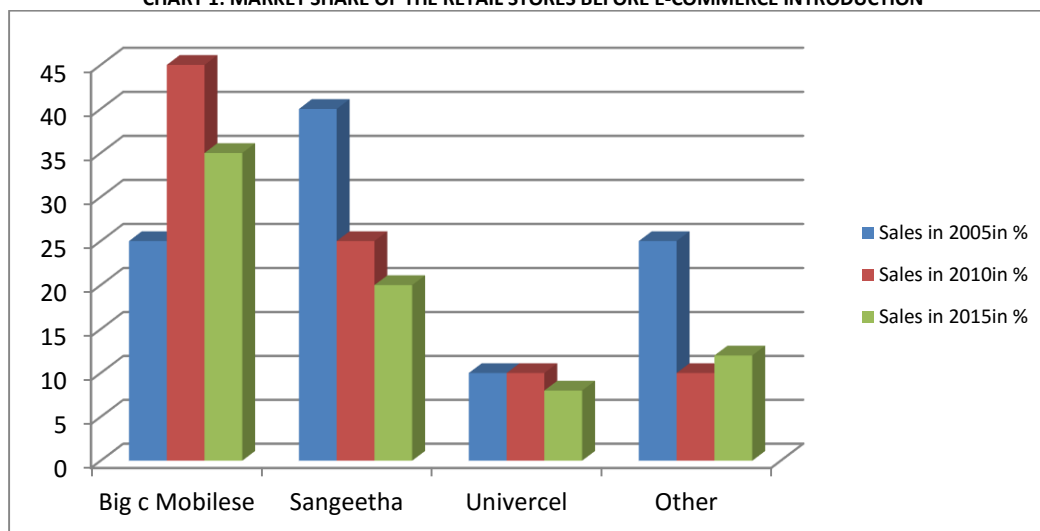
ANALYSIS OF DATA

TABLE 1: MARKET SHARE OF MOBILE RETAILERS AND e-COMMERCE SITES

Particulars	Big c Mobiles	Sangeetha	Univercel	Others	On-line sites
Year of introduction	2002	1974	1997	-----	2007
Ap	2002	1999	2001	-----	-----
Sales in 2005in %	25	40	10	25	-----
Sales in 2010in %	45	25	10	10	10
Sales in 2015in %	35	20	8	12	25

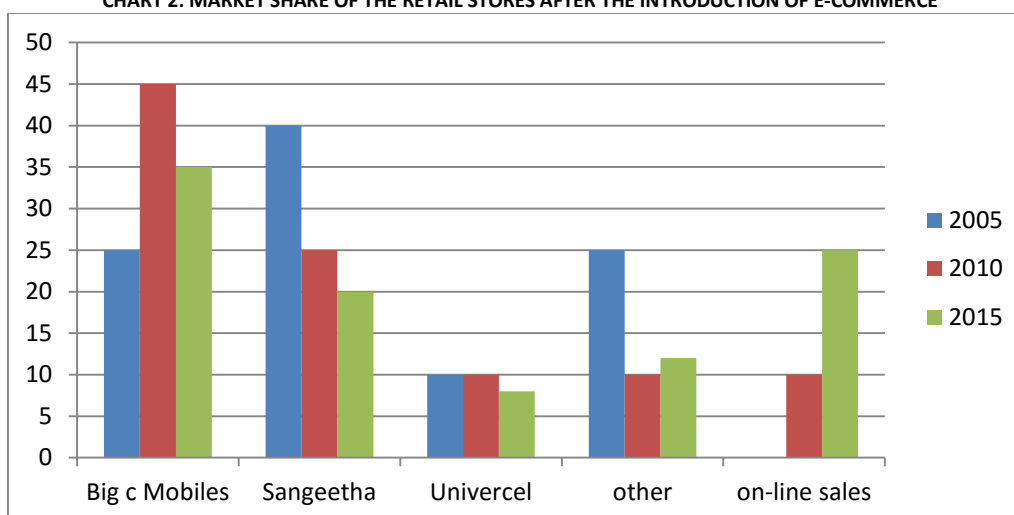
- Although sangeetha in Karnataka and univercel in Tamilnadu are market leaders but from the existence of the big c mobiles in AP, it is rising to No 1 position and enjoying the fruits. Comes to after introduction of E-commerce and on-line sales the retail store sales are slowly coming down.
- Others indicate local players.
- On-line sites indicate Flip kart, Snap deal, Amazon and etc.

CHART 1: MARKET SHARE OF THE RETAIL STORES BEFORE E-COMMERCE INTRODUCTION



➤ Other indicates local outlets.

CHART 2: MARKET SHARE OF THE RETAIL STORES AFTER THE INTRODUCTION OF E-COMMERCE



➤ Other indicates local outlets.

➤ On-line sales indicate E-commerce sites Flip kart, Snap deal and Amazon.

TABLE 2: GENDER TURNS TO ON-LINE SALES

Particulars	Frequency	Percent	Valid percent	Cumulative percent
Male	119	59.5	59.5	59.5
Female	81	40.5	40.5	100
Total	200	100	100	

- The above table shows that 59.5 % of male and 40.5 % of female respondents turns to on-line transactions; it shows that more men are making purchasing as compared to women on online.

TABLE 3: AGE OF PERSON'S TURNS TO ON-LINE SALES

Age	Frequency	Percent	Valid percent	Cumulative percent
18-25	55	27	27	27
26-35	85	43	43	70
36-45	38	19	19	89
45-55	15	7.5	7.5	96.5
56 and above	7	3.5	3.5	100
Total	200	100	100	

- Majority of transactions done by the age group of 18-35 years. (70%).

FINDINGS

Big c Mobiles has its existence from 2002 in the mobile industry in undivided AP with more than 150 stores in AP and Telangana of 2, 00,000 satisfying customers and more than 1500 employees and over 100 crore of turnover. Sangeetha started its journey in the year 1974 in Bangalore and starts expanding its business in to southern parts of country and now with almost 150 stores in across the south India and competing in Retail mobile industry. Comes to univercel started in 1997 in Tamilnadu and enjoying the business with 175 stores in south India and catering the customers with utmost care. This happened because of the management and employees who establish these retailers as a brand in mobile industry, along with unique models and features with reasonable prices at all stores their running the business. They provided the services to customers with complete sale which means start to end or end to end sale. Suppose a customer walk in to store to buy a mobile he can go with complete pack of services (complete sale). We won't get these services from E-commerce sites which are doing the on-line business and selling number of mobiles daily.

The regular advertisements in TV and newspapers they reached almost all customers in Ap. With the brand loyalty big c has introduced its own branded mobile in mobile industry called Celkon. In the growth of these stores we have to mention the sales executive and store managers role, in very short span of time. This is because of loyalty that customers have on organized retail stores and stores have on customers.

REASONS FOR REPEATED SALE

- Regular Advertisements.
- free insurance
- assured gifts
- Exchange offers and buy one get one free.
- Store merchandising
- Free parking

E-commerce has its existence from last 8 to 10 years. Now it reached to 70 billion dollars business in India, it may go to 200 billion dollars by 2025. The regular advertisements in TV and newspapers they reached almost all customers in India. With the brand loyalty they set up in E-commerce industry now this growing fast especially in transport and logistics, employment opportunities also increasing with rapid growth of E-commerce sites. They are recruiting huge number of employees on contract basis. In every three months 5-6 start-up companies are coming and already established company are setting up their offices in many places, recently Gati recruited 400 employees in 40 days of time. Commencement of E-commerce companies jobs are increasing in Distribution, packaging and delivering compare to software employment rate is 8-10%, but in this industry it is almost 25% in every month. Presently 1.5 lakh of employees are working and getting around 10-12 thousand as salary per month. Presently life style and home appliance related transactions are going in on-line in future it leads to food items coming into in picture.

"E-commerce is not a balloon"

Looking to E-commerce business many people say that "E-commerce is a balloon; today not tomorrow it will burst, but it's not seeing the situation. Presently from metros and big city people are only doing on-line transactions, by coming or in future technology development on-line sales will increase and it will help the industry. Now many people who are working in big positions in MNC are also looking into E-commerce companies to work. From last 8 months flip kart, Amazon; snap deal and etc companies are taken around 5000 people for employment.

As above mentioned data shows that usage of on-line is increased in twin cities of Vijayawada and Guntur. Because of the education and employment of the people are uses to do their transactions more on e-commerce sites. People from the age group of 26 to 45 are using more than the others, because of the income and also the technology. Many people are doing their transactions on online from purchasing of hair oil to shoe which we normally use from the head to bottom for our daily use. The analysis tells us who are the major or key players in E-commerce business in India to cater the services to the public. Retail in India is a \$500 billion market, consumption is \$1.4 trillion, and retail is a subset of consumption,"

PROBLEMS FACING BY CUSTOMERS

Although the invention of E-commerce took place in 2007. Till the customers are facing the problems of delivery. Not daily but often we see the issue of deliveries like customer has received the stones in Kakinada instead of the mobile which he ordered. Someone in Telangana received Mango's instead of Mobile. With proper tracking of the orders from booking to delivery we can eliminate the problems.

RED ALERT ON E-COMMERCE

While doing on-line transactions we should take care of the logos, photos and details of the sites for once or twice. Sometimes we get codes for discounts; we have to make the purchases very carefully mostly we should use our personal computer and also the use of debit/credit cards. The aim of this study was to understand the effect of social marketing on brand loyalty to E-loyalty and customer satisfaction.

FURTHER STUDY

After the introduction of E-commerce in all sectors its leads to affect the sales of retail outlets. This is more on retail sector in mobile industry. Flip kart, snap deal and Amazon introduction of the above mentioned E-shopping / online shopping sites the retail outlets are facing the problem of walk-ins/ foot prints. Affect of this the retail industry facing the low margins, high rental, increasing expenditure like employee salaries, electrical bills and etc. Retail industry as to think it of how to get out of this and how best they provide the good services to their loyal customers. Retailers want high margins with low investments and the customers want more benefits with less cost. The further study will be on Measures to retail industry from E-commerce sites or E-sites of mobile industry and how best they provide the services to their loyal customers and what are the points made them to E-loyal to E-commerce sites.

CONCLUSION

The retail is part of the service sector. The world has moved on from the age of customer satisfaction to the age of customer delight and organizations are remodeling their strategies around the customer and his needs with the aim of bringing him back and keeping him for life. This study can provide insights to the modern mobile retailers on how the consumer in Vijayawada and Guntur and perceives their satisfaction and store loyalty. An important factor which can lead to increased loyalty at the organized is customer relationship management activities like loyalty discounts, gifts, exchange offers, free parking facilities and so on. Understanding of shopper's behavior is the key to success for the retailers. Customers visiting organized mobile stores are status and quality conscious while deciding on the store to purchase from and branding to purchase. They always look for the benefits of shopping in a store over the retail outlets in terms of self esteem, variety, comparison of brands and discounts available and also seek value for the money they spent. Understanding of shopper's behavior is the key to success for the retailers. The effect of e-trust and e-satisfaction on affective and continuous commitment was taken into consideration. It suggests that e-retailers should pay much attention to the influence of brand awareness, perceived quality and e-loyalty on purchase intention. The consumers can identify a brand name when they want to buy a new article. E-commerce sites and management ought to build a brand and promote its brand awareness through sales promotion, advertising and other marketing activities if brand awareness is high, its brand loyalty will also increase. To reflect the outcome of our research, customer satisfaction against a E-commerce sites is positively influenced by the emotional state in internet shopping. When the perceived risk associated with purchasing on the website, consumers do take risks seriously at the time of making decision of purchasing online. This satisfaction, as determined by the emotional state and perceived risk, generates consumer loyalty to the merchant site.

From the primary data collected it can be concluded that consumers who are doing their transaction through on line with E-commerce sites are satisfied with the above mentioned three E-sites. One or two issues are happening in the country but with the proper tracking of the goods and services by on line from the starting point to end point that means from order booking to delivery. The E-commerce industry will fly like a kite with thread. If at all they make any mistake from their side the retail outlets ready to capture the market what they are missing from the introduction of E-commerce. Retail industry in India is at the cross roads but the future of the customer market is providing as the market is growing ,government policies are becoming more favorable and emerging technologies are facilitating operations in India. Almost all large companies across the globe are looking to start a base or stake in the Indian market.

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CORPORATE SOCIAL RESPONSIBILITY: BEFORE AND AFTER THE NEW COMPANIES ACT**DR. BINDIYA KANSAL****ASST. PROFESSOR****GURU NANAK INSTITUTE OF MANAGEMENT & TECHNOLOGY
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DORAHA****ABSTRACT**

As per the Companies Act, 2013, section 135, every company having a net worth of rupees five hundred crore or more, or a turnover of rupees one thousand crore or more or a net profit of rupees five crore or more, during any financial year, shall ensure that the company spends, in every financial year, at least two per cent of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility policy. From 1 April 2014 the provisions of section 135 and Schedule VII of the Act came into force. Before this CSR was a voluntary activity, the companies were spending amount on CSR as per their own requirement. The present study was conducted to know the amount spent on CSR by the top Indian companies before and after the new Companies Act, major activities on which this amount is spent are also identified. The study shows that there is difference in the amount spent on CSR and the actual amount required by the law. Also the list of CSR activities is prepared according to will of the companies which means companies are spending money on CSR according to their own visions and motives.

KEYWORDS

csr, companies act, top indian companies.

1. INTRODUCTION

Although CSR is a very old concept but it has now been again discussed and talked upon with more gravity due to a major change that is new Companies Act which will make CSR a mandatory activity. According to the **Chairman of the CSR Committee** "CSR is the process by which an organization thinks about and evolves its relationships with its all stakeholders for the common good, by adopting appropriate business processes and strategies. Thus CSR is not only related to charity or mere donations. CSR is a way of conducting business, with the help of which corporate entities visibly contribute to the social good. Socially responsible companies do not use their resources to engage in activities that increase only their profits but they use CSR to integrate economic, environmental and social objectives along with company's operations and growth.

In 1850 during industrialization charity and donations were the main matters of CSR." (Bowen 1953) give an initial definition of social responsibilities of the businessmen, "It refers to the obligations of the businessmen to pursue those policies, to make those decisions, to follow those lines of action which are desirable in terms of the objectives and values of the society." According to (Davis 1970) it refers to "businessmen's decisions and actions taken for reasons of partially beyond the firm's economic and technical interest." (Carroll 1979) Corporate Social Responsibility (CSR) is a concept whereby companies integrate social, environmental and health concerns in their business strategy (policy) and operations and in their interactions with stakeholders on a voluntary basis. The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. In initial years there was little documentation of social responsibility initiatives in India. Since then there is a growing realization towards contribution to social activities globally with a desire to improve the immediate environment (Shinde, 2005)

It has also been found that to a growing degree companies that are socially responsible are also favoured by the public and their goods and services are also preferred. This has given rise to the concept of CSR. Several independent organizations and professional bodies are trying to create consciousness on reporting on CSR issues. In 1986 The Environment Protection Act requires each "covered organization" to submit an annual environmental audit report, to include water and raw material consumption, to the State Pollution Control Board. Global Reporting Initiatives (GRI) has also played the pioneer role through the introduction of "sustainability reporting guidelines" –the new dimension to reporting practices. Since its founding in 1997, the GRI has been always addressing the need for standardized approaches to corporate sustainability reporting. In 2006, GRI published Version 3.0 (G3) of its Sustainability Reporting Guidelines emphasizing performance indicators, which contain a separate section titled "Human Rights" with nine performance indicators. GRI has suggested about a completely new kind of reporting called 'sustainability reporting', (a separate report than the annual report) in which issues related to corporate social responsibility activities will be disclosed. The companies can also report on these topics in their web sites also. But producing a separate report needs expertise and cost also. So most of the companies are using annual reports to disclose information related to CSR.

In 2009 India's Ministry of Corporate Affairs issues voluntary Guidelines for Corporate Social Responsibility which will encourage Indian corporations to improve CSR. In 2011 The Securities and Exchange Board of India make it compulsory for the listed companies to report on Environmental, Social and Governance (ESG) initiatives undertaken by them.

These guidelines are a refinement of the Corporate Social Responsibility Voluntary Guidelines, 2009, and have been framed after consulting various stakeholders. Nine key principles have been identified in the above mentioned guidelines with specified core elements in respect of each of these nine principles, suggesting certain do's and don'ts for companies alongside these respective principles. These principles includes direct companies to include ethics, transparency, accountability, sustainability, well being of employees, respect to the interests of all stakeholders, promotion of human rights, environment protection, inclusive growth, providing value to customers in their CSR activities. However, the term CSR cannot be known with any precision, companies have different perceptions about the various terms of the social responsibility and will thus vary their disclosures. Reporting on CSR issues by business organizations was not mandatory requirement by most of the legislations till 2013, so the reporting that is generally done at present was construed as voluntary activity. Companies Act of 2008 is passed, and the rules regarding CSR were laid down.

COMPANIES ACT 2013: The company's bill was passed by the Lok Sabha on the 18th December 2012, but it was ratified by the Rajya Sabha on 8th August. On September, 2013 speaking at the 'National Summit in CSR' Mr. Sachin Pilot said the industries can freely choose CSR programs & strategies which are best suitable to their company's philosophy & business. The companies having for any financial year which are having a net worth of at least Rs. 500 crore, a turnover of at least Rs. 1000 crore, a net profit of at least Rs. 5 crore, are covered under this. The Amount required for CSR spending should be not less than two percent of company's average profit for its proceeding three financial years.

CSR activities to be done: CSR funds must be spend in India on the following activities which are related to:

- ❖ Ending hunger & poverty
- ❖ Promoting public health
- ❖ Supporting education

- ❖ Addressing gender inequality & empowering women
- ❖ Funding cultural activities & arts
- ❖ Combating HIV, AIDS, malaria & other diseases
- ❖ Contributing to prime minister relief fund or any other welfare fund
- ❖ Social business projects

The concept of CSR has been moved from voluntary to mandatory. The present study is conducted to know the difference between CSR spending and main activities done by the Indian companies during these periods.

2. REVIEW OF LITERATURE

Singh (1983) has analyzed the findings of various studies in India regarding the disclosure of different types of information in annual reports of companies. The main findings of the disclosure of public interest information, based on five independent research studies carried in different years on different aspects of the disclosures of information in annual reports of public and private sector enterprises has also been given in study.

Raman (2006) in a study of top 50 companies in India concluded that the nature and extent of CSR disclosures was varied with a large emphasis on products and services and development of human resources when examining the CSD pattern across different industries, this study found that the software industry allotted more space to the disclosure of their involvement in community building.

Bird et al; (2007) studied that market is influenced by the independent CSR activities and also by totality of these activities and gains can be in terms of economic performance or social performance.

Waller & Lanis (2009) The result of a research done on six top advertising companies shows that four companies voluntary presented a CSR section in their annual reports and discussion outlined in contents of these sections, and the activities undertaken

Gahlot Sushmita (2013) studied "Corporate Social Responsibility: Current Scenario" and concluded that the Clause 135 introduced by the Companies Act 2013 would go a long way in strengthening the social initiatives taken by the companies. The Act would be helpful for boosting transparency and accountability, it would also open up the avenue for Corporate Social Responsibility Consulting. However, steps are required to be taken to sort out issues of penalties in the event of non-disclosure, scope of Schedule VII, internal controls etc. If the law is followed in true letter and spirit, India Inc. would succeed in discharging its social responsibility in an effective and efficient manner.

Rajeev Prabhakar and Ms. Sonam Mishra (2013) studied "A Study of Corporate Social Responsibility in Indian Organization: An-Introspection" & concluded that Corporate sustainability is an evolving process and not an end. The Companies bill is a good initiative on the part of the government however what would be included in, spending on CSR is unclear and is left for the companies to decide. Across the globe, the concept of CSR has been accepted as an element for success and survival of business along with fulfilling social objectives.

Sharma et al; (2013) Revealed that till 1990s CSR was exclusively dominated by the idea of philanthropy. Considering CSR as an act of philanthropy, businesses often constrained themselves to one time financial grant and did not commit their resources for such projects. Moreover, businesses never kept the stakeholder in mind while planning for such initiatives, thereby reducing the worth and efficiency of CSR initiatives. However, over the last few years, the concept of CSR has been changing. There has been a clear transition from giving as an obligation or charity to giving as a strategy or responsibility. CSR is slowly moving away from charity and dependence and starting to build on empowerment and partnership.

P D Jose & Saurabh Saraf(2013) Their study reveals that there is a significant variance in reporting across sectors as well as on the variables reported. The highest reported variables were related to corporate governance, followed by those related to CSR initiatives and measures to improve operational efficiency. Most initiatives in the area of CSR focused on four areas—education, healthcare, community livelihood, and infrastructure development. Ramendra Singh & Sharad Agarwal(2013)studied "Corporate Social Responsibility for Social Impact: Approach to Measure Social Impactusing CSR Impact Index" & the study shows that most companies in India engage with local communities near their area of operations, and the beneficiaries of CSR activities are generally the local population.

3. OBJECTIVES OF THE STUDY

1. To know the CSR spending of the companies for the period before and after the applicability of the new Companies Act.
2. To know the activities undertaken by the companies before and after the applicability of the new Companies Act.
3. To know the implications of the Act on CSR.

4. RESEARCH METHODOLOGY

The nature and design of the study are exploratory. The data used for the study is totally secondary. Companies were identified from the Economic times list (ET500) of the year 2015 which provides details like market capitalisation, revenue, sales, net profit, and other parameters of the companies. Top ten ranked Indian Companies were taken as sample, all the data was collected from annual reports of the companies. The data is collected only for the year 2012-13 (a period when CSR is voluntary and new rules were not applicable) and for the period 2014-15 (a period when CSR is mandatory and new rules are applicable). Data regarding the amount spent by companies on CSR during these two periods was taken from the annual reports regarding the amount spent on CSR and the major activities undertaken by the companies. This study is conducted to analyse the present disclosure on CSR made by these companies and to check whether the companies are meeting the requirements as laid down by the Companies Act 2013. The study is regarding CSR section only. Only the amount spent and major activities of CSR are studied.

5. ANALYSIS

To get the ISO 14000 certification, to enhance reputation, to improve public image & community relations, to improve employee morale, to get a sense of fulfilment, to control the community pressure are some of the reasons or benefits of the CSR activities of the various companies. All the companies are trying their best to satisfy their all stakeholders by doing various CSR activities till the period of 2013. But as soon as companies act was passed and the companies meeting thresholds of the Companies Act 2013 are required to develop a CSR policy, spend a minimum amount on CSR activities and report on these activities, or prepare to explain why the amount is not spent on. It is estimated that a total of 8,000 companies in India would be required to meet the CSR requirements. For the present study top Indian Companies according the ET500 list of 2015 has been selected.

TABLE 1: LIST OF TOP COMPANIES AND AMOUNT SPENT ON CSR

Rank (ET500)	Name of the Company	Amount spent in 2012-13 as % of annual PAT	Amount spent in 2014-15 as a % of last three years average profit
1	INDIAN OIL CORPORATION	1.6%	2%
2	RELIANCE INDUSTRIES LTD.	1.7%	3.34%
3	TATA MOTORS	*	*
4	STATE BANK OF INDIA	1%	1.06%
5	BHARAT PETROLEUM CORP. LTD.	.68%	1.10%
6	HINDUSTAN PETROLEUM CORP.	2.4%	2%
7	OIL & NATURAL GAS OF INDIA	1.25%	1.49%
8	TATA STEEL	3.37%	2.03%
9	HINDALCO INDUSTRIES LTD.	1.48%	1.86%
10	TATA CONSULTANCY SERVICES	.51%	1.53%

Source: Annual reports of the companies for the respective years

- *not available
- ** no spending because of loss

As it is clear from the Table 1 that in the year 2012-13 the amount spent on by the top ten companies vary from less than 1% to more than 3%. But in the year 2014-15 the amount spent by these companies has been increased except two companies. Three companies namely Indian Oil Corporation, Hindustan Petroleum Corporation and Tata Steel had spent 2% of the average profit of last three years. The Act has got a mixed response from the companies because there are still some companies which are spending less than the required 2%. Some companies have explained the reasons for the unspent amount but there are still some companies which are not disclosing the reasons. From the above table it is very clear that there is still no uniformity in CSR spending of the companies although they these are the top most companies of India and earning good profits.

TABLE 2: MAJOR CSR ACTIVITIES DONE BY THE COMPANIES

Name of the company	Activities in 2012-13	Activities in 2014-15
INDIAN OIL CORPORATION	health care, facilitating education, skill development programmes, provision of drinking water, promotion of sports, providing LPG connections to BPL families	Efficiency in operations and processes, Safe and healthy environment, societal empowerment, Tourist friendly facilities at monuments of national Importance, environmentally sustainable practices,
RELIANCE INDUSTRIES LTD.	education, healthcare, livelihood support, rural development, heritage conservation, environment and safety initiatives for the community	Rural Transformation Healthcare, Education Environment, Protection of National Heritage, Art and Culture, Disaster Response
TATA MOTORS		Skill development, promoting education, health& eradicating hunger, environment sustainability
STATE BANK OF INDIA	education., healthcare. Assistance to poor & underprivileged, Environment protection, entrepreneur development programme. Help in National calamities	Education, healthcare. Sanitation, Livelihood creation. Assistance during natural calamities like floods/droughts etc.
BHARAT PETROLEUM CORP. LTD.	Education, Water Conservation Community Development, Health	Education, Water conservation Skill development, Health hygiene, Community development
HINDUSTAN PETROLEUM CORP.	Child care, education , health, skill development	Childcare, Education, Healthcare, Skill Development, Sports, Environment and Community Development,
OIL & NATURAL GAS OF INDIA	education, infrastructure support, Promotion of arts, culture and sports Providing Health Care, Community development, Fostering entrepreneurship	Initiatives for physically and mentally challenged, Education Environment and ecological Conservation Infrastructural support , Promoting sports Protection of heritage sites
TATA STEEL	Infrastructure Development, Community Development, Health & Medical support, Support to charities, NGOs and Government	Education, Health, Livelihoods and Rural and Urban infrastructure. sports, disaster relief, environment and ethnicity
HINDALCO INDUSTRIES LTD.	Education, Health Care Women empowerment Sustainable Livelihood Infrastructure Development	Support to development Organizations, Social Security Community Awareness Social Events to minimise causes of poverty, Promotion of heritage/culture/Sports Disaster Relief Programmes
TATA CONSULTANCY SERVICES	Education, Health, Environment , Affirmative action	Promoting education, Eradicating hunger, poverty and malnutrition, promoting gender equality, empowering women, Ensuring environmental sustainability, Contribution to Prime Minister's National Relief Fund & other Central Government Funds, to TCS Foundation and other Trusts

Source: Annual reports of the respective companies.

It can be observed from the Table 2 that when CSR is a voluntary activity most of the companies were involved in education, health care, environment sustainability, community development. In the 2014-15 when a list of the activities is already given by the Government in which amount of CSR should have been spent, is not followed by all the companies. Although trend has changed as some of the activities given under the mandatory requirement like skill development, heritage conservation, eradication of hunger and poverty, contribution to prime minister fund has been added in the list of CSR of some of the companies. But still there is a gap between what has been said by the Act and what the companies are doing.

CONCLUSION

CSR becomes a strategic tool for a firm's operations. Over the past two years CSR reporting rates in India are increasing because of regulatory development. National voluntary guidelines by ministry of corporate affairs (NVC-SEE) in 2011, SEBI's Business responsibility reporting and now the Companies Act of India 2013 which is the key development that will impact CSR. The law on CSR includes CSR as mandatory agenda item at board level and it also mandates to report on CSR policy, governance & initiatives, along with CSR budget. The present study was conducted to know the amount spent on CSR by the Indian companies and major CSR activities done before and after the new rules, and it is clear that the companies are still far behind the rules. There is difference in the amount spent on CSR and the actual amount required by the law. The list of CSR activities is prepared according to will of the companies which means companies are spending money on CSR according to their own visions and motives. Till now all companies are spending according to their wish but little stress is given to the activities mentioned in the new Companies Act. It may be because of non clarity of new laws or the companies still need time to change the activities which they undertaking earlier.

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MOTIVATIONAL FACTORS: A STUDY ON WOMEN MICRO ENTREPRENEURS IN TIRUPUR CITY

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ABSTRACT

Entrepreneurship refers to setting up of a new business to take advantages from new opportunities. Entrepreneur is the key factor of entrepreneurship and now women in India are also successful in this as they have qualities desirable for entrepreneurship development. Entrepreneurship is a much suitable profession for women than regular employment. Women are considered an important human resource of the nation and every state should try to utilize them as mediators of economic growth and development. The principle purpose of the study is to identify the major problems faced by women entrepreneurs the sample size of the study is 250 respondents. The data collected was subjected to structured questionnaire and the tools used for analysis are percentage analysis, t-test, Two-way anova and factor analysis. The Result of the analysis indicated that women entrepreneurs in Tirupur city generally countenance on three kinds of problems like environmental/business problems, social/personal and financial problems too. Hence, an attempt has been made in the study to examine the constraints faced by women entrepreneurs and the motivating factors to start up their own business of micro industry in Tirupur city.

KEYWORDS

Tirupur city, entrepreneurship, women micro entrepreneurs, motivational factors.

INTRODUCTION

The terms "Entrepreneurs" and "Entrepreneurship" plays important roles in today's global business environment. Media like newspapers, journals, magazines, television channels, radio etc, also very often bring out the successful stories of entrepreneurs. The concept of entrepreneurship has become a popular topic these days.

The "Entrepreneurship describes process and activities undertaken by entrepreneurs. Entrepreneurs are individuals who organize, operate and assume the risks associated with a business venture they establish in pursuit of an opportunity they and others have identified. Entrepreneurship as a distinct factor of production contributes to the economic development of an economy. Its contributions to the economic development include promotion of capital formation, creation of immediate large scale employment, promotion of balanced regional development, effective mobilization of capital and skill, induction of backward and forward linkages etc.

Entrepreneurship accelerates the economic development of a country. Its role is more important in developing countries. Understanding the importance of promoting entrepreneurial spirit among the people, both central and state governments have set up many organizations. Various management institutions, universities and autonomous colleges also have incorporated Entrepreneurial Development in their curriculum so as to provide necessary exposure to the students regarding entrepreneurial and industrial climate of the nation. **Women entrepreneurs are one who innovate, imitate and adopt a business activity.**

"Empowering women is a prerequisite for creating a good nation, when women are empowered, society with stability is assured"

- Dr. A.P.J Abdul Kalam

ENTREPRENEUR

The term "Entrepreneur" is derived from the French word known as "Entreprendre", which means to "Undertake". It appeared in French language also only in the beginning of the 16th century. The word was originally used to mean an organizer of musical and other entertainments. Later in the early 16th century itself it was used for the leaders of military expedition also. In 17th century it was extended to cover civil engineering work also. The term was first used for the economic activities only in 18th century by Richard Cantillon who is originally an Irish man but living in France. According to him the term entrepreneur denotes "A person who buys factors of production at certain prices with a view to selling his product who bears risks, which are not insurable.

MEANING AND DEFINITION OF ENTREPRENEUR

In olden days based on the role played our society was divided into four categories namely, Brahmins, Kshatriyas, Vaishyas, and shudras. Of them, the third category known as Vaishyas refers the entrepreneurs who were carrying on trade. In Tamil nadu they are termed as chettiers, because those days they only involved in trade both internal and external.

The term Entrepreneur refers to "A person who starts his own business". The views can be broadly categorised into three namely, risk-bearer, organiser and innovator.

WOMEN ENTREPRENEURS

"Women entrepreneurs is a Women or group of women who initiate, organize and run a business enterprise."

Woman constitutes the family, which leads to Society and Nation. Female entrepreneurs make significant contributions to economic growth and to poverty reduction. The conceptual paper indicated the role and emphasized the women entrepreneurs as the potentially emerging human resource in the 21st century to overcome the economic challenges in global perspective. Women have been taking increasing interest in recent years in income generating activities, self employment and entrepreneurship. It is clear that more and more women are coming forward to set up enterprises. In the process of entrepreneurship, women have to face various problems associated with entrepreneurship and these problems get doubled because of her dual role as a wage earner and a homemaker. Women in India constitute a larger proportion of total unemployed population and hence it is imperative to find out the entrepreneurial constraints faced by them.

Women-owned business is playing a significant role in the stage of entrepreneurial activity in the United States. The centre for women's business research states that the number of majority-owned and privately held women-owned businesses has increased from 5.4 million in 1997 to 6.2 million in 2002. These businesses employed almost 9.2 million people and generated over 1.5 trillion in sales.

Vasant Dessai stated that "The stage is set for social take-off for women from a low development path to an accelerated pace in achieving higher level of self-sustaining economic growth".

DEFINITION

Women entrepreneurs may be defined as a 'Women or group of women who initiate, organize & run a business enterprise. Majority of these women are engaged in the unorganized sectors like agricultural, agro based industries, handicrafts, handloom & cottage based industries.

CONCEPT OF WOMEN ENTREPRENEURS

Women entrepreneurs may be defined as the woman or group of women who take initiative to set up a business enterprise and to run it smoothly.

According to **Schumpeter's** concept, **"Women who innovate, imitate or adopt a business activity are known as Women entrepreneurs"**.

Government of India based on women participation in equity and employment of a business defined women entrepreneurs as **“An enterprise owned and controlled by a women having a minimum financial interest of 51% of the capital and giving at least 51% of the employment generated in the enterprise to women”**.

Women entrepreneurs are those who generate business idea, set up an organization, combine the factors of production, operate the unit, undertake risks and handle problems involved in operating a business enterprise.

STATEMENT OF THE PROBLEM

Entrepreneurship is one of the important factors of industrialization; in the absence of entrepreneurship, industrialization cannot take place. Entrepreneurs are playing an important role in the economic development of underdeveloped country. Women skills and knowledge, their talents and abilities in business and a compelling desire of wanting to do something positive are some of the reasons for the women entrepreneurs to organize industries. According to World Bank, investing more in business of women rather in men leads to greater development of a nation. Empowering women in entrepreneurship leads to break the inequalities and reduces the poverty. Entrepreneurship plays an important role in developing society of a fast developing country like India. Nowadays it has been realized that enterprising women have cast entrepreneurial talents which could be harnessed so as to convert them from the position of “Jobseekers” to “Job givers”.

The government has realized the importance of women entrepreneurship. As a result, it offers a variety of programmes for women entrepreneurs. The state of Tamilnadu is the industrially developing area in which some of the entrepreneurs excel in small scale industry. Even though the government organizes women by various associations, they are not ready to undertake the business. As compared to men, women are less motivated to start business units due to some unwanted fear, lack of motivation and kind of activities. Thus, the study aims at undertaking the entrepreneurial development among women and it highlights their motivational forces, relationship between socio-economic background of women entrepreneurs, constraints and their expectations.

NEED OF THE STUDY

Women should create their own jobs and become entrepreneurs since opportunities of getting employment in either government, non government or a private organization is currently almost declining. This is possible only if the barriers of women entrepreneurs are solved. In addition to their economic and income-generating activities, women assume multi-faceted roles in society, i.e, as breadwinner of a family, unpaid family worker, service providers in the communities and mother/care-taker of the family. Hence this study attempts on the reasons why women group venture into business and what motivates them to do so.

This researcher has made an attempt to understand and analyze the various constraints involved in women entrepreneurs in Tirupur city in order to develop entrepreneurship among women in Tirupur city.

OBJECTIVES OF THE STUDY

1. To examine the demographic profile of women micro entrepreneurs in Tirupur city.
2. To analyze the various motivational factors responsible for women entrepreneurs to start up their own enterprise.
3. To probe into constraints faced by women entrepreneurs to start up their own business.
4. To identify the challenges / opportunities encountered in the implementation of the innovation.
5. To study the expectations of the entrepreneurs in Tirupur city.
6. To offer suggestions to improve the satisfaction of women entrepreneurs.

SCOPE OF THE STUDY

The study primarily aims at analysing the development of women entrepreneurs. However, the study is confined to only micro level women entrepreneurs in Tirupur city. The study focuses on the women entrepreneurs in Tirupur city. The scope of the study encompasses women entrepreneurs in Tirupur city and the problems faced by women entrepreneurs who are engaged in starting a new enterprise. The future will be focused on women entrepreneurs in medium and small level sector of Tirupur city.

LIMITATIONS OF THE STUDY

1. The study covers only Tirupur city. Hence the findings of the study are entirely applicable to this city only.
2. The study is based on the perceptions of the women entrepreneurs. Their attitudes may change with the change of times. Therefore, the responses reflect their contemporary views on the prevailing conditions.

REVIEWS RELATED TO WOMEN ENTREPRENEURS

Shiny Vijayan and Aliber Marshell (2014) Identified the major problems faced by women entrepreneurs in Thiruvananthapuram and also owned the impact of those problems on the working efficiency of the women entrepreneurs. They concluded that women entrepreneurs in Thiruvananthapuram District generally countenance on three kinds of problems like entrepreneurial/business problems, social/personal and financial problems too.

Fortunate Mandipaka (2014) Investigated the contribution and significance of women entrepreneurs to the South African economy. He suggested that most of the women and young people in South Africa with the unemployment rate currently being 25.7 percent. Due to these factors more people are forced to choose entrepreneurship as their career path or forced to be self-employed. He paper discussed the contributions and significance of women entrepreneurs to the economy of South Africa as well as the support strategies offered to the women entrepreneurs by the Government.

Anjali Singh (2014) Female entrepreneurs make significant contributions to economic growth and to poverty reduction. she indicated the role and emphasized the women entrepreneurs as the potentially emerging human resource in the 21st century to overcome the economic challenges in global perspective. Her research work focussed about the status of women entrepreneurs and the problems faced by them; simultaneously the paper gives an insight into the challenges faced by women entrepreneurs.

Vinesh (2014) Author stated that role of women is to build and maintain the homely affairs like task of fetching water, cooking and rearing children. He suggested that women entrepreneurship must be moulded properly with entrepreneurial traits and skills to meet the changes in trends, challenges global markets and also be competent enough to sustain and strive for excellence in the entrepreneurial arena,

Jadhawrao Madhavi Sugaraj and Salve P.S (2014) Identified that the study is based on the secondary source of data which are collected from Fourth All India Census on MSME (Micro, Small and Medium Enterprises) published by Government of India. The limitation of the study is availability of data. They suggested that the latest data available regarding women entrepreneurs are for the year 2006-07, published by Government of India through Fourth All India Census on MSME. Government of India in Ministry of MSME has conducted three Censuses of registered Small Scale Industries (SSI) prior to the enactment of MSME Development Act, 2006.

Rajat K.Sant (2014) Analysed that the word ‘entrepreneur’ has been taken from the French language where it cradled and originally meant to designate an organiser of musical or other entertainments. He stated that the Financial Institutions also has been contributing its share to this cause. And they have launched a number of schemes of assistance to the favour of women entrepreneurs. He concluded that several women's Organisations at national and regional levels have also taken up this cause and sponsored a number of conferences and workshops in recent times, which gave a great moral support and inspiration for the women entrepreneurs to take up viable schemes of business and industry.

Dipanjani Chakraborty and .Barman(2014) Explained that India may be one of the fastest growing economies of the world today of a large area of darkness in the rural hinterland. They interpreted that 69 percent of our population lives in the rural areas and majority of people in rural areas depend on agriculture for

their livelihood. The study is made in the Sonitpur district of Assam based on data collected from 288 entrepreneurs through structured questionnaire. They suggested that there is need to strengthen employment opportunities in the rural areas by promoting rural entrepreneurship. They concluded that the entrepreneurs were primarily motivated by the need for self employment, eagerness to make money, need for independence. Their study also provided new insights on the impact assessment of EDP on rural micro entrepreneurs in the district.

Fathima (2014) Discussed that the development of women has been one of the Focal Point of Planning Process in India and women entrepreneurship is inherent with the qualities of entrepreneurship; much potential is available among the Indian Women on their entrepreneurial ability. She analysed that various problems and constraints have to be faced by the women entrepreneurs while running the business as a women in the society. Some women entrepreneurs are having capacity to face the risks involved in the business and they overcome such burden but some women entrepreneurs are not having such capacity to face the business problems and overcome it. She categorised the problems which are faced by the women entrepreneurs are categorized in to personal- Domain constraints, Socio-Psycho Domain constraints, Resource problems and support – Domain problems.

AmanDeep Singh and Manisha Raina (2013) Discussed that women are generally perceived as home makers with little to do with economy or commerce. They explained that in Modern India, more and more women are taking up entrepreneurial activity especially in micro, small and medium scale enterprises. They analyzed the problems and challenges faced by women entrepreneurs and also to suggest the policies of Indian government for women.

Tamilarasi (2013) Stated that women entrepreneurship has a tremendous potential in empowering women and transforming society. She had done her research work in Salem District, and she explained that many women entrepreneurs have been carrying on various businesses – manufacturing enterprises, trading enterprises and service enterprises. She discussed the problems which are peculiar for a particular women entrepreneur could be resolved by taking up a brief case study.

RESEARCH METHODOLOGY

Research methodology is the systematic way to solve the research problem. Research methodology describes how the research study was under taken.

The target industry for the study is micro scale sector i.e. the firms having investment not exceeding Rs.10 Lakhs. The population of the study is confined to the women entrepreneurs in Tirupur district, who are registered under District Industries Centre (D.I.C) Tirupur region. The firms that are in operation for at least last 2 years are included in the study. The sample of the study is 250 women run micro scale enterprises. The time period taken by the researcher to conduct the study is 2013-2015.

RESEARCH DESIGN

A research design is purely and simply the frame work or plan for a study that guides the collection and analysis of the data. In this study the researcher has adopted descriptive research design. It includes surveys and fact finding enquires of different kinds. It simply describes something such as a demographic characteristic of employee. It deals with description of the state of offers as it is and the researchers have no influence on the respondents.

The Primary data was collected through questionnaire and in depth interviews. Primary data are that which are collected afresh and for the first time and happen to be original character. A pilot study was carried out prior to the main survey with a sample of 25 respondents to check the reliability of the questionnaire. It is the process of selecting representative subset of a total population for obtaining data for the study of the whole population the subset is known as sample. The sample size selected for the study is 250 entrepreneurs who are engaged in entrepreneurship in Tirupur city.

SAMPLING TECHNIQUES

Judgmental sampling technique was used in the selection of sample for the present study. The term Judgmental sampling is applied to those samples which are readily available. The basic assumption in Judgmental sampling is that, with good judgment and an appropriate strategy, one can hand pick the cases to be included in the sample and thus develop samples that are satisfactory in relation to one's needs .As on 31.3.2015 there were 800 micro enterprises run by women entrepreneurs in the district. A sample of Thirty percent of the total enterprises has been chosen using Judgmental sampling method from micro level category.

TOOLS FOR ANALYSIS

The following statistical tools have been used to analyze the collected data Simple percentage analysis, Factor Analysis and Two-Way Anova.

DATA ANALYSIS AND FINDINGS

TABLE 1: DEMOGRAPHIC FACTORS

S.NO	VARIABLES	CLASSES	PERCENTAGE
1.	AGE	21-30	16
		31-40	56
		Above 40	28
2.	OCCUPATION	Beauty parlor	40
		Boutique	16
		Dress makers	24
		Fancy Store	16
		General store	4
3.	MARITAL STATUS	Married	88
		Unmarried	-
		Widowed	8
		Separated	4
4.	EDUCATIONAL QUALIFICATION	No Formal Education	20
		Primary	10
		Secondary	30
		Higher Secondary	70
		Diploma	40
		Degree	80
5	MONTHLY INCOME	Below 5,000	8
		5,001-10,000	20
		10,001-15,000	12
		Above 15,000	60
6	WORKEXPERIENCE	Below 5 Years	56
		6-10 Years	24
		11-15 Years	8
		Above 15 Years	12

Source: Primary data, 2015

INTERPRETATION

The above table shows that the majority 56 percent of the respondents were in the age group of 31-40, 40 percent of the respondents owned is beauty parlor, 88 percent of the respondents are married, 32 percent of the respondents are degree holders, 60 percent of the respondents monthly income was above 15,000, 56 percent of the respondents had working experience below 5 years.

FACTOR LOADING OF MOTIVATIONAL VARIABLE- FACTOR ANALYSIS

Factor analysis of motivational variables influencing the women entrepreneurs to start their own business. The 15 variables are designed to explore the levels of motivational variables influence on the women entrepreneurs.

The exploratory factor analysis (EFA) is used for the motivational variables to identify the factors which these variables belong to. The requirements of factor analysis are satisfied to reduce the variables. After some rounds of removing the unsuitable variables, the analysis results that the remaining variables are grouped into five factors. Here Bartlett's test of sphericity and the Kaiser-Meyer-Olkin ure of sampling adequacy (George & Mallery, 2003) are used. A measure of sampling adequacy of 0.765 with a value of Bartlett's test of sphericity (1135.56) with a high significant level ($p < 0.000$), indicates the suitability of factor analysis and the results is presented in the following table .

TABLE 2: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.765
Bartlett's Test of Sphericity	Approx. Chi-Square	1135.56
	Df	91
	Sig.	.000

INTREPRETATION

From the above table, two tests namely, Kaiser-Meyer-Olkin Measure of Sampling Adequacy(KMO) & Bartlett's Test of Sphericity have been applied to test whether the relationship among the variables has been significant or not. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy shows the value of test statistics is 0.765, which means the factor analysis for the selected variable is found to be appropriate or good to the data. Bartlett's test of Sphericity is used to test whether the data are statistically significant or not with the value of test statistics and the associated significance level. It shows that there exists a high relationship among variables.

TABLE 3: COMMUNALITIES

S.No	Variables	intial	extraction
1	Economic independence	1.000	.776
2	Unemployment	1.000	.791
3	Use of idle funds	1.000	.786
4	Availability of infrastructural facilities	1.000	.719
5	Social status	1.000	.613
6	Sole bread winner	1.000	.785
7	Support from family	1.000	.801
8	Seeking challenging business venture	1.000	.527
9	Gaining control on my life	1.000	.688
10	Improve standard of living	1.000	.727
11	Self identity	1.000	.584
12	Being entrepreneur was a lifelong goal	1.000	.726
13	Freedom from supervision	1.000	.725
14	Family business passed on to me	1.000	.686
15	To supplement family income	1.000	.765

Extraction Method: Principal Component Analysis.

INTERPRETATION

The communalities for each variable were assessed to determine the amount of variance accounted for by the variable to be included in the factor rotations. All the variables have value greater than 0.50 signifying substantial portions of the variance in the variables accounted by the factors.

EIGEN VALUES AND PROPORTION OF TOTAL VARIANCE OF EACH UNDERLYING FACTORS FOR MOTIVATIONAL VARIABLES**TABLE 4**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.293	23.518	23.518	3.293	23.518	23.518	3.541	13.617	13.617
2	3.004	21.456	44.974	3.004	21.456	44.974	2.823	10.857	24.475
3	1.881	13.434	58.407	1.881	13.434	58.407	2.427	9.334	33.809
4	1.763	12.591	70.999	1.763	12.591	70.999	2.330	8.960	42.769
5	1.220	8.717	79.715	1.220	8.717	79.715	1.929	7.418	50.187

Extraction Method: Principal Component Analysis

INTREPRETATION

The results of the factor analysis presented in the above table regarding motivational factors on women entrepreneurs, have revealed that there are five factors that had Eigen value exceeding "One". Among those five factors, the first factor accounted for 23.518 percent of the variance, the second 21.456 percent, the third factor 13.434 percent, the fourth factor 12.591percent, the fifth factor 8.717 percent of the variance in the data set. The first five factors are the final factors solution and they all together represent 79.715 percent of the total variance in the scale items measuring the motivational variables on women entrepreneurs.

TABLE 5: FACTOR LOADING OF MOTIVATIONAL VARIABLES

S.No	Variables	Factor Loadings				
		1	2	3	4	5
1	Economic Independence	.045	.703	.306	.368	.130
2	Unemployment	.227	.194	.415	.593	.145
3	Use of Idle Funds	.597	.402	.200	.187	-.149
4	Availability Of Infrastructural Facilities	-.018	.850	.011	.030	.014
5	Social Status	.268	.552	.094	.364	.039
6	Sole Breadwinner	.073	-.065	.316	.053	.716
7	Support From Family	.255	.634	.249	-.122	.083
8	Seeking Challenging Business Venture	.416	.400	.133	.509	.043
9	Gaining Control On My Life	.069	.210	.799	-.204	.182
10	Improve Standard Of Living	.138	-.115	.809	-.044	.253
11	Self Identity	.218	.508	-.171	-.224	.123
12	Being entrepreneur was a Life Long Goal	-.154	.238	.583	.153	.220
13	Freedom From Supervision	.026	.115	-.213	.583	-.388
14	Family Business Passed On To me	-.017	.017	-.029	-.193	.840
15	To Supplement Family Income	.806	-.046	.050	-.051	-.246

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

TABLE 6: NAMING OF THE FACTORS

Factors	Variables	Factor Loadings
Financial Independence	Use of Idle Funds	.597
	To supplement family income	.806
Social Recognition	Economic Independence	.045
	Social Status	.552
	Infrastructure Facilities	.850
	Self Identity	.508
	Support From Family	.634
Attitude	Being entrepreneur was a Life Long Goal	.583
	Gaining Control On My Life	.799
	Improve Standard Of Living	.809
Self Improvement	Freedom From Supervision	.583
	Seeking Challenging Business Venture	.509
	Unemployment	.593
Situational Factors	Family Business Passed On To me	.840
	Sole Breadwinner	.714

INTERPRETATION

The first factor which identified is financial independence and the variables which come under are use of idle funds and to supplement family. The second factor which identified is social recognition and the variables which come under are economic independence, Social Status, Self Identity, infrastructure facilities and support from family. The Third factor which identified is attitude and the variables which come under are being entrepreneur a lifelong goal, gaining control on my life and Improve standard living. The fourth factor which identified is self improvement and the variables which come under are freedom from supervision, seeking challenging business venture and unemployment. The fifth factor which identified is situational factors and the variables which come under are family business passed on to me and sole breadwinner.

ANALYSIS OF VARIANCE (TWO WAY ANOVA)

ASSOCIATION BETWEEN PROFILE VARIABLES AND MOTIVATIONAL FACTORS

The use of ANOVA enables to establish associate between motivation factor and the profile variable. The level of significance are generated and the value listed in the below table.

ASSOCIATION BETWEEN PROFILE VARIABLES AND FINANCIAL INDEPENDENCE

To find out the association between profile variables and financial independence factor, the test ANOVA was applied.

H₀ : There is no significant association between profile variables and financial independence.

H_a : There is a significant association between profile variables and financial independence.

TABLE 7

Profile Variables	Financial Independence						
	Variance	Sum of Squares	D.F	Mean Square	F-Statistics	Sig	Remarks
Age	Between Groups	6.105	2	3.053	7.519*	0.01	Reject Ho
	Within Groups	100.295	247	0.406			
Marital Status	Between Groups	6.956	2	3.478	5.246*	0.01	Reject Ho
	Within Groups	163.761	247	0.663			
Educational Qualification	Between Groups	6.169	2	3.085	7.598*	0.01	Reject Ho
	Within Groups	100.282	247	0.406			
Occupation	Between Groups	9.766	2	4.883	5.632*	0.01	Reject Ho
	Within Groups	214.149	247	0.867			
Work experience	Between Groups	11.752	2	5.876	5.984*	0.01	Reject Ho
	Within Groups	242.554	247	0.982			

*S-Significant at 1% level (p value<=0.01);

NS-Not Significant at 1% level (p value>0.01)

INTERPRETATION

It is understood from above table that the factor financial independence is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of financial independence and the profile variable of age, marital status, educational qualification, occupation and work experience.

ASSOCIATION BETWEEN PROFILE VARIABLES AND SOCIAL RECOGNITION

To find out the association between profile variables and Social recognition factor, the test ANOVA was applied.

H_0 : There is no significant association between profile variables and Social recognition.

H_a : There is a significant association between profile variables and Social recognition.

TABLE-8

Profile Variables	Social Recognition						
	Variance	Sum of Squares	D.F	Mean Square	F-Statistics	Sig	Remarks
Age	Between Groups	7.136	2	3.568	7.9113*	0.01	Reject H_0
	Within Groups	123.674	247	0.451			
Marital Status	Between Groups	5.432	2	2.716	4.367*	0.01	Reject H_0
	Within Groups	153.543	247	0.622			
Educational Qualification	Between Groups	6.1571	2	3.078	5.954*	0.01	Reject H_0
	Within Groups	127.765	247	0.517			
Occupation	Between Groups	9.766	2	4.883	5.632*	0.01	Reject H_0
	Within Groups	214.149	247	0.867			
Work experience	Between Groups	7.675	2	3.837	8.359*	0.01	Reject H_0
	Within Groups	113.567	247	0.459			

* S-Significant at 1% level (p value \leq 0.01);

NS-Not Significant at 1% level (p value $>$ 0.01)

INTERPRETATION

It is understood from above table that the factor social recognition is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of social recognition and the profile variable of age, marital status, educational qualification, occupation and work experience.

ASSOCIATION BETWEEN PROFILE VARIABLES AND ATTITUDE

To find out the association between profile variables and Attitude factor, the test ANOVA was applied.

H_0 : There is no significant association between profile variables and Attitude.

H_a : There is a significant association between profile variables and Attitude.

TABLE-9

Profile Variables	Attitude						
	Variance	Sum of Squares	D.F	Mean Square	F-Statistics	Sig	Remarks
Age	Between Groups	6.156	2	3.078	6.721*	0.01	Reject H_0
	Within Groups	113.295	247	0.458			
Marital Status	Between Groups	6.956	2	3.478	5.246*	0.01	Reject H_0
	Within Groups	163.761	247	0.663			
Educational Qualification	Between Groups	9.546	2	4.773	11.756*	0.01	Reject H_0
	Within Groups	100.282	247	0.406			
Occupation	Between Groups	9.766	2	4.883	5.632*	0.01	Reject H_0
	Within Groups	214.149	247	0.867			
Work experience	Between Groups	11.752	2	5.876	5.984*	0.01	Reject H_0
	Within Groups	242.554	247	0.982			

* S-Significant at 1% level (p value \leq 0.01);

NS-Not Significant at 1% level (p value $>$ 0.01)

INTERPRETATION

It is understood from above table that the factor attitude is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of Attitude and the profile variable of age, marital status, educational qualification, occupation and work experience.

ASSOCIATION BETWEEN PROFILE VARIABLES AND SELF IMPROVEMENT

To find out the association between profile variables and Self improvement factor, the test ANOVA was applied.

H_0 : There is no significant association between profile variables and Self improvement.

H_a : There is a significant association between profile variables and Self improvement.

TABLE-10

Profile Variables	Self improvement						
	Variance	Sum of Squares	D.F	Mean Square	F-Statistics	Sig	Remarks
Age	Between Groups	8.453	2	4.227	6.346*	0.01	Reject H_0
	Within Groups	164.584	247	0.666			
Marital Status	Between Groups	8.134	2	4.067	8.598*	0.01	Reject H_0
	Within Groups	116.892	247	0.473			
Educational Qualification	Between Groups	6.167	2	3.083	4.847*	0.01	Reject H_0
	Within Groups	156.987	247	0.636			
Occupation	Between Groups	6.478	2	3.239	6.624*	0.01	Reject H_0
	Within Groups	120.683	247	0.489			
Work experience	Between Groups	9.432	2	4.716	8.103*	0.01	Reject H_0
	Within Groups	143.786	247	0.582			

* S-Significant at 1% level (p value \leq 0.01);

NS-Not Significant at 1% level (p value $>$ 0.01)

INTERPRETATION

It is understood from above table that the factor self improvement is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of self improvement and the profile variable of age, marital status, educational qualification, occupation and work experience.

ASSOCIATION BETWEEN PROFILE VARIABLES AND SITUATIONAL FACTORS

To find out the association between profile variables and Situational factor, the test ANOVA was applied.

H_0 : There is no significant association between profile variables and Situational Factors.

H_a : There is a significant association between profile variables and Situational Factors.

TABLE-11

Profile Variables	Situational Factors						
	Variance	Sum of Squares	D.F	Mean Square	F-Statistics	Sig	Remarks
Age	Between Groups	7.236	2	3.618	8.911*	0.01	Reject Ho
	Within Groups	100.295	247	0.406			
Marital Status	Between Groups	9.348	2	4.674	9.329*	0.01	Reject Ho
	Within Groups	123.783	247	0.501			
Educational Qualification	Between Groups	7.836	2	3.918	7.283*	0.01	Reject Ho
	Within Groups	132.865	247	0.538			
Occupation	Between Groups	9.766	2	4.883	5.632*	0.01	Reject Ho
	Within Groups	214.149	247	0.867			
Work experience	Between Groups	9.352	2	4.676	4.762*	0.01	Reject Ho
	Within Groups	242.554	247	0.982			

*S-Significant at 1% level (p value<=0.01);

NS-Not Significant at 1% level (p value>0.01)

INTERPRETATION

It is understood from above table that the factor Situational factors is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of Situational and the profile variable of age, marital status, educational qualification, occupation and work experience.

FINDINGS DEMOGRAPHIC FACTORS

- It can be observed from table shows that the majority 56 percent of the respondents were in the age group of 31-40, 40 percent of the respondents owned is beauty parlour, 88 percent of the respondents are married, 32 percent of the respondents are degree holders, 60 percent of the respondents monthly income was above 15,000, 56 percent of the respondents had working experience below 5 years.

FACTOR LOADING FOR MOTIVATIONAL VARIABLES

- It can be analyzed that the two tests namely, Kaiser-Meyer-Olkin Measure of Sampling Adequacy(KMO) & Bartlett's Test of Sphericity have been applied to test whether the relationship among the variables has been significant or not. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy shows the value of test statistics is 0.765, which means the factor analysis for the selected variable is found to be appropriate or good to the data. Bartlett's test of Sphericity is used to test whether the data are statistically significant or not with the value of test statistics and the associated significance level. It shows that there exists a high relationship among variables.
- The communalities for each variable were assessed to determine the amount of variance accounted for by the variable to be included in the factor rotations. All the variables have value greater than 0.50 signifying substantial portions of the variance in the variables accounted by the factors.
- The results of the factor analysis presented in the above table regarding motivational factors on women entrepreneurs, have revealed that there are five factors that had Eigen value exceeding "One". Among those five factors, the first factor accounted for 23.518 percent of the variance, the second 21.456 percent, the third factor 13.434 percent, the fourth factor 12.591percent, the fifth factor 8.717 percent of the variance in the data set. The first five factors are the final factors solution and they all together represent 79.715 percent of the total variance in the scale items measuring the motivational variables on women entrepreneurs.
- The first factor which identified is financial independence and the variables which come under are use of idle funds and to supplement family. The second factor which identified is social recognition and the variables which come under are economic independence, Social Status, Self Identity, infrastructure facilities and support from family. The Third factor which identified is attitude and the variables which come under are being entrepreneur a lifelong goal, gaining control on my life and Improve standard living. The fourth factor which identified is self improvement and the variables which come under are freedom from supervision, seeking challenging business venture and unemployment. The fifth factor which identified is situational factors and the variables which come under are family business passed on to me and sole breadwinner.

TWO -WAY ANOVA

- It can be observed that factor financial independence is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of financial independence and the profile variable of age, marital status, educational qualification, occupation and work experience.
- It is understood that the factor social recognition is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of social recognition and the profile variable of age, marital status, educational qualification, occupation and work experience.
- It is analyzed that the factor attitude is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of Attitude and the profile variable of age, marital status, educational qualification, occupation and work experience.
- It is found that the factor self improvement is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of self improvement and the profile variable of age, marital status, educational qualification, occupation and work experience.
- It is observed from that the factor Situational factors is significant with profile variables. Hence it is concluded that there is a significant association between the motivational factor of Situational and the profile variable of age, marital status, educational qualification, occupation and work experience.

SUGGESTIONS

"Women have full freedom to work and prosper. From the moment they go out of their homes they are human beings: business woman has the same weight as a business man."

These are the few suggestions given for the women entrepreneurs according to their constraints level and motivation factor.

GENERAL SUGGESTIONS

- Entrepreneurship is a dynamic concept and no specific personality attribute can generate success. However, the technical knowledge and skill, parental support, previous job experience may help an entrepreneur to compete successfully in the market
- The number of entrepreneurs from scheduled caste and most backward communities is very low, awareness is to be created those women, by providing special attention.
- Women entrepreneurs should be encouraged to start their business as joint stock companies rather than as a sole trade and partnership concerns to avail the advantages of large scale operation.
- Parents of unmarried potential women entrepreneurs should be encouraged in spending money on setting up business rather than giving preference to their marriage.
- Improve the factual and analytical underpinnings of our understanding of the role of women entrepreneurs in the economy.

SUGGESTIONS FOR MOTIVATIONAL FACTORS

- The Universities and Colleges should take more interest to understand women motivational factors to become entrepreneurs. Establishment of Centre of Excellence in Entrepreneurship in Colleges and Universities that support young entrepreneurial aspirants.
- More training to be imparted to young entrepreneurial aspirants in various young entrepreneurial aspects like, handling finance, operations, marketing, market research and manpower management.
- The influence of success stories of entrepreneurs has recognized as another important factor for facilitating entrepreneurship. Hence there is a need for introduction of such success stories of entrepreneurship among those who have not even completed high school are to be put in front of graduates to instill confidence. Success stories not only generate entrepreneurship but also quality.

- Entrepreneurship development training should be directed not only to motivate but also to instill confidence in the trainees. The trainees should be made aware that failure is inevitable but success is possible if they pursue with determination. An environment and culture that tolerates initial failures should be created.
- New paradigm in business management education is required that includes functional differentiation, rationalization, flexibility and customization, practice and participation, technological receptivity and internationalization.
- It is also equally important that an entrepreneur will have to take up responsibility for their own continuous learning and re-learning for their development.
- In the present context, Entrepreneurship Development Programme could be more pro-active, broad-based (in terms of target group) and of a continuous nature.
- Training institutions like Institutes of Entrepreneurship Development (IEDS) and centers for entrepreneurship development (CEDS) should be established to organize training programmes in rural areas. There is a need to enlighten the rural entrepreneurs on the various management skills.
- Formation of village development council, under the guidance of appropriate Government, at the village level. This council should lead in forming and propagating about negative impacts of drain of rural demand, rural resources to urban area. Such a village development council will be forum where issues relating development will be discussed and opinions will be floated among the people for course of action.
- Intensive follow-up services have to be provided to the entrepreneurs in the post-training phase so that the trained entrepreneurs are able to pursue the activities on a sustainable basis.
- Job creation, economic prosperity and improvement of social welfare are to be the critical goals to be followed by the entrepreneurial education.
- Formation of Rural entrepreneurship Development Bank of India, on the line of Industrial Development bank of India, is essential to promote entrepreneurship in the rural areas. It's role would be to make available finance, knowledge, technical expertise, managerial advice, help in marketing, string etc. it has to take case from beginning to end. Even its role would be to come up with plans.
- Careful selection and proper planning of the project are also important to the success of the enterprise. A fair degree of knowledge of the proposed project is essential to meet any uncertainty that may arise later.

CONCLUSION

Women in India now have the potential to grab the opportunities. All they need now is the platforms to showcase their talent. Women entrepreneurs face so many problems in aspects of financial, marketing, health, family, and problems. Women today are more willing to take up activities that were once considered the preserve of men, and have proved that they are second to no one with respect to contribution to the growth of the economy. As government encouragement and support is very important to women entrepreneurs mean while family support is also very essential for development of such entrepreneurs.

This study examines the problems faced by women entrepreneurs in Tirupur city at various levels in their journey as entrepreneur, further the study also tries to probe in to the factors motivating these women to become entrepreneur and suggests a framework for the opportunities of women entrepreneurship. It's been found in the study that Women entrepreneurs face lots of problems like role conflict, lack of motivation, lack of finance, maintaining work life balance, discriminating treatment, understanding government rules and regulations etc. For some of them factors motivating to start their own enterprise is to support family financially, while for some of them it is the urge to be economically independent. The right kind of assistance from family, society and Government can make these Women Entrepreneurs one of the crucial entrepreneurial resource and they can contribute towards the economic and social development of India. To conclude, in the words **"EMPOWERING WOMEN IMPROVES THE WEALTH OF THE NATION"**

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KNOWLEDGE PAPER ON SKILL GAP IN BANKING SECTOR IN INDIA

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ABSTRACT

The India is on the threshold of a demographic dividend – and to reap this dividend we need a skill demographic profile. For this dividend to be meaningful however, education, the basic right to which is now guaranteed by the constitution of India, needs to be supplemented with a skill development strategy that can ensure gainful employment. The present resources, skills and intentions are not sufficient to realize a India of dreams of freedom fighters. Skills of youth need to be honed under a formal and systematic training process. To make growth trajectory more inclusive, special emphasis should be given on prioritizing skill, training and developing appropriate skill sets among human resource. For India, it is critical to accommodate evolving growth/ trends to be responsive to the constantly changing dynamics of the economy. Skills and education will enhance the employability of the learner. With the acquired knowledge, workers will contribute toward productivity to determine India's competitive edge at global level. Skills are very much required, especially in the service sector and that too both soft as well as hard skills. The present study is a contribution towards skill India effort and is revolving around finding skill gaps in banking sector and strategies to fill those gaps in the banking industry.

KEYWORDS

banking sector, skill gap.

INTRODUCTION

Don't provide skill based vocational education but we need to provide need based skill education i.e. *"learner first"*
 The whole world is facing problem from demand side, as it is creating a recessionary tendency throughout the world but India is one such unique country facing problems from supply side. The reason behind this is huge population base of 125cr comprising people of different ethnicity and religions. There is plethora of opportunities for every kind of product due to presence of niche markets. The huge population which was considered as a curse and pressure on limited resources available, is now considered as a boon of demographic dividend. The worldwide investors are eyeing on India and it is predicted that in 2016 the Indian economy will surpass Chinese economy in terms of GDP growth rate.

This huge population base is considered to be centre or epitome of development. As said above India is facing problem from supply side, population explosion case also holds true in this sense. Here also the problem is supply but not of quantity but of quality. If India wants to reap in the full benefits of demographic dividends possessed at present, the foremost essential is to make its demographic profile more skill full. For achieving economic growth, skill and knowledge are two pillars. **Kapooria and Sumbria (2015)** in their paper gave overview of studies conducted to understand and find skill employability gap in India. Through their paper they analyzed the existing literature survey of educational reports, empirical and theoretical research papers on skill employability gap. Various issues were also part of this study which needed immediate attention to abridge this gap for appropriate skill deployment.

According to NSDC (National skill development council of India) less than 3% of total population of India has undergone some kind of formal program. The Govt. of India is also focussing and emphasizing more on this part through their various programmes. The skilled people are assets for a country and these assets can be utilized for making a country more prosperous. To make Indian youth more skilful policy changes in the primary and higher education system are being made through the various initiatives of HRD ministry. The UGC through its various assistance schemes is offering autonomy in skill course development and its functioning. Indian economy is facing dual challenge of paucity of skilled labour and glut of un-employability. To tackle the problem of skill dearth and cure the canker of un-employability, skill development initiative has been taken by Government of India. India has potential of providing skilled labour class to the world as it has the advantage of demographic dividend. To harness this opportunity and using it to the optimum level India demographic profile need to changed from semi-skilled labour class to highly skilled labour class. For fully reaping the benefits of demographic dividend objective of skill development needed to be achieved at any cost. **Amitendu Palit (2009)** in their working paper titled "Skills Development in India: Challenges and Strategies" undertook a detailed study on conceptual framework regarding obstacles in the way of achieving skill India objectives. In his study he discussed about technical deficiencies and lag factors hindering growth of skill based education. Further the state wide position in country on technical education parameter was discussed. The various skill development initiatives and development programs like National skill development program and various policy initiatives under 11th five year were discussed in detail. The study concluded on a note that public partnership model for skill development, focus on up gradation of quality and role of foreign training providers is essential for taking the present education system towards skill based education.

Banking industry one of the major employment provider and job creator in service sector. Banking, financial services and insurance industry together contributes about 6% to the GDP. Banking industry is no exception to the problem of skill availability, there is huge gap between demand and supply of skilled manpower in this area. But there is no dearth of scope and employment opportunities in this sector. According to a survey by FICCI penetration of banking in India is only 35% indicating toward the ample scope area which can be tapped. Financial inclusion agenda pursued by Government in this direction also signals about opportunities waiting in this sector. India has got significant potential in the area of banking. Innovative financial products, technology and market dynamics are in favour of this industry. Banking activities are mainly concentrated in urban areas; rural market is still a challenge, opportunity and an untapped area for this industry. **Rathee, Deveshwar and Rajain (2014)** in their study found the service quality gaps in private banks. They came with the finding that empathetic attitude towards customers is the main service gap in these banks and moreover these banks do not pay attention towards specific needs of customers.

Employability in banking demands skill of high grade and quality. This industry provides opportunities in the field of technical and non technical areas. According to IMaCS report, the banking industry has potential to provide employment to 14-15 lakhs on rolls employee by the year 2022. In this research paper banking operations have been divided into various areas like sales and marketing, support function etc and on the basis of those skill gaps have been identified.

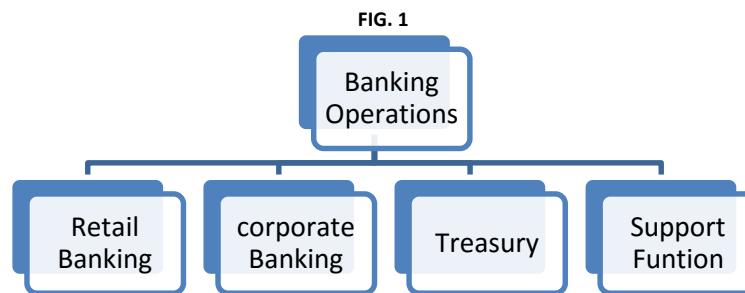
OBJECTIVES OF THE STUDY

The main objective of this research paper is:

1. To find out the skill gaps hindering the employability of learners in area of banking industry
2. To find out the skill required in different areas of banking industry.

DATA ANALYSIS

The data analysis has been done by dividing the operations of banking industry into four areas, which are as follows:

**SKILL GAPS IN RETAIL BANKING****TABLE 1**

Area	Skills required	Skill Gaps
Sales and Field	<ul style="list-style-type: none"> ➤ Detailed understanding of various retail banking product ➤ Understanding of customers, procedures and documents including KYC norms , related to products ➤ General, economic and regulatory awareness ➤ Good communication and selling skills ➤ Orientation towards generating high volumes 	<ul style="list-style-type: none"> ➤ Knowledge of the banking industry ➤ Knowledge about customers like urban and rural customers etc. ➤ Poor communication and selling skills
Operations	<ul style="list-style-type: none"> ➤ Understanding of banking operations. ➤ Regulations governing banking sector. ➤ Banks MIS and knowledge of banking software like finacle. ➤ Preparation of various reports. 	<ul style="list-style-type: none"> ➤ Ability to work in a regulated, stressful and competitive environment. ➤ Understanding of banking operations
Managerial	<ul style="list-style-type: none"> ➤ Complete knowledge of banking operations and regulations ➤ People management ➤ Legal norms ➤ Motivating people ➤ Trouble shooting of critical issues 	<ul style="list-style-type: none"> ➤ People management is major deficiency

Source: National Skill Development Corporation Report

SKILL GAPS IN CORPORATE BANKING**TABLE 2**

Area	Skills required	Skill Gaps
Managerial	<ul style="list-style-type: none"> ➤ Institutional sales ➤ Understanding of bank procedures and documentation ➤ General and economic awareness specific to industry. ➤ Establishing relationship with large corporate clients ➤ People management ➤ Ability to meet targets ➤ Good communication skills 	<ul style="list-style-type: none"> ➤ Economic awareness ➤ Ability to establish dialogue with clients

Source: National Skill Development Corporation Report

SKILL GAP AND SKILL REQUIREMENT IN SUPPORT FUNCTION**TABLE 3**

Area	Skills required	Skill Gaps
Managerial	<ul style="list-style-type: none"> ➤ Sound understanding of accounting concepts ➤ Knowledge of various laws and regulations ➤ Risk management concepts ➤ Aptitude for compliance and documentation 	<ul style="list-style-type: none"> ➤ Risk management ➤ Credit evaluation

Source: National Skill Development Corporation Report

SKILL GAP AND REQUIREMENT IN TREASURY**TABLE 4**

Area	Skills required	Skill Gaps
Managerial	<ul style="list-style-type: none"> ➤ Asset liability management concept ➤ Numerical and analytical ability 	<ul style="list-style-type: none"> ➤ Asset liability management ➤ Quick decision making ability

Source: National Skill Development Corporation Report

CONCLUSIONS

The BFSI is the one of the prominent sector having ample scope and opportunities in terms of employment. The only requirement is appropriate skill and knowledge. The above given tables are showing the skill gap and requirements among job seekers in BFSI industry. For honing the skills of persons to make them capable of catering to this sector skill based university setup and curriculums should be designed. Public private partnership models should be encouraged for providing skill based education. The focus should be given to before the job training rather than on the job training. Before the job training means the training which is being imparted to the pupils at school, college and university levels. Instead of training to be given by employers to the newly recruits, seed bed should be prepared at the initial/beginning levels. Field specialization and vocationalization of education should be made the core agenda for filling the skill gaps. One of the major lacunae found is the soft skills rather than hard skills. Learning of hard skills is also based on soft skills; more emphasis should be laid on providing this skill to improve assimilation ability of learners.

SUGGESTIONS

- Designing and Developing a high-quality and skill based industry specific curriculum.
- Facilitate effective coordination between at all levels and among all stakeholders.
- Shifting onus from Government to public private partnerships in skill development.
- Keeping a strict vigil and code of conduct for accreditation of institutes.

- Encouraging industry and business for promotion of skill based education and making it a part of corporate social responsibility.
- Opening up of new employment exchanges and enhancing their service delivery mechanism by changing them to counselling centres.
- Focus should be given on real training in industry through practical approach rather than reel based training in the colleges and university.

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HOUSING LOAN SCHEME: A STUDY ON ICICI HOUSING LOAN BENEFICIARIES IN TENKASI TALUK, TAMILNADU

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ABSTRACT

The present study shows that in India, a chronic shortage of housing units for the urban areas for 2012 is estimated at 18.78 million units mainly in urban areas. The shortage was broadly attributed to congestion (15 million) followed by obsolescence (2 million) and homelessness (1 million). The government of India through National Housing Bank, Commercial Banks and other Co-operative Banks extend at concessional rate of interest for the low income groups and economically weaker sections for acquisition/construction houses. This strategy can reduce the shortage of dwelling units in India. The ICICI bank which is endowed with more funds, modern technology and simplified procedure may cater to the needs of rural housing demands. For this purpose, all the housing finance banks and companies are still to simplify the procedure of housing loans scheme and provide information to prospective borrowers through this measure the economy of India and standard of living of people will improve.

KEYWORDS

ICICI bank, Housing loan, housing loan beneficiaries.

INTRODUCTION



One segment in the financial sector that has bucked the economic trend is housing finance. Home buyers are flooded with plethora of options and freebies that they can hardly resist. Today, the metros witness a number of HFC- sponsored property shows and loan meals. This segment has come a long way since the establishment of the first housing finance company in 1978. It was H.T. Parekh who had the vision of realise the need for a specialized mortgage finance company in India. Though there were intermediaries such as the state co-operative housing banks and societies, housing finance did not reach out to a large number of households. Most households would finance their acquisition through borrowing from their provident fund or employers or friends or relative or selling their personal assets.

After the National Housing Bank Act 1987, was passed, NHB came into existence as a subsidiary of the Reserve Bank of India (RBI) to regulate housing finance companies and provide them with refinancing to supplement their fund requirements. At present, there are 31 NHB approved housing finance companies in India. The public sector banks were allowed for providing housing loans directly to retail clients only in 1998, following modifications in RBI guidelines. Earlier, the public banks could provide housing loans only through subsidiaries.

ICICI Home Finance Company Limited (the Company) is a public company domiciled in India and incorporated under the provisions of the Companies Act, 1956. The Company is engaged in providing financial assistance for specified interest & maturity to person/persons for the purpose to acquire, construct, erect, improve, extend, alter, repair, renovate, develop any house, flats or buildings or any form of real estate or any part or portion thereof. The Company is also providing financial assistance to any person for specified purpose against the security of any immovable property. The Company is also engaged in providing advisory, consultancy, broking in property service, sourcing and servicing home loans.

OBJECTIVES OF THE STUDY

The main objective of the study is to bring out the service offered by the housing finance companies and the opinions of housing finance borrowers. Hence the following specific objectives are framed.

1. To study the terms and conditions and service provided by housing finance companies.
2. To bring out the demographic profile of housing finance companies.
3. To find out the housing finance beneficiaries satisfaction and problems with respect to service provided by the housing finance companies.
4. To suggest the measures for improving the service facilities by housing financing banks.

HYPOTHESIS

H₁ : There is no significant difference between tow income groups of housing loan beneficiaries' perception about customer service problem.

H₂ : There is no significant difference between tow income groups of housing loan beneficiaries' perception about loan amount collection method problem.

METHODOLOGY

SOURCES OF DATA

This study is based on both primary and secondary data. Secondary data are collected from newspaper reports, journals and also from internet. The primary data collected from housing loan borrowers of ICICI bank spread across Tenkasi Taluk in Tamilnadu.

SAMPLE DESIGN

In order to study the opinions of housing loan borrowers about the services provided by the housing finance companies, a convenient sampling is selected, due to non availability list of housing loan borrowers. These companies keep their borrowers list confidential. Hence the researcher is compelled to choose the sample through convenient sampling.

ANALYSIS FOR THE STATISTICAL TOOLS USED

In this study, the percentage is used to explain most of the data and charts and pie diagram also used in appropriate place in order to highlight the important data chi square statistic.

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where

f_o = an observed frequency

f_e = an expected frequency

χ^2 = chi square

Σ = sigma symbol meaning "the sum of"

REVIEW OF LITERATURE

This chapter reveals the relevant literature studied on housing and housing loan by different authors and researchers from time to time. **Iyengar (2000)** in his study, housing a complex inter play of socio economic and technological issues revealed that the aim of any housing policy is to create homes and not just construct buildings. The socio, economic and technical fronts in the housing product led to the satisfaction of the customer. **Mistry (2002)** listed the main reason for growing demand for housing in India. A house cost just about 3 to 3.5 times an individual annual salary as against 15-20 times, more than a decade ago. Prices of property had declined overtime and had become fairly stable in recent times. In addition, interest rates on housing loans had declined. The government had been offering attractive taxes incentives to buy houses. **Rajiv Sabharwal (2002)** found that the customers in housing finance were seeking more than just a loan; they sought convenience in the entire process of acquiring a home as well as the finance for it. The aim of the housing finance companies was to help the customers to make the process seamless by offering the services like selection of property, documentation and loans. **Anilk., Khandelwal (2002)** pointed out that the things in housing finance were moving certainly in favour of customers. Not only had home loans become cheaper, but they also had come with a host of value added service including property identification. The boom in the housing market was due to increased urbanization and demand for urban housing, improved repayment capabilities, viewing housing as a preferred asset and the fiscal incentives granted by the government of India. **Nambirajan (2000)** listed out the choices available with the prospective buyers of the residential houses at bottom rates and at low rate of interest on housing loans, along with the huge concessions available in income tax. This was really a boon to general public especially from low and middle income groups. **Sudhir Choksey (2002)** pointed out that the banks and the housing finance companies had predominantly been targeting the salaried segment and the business class for home loans. The companies had also started designing specific products keeping in mind niche markets and varied segments of the society since the customers had become aware of the intense competition among the housing finance companies.

RESULT OF ANALYSIS OF DATA

In this chapter the collected data on housing loan scheme have been analysed and interpreted to draw important findings and conclusion. In this regard the following factors of housing loan scheme have been tabulated and the results have been arrived.

TABLE 1: AGE GROUP OF RESPONDENTS

Age group	Income Group (Rs.)		Total
	Below 200000	Above 200000	
Below 30	4 (5%)	7 (8.5%)	11 (13.75%)
30-40	23 (28.75%)	12 (15%)	35 (43.75%)
40-50	6 (7.5%)	14 (17.5%)	20 (25%)
50-60	7 (8.5%)	7 (8.75%)	14 (17.25%)
Total	40 (50%)	40 (50%)	80 (100%)

The above table shows that out of 80 respondents, 43.75% of the respondents come under the category of 30-40, 25% of respondents come under the category 40-50, 17.5% of the respondents come under the category of 50 & above and the remaining 13.75% of respondents come under the category of below 30.

TABLE 2: INCOME SLAP PER ANNUM

Particulars	Income Group		Total
	Below 200000	Above 200000	
Up to 1,00,000	15 (18.75%)	-	15 (18.75%)
1,00,000 – 2,00,000	25 (31.25%)	-	25 (31.25%)
2,00,000 – 3,00,000	-	23 (28.75%)	23 (28.75%)
3,00,000 & Above	-	17 (21.25%)	17 (21.25%)
Total	40 (50%)	40 (50%)	80 (100%)

The income group of ICICI housing loan respondents have been studied and reported in the above table. It can be seen that around 31.25% of respondents come under the category of “Rs. 1,00,000 to 2,00,000” per annum and 28.75% of respondents come under the category of “Rs. 2,00,000 to 3,00,000”. 21.25% of respondents come under the category of “Rs. 3,00,000 and above” and the remaining 18.75% respondents come under the category of up to “Rs. 1,00,000”.

TABLE 3: CATEGORY OF LOAN AMOUNT OF RESPONDENT

Loan Amount	Income Group (Rs.)		Total
	Below 200000	Above 200000	
1,50,000 – 3,00,000	13 (16.25%)	14 (17.5%)	27 (33.75%)
3,00,000 – 5,00,000	15 (18.75%)	12 (15%)	27 (33.75%)
5,00,000 – 7,00,000	10 (12.5%)	8 (10%)	18 (22.5%)
7,00,000 – 10,00,000	2 (2.5%)	2 (2.5%)	4 (5%)
Above 10,00,000	-	4 (5%)	4 (5%)
Total	40 (50%)	40 (50%)	80 (100%)

The above table shows that 67.5% of the respondents come under the category of Rs. 1, 50,000 to 5,00,000 loan amount group, 22.5% of the respondents come under the category of Rs. 5,00,000 to 7,00,000 of loan amount group and the remaining 10% of the respondents come under the category of Rs. 7,00,000 to 10,00,000 of loan amount.

TABLE 4: ACCORDING TO YOU WHAT FACTORS MOTIVATE YOU TO TAKE HOUSING LOAN FROM ICICI BANK

Particulars	Income Group (Rs.)		Total
	Below 200000	Above 200000	
Lowest Interest	18 (22.5%)	10 (12.5%)	28 (35%)
Prompt Service	5 (6.25%)	8 (10%)	13 (16.25%)
Easy Procedure	10 (12.5%)	9 (11.25%)	19 (23.75%)
Liberal in Allocating	3 (3.75%)	7 (8.75%)	10 (12.5%)
Loan Amount	4 (5%)	6 (7.5%)	10 (12.5%)
Total	40 (50%)	40 (50%)	80 (100%)

ICICI housing loan respondents have been asked to give their opinion about the reason of motivation. These opinions are reported in the table. The table shows that out of 80 respondents, 35% of the respondents cited “Lowest Interest”, 23.75% of respondent cited “Easy Procedure”, 16.25% of respondent cited “Prompt Service”, and remaining 25% of respondent cited “Liberal in allocating and loan amount” as the reason for borrowing housing loan from ICICI bank.

TABLE 5: ICICI HOUSING FINANCE: INTRODUCER

Particulars	Income Group (Rs.)		Total
	Below 200000	Above 200000	
Advertisement	19 (23.75%)	10 (12.5%)	29 (36.25%)
Friends	10 (12.5%)	6 (7.5%)	16 (20%)
Agent	9 (11.25%)	19 (23.75%)	28 (35%)
Relatives	2 (2.5%)	5 (6.25%)	7 (8.75%)
Total	40 (50%)	40 (50%)	80 (100%)

ICICI housing loan respondents have been asked to give their opinion about the introducer. These opinions are reported in the table. The table shows that the out of 80 respondents, 36.25% of the respondents suggested "Advertisement", 35% of respondents suggested "Agent", 20% of respondents suggested "Friends" and the remaining 8.75% of respondents suggested "Relatives" as introducer of ICICI housing finance scheme.

TABLE 6: CHARGE OF INTEREST RATE

Interest Rate	Income Group (Rs.)		Total
	Below 200000	Above 200000	
Agree	10 (12.5%)	8 (10%)	18 (22.5%)
Strongly Agree	12 (15%)	24 (30%)	36 (45%)
Disagree	2 (2.5%)	1 (1.25%)	3 (3.75%)
Strongly Disagree	6 (7.5%)	1 (1.25%)	7 (8.75%)
Neither Agree nor Disagree	10 (12.5%)	6 (7.5%)	16 (20%)
Total	40 (50%)	40 (50%)	80 (100%)

ICICI housing loan respondents have been asked to give their opinion about the interest rate of ICICI bank. These opinions are reported in the table. The table shows that out of 80 respondents, 45% of the respondents "Strongly Agreed", 22.5% of respondents "Agreed", 20% of respondents "Neither Agreed nor Disagreed", and the remaining 12.5% of respondents "Disagreed or Strongly Disagreed" of interest rate Charged for ICICI housing finance scheme.

Hypothesis Testing

H₁ Problem of Customer Service

TABLE 7

Problem	Income Group (Rs.)		Total
	Below 200000	Above 200000	
No Problem	24 (30%)	22 (27.5%)	46 (57.5%)
Less Problem	10 (12.5%)	8 (10%)	18 (22.5%)
More Problem	6 (7.5%)	10 (12.5%)	16 (20%)
Total	40 (50%)	40 (50%)	80 (100%)

Calculated value = 1.308

The table value at 2 degree of freedom at 5% level of significance =5.991

H₁: There is no significant difference between two income groups of housing loan beneficiaries' perception about customer service.

As the calculated value of Chi-square (1.308) is less than the table value of Chi-square (5.991), the null hypothesis is accepted. Therefore there is no significant difference between two groups of housing loan beneficiaries' perception about customer service.

H₂ Problem on Collection Method of Loan Amount

TABLE 8

Problem	Income Group (Rs.)		Total
	Below 200000	Above 200000	
No Problem	16 (20%)	25 (31.25%)	41 (51.25%)
Less Problem	14 (17.5%)	10 (12.5%)	24 (30%)
More Problem	10 (12.5%)	5 (6.25%)	15 (18.75%)
Total	40 (50%)	40 (50%)	80 (100%)

Calculated value = 4.306

The table value at 2 degree of freedom at 5% level of significance =5.991

H₂: There is no significant difference between two income groups of housing loan beneficiaries' perception about loan amount collection method.

As the calculated value of Chi-square (4.306) is less than the table value of Chi-square (5.991), the null hypothesis is accepted. Therefore there is no significant difference between two groups of housing loan beneficiaries' perception about loan amount collection method.

SUGGESTIONS

- Housing loan is provided mostly to government employees and fixed income groups people because of stable repaying capacity of loan. The business people and private employees may also be given in future so that the housing loan scheme would be popular amount all walks of life.
- Tow third of housing loan beneficiaries are borrowing loan less than Rs. 5,00,000. In future, the ICICI bank may be disbursing more amount of loan by releasing certain eligibility criteria.
- Some of the members observed that the interest rates are suddenly changed after granting the loan. The bank should clearly communicate the rate of interest at the time of granting loan and the future fluctuation of interest.
- The documentation procedure is still to be simplified so that even the less educated people can easily understand and approach the bank for housing loan.

CONCLUSION

In India, a chronic shortage of housing units for the urban areas for 2012 is estimated at 18.78 million units mainly in urban areas. The shortage was broadly attributed to congestion (15 million) followed by obsolescence (2 million) and homelessness (1 million). The government of India through National Housing Bank, Commercial Banks and other Co-operative Banks extend at concessional rate of interest for the low income groups and economically weaker sections for acquisition/construction houses. This strategy can reduce the shortage of dwelling units in India.

The ICICI bank which is endowed with more funds, modern technology and simplified procedure may cater to the needs of rural housing demands. For this purpose, all the housing finance banks and companies are still to simplify the procedure of housing loans scheme and provide information to prospective borrowers through this measure the economy of India and standard of living of people will improve.

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PER-CAPITA CONSUMPTION EXPENDITURE AND LABOUR AND CAPITAL INCOME IN INDIA

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ABSTRACT

The present study examines the Relationship between per-capita consumption expenditure with labour income, capital income in India using the National Accounts Statistics. It turns out that that labour is spending more income on consumption expenditure than capital income. So, Labour income is the main source of financing and important source of consumption.

KEYWORDS

per-capita consumption expenditure, labour income, capital income.

INTRODUCTION

The classical economists, beginning with Adam Smith (1776) and continuing through David Ricardo, Karl Marx, John Maynard Keynes, Simon Kuznets, D. Gale Johnson, Robert Solow, Nicholas Kaldor, Irving Kravis and through to more recent times has noted that the income of the country can be divided into return to activities as labour income and capital income.

The income available to the individuals is in the form of labour income or capital income. This utilisation of the income can take various forms, namely,

- (a) Household consumption expenditure,
- (b) Government consumption expenditure, and
- (c) Capital formation comprising fixed capital formation, and stock accumulation.

The household consumption expenditure referred to as private final consumption expenditure (PFCE) in National Accounts Statistics consists of expenditure by households (including non-profit institutions) on non-durable consumer goods and services and all durable goods except land and buildings.

The primary products of sectors like agriculture, forestry, fishing etc., which are produced for own consumption by the households are the part of consumption expenditure. Payments for domestic services, such as services of maid servants, cooking, child nursing and gardening are also included in consumption expenditure. However, as in the production measurement, activities such as cooking meals, minding children undertaken by household members fall outside the production boundary and are, therefore, excluded from consumption expenditure.

The durable goods are defined as those whose life time are more than one year and consist of items such as furniture, radios televisions, automobiles, etc. Purchase and construction of residential buildings are not treated as consumption expenditure of the households but are included in the gross capital formation.

Final consumption expenditure excludes expenditure on fixed assets in the form of valuables. Valuables are expensive durable goods that do not deteriorate over time, are not used up in consumption or production, and are acquired primarily as stores of value. The durables are mainly precious stones and metals and jewellery. Valuables are held in the expectation that their prices, relative to those of other goods and services, will tend to increase over time, or at least not decline. Although the owners of valuables may derive satisfaction from possessing them, they are not used up in the way that household consumption goods, including consumer durables, are used up over time.

ECONOMIC MEANING OF THE VARIABLES

Compensation of employees: - Income share of employees in GDP. Compensation of employees is the total remuneration in cash or in kind payable by employers to employees for the work done. Direct social transfers from employers to their employees or retired employees and their family, such as payments for sickness, educational grants and pensions are also imputed to compensation of employees. The labour income takes the form of both wages and salaries including commission, pensionary benefits, bonus, etc.

Consumption of fixed capital: Consumption of fixed capital is the cost of fixed assets used up in production in the accounting period. Purchase and construction of residential buildings are not treated as consumption expenditure of the households but are included in the gross capital formation.

Gross operating surplus: - Income share of capital in GDP. Gross operating surplus includes interest payable to lenders of financial assets, or rent payable to rentiers of non-produced assets, such as land and sub-soil assets. Some portion of operating surplus is retained by the producer which remains undistributed and is partly used for further investment and balance is distributed.

Thus the total income generated in the form of factor shares consists of wages & salaries interest, rent, dividends, undistributed profits, and mixed income of self employed.

The distributed capital income is mainly in the form of dividends, interest and rent. The rent in the Indian context includes not only rent on land but also rent on buildings and structures. The capital income other than profit retained by enterprises distributed to the owners of capital who are either individuals' or enterprises in the form of dividends.

METHODOLOGY

The proposed study covers the period of twenty years from 1980-81 to 1999-2000. The study is based on secondary data. The required data is obtained from published as well as documented sources and from government reports and National accounts statistics. The data on Compensation of employees (CE), Gross operating surplus (os) and mixed income are collected from National accounts statistics factor incomes at 1999-2000 constant prices.

HYPOTHESIS TESTING

H₀: labour income and capital income has no impact on per-capita consumption expenditure comparatively capital income has a more impact than labour income on per-capita consumption expenditure

H₁: labour income and capital income has an impact on per-capita consumption expenditure

Labour income = Compensation of Employees (CE) + 2/3 rd of Mixed income (Labour income of Self-employed).

Capital income = Gross operating surplus (os) + 1/3 rd of Mixed income.

The Regression model provides information about the independent variables namely labour income and capital income and the dependent variable is per capita private final consumption expenditure.

The regression equation can be written as

$$y = a + b_1 + b_2 + u_i$$

$$\text{Per capita private final consumption expenditure} = 798.32 + 0.4677(\text{labour income}) + 0.9337(\text{capital income}) + U_i$$

The *Table:1* shown below includes information about the quantity of variance that is explained by predicted variables.

The first statistic, *R*, is the multiple correlation coefficient between all of the predicted variables and dependent variable. In this model, the value is 0.988, which indicates that there is a great deal of variance shared by the independent variables and the dependent variable. The next value Square is simply the squared value of *R*. This is frequently used to describe the Goodness-of-fit or the amount of variance explained by a given set of predictor variables. In this model, the value is 0.977, which indicates that 97.7 percent of the variance in the dependent variable is explained by the independent variables in the model, the unexplained variation is only 2.3 percent. The standard error is 20.36 percent. The standard error of the estimate provides additional information on the fit of the regression model.

TABLE 1: REGRESSION STATISTICS

Multiple R	0.988778
R Square	0.977681
Adjusted R Square	0.975055
Standard Error	20.36339
Observations	20

Source: Author's calculation

The below ANOVA table describes the overall variance accounted for in the model. The *F* statistic represents a test of the Null Hypothesis that all the population values of the regression coefficients labour and capital income used in the per capita private final consumption expenditure are equal to each other and that they are equal to zero.

H_0 : None of the explanatory variables help in explaining variation in Dependent variable

H_1 : The explanatory variables help in explaining variation in Dependent variable.

The regression is significant; the *F*-value is 372.3437.

TABLE 2: ANOVA TABLE

ANOVA		<i>F</i>			
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	2	308797.8	154398.9	372.3437	9.19842E-15
Residual	17	7049.351	414.6677		
Total	19	315847.2			

Source: Author's calculation

The below table provides two types of information in the coefficients table: The column of estimates provides the values for b_0 , b_1 , b_2 for the regression equation. The first important thing to note is that the sign of the coefficient of labour income is positive. It confirms that higher the income higher will be the level of per capita private final consumption expenditure.

b_1 (labour income) = 0.467 measures the effect of the predictor variable labour income on the dependent variable per capita private final consumption expenditure, holding the predictor capital income constant. A unit change in the independent variable that is labour income dependent variable per capita private final consumption expenditure varies/increases by 0.467 units. It suggests that each additional unit of labour income adds about 0.467 to the consumption level.

b_2 (capital income) = -0.933 measures the effect of the predictor/independent variable capital income on the dependent variable per capita private final consumption expenditure, holding the predictor labour income constant. It indicates that for each additional unit of capital income on the dependent variable, per capita private final consumption expenditure will decrease by 0.933 units.

TABLE 3: ORDINARY LEAST SQUARES REGRESSION

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	798.3217	13.57021	58.82899	4.35E-21	769.6910478	826.9523	769.691	826.9523
Labour income	0.467734	0.198538	2.355894	0.030743	0.048855961	0.886613	0.048856	0.886613
Capital income	-0.93372	0.397103	-2.35132	0.031027	-1.771532043	-0.0959	-1.77153	-0.0959

Source: Author's calculation

Significant test for individual regression coefficient: The *t* ratio evaluates the significance of each regression coefficient. The *t*-ratios find significant. The regression coefficient is a measure of the linear relationship between a chosen predictor/independent and dependent variable when the influences of the other predictors are held constant.

From A low *p*-value for this test (less than 0.05) means that there is evidence to believe that the slope of the line is not 0, there is a significant linear relationship between the two variables. The *t* statistic for the variable, labour income, the *t*- statistic is 2.35 (2.100 of table value) and this is significant. The *t* statistic for the variable, capital income, the *t*-statistic is -0.933 (2.100 table value) and this is insignificant. In this model, the regression coefficient for labour income is statistically different from zero but the measure regression coefficient for capital income is not statistically insignificant.

The regression equation can be written as

Per capita private final consumption expenditure = $798.32 + 0.4677(\text{labour income}) + -0.9337(\text{capital income}) + U_i$

The above model shows that labour is spending more income on consumption expenditure than capital income. So, Labour income is the main source of financing and important source of consumption.

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A STUDY OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND THE PERFORMANCE: A CASE STUDY OF MELLI BANK

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ABSTRACT

The main objective of this research is to identify the relationship between emotional intelligence and the performance of the managers in Mazandaran province's Melli (national) banks. The research method, depending on the nature of the research, has been a description of the type of correlation. The statistical group in this study contained the senior managers of all branches of Iranian Melli banks all around the Mazandaran state (146 individuals) among which 108 managers were selected as a sample group through Kerjesy and Morgan tables and simple random sampling method. The process of information gathering was performed by using both the Shiring's questionnaire of emotional intelligence and Golareshy's questionnaire of job performance. The results of this research revealed that there is a meaningful and positive relationship between emotional intelligence and also its all five divisions including: self-awareness, self-control, self-motivation, empathy, social skills and the managers' performance in the branches of Mazandaran's Melli bank. The results of regression analysis for this study also showed that all factors, as predictive agents, can explain the criterion variable that is the managers' performance.

KEYWORDS

emotional intelligence, performance of managers, Melli bank of Mazandaran province.

1. INTRODUCTION

One of the key factors in organizations is having capable managers and human resources. By employing efficient human capitals, organizations make attempts to increase their efficiency and effectiveness. In recent years the role of human resources has been paid more attention than other resources of the incorporation and the researchers seek to study agents and factors which cause rise in the efficiency of human resources. One of these factors is the emotional intelligence. (Shooshtarian, et al, 2009)

Emotional intelligence extracted from the concept of social intelligence, first introduced by Sorendic in 1920. He defined emotional intelligence as the capability in understanding and directing people so as to act wisely in social communications. Salovi and Mayer defined it as people's ability in understanding and controlling their feelings and emotions as well as in their recognition of other people's feelings in order to lead their thought and actions. In 1993, Gardner stated about emotional intelligence to be consisted of two internal and external alternatives. Internal intelligence refers to the people's power to control themselves, and is related to a complicated set of individual feelings and external intelligence refers to people's ability in guiding and controlling other people's behavior and caring about or distinguishing individuals based on recognition of their traits and feelings. Baron (2000) defined emotional intelligence to be a set of knowledge and emotional, social capabilities of people that affect effectively their general ability in response to environmental needs.

2. THE PROBLEM STATEMENT

Emotional intelligence extracted from the concept of social intelligence, first introduced by Sorendic in 1920. He defined emotional intelligence as the capability in understanding and directing people so as to act wisely in social communications. Salovi and Mayer defined it as people's ability in understanding and controlling their feelings and emotions as well as in their recognition of other people's feelings in order to lead their thought and actions. In 1993, Gardner stated about emotional intelligence to be consisted of two internal and external alternatives. Internal intelligence refers to a people's power to control themselves and is related to a complicated set of individual feelings and external intelligence refers to people's ability in guiding and controlling other people's behavior and caring about or distinguishing individuals based on recognition of their traits and feelings. Baron (2000) defined emotional intelligence to be a set of knowledge and emotional, social capabilities of people that affect effectively their general ability in response to environmental needs.

Managers should coordinate their staff with the pace of changes. This fact indicates the importance of leadership. A simple influential leader can help the organization flexible rather than a manager who tries to achieve this goal relying on some particular techniques and spending much more time. The significant point is the fact that the reasoning along with emotion has more power and value. Leaders who possess high emotional intelligence always consider this fact to justify their decisions to people. Researches have made it clear that emotions are the activating energy for moral values such as confidence, strength of character, empathy, honesty, flexibility, and also requirement for social capitals that is the ability to create and maintain beneficial, reliable business relationships. (Sarfarazi and Memarzadem, 2010). Management is at the present time an impressive topic to discuss. Peter Draker points out that managers are the main and rare resources of every kind of organizations. (cited in Nasirpur, et al 2011). The results of recent studies over two decades have showed that emotional intelligence skills are considered the major factor influencing the managers' leadership and job situations (Babaei and Momeni, 2010). Emotional intelligence could be defined as applying the personal capabilities of yours and others in individual and group behavior to attain the maximum result. (Aqayar and SharifiDaramady, 2007).

Emotional intelligence is useful for all organizational levels. But for management level, it's a vital component. The managers with high capability of emotional intelligence show a constructive, efficient treatment of others, make use of their positive feelings and emotions in decision making, and have better performance in the workplace. They also confronting stressful situations and psychological problems dominate themselves, are less likely to get irritated, depressed or leave work and try to achieve their ideal aim. Low emotional intelligence in the working area, undoubtedly can have a damaging effect on the ultimate results and if continues, it can lead in the organization collapse. (NasiriPur, et al, 2011)

The topic emotional intelligence is a new subject in the field of psychology which has recently entered into the field of management. In a few past years many books, articles, researches have been published about it. Most of these studies confirm the fact that emotional intelligence as a decisive factor of people's success, has a special place in their lives. Emotional intelligence is the same as managing emotions of yourself and others. (Aqayar and SharifiDaramady, 2006). Emotional

intelligence plays an important role in the work environment. According to the researchers of emotional intelligence, it can have an effect on the managers' activities regarding the results related to the job, colleagues, external organizations, consequently their efficiency. Recent researches have revealed that the managers with high emotional intelligence create positive job attitudes, altruistic behavior which causes the employees experience job satisfaction and high performance. As a result managers themselves will have more positive performance and efficiency. The managers with high emotional intelligence facilitate the staff's performance by managing the both sides' emotions through which they foster the employees' creativity, flexibility, confidence and make them capable of doing. So they can take efficient steps toward the organization's objectives. (Safari and Abedi, 2012).

Naturally, taking the subject of emotional intelligence into account studying its relationship and that of its various dimensions with the managers' performance can illuminate, although a small part of this topic and give a clear understanding of it and add information although limited about the topic to the managers' current theoretical knowledge of emotional intelligence. (the importance of this research in the science world). Additionally, studying and identifying the relationship between emotional intelligence and the managers' performance while finding present weaknesses, we can find solutions to improve the present situation and upgrade the existing policies to make the managers control their feelings and increase the emotional intelligence skills. Consequently, we can improve performance level of managers of Melli bank. (importance of this research in the world of practice).

Based on the importance of the managers' performance in upgrading the efficiency of the organization and of course the significant role of emotional intelligence in obtaining this aim, the researcher tries to find an answer to the basic question if there's a positive, meaningful relationship between the emotional intelligence of Mazandaran Melli bank's managers and their performance. Here, the researcher also seeks to assess the relationship between its different components and elements with the managers' performance.

3. LITERATURE REVIEW

Hashemi, et al, (2013) in their research studied the relationship between emotional intelligence and the performance of traffic managers of Tehran city. For this, they selected 45 traffic managers of Tehran as a sample group. Findings showed that there is no meaningful relationship between demographic features and the dimensions of emotional intelligence, but there is a positive, meaningful relationship between dimensions of emotional intelligence (self-control, self-awareness, self-motivation, social consciousness, and social skills) and the performance of the traffic managers.

Safari and Abedi (2012) in a research they studied the correlation between the emotional intelligence, cognitive intelligence, its five levels and the job performance of school managers of three educational grades in the region high schools of the given region were selected as a sample group. Research findings revealed that based on the scores of emotional and cognitive intelligence we can predict 17 percent of job performance. There was a meaningful correlation between emotional, cognitive intelligence and the performance of managers, but there wasn't such a correlation between the cognitive intelligence and the job performance. Between cognitive intelligence and emotional one there was a positive meaningful correlation. These results are the indicative of the importance of emotional intelligence in school management.

Arab, et al (2011) in a study, investigated the rate of managers' emotional intelligence and its relationship with their performance in the private and governmental selected hospitals of Tehran. Their research community consisted of all senior and middle managers of the private and governmental hospitals affiliated to medical science universities of Tehran, Iran and Shahid Beheshti among which 120 individuals were selected as a sample group. The research findings showed that there has been a relationship between the managers' emotional intelligence and performance. Among the different dimensions of emotional intelligence, social skills held the highest rate (60 percent) and self-motivation held the lowest rate (50 percent) and the rate of managers' total emotional intelligence was 56 percent.

NasiriPur, et al (2011) in a research studied the relationship between the emotional intelligence and the managers' stress and performance in the ministry of health, treatment and medical education by means of path analysis. Their sample research group contained 100 staff managers of the ministry of health who were selected through cluster sampling method. The results showed that of the managers under study there was a meaningful relationship between emotional intelligence and stress, stress and the performance, emotional intelligence and performance. Based on the regression test, the relationship between performance and emotional intelligence and stress was statistically meaningful. In fact emotional intelligence directly and indirectly had an effect on (by reducing stress) on the performance and stress has acted as an interface agent.

Sarafrazi and Memarzade (2010) in a research studied the influence of emotional intelligence on improving the quality of the managers' performance in the medical science university of Fars province. All the managers including 100 individuals were selected as a sample group through Census method. Findings revealed that there was a meaningful relationship between the emotional intelligence and the quality of the managers' performance. They also were indicative of this fact that emotional intelligence brought about improvement in the managers' performance. The emotional intelligence caused increase in people's power of individual and group work, easy decision making, improvement in their communication with others, increase in their creativity for solving problems and conflicts and increase in skills for group work.

Soleimani and Alibeygi (2009) in a research studied the relationship between the managers' emotional intelligence in training groups and their self-efficacy in the branches of Azad university of the country's region 10. Their research statistical community covered all the managers of the university's training groups, 115 individuals, out of which 83 managers were selected as a sample group by the stratified random method. The findings showed that between the managers' emotional intelligence and their self-efficacy, there was a meaningful relationship. And also between the components of managers' motivation, empathy and their self-efficacy, there was a meaningful relationship but between the components of the managers' self-awareness, self-control, social skills and their self-efficacy, no relationship was observed. The results for regression analysis also showed that among the components of emotional intelligence, the component motivation was a meaningful, predictive agent for self-efficacy.

Raeisi, et al (2005) did a research titled, the relationship between the emotional intelligence and the managers' performance in the training hospitals of Kermansha. Their research community consisted of 60 managers of different management levels in Kermansha's training hospitals, all of whom were selected as a sample group. The research findings showed that the managers' skills in the components relationship management and self-management were the strongest and the weakest components of emotional intelligence respectively. The rates of managers' skills in the components self-awareness, social awareness and self-motivation were put in the second, third and fourth place respectively. The results also revealed that there was a positive meaningful relationship between the managers' emotional intelligence and their job performance. In addition to that between each of the five dimensions of emotional intelligence and the managers' performance, positive meaningful relationships were observed.

Anbazhagan and Nagarajan (2014) in a research studied the relationship between the emotional intelligence and the employees' job performance in the treadmill factory of Tamilnadu state, India. To do that, 450 employees of the given industry were selected through stratified sampling method. The results showed that between the emotional intelligence and all of its dimensions and the job performance, also all of its dimensions and aspects in the employees, there were positive, meaningful relationships.

Irshad, et al (2014) studied the influence of the managers' emotional intelligence on the employees' performance using the mediator variable of the leadership process. Their research statistical community contained managers'.

The employees of the public service section in Pakistan. The results showed that all dimensions of the emotional intelligence except for thought facilitation had an indirect impact on the employees' performance by means of the mediator variable of the managers' leadership process.

The results of **Stage and Lee's** research (2003) have shown that the emotional intelligence compared to personality traits and intelligence quotient, makes more and better predictions of the job performance. The results also indicated that the emotion management and control have a positive, meaningful relationship with the employees' performance.

Barrick, et al (2002), putting the employees of a financial services company under investigation, reached a conclusion that they have features such as, attempts to fulfill projects and duties, attempts to perform tasks at the highest level, attempts to cooperate and participate with other partners, they were more motivated to make progress, their job performances were higher, particularly their tendency to perform the responsibilities was as high as possible and this fact had more and stronger relationship with the job performance.

HYPOTHESES

- H1 : There is a meaningful relationship between the emotional intelligence and the managers' performance
- H1a : There is a meaningful relationship between the managers' self-awareness and their performance
- H1b : There is a meaningful relationship between the managers' self-control and their performance
- H1c : There is a meaningful relationship between the managers' self-motivation and their performance
- H1d : There is a meaningful relationship between the managers' empathy and their performance
- H1e : There is a meaningful relationship between the managers' social skills and their performance.

4. THE RESEARCH METHOD

The research method, depending on the nature of the research, has been a description of the type of correlation. The statistical group in this study contained the senior managers of all branches of Iranian Melli banks all around the Mazandaran state (146 individuals) among which 108 managers were selected as a sample group through Kerjesy and Morgan tables and simple random sampling method. The questionnaire of emotional intelligence was completed by the managers themselves and the questionnaire of managers' performance assessment was replied by 108 employees of these managers. For data collection, in this study we made use of library and field methods. In the field method we applied two Shiring's questionnaire of emotional intelligence containing 33 questions on the five components (self-awareness, self-management, self-motivation, social awareness, relationship management). The answer choices were based on the degree and order (always, often, sometimes, hardly ever, never). The second questionnaire was the one created by the researcher about the managers' performance including 30 questions with the Likert's five choices (strongly disagree, disagree, have no idea, agree, strongly agree) which the scores of 1 to 5 are assigned respectively. Cronbach alpha score of items in both questionnaires is given in table 1, separately.

TABLE 1: THE RESULTS OF CRONBACH ALPHA TEST FOR DIFFERENT DIMENSIONS OF QUESTIONNAIRES

Cronbach alpha score	Agent
77%	Self-awareness
80%	Self-control
81%	Self-motivation
85%	empathy
86%	Social skills
82%	Emotional intelligence
79%	Personality traits
83%	behavioral features
88%	work results
84%	Managers' performance

For data analysis we used descriptive statistical indicators such as frequency, percentage, frequency distribution tables, mean, standard deviation. In inferential statistics, based on the rating quality of data, we applied the K-S test and due to normal distribution of data we used Pierson correlation test and then step by step regression with the help of the software SPSS.

5. THE ANALYSIS OF DATA AND RESEARCH FINDINGS

The results driven from the analysis of respondents' demographic information showed that all of managers and most of employees were males. Most of the managers was more than 40 years old. About more than half of employees under study were more than 35 years old. Around half of managers and employees had B.A. degrees and a few of them had the high school diplomas. The number of individuals with higher educational degrees (M.A. degree and higher) for managers was nearly a quarter but for the employees was very low. Almost all of managers had experiences of more than 20 years but about the employees the results showed that most of them had experiences below 20 years.

TABLE 2: STATUS OF EMOTIONAL INTELLIGENCE STATEMENTS IN RESPONDENTS

Standard deviation	Mean	Parameters	row
63%	84/2	Self-awareness	1
54%	40/3	Self-control	2
68%	38/3	Self-motivation	3
57%	05/3	empathy	4
69%	41/3	Social skills	5
51%	20/3	Emotional intelligence	6

As it can be seen in table 2 the respondents have evaluated their emotional intelligence above the average. The spectrum of obtained averages extends from 2/84 for; self-awareness; to 3/41 for; social skills.

TABLE 3: THE STATUS OF THE MANAGERS' PERFORMANCE

Standard Deviation	Mean	Parameters	Row
72%	89/3	Personality traits	1
65%	72/3	Behavioral features	2
62%	93/3	Work results	3
68%	84/3	Managers' performance	4

As the data inserted in the table 3 shows, the respondents have evaluated the status of the managers' performance above the average and somewhat good. Among the three variables examined, the work results with the average of 3/93 has gained the highest mean. Personality traits with the average of 3/89 is in the second place and finally the behavioral features with the average of 3/72 stands in the last place.

The results driven from the analysis of dimensions of the managers' performance questionnaire also showed that the employees under study evaluated the status of their managers' performance in all of the three dimensions, that is, personality traits, behavioral features and work results, above the average and to a degree good.

TABLE 4: THE RESULTS OF RESEARCH HYPOTHESES TEST

Test result	P.Value	Correlation coefficient	Hypothesis
Rejection of zero hypothesis	00%	825%	main
Rejection of zero hypothesis	00%	724%	H1a
Rejection of zero hypothesis	00%	595%	H1b
Rejection of zero hypothesis	00%	668%	H1c
Rejection of zero hypothesis	00%	775%	H1d
Rejection of zero hypothesis	00%	756%	H1e

The results of the research hypotheses test showed that between the emotional intelligence and its dimensions and the performance of Melli bank's managers, there was a positive meaningful relationship. Therefore in all cases, the rejected zero hypothesis and the contrary hypothesis or the research hypothesis have been proved.

Based on the correlations between all the agents of emotional intelligence, the step by step regression was taken from the predictive variables correlative to the criterion variable, that is, the managers' performance whose results are given below.

To determine the multiple correlation coefficient between variables, all the predictive variables were put in the multi-variable regression equation by the step by step method. The regression model recognized all the agents as predictive agents in the managers' performance.

TABLE 5: THE BRIEF REGRESSION MODEL

MODIFIED R ²	R ²	R	MODEL	ROW
598%	601%	775%	EMPATHY	1
638%	645%	803%	SELF-AWARENESS	2
673%	683%	826%	SOCIAL SKILLS	3
686%	697%	835%	SELF-MOTIVATION	4
681%	690%	831%	SELF-CONTROL	5

For the first agent; empathy; the multiple correlation coefficient (R) equals %775 and the square of the modified multiple correlation coefficient (R²) is %598 which shows 59/8 percent of the variance of the managers' performance can be explained by this agent. When the second agent; self-awareness; comes, the multiple correlation coefficient (R) becomes %803 and the square of the modified multiple correlation coefficient (R²) equals %638 which shows 63/8 percent of variance of the managers' performance can be explained by these two agents. With the arrival of the third agent; social skills; the multiple correlation coefficient (R) is %826 and the square of the modified multiple correlation coefficient (R²) equals %673 which shows 67/3 percent of the variance of the managers' performance can be explained by these three agents. When the fourth agent; self-motivation; comes, the multiple correlation coefficient (R) becomes %835 and the square of the modified multiple correlation coefficient (R²) equals %686 which shows 68/6 percent of the variance of the managers' performance can be explained by these four agents. Ultimately with the arrival of the fifth agent; self-control; the multiple correlation coefficient (R) is %831 and the square of the modified multiple correlation coefficient (R²) becomes %681 which shows 68/1 percent of the variance of the managers' performance can be explained by the sum of these agents.

TABLE 6: THE MEANINGFULNESS TABLE OF THE MODEL

P	F	FREEDOM DEGREES	TOTAL SQUARES	MODEL	ROW
00%	904/159	1	738/15367	EMPATHY	1
00%	331/95	2	522/16479	SELF-AWARENESS	2
00%	529/74	3	992/1744	SOCIAL SKILLS	3
00%	351/59	4	539/17822	SELF-MOTIVATION	4
00%	073/77	5	702/17626	SELF-CONTROL	5

To determine the meaningfulness of the regression, we made one-agent variance analysis (ANOVA). Based on the score of meaningfulness level (%00) which is smaller than its critical value %05, it can be concluded that the resultant regression is meaningful for all the assumed agents.

TABLE 7: REGRESSION COEFFICIENTS

MEANINGFULNESS LEVEL	t	BETA COEFFICIENT	STANDARD DEVIATION B	COEFFICIENT B	VARIABLE
00%	137/7	---	962/4	410/35	FIXED NUMBER
00%	645/12	775/0	250/0	156/3	EMPATHY
001%	586/3	319/0	234/0	839/0	SELF-AWARENESS
001%	513/3	342/0	389/0	367/1	SOCIAL SKILLS
026%	251/2	174/0	275/0	619/0	SELF-MOTIVATION
005%	854/2	212/0	264/0	754/0	SELF-CONTROL

The regression coefficients shows that the agent; empathy; with the beta coefficient of %775 could explain 77/5 percent of variance of the criterion variable, the agent; self-awareness; with the beta coefficient of %319 could explain by itself 31/9 percent of the variance of the criterion variable, the agent; social skills; with the beta coefficient of %342 could explain by itself 34/2 percent of the variance of the criterion variable, the agent; self-motivation; with the beta coefficient of %174 could explain by itself 17/4 percent of the variance of the criterion variable and the agent; self-control; with the beta coefficient of %212 could explain by itself 21/2 percent of the variance of the criterion variable.

6. DISCUSSION AND CONCLUSION

The results of the research main hypothesis showed that there was a positive, meaningful relationship between the emotional intelligence and the managers' performance in the Melli banks of Mazandaran province. The findings of the present research correspond with the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Heydarifar, et al (2011), Arab, et al (2011), Nasirpur met al (2011), Rad, et al (2010), Sarafrazi and Memarzade (2010), Golparvar and Khaksar (2010), Shooshtarian, et al (2009), Reisi, et al (2005), Stage and Lee (2003), Vangh and Lav (2002). They, in their researches have achieved the results as well that there is a positive meaningful relationship between the emotional intelligence and the managers and the employees' performances. The results of the research's first hypothesis(H1a) test revealed that there was a positive, meaningful relationship between the self-awareness and the performances of the managers under study. The findings of researches done by Hashemi, et al (2013), Safari and Abedi (2012), Heydari far, et al (2011), Shariatmadari and Darande (2011), Soleimani and Alibeigi (2009), Reisi, et al (2005) confirms the findings of this research. They also in their studies concluded that there was a positive, meaningful relationship between self-awareness and the performances of managers and employees.

The results of the research's second hypothesis(H1b) test showed that there was a positive, meaningful relationship between self-control and the managers' performances in the Melli banks of Mazandaran province. The findings of the present research were consistent with the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Heydari far, et al (2011), Shariatmadari and Darande (2011) and Reiei, et al (2005). They also in their researches got the conclusion that between self-control and the performances of the managers and employees, there was a positive, meaningful relationship. However the findings of Soleimani and Alibeigi's research (2009) showed no relationship between the self-control and the managers' effectiveness.

The results of the research's third hypothesis(H1c) test also shows that between the self-motivation and the performances of the managers under study, there was a meaningful relationship. The findings of this research matched up the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari and Darande (2011), Soleymani and Alibeigi (2009) and Reisi, et al (2005). Because they also in their researches concluded that there was a positive, meaningful relationship between the managers and employees' self-motivation and their performances.

The results of the research's fourth hypothesis (H1d) test showed that between the empathy and the managers' performances in the Melli banks of Mazandaran province, there was a positive, meaningful relationship. The findings of the present research corresponded with the findings of the researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari and Darande (2011), Soleymani and Alibeigi, Reisi, et al (2005). They also in their researches found out that there was a positive, meaningful relationship between the managers' empathy and their performances.

The results of the research's fifth hypothesis(H1e) test showed that between the managers' social skills and their performance, there was a positive, meaningful relationship. The findings of this research were consistent with the findings of the researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari

and Darande (2011) , Reisi ,et all (2005) . They also in their researches concluded that between the managers' social skills and their performances, there was a positive, meaningful relationship. However the findings of Soleimani and Alibeygi's research (2009) showed that there was no relationship between the managers' social skills and their effectiveness.

Based on the confirmation of the present research's findings by the findings of similar researches , we can conclude that strengthening the managers' emotional intelligence and paying attention to these capabilities can play an impressive and important role in increasing their efficiency and productivity and also have a direct influence on their performances .

According to the research findings ,seemingly an increase in the Melli bank managers' skills of emotional intelligence can lead in their more recognition of their own features and personality traits ,emotion management and self-control ,empathy with others and getting along with different traits ,dedication to work and giving services ,understanding the personal differences, having transparent relationship with others and eagerness to group work . Naturally, any individual with these characteristics can perform the tasks with more motivation and energy, consequently show better performance .This fact has been proven through this research and other similar studies .A person with emotional intelligence that can monitor his or her behaviors, communicate with people around easily and off course people admit them pleasingly.

The managers with high capability of emotional intelligence show a constructive , efficient treatment of others , make use of their positive feelings and emotions in decision making ,and have better performance in the workplace .They also confronting stressful situations and psychological problems dominate themselves, are less likely to get irritated ,depressed or leave work and try to achieve their ideal aim .Low emotional intelligence in the working area , undoubtedly can have a damaging effect on the ultimate results and if continues ,it can lead in the organization collapse .(NasiriPur , et all ,2011) .

7. SUGGESTION

Based on the studies and the research hypotheses test and the confirmation of the relationship between the emotional intelligence and the managers' performance, the following suggestions are proposed.

1. Appointing managers with high emotional intelligence to the management section of the bank branches
2. Holding workshops and different training classes to upgrade the managers and employees' emotional intelligence
3. planing certain courses relevant to emotional intelligence in universities for preparing managers and employees with high emotional intelligence.
4. Encouraging successful managers by bank officials to increase their self-confidence and strengthen managers' self-awareness and self-motivation
5. Holding consultation classes for managers and employees to increase their empathy
6. Holding cultural and sport classes to increase cheerfulness and create a friendly atmosphere for managers and employees
7. Teaching social and communicational skills to the managers through workshops.

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MODERN TECHNOLOGY IN BANKING AND ITS IMPACT ON JOB SATISFACTION

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ABSTRACT

Information Technology (IT) has transformed the business environment all over the world. It had a major impact in helping banking services and their customers with the introduction of number of e-channels like ATMs, EFTs, Credit Cards, Internet banking, Mobile banking, Tele banking etc. It has bridged the gap in terms of the reach and the coverage of systems and enabled better management of banking business. Developments in information technology and telecommunications have set in motion an electronic revolution in today's banking industry. The present study shows the level of satisfaction of bank employees in banking technology which remains low amongst people. This study also noticed the effect of performance and productivity of bank on employees. The data has been tabulated and suitable statistical tools such as percentages and averages were used for the analysis of data. Also some advance statistical tools such as mean, chi square (at 0.05 and 0.01 level), skewness and kurtosis were used to find the relationship between various variables and to make the study more result oriented.

KEYWORDS

information technology, banking services, ATM, EFTs, credit cards, internet banking, tele banking, employee satisfaction.

INTRODUCTION

Job satisfaction refers to an individual's pleasurable or positive emotional state towards his or her job. Technology plays a vital role in satisfaction and dissatisfaction of employees. With technological development in banking industry employee's satisfaction and the impact of same on their attitudes is issue of major concern. Automation in office is becoming common place and is steadily and surely advancing into dominant position in performing office work. Since 1900, office practices have gone through several phases due to growth in size of business enterprise and the resulting increased volume of office work, the increased cost of services and material and rapid technological and progress scientifically. In today's technologically advanced environment, Core Banking Solution (CBS), has not remained an edge anymore, but has become the basic prerequisite for any bank. Building on this, banks need to move on to adapting higher technology in order to provide better products and upgrade their risk management systems. As we become global, banks would need to become technologically more sophisticated in diverse areas along with keeping their employees satisfied.

REVIEW OF LITERATURE

Jeevan (2002) advocated that banks and customers need to define appropriate legal measures covering among other things: service levels, indemnities, limitation of liability and acceptability of digital signature. In India, all of these are conspicuous by their absence and Public Key Infrastructure (PKI) could hamper the growth of internet banking. Poor infrastructure and dismal PC Penetration make internet banking a long shot in India today Khanna (2003) observed that technology has changed the contours of major functions performed by banks i.e. access to liquidity, transformation of assets and the communications networking system have a crucial bearing on efficiency of money, capital and foreign exchange markets. Sharma (2004) studied that information technology has basically been used under two different avenues in banking. One is communication and connectivity and other is business process re-engineering. Information technology enables sophisticated product development, better market infrastructure and implementation of reliable techniques for control of risks and helps the financial intermediary to reach geographically distant and diversified market. Khandelwal (2006) pinpointed that even in the era of high- technology customer would continue to place premium on human banking and personal touch. As banking is all about relationship, it is hardly conceivable that technology can totally be a substitute for human interface. At best, high -technology may be used largely in respect of liability product. In matter of asset products, the principle of one to one banking will continue to remain valid. A smart banker of future will succeed when he employs a right mix of "High Tech and Hi-touch". Chopra (2006) advocated that it would not be a healthy situation where the staffs has to sit idle, but alternative channels have been developed for the convenience of our customers only, while keeping cost of operations to minimum. Madhavankutty G. (2007) concludes that the banking system in India has attained enough maturity and is ready to address prudential management practices as comprehensively as possible, which is an integral part of policy is making. Banking in India is poised to enter yet another phase of reforms once the door opens further to foreign players in 2009. This requires further improvement in technology management, human resource management and the ability to foresee rapid changes in the financial landscape and adopt them quickly. At present, there is a huge hiatus between the top management earnings of state owned banks and private, as well as foreign banks. Banks have to lay down sound risk management strategies and internal capital adequacy assessment committees to ensure that they do not diverge from the prudential requirements. Kaleem and Ahmad (2008) aim to collect bank employees' perceptions of the potential benefits and risks associated with electronic banking in Pakistan. The study shows that public bank employees who have professional degrees consider 'minimizing transaction costs' and 'reduction in HR requirements' as the most and the least important benefits of electronic banking respectively. Private bank employees having masters or bachelor degrees, and less than 10 years experience, perceive 'time saving and minimizing inconvenience' as the major benefits of electronic banking. Branch managers viewed 'facilitates quick response' as the most important benefit of electronic banking. Bankers in all segments consider 'government access to data' as the biggest risk associated to electronic banking. Empirical analysis suggests that bankers in Pakistan perceive electronic banking as tool for minimizing inconvenience, reducing transaction costs and saving time.

OBJECTIVES OF THE STUDY

- To study the Job satisfaction after the adoption of modern technologies.
- To observe the impact of banking technology on job satisfaction.
- To come out with the recommendations to improve the job satisfaction among the employees to make the study more result oriented.

METHODOLOGY

The present study is based on primary study undertaken to examine the degree of automation, trends of productivity and satisfaction level of customers. The survey was conducted over sample size of 384 bank customers and 132 bank employees comprising managers, employees and clerks. Five major public sector and private sector banks have been selected using random sampling technique for the selection purpose. The criteria for selecting these banks have been profitability and convenient approach to the employee of these banks. The studies have been restricted to those e-banks that are fully computerized and are also leading and earning good profits as compared to other banks. The conclusions are drawn on the basis of data collected and summarized. The interpretations have been based on those conclusions drawn from the analysis of data and formal as well as informal talks with the workforce. Further, special care has been taken to ensure that the respondents of different age, income and departments are represented. The data has been tabulated and suitable statistical tools such as percentages and averages were used for the analysis of data. Also some advance statistical tools such as mean, chi square (at 0.05 and 0.01 level), skewness and kurtosis were used to find the relationship between various variables and to make the study more result oriented.

ANALYSIS AND INTERPRETATIONS**JOB SATISFACTION AFTER ADOPTION OF THE MODERN TECHNOLOGIES**

It is evident from the table that the mean value of the opinions regarding present salary is higher than the mean standard score. The standard deviation and skewness are 0.50 and -1.886 respectively are also supporting the study from the higher side of the mean. It depicts that the majority opinion is divided between satisfied and strongly satisfied responses. The χ^2 test for the goodness of fit is highly significant, which also supports that the bank officials are satisfied with their present salary.

TABLE 1: JOB SATISFACTION AFTER ADOPTION OF THE MODERN TECHNOLOGIES

Attributes	Nature of Responses			Total	\bar{X}	σ	SKW	χ^2	P. Value
	Most Satisfied	Satisfied	Not Satisfied						
Present salary	78	19	3	100	2.75	.50	-1.88	93.62	5.99
Other benefits like pension, retirement, gratuity bonus etc.	57	16	27	100	2.30	.870	-0.62	27.02	5.99
Your job	37	23	40	100	1.97	.881	0.05	4.94	5.99
Promotion policy	33	20	47	100	1.86	.887	0.28	10.94	5.99
Work Load and job pressure	26	52	22	100	2.04	.695	-0.05	15.92	5.99
Opportunity to learn job skills	64	28	8	100	2.56	0.64	-1.16	48.32	5.99
Bank's training program	49	19	32	100	2.17	0.88	-0.34	13.580	5.99
Opportunity for employee's decision making	17	36	47	100	1.70	0.74	0.55	13.82	5.99
Restructuring of Bank organization	13	38	49	100	1.64	0.70	0.63	34.42	5.99
Automation	15	69	16	100	1.99	0.55	-0.00	57.26	5.99

Source: Field Survey

It is noted from the study that a large chunk of the bank officials are of the opinion that they are satisfied with the facilities provided by their bank. The mean value is quite high, which supports the above opinion strongly. The standard deviation is 0.870 and skewness is -0.628. This shows that their opinion is scattered towards the higher side of the mean score. While analyzing the distribution of opinion of the bank officials with the help of χ^2 test of goodness of fit, it depicts a significant difference in the distribution of opinions of bank officials, which further supports the above inferences.

It is extracted from the table that the mean value of the responses relating to job is 1.97, which is lower than the mean standard score. The deviation in the responses is 0.881 and skewness is 0.059. This depicts that their opinion is scattered more towards the lower side of the mean standard score. The χ^2 test of goodness of fit is also not highly significant. Hence, it can be inferred from the above statistical analysis that employees are not satisfied with their jobs.

The mean value of the views relating to the promotion policy shows that it is more towards the lower side of the mean standard score. It is clear that the standard deviation is high and the calculated value of skewness which are 0.887 and 0.287 respectively. It also supports the above opinion. Further, while applying χ^2 test it is observed that it is significant at 5 percent level of significance and rejects the null hypothesis. Thus, it is also statistically supports the above inference that the majorities of the bank officials either agree or strongly agree with the above statement.

It is revealed that the mean score of the responses relating to the work load and pressure is much more than the average standards score (2). The standard deviation is 0.695, while skewness is -0.054. It reveals that their opinion is distributed more towards the higher side of the average score. The χ^2 test for goodness of fit of the opinions of the bank officials shows a significant difference in the distribution of opinions on the three-point scale, which further supports the above findings.

It is evident that the majority of the bank officials are of the opinion they are satisfied with job opportunity. The mean value of responses supports the above views. It is 2.56 on the three-point scale. The standard deviation and skewness are 0.640 and -1.169. It infers that the variation in the opinion is minimum and their opinion is shifting more towards the higher side over this issue. The χ^2 value is much higher than the table value at 5 percent level of significance and the null hypothesis is rejected. It reveals that the opinion of the bank officials is not equally distributed over this issue and the majority of the bank officials agree more strongly to the above opinion.

The mean score of the responses regarding the bank training programme is slightly higher than the average standard score. The variation in the opinion is recorded 0.888, whereas skewness is -0.343. This exhibits that their opinion is shifting from satisfied and strongly satisfied side. Further, the value of χ^2 is lower than the table value at 5 percent level of significance and the null hypothesis is accepted. Thus, it can be concluded that the majority of the bank officials are satisfied with bank training programme.

It is inferred from the table that the mean score of responses is 1.70 with the value of skewness being 0.553, which indicates that majority of responses are highly concentrated towards the lower side of the mean score. The χ^2 test for goodness of fit also depicts a significant difference in the distribution of opinions of the bank officials. Thus, the above statistical analysis shows that bank officials are not satisfied with the opportunity of employees' decision making.

A large chunk of the bank officials i.e. 49 percent are not satisfied with bank restructuring the mean value (1.64) supports the above opinion. The standard deviation is 0.708 and skewness is 0.639. This indicates that their opinion is scattered towards the lower side of the mean score. While applying χ^2 test of goodness of fit, it also shows a significant difference in the distribution of opinions of the bank officials and it further supports the above findings.

A perusal of the table reveals that the mean score of the responses relating to automation is less than the average standard score on the three-point scale. The standard deviation is 0.559 and skewness is -0.004. It indicates that the majority opinion is divided between satisfied and not satisfied responses. Further, the chi-square value indicates a significant difference in the distribution of opinions of the bank officials. This, it also supports that the majority chunk of the bank officials either agree or strongly agree with the above inferences.

Thus, on the basis of the whole analysis above, it may be concluded that a large chunk of the bank officials are of the opinion that they are satisfied with present salary, benefits, work load, job opportunity, and bank training programmes in the bank. But, as regards the promotion policy, employee decision, and automation, employees are not very much satisfied

IMPACT OF BANKING TECHNOLOGY ON JOB SATISFACTION AND PRODUCTIVITY

It is observed from the study that the mean value of the responses regarding the promotion of employee is higher than the mean standard score. The standard deviation and skewness are 0.772 and -0.726 respectively also supporting the study. It depicts that their opinion is distributed from satisfied to very satisfied side.

The χ^2 test of goodness of fit is highly significant and indicates a significant difference in the distribution of opinions of the bank officials. Thus, the statistical analysis also supports the above finding.

TABLE 2: IMPACT OF BANKING TECHNOLOGY ON JOB SATISFACTION AND PRODUCTIVITY

Variables	Nature of Responses			Total	\bar{X}	σ	SKW	χ^2	P. Value
	Most Satisfied	Satisfied	Not Satisfied						
Promotion of employee	54	28	18	100	2.36	.77	-0.72	20.72	5.99
Placement and transfer of employee	66	23	11	100	2.55	.68	-1.23	50.18	5.99
Increment decisions	41	23	36	100	2.05	.88	-0.09	5.18	5.99
Unidentified Training needs	21	27	52	100	1.69	.80	0.62	16.22	5.99
Restricting the job responsibility	18	26	56	100	1.62	.77	0.78	24.08	5.99
Selection of executive for special assignment	21	53	26	100	1.95	0.68	0.06	17.78	5.99
Others	34	20	46	100	1.88	0.89	0.24	10.16	5.99

Source: Field Survey

The mean score of the responses relating to the decision of employees placement /transfer is 2.55, which is higher than the average standard score. The standard deviation is 0.687 and skewness is -1.232. It reveals that the variation in their opinions is distributed more towards the higher side of the mean score. The value of χ^2 is significant at 5 percent level. It shows that the distribution of the responses is not equal and the majority of the bank officials are of the opinion that they believed that placement and transfer effect the performance of their bank.

A large chunk of the bank officials are of the opinion that the incremental decisions affect the productivity of bank. The calculated mean value supports the above opinion. The standard deviation and skewness are 0.880 and -0.099 respectively. It also supports the above analysis and shows that the distribution of their opinions is scattered toward the higher side of the mean value. The χ^2 value is insignificant at 5 percent level of significance, which shows that their opinion is equally distributed in this regard.

It is noted that the mean score of the views relating to effect of unidentified trainings is less than the standard mean score. The standard deviation and skewness are 0.800 and 0.622 respectively. It infers that the opinions of the bank officials are scattered more from satisfied to not satisfy. While applying χ^2 test of goodness of fit, it depicts a significant difference in the distribution of opinions of the bank officials, which also supports the above inferences.

A majority of the bank officials i.e. 56 percent expressed that performance and productivity is not conversant with the restructuring the job responsibility. The mean value (1.62) supports the above opinion. The standard deviation is 0.775, whereas skewness is 0.782. It indicates that the variation in their opinions is changing towards the lower side of the mean standard score. Further, the value of χ^2 is insignificant at 5 percent level, which shows that their opinion is equally distributed.

As far as the selection of executive for special assignment is concerned, 26 percent of the bank officials express that they are not satisfied 'up to very high extent', and 53 percent 'to a moderate extent' and only 21 percent are satisfied'. The mean score of the responses is 1.95 with positive skewness. It indicates a greater concentration of the opinions of bank officials towards the lower side of the mean score. The standard deviation is 0.687, which also supports the above analysis. The χ^2 test of goodness of fit also supports the above finding, as it indicates a significant difference in the distribution of opinions of the bank officials

MAJOR FINDINGS

1. The mean value of the opinions regarding present salary is higher than the mean standard score. Standard deviation and skewness are 0.50 and -1.886 respectively. It depicts from the study that the majority of the opinion is divided between satisfied and strongly satisfied responses.
2. A large chunk of the bank officials are of the opinion that they are satisfied with the facilities provided by their bank. The mean value (2.30) is quite high, which supports the above opinion strongly.
3. The mean value of the responses relating to job is 1.97, which is lower than the mean standard score. The deviation in the responses is 0.881 and skewness is 0.059. It can be inferred from the statistical analysis that employees are not satisfied with their present jobs.
4. Study reveals that the mean score of the responses relating to work load and pressure is much more than the average standards score (2). The standard deviation is 0.695, while skewness is -0.054. Majority of bank officials are satisfied with work load and pressure.
5. It is found from the study that majority of bank officials are satisfied with job opportunity. The mean value of responses supports the above view. It is 2.56 on the three-point scale.
6. It reflects from the study that majority of the bank officials are satisfied with bank training programs. The variation in the opinion is recorded 0.888, whereas skewness is -0.343. This exhibits that their opinion is shifting from satisfied to strongly satisfied side.
7. Bank officials are not found satisfied with the opportunity of employee's decision making. The mean score of responses is 1.70 and the value of the skewness is 0.553, which indicates that majority of responses are highly concentrated towards the lower side of the mean score.
8. A large chunk of bank officials i.e., 49 %, are not found satisfied with bank restructuring. The mean value (1.64) supports the above opinion. The standard deviation is 0.708 and skewness is 0.639.
9. It is also observed from the study that the respondents gave positive response on being asked whether promotion, placement and increment have effect on productivity and performance of the bank. The mean value for the above mentioned attributes stands at 2.36, 2.55, 2.04 respectively with the skew figures of -0.726, 1.232, and -.999 respectively. Maximum negative response is observed in unidentified trainings.

RECOMMENDATIONS AND SUGGESTIONS

The following suggestions are put forth for the banks for improve their banking Services and satisfaction level of employees:

1. Flexibility should be introduced in banking procedures by avoiding paper work and utilizing the information system to the best extent possible.
2. In order to provide personalized services, banks can adopt the concept of relationship banking, wherein a customer goes to a particular bank employee for all types of transactions.
3. The only requirement for implementing this is that the bank employees should be well trained in all aspects of banking. Regarding his one-to-many relationships with various customers, he can try familiarizing himself with the customers through personal talk and information system, which stores the details of the customer
4. Customers find it difficult to rush through different counters for different types of transactions. Thus, it is better to introduce flexibility in this regard i.e. all types of transactions can be done at one counter.
5. It is necessary to educate and inform the employees whenever a new hi-tech service or information technology is introduced by the banks, so that when the customers make any enquiry regarding the new products and services, the staff is able to satisfy them.
6. Regular refresher courses, seminars and demonstrations should be made compulsory for bank staff at different levels from time to time.

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A STUDY OF INFRASTRUCTURE AND LOGISTIC SUPPLY PROBLEMS AT AWCs: IN RURAL ICDS BLOCK (MEHAM) HARYANA

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ABSTRACT

Government of India launch Integrated Child Development Services (ICDS) scheme on 2nd October, 1975 on the occasion of Mahatma Gandhi's 106th birthday anniversary. It provides integrated services comprising supplementary nutrition, immunization, health check-up, referral services, pre-school education and health and nutrition education. The focal point for delivering ICDS services is known as Anganwadi Center which is managed by an AWW (Anganwadi Worker) and one helper. Only this scheme can help government of India to overcome the problem of child health, malnutrition, hunger and school dropouts. The main objectives of the paper were to analyze building status and available infrastructure of Anganwadi centers, to study infrastructure related problems and to study logistic supply related problems. The study was based on primary data which was collected by personal visits made to Anganwadi centers. To analyze the data collected from field survey, simple statistical tools as tabulation and percentage method used for the result.

KEYWORDS

AWC, infrastructure, logistic supply, problems.

INTRODUCTION

India is a developing country with 2nd largest population in the world. A large number of Indian children do not have adequate living conditions due to poverty and a majority of parents are unable to provide much stimulation to their children because of their own limitations. So, government of India decided to launch Integrated Child Development Services (ICDS) scheme on 2nd October, 1975 on the occasion of Mahatma Gandhi's 106th birthday anniversary which represents as one of the world's largest and unique program for promoting early childhood care and development. Only this scheme can help government of India to overcome the problem of child health, malnutrition, hunger and school dropouts. In beginning stages ICDS was implemented in 33 selected communities of the country with a view to provide a package of six services to children in the age group 0-6 years, adolescent girls, expectant and lactating mothers. The focal point for delivering ICDS services is known as 'Anganwadi'. The word Anganwadi is developed from the Hindi word 'Angan' which refers to the courtyard of a house. In the rural areas an Angan is that place where people get together to discuss, meet, and socialize. The Angan is also used occasionally to cook food or for household members to sleep in the open air. This part of the house is seen as the 'heart of the house'. So, Anganwadi center is a courtyard play center which provides integrated services comprising supplementary nutrition, immunization, health check-up, referral services, pre-school education and health and nutrition education. It is a childcare center located within the village or the slum area itself (Prasanti Jena, 2013). Each Anganwadi center is managed by an AWW and one helper or Sahayika. Both women are from same locality and paid honorarium. The AWW have various types of job responsibilities. The work of AWW is supervised by higher authorities. It is obvious that an AWW might have to face many problems while performing different types of functions. So, in this study we want to find out which types of problems faced by AWWs during their working time. In Haryana ICDS Scheme is being implemented in 148 ICDS projects including 21 urban projects with the network of 25,962 Anganwadi Centers including 512 Mini Anganwadi Centers. And government provided a sum of 1, 05,723.93 lakh in the budget for the year 2014-15 for this scheme (Haryana Economic Survey 2014-15).

REVIEW OF LITERATURE

Chudasama R. K., et al (2014) in their study made an attempt to evaluate ICDS program in terms of infrastructure of Anganwadi centers, inputs, process, coverage and issues related to program operation in Gujarat state. The study concluded that almost of Anganwadi center's buildings were owned, having concrete building, adequate indoor space and toilet facility. Half of children were covered by supplementary nutrition. In pre-school education (PSE) low cost games, posters and play way method were used. AWWs were explained about various issues such as non-availability of storage facility, inadequate outdoor space and non-availability of separate kitchen.

Satia Asha and Nath M. (1982) in their study made an attempt to find out organizational structure of ICDS and problems faced by ICDS functionaries in Haryana state. They found that job responsibilities of CDPO and BDO were not clearly defined. Supervision at Anganwadi centers was not close, shortage of paramedical staff and inadequate use of vehicle which was provided to supervisor.

Shamasul H. and Naseer A.W. (2013) in their study made an attempt to analyze the availability of infrastructure related to various services of the ICDS scheme in Anganwadi centers in Kashmir. The study found that ICDS scheme was not being implemented properly as mentioned in the norms of the scheme. Infrastructure, lack of separate kitchen, storage facility, inadequate training and supervision were the factors which were responsible for malfunctioning of Anganwadi centers.

OBJECTIVES

The main objectives of the paper were:

- To analyze building status and available infrastructure of Anganwadi centers.
- To study infrastructure related problems.
- To study logistic supply related problems.

RESEARCH METHODOLOGY

The present study was carried out in Mokhra, Medina and Muradpurtekna village of Meham block of Rohtak district. Thirty Anganwadi workers were selected as respondents. Samples were randomly selected for the purpose. The study was based on primary data which was collected by personal visits made to Anganwadi

centers. For the collection of data, we have adopted interview schedule and observation as major techniques. To analyze the data collected from field survey, simple statistical tools as tabulation and percentage method used for the result.

RESULTS AND DISCUSSIONS

TABLE 1: BUILDING STATUS

Anganwadi center's building	No. of AWCs	Percentage
Own/Govt. building	8	26.72
School building	0	0
Panchayat-building without rent	5	16.75
Rented building	13	43.41
AWW/helper's house	4	13.34

Source: Primary Data

Table-1 represents the building status of AWCs. Majority (43.41 percent 13) of AWCs were in the rented building, 26.72 percent 8 AWC buildings were owned or provided by state govt., and 16.75 percent 5 AWCs were in Panchayat-building without rent and very few 13.34 percent 4 AWC buildings were in AWW/helper's house. There was not any single AWC which was running in a school building.

TABLE 2: AVAILABLE INFRASTRUCTURE OF ANGANWADI CENTERS

Type of facility	AWCs with facility	AWCs without facility
Pucca building	30(100)	0 (0)
Electricity	25 (83.35)	5 (16.75)
Fan	26(86.76)	4 (13.34)
Drinking water	27 (90)	3 (10)
Sanitary toilet	30 (100)	0(0)

Source: Primary Data

For the effective implementation of ICDS program, the development of a suitable infrastructure in the form of pucca Anganwadi building and toilet facility is an essential requirement. Table-2 shows the availability of infrastructure at AWCs. There was pucca building and sanitary toilet facility in each AWC. Mostly AWCs had fan (86.76 percent 26) and drinking water (90 percent 27) facility. Only 13.34 percent 4 and 10 percent 3 AWC had not fan and drinking water facility respectively. 83.35 percent 25 AWC had electricity facility, only 16.75 percent 5 AWC were without electricity facility. There was not any AWC without pucca building and sanitary toilet facility.

TABLE 3: INFRASTRUCTURE RELATED PROBLEMS

Problems	No. of AWCs	Percentage
Adequate outdoor & indoor space	30	100
Adequate cooking space	26	86.75
Separate space for storage of food and other items	29	95.65
Adequate utensils for cooking	30	100
Adequate utensils for food distribution	29	95.65

Source: Primary Data

Every AWC should have indoor-outdoor space where children can not only move around but can also work in small groups, in pairs and in circle depending upon the activity. Table-3 represents infrastructure related problems at AWCs. All 100 percent 30 AWCs had the problem of adequate outdoor-indoor space and adequate utensils for cooking. Almost 95.65 percent 29 AWCs had the problem of adequate utensils for food distribution and separate space for storage of food and other items. Due to this a large part of food items were spoiled. Only 86.75 percent 26 AWC had the problem of adequate cooking space.

TABLE 4: LOGISTIC SUPPLY RELATED PROBLEMS

Type of supply	Anganwadi centers with adequate supply		Anganwadi centers without adequate supply	
	No.	%	No.	%
Registers	12	40	18	60
Weighing scale	26	86.65	4	13.34
Growth cards	27	90	3	10
NFPSE material	28	93.34	2	6.66
Medicines	5	16.65	25	83.35
Vit.A supplement	4	13.35	26	86.65
Supplementary nutrition	23	76.66	7	23.34

Source: Primary Data

Logistic supply related problems were associated with mostly AWCs. Table-4 shows that availability of adequate NFPSE (Non-Formal Pre-School Education) material, growth cards and weighing scale had been observed in 93.34 percent 28, 90 percent 27 and 86.65 percent 26 AWCs respectively. On the other hand 6.66 percent 2, 10 percent 3 and 13.34 percent 4 AWCs respectively were observed without adequate supply. 76.66 percent 23 AWCs were with adequate supply of supplementary nutrition and 23.34 percent 7 AWCs were without adequate supply of supplementary nutrition. 86.65 percent 26, 83.35 percent 25 and 60 percent 18 AWCs were without adequate supply of vit.A supplement, medicines and registers respectively.

CONCLUSIONS

The findings of the study clearly indicated that all AWCs had pucca building and sanitary toilet facility. And a majority of AWCs had fan and drinking water facility. However, it was sad to see that majority of Anganwadi centers were not running in their own building because mostly AWCs were in the rented building and only about one-fourth AWC buildings were owned or provided by state govt. The study revealed that all AWCs had the problem of adequate outdoor-indoor space and adequate utensils for cooking. Almost AWCs had the problem of adequate utensils for food distribution and separate space for storage of food and other items. Due to this a large part of food items were spoiled. In present study logistic supply related problems felt by AWWs were mainly inadequate supply of vit.A supplement, medicines and registers. There was adequate supply of NFPSE material, growth cards and weighing scale at AWCs. The present study felt the need of improving infrastructure facilities and adequate logistic supply at AWCs for better implementation of ICDS scheme.

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ROLE OF MANUFACTURING SECTOR IN INDIA

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ABSTRACT

Manufacturing is the process of converting raw materials, components, or parts into finished goods that meet a customer's expectations or specifications. Manufacturing is a key industry for any nation. It helps create job and create a larger middle class and hence, huge demand centre to ensure national prosperity. The paper seeks to provide information the performance of the manufacturing sector and future scenario of this sector It also discuss the national manufacturing policy of India.

KEYWORDS

manufacturing, industry and policy.

INTRODUCTION

Manufacturing is the process of transforming raw materials, components or parts into finished goods with the help of machines and manpower. The finished goods can be either consumer goods or producer goods. Manufacturing commonly employs a man machine setup with division of labour in a large scale production. Manufacturing industry refers to those industries which involve the manufacturing and processing of items and indulge in either creation of new commodities or in value addition.

Manufacturing is a key industry for any nation. It helps create job and create a larger middle class and hence, huge demand centre to ensure national prosperity. The Concern about the constant and low share of manufacturing sector in India's GDP. The manufacturing industry accounts for a significant share of the industrial sector in developed countries. The final products can either serve as a finished good for sale to customers or as intermediate goods used in the production process. In short, we can say that manufacturing industry refers to any business that transforms raw materials into finished or semi finished goods using machines, tools and labour. Manufacturing sectors include production of food, chemicals, textiles, machines and equipment. The growth of organized manufacturing sector is a necessary condition for balanced growth of economy which ensures creation of jobs for the large workforce joining the market every year.

At present, the Indian manufacturing sector currently contributes around 26 percent to India's GDP, which amounts to a mere 1.8 percent of the world manufacturing output. Manufacturing sector provide employment 12 percent of the manpower. For poverty reduction and better prosperity of people, creation of more employment is necessary. It is anticipated that with the increased productivity in agriculture, the sector would disengage or generate surplus manpower, which is expected to be absorbed in the manufacturing sector. Even the highly performing services sector alone cannot meaningfully employ 250 million new job seekers in the coming 15 years. Hence, manufacturing sector assumes key role especially for developing countries like India, where the sector can potentially generate large scale employment and meaningfully engage sizable population in economic activities. The importance of the role of manufacturing sector in absorbing surplus labour from agriculture sector has also been proved by the development experience of many developed countries. It is important to note that Indian manufacturing is currently at the crossroads braving more competitive manufacturing means and strategies from other nations.

REVIEW OF LITERATURE

Review of literature is an analysis of existing research work for further research. Various studies have been conducted on manufacturing sector of India on different aspects.

- 1) Arora Banerjee and Debesh Chakraborty (2005) analyzed the growth of the manufacturing sector in West Bengal for the period of 1977-1998. The results shows that the industrial situation in the state at the time 1977-1992 was dismal but after this period the situation is improving to some extent growth rate of most of the industries accelerated during reform period. The paper revealed that the manufacturing sector in the state had stagnated for the period 1997-92 however stable Government prevailing in this period. The adoption of new economic reforms by the Govt. of India had a great impact on West Bengal of the sectors in manufacturing sectors registered improvement.
- 2) Kumar and George (2001) analyzed the impact of economic reforms on automotive tire manufacturing industry over the period of 1987-88 to 1996-97. The analysis focused on the dominant truck and bus tire segment. It was found that the rate of growth of production of tires in the post-reform phase grew significantly for passenger car, two wheelers, truck and bus tire while tractor tire segment recorded a slow-down when compared to the pre-reforms phase.
- 3) Mani and Bhaskar (1998) concluded that reforms are required for the Indian manufacturing sector to achieve a robust rate of growth. The present paper was based on the detailed analysis of five dimensions of the manufacturing sector: The growth performance of the sector, the degree of domestic competitiveness, foreign investment, and domestic technology development and finally reforms in public sector enterprises. The study covered the period from 1987-88 to 1993-94. The analysis showed the unstructured, ad hoc and sometimes contradictory nature of the reform process.
- 4) Siggel and Agrawal (2009) examined how the reforms were perceived and coped with by manufacturing enterprises in the Delhi region. Fifty manufacturing firms were contacted and their managers were interviewed using a questionnaire. They has found that most firms felt that reforms were help-full by increasing access to foreign technology and making imports of capital and intermediate goods cheaper. The paper suggest that the government needs to improve the infrastructure and more flexible labour Laws to ensure continued future growth of India's manufacturing sector.
- 5) Uma and Unni (2004) analyzed the impact of economic reforms on the organized and unorganized manufacturing sector. The analysis indicated that economic reforms policies have a differential impact on various industry groups. They examined that the growth in the automobile industry and the infrastructure sector helped the growth of the manufacturing industry, especially in the unorganized segment and the generation of quality employment. They revealed that the reforms of the late 1990's did not generate any employment in the organized sector, but the unorganized sector saw an increase in value added and employment, with better quality of employment.

THE GROWTH PERFORMANCE OF THE MANUFACTURING SECTOR

In this section, we take a closer look at the growth performance of the manufacturing sector since the early-90s. The year-on-year growth in industrial production since 1993-94 has been stated in figure given below. If one has to plot a smoothed line touching the midpoint of each bar, it would look like an U. This reveals that the Indian industrial growth trajectory has never been smooth and there are cyclical periods. A closer look gives the impression that between 1996-97 and 2001-02, the Indian industrial sector underwent a turbulent period. In the last 3 years from 2005-06 to 2007-08, the secondary sector production grew at more than 8 per cent. The average growth of GDP for the same period is around 9 per cent or more. The tertiary sector has witnessed growth of more than 5 per cent in all the years from 1993-94, maximum growth rate being 11.2 per cent in 2006-2007. the growth of primary sector like secondary sector has fluctuated and has been in the range of -7.2 % to 10% in 2003-04. The details of year-on-year growth rates given below:

YEAR ON YEAR GROWTH IN PRIMARY, SECONDARY, TERTIARY AND MANUFACTURING SECTOR

TABLE 1

Year	Primary Sector (in %)	Secondary Sector (in %)	Tertiary Sector (in %)	Total GDP (in %)	Manufacturing (in %)
1993-94	3.3	7.5	6.4	5.7	8.6
1994-95	4.7	10.4	5.8	6.4	10.8
1995-96	-0.7	13.2	9.6	7.3	15.5
1996-97	9.9	8.0	6.9	8.0	9.5
1997-98	-2.66	2.0	9.0	4.3	0.1
1998-99	6.3	3.6	8.1	6.7	3.1
1999-2000	2.7	3.5	9.3	6.4	3.2
2000-01	-0.2	6.4	5.7	4.4	7.7
2001-02	6.3	2.4	6.9	5.8	2.5
2002-03	-7.2	6.8	7.5	3.8	6.8
2003-04	10.0	6.0	8.8	8.5	6.6
2004-05	0.0	8.5	9.9	7.5	8.7
2005-06	5.9	8.0	11.0	9.4	9.0
2006-07	3.8	10.6	11.2	9.6	12.0
2007-08	4.5	8.1	10.7	9.0	8.8

Source: 11th Plan

SECTOR- WISE SHARE OF EMPLOYMENT

TABLE 2

Industry	1983	1993-1994	1999-2000	2004-05
Agriculture	65.4	61.0	56.6	52.2
Mining and Quarrying	0.7	0.8	0.7	0.6
Manufacturing	11.3	11.1	12.1	12.9
Gas and water supply etc	0.3	0.4	0.3	0.4
Construction	2.6	3.6	4.4	5.6
Trade, Hotel and restaurant	7.0	8.3	11.2	12.6
Transport, storage and comm.	2.9	3.2	4.1	4.6
Financial ,Insurance and Business services	0.8	1.1	1.4	2.0
Community, social and Personal services	9.1	10.5	9.2	9.2
Total	100.0	100.0	100.0	100.0

Source: 11th plan (2007-12)

The analysis of sector-wise share of employment shows that share of agriculture in total workforce has decreased from 65.4 % in 1983 to 52.1 % in 2004-05. The share of manufacturing in total workforce has been increasing since 1993-94 and was 12.9 % in 2004-05. The share of industry Trade, Hotel and restaurants has witnessed the highest growth in workforce with share of 12.6 percent in 2004-05 as compared to 7 percent in 1983.

SHARE OF MANUFACTURING IN SECONDARY OR INDUSTRIAL SECTOR

TABLE 3

Year	Mining and quarrying	Manu- facturing	Electricity Gas and water	Total secondary sector	Mining and quarrying	Manu- facturing	Electricity Gas and water	Total Secondary sector
	Rs. Billions				% Share			
1970-71	80	599	54	732	11 %	82 %	7 %	100 %
1980-81	129	887	103	1120	12 %	79 %	9 %	100 %
1990-91	290	1620	236	2146	14 %	75 %	11 %	100 %
2000-01	426	2846	454	3726	11 %	76 %	12 %	100 %
2007-08	611	4795	645	6051	10 %	79 %	11 %	100 %

Source: RBI and CRIS Analysis

The secondary sector or industrial sector comprises of mining and quarrying, manufacturing, electricity, gas and water supply. Manufacturing with share of 79 % is the leading industry in the secondary sector in 2007-08. The share of the industry manufacturing in the secondary sector has ranged from 79 % to 82 % from 1970-71 to 2007-08. The share of manufacturing in total GDP (at factor cost) of India has increased from 13 % to 15 % in 2007-08. The share of manufacturing in total GDP of India has varied from 13 % to 16 % in period from 1970-71 to 2007-08.

FUTURE SCENARIO OF MANUFACTURING SECTOR

Manufacturing sector extremely important for India, where agriculture constitute a minor share of GDP, but accounts for a disproportionately large share in employment. Following reforms in India's manufacturing:

1. **Encourage growth in labor-** intensive industries: Wood, paper products and textile industries tend to be more labor- intensive and require a large workforce, mostly unskilled with no special qualifications. By focusing on growth in these industries, it is possible to absorb the rising surplus of unskilled workers, particularly in less developed states (such as Uttar Pradesh and Bihar), where population to grow 8-11 per cent by 2015.
2. **Focus on MSMEs:** MSMEs are critical for the country's economic and social development. They significantly contribute to the GDP, manufacturing output, exports and employment. In India, MSMEs account for 8 per cent of GDP, 45 per cent of manufacturing output and 40 per cent of exports. Also, the labor-capital ratio is much higher in MSMEs than large industries.

THE NATIONAL MANUFACTURING POLICY

In 2011, India announced its National Manufacturing Policy and its objective of increasing manufacturing sector growth to 2-4% more than GDP growth, increasing manufacturing's share of GDP to 25% by 2025 and creating 100 million new jobs. Manufacturing currently contributes approximately 14.2% to India's total GDP, which is lower than other emerging economies recognized for delivering significant competitive advantages for manufacturers, including China (32.4%). The policy is expected to focus on:

- (i) Improving the business environment and facilitating easy technology acquisition and development;
- (ii) Providing access to capital for SMEs; and
- (iii) Enhancing the private sector's role in skill development.

To boost employment generation in the manufacturing sector, it is imperative to lay greater emphasis on building human capital-certain manufacturing industries such as transport equipment, petroleum and electrical machinery require specialized training that can be met through a skilled labour force. Apart from focusing on human capital, it is also essential to promote growth in labour-intensive industries such as wood, paper products and textiles.

CONCLUSION

Manufacturing is a key industry for any nation. The ability of the manufacturing sector to absorb excess labour from the agriculture sector and shift the same to services renders it the driving force in the development process of an economy. While, the Indian manufacturing sector has witnessed remarkable growth in recent years but its contribution to GDP and employment is below its true potential. Manufacturing sector extremely important for India and its contribution is around 26 % to India's GDP. To boost the manufacturing sector India announced the National Manufacturing Policy in 2011.

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IMPACT OF WORK LIFE BALANCE POLICIES ON THE JOB SATISFACTION OF FEMALE SCHOOL TEACHERS: A STUDY OF CHITTORGARH DISTRICT, RAJASTHAN

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ABSTRACT

The study intends to focus on prominent factor that leads to job satisfaction and dissatisfaction among the female school teachers of district Chittorgarh, Rajasthan. In present scenario workplace is different, diverse and continuously changing. This situation as mention has forced the employees to consider those job opportunities which facilitate them to balance their professional and individual lives. The decisive performance of every organization depends on the performance of its workforce, which is depends on several features. These features can be correlated to job satisfaction or personal life or both. The objective of this research is to study the working situation and female's perception with reference to work life balance and job satisfaction, who are working in teaching sector. Apart from it, one more vital objective is to study the effects of work life balance on job satisfaction and steps taken by the organizations for efficient work life balance and its relation with the job satisfaction. Standard Deviation is applied in this paper to verify the validity of data given by the respondents of the teaching sectors. Today organization structure needs to think about the needs and wants of an worker so that they are facilitate to carry out the job errands effectively. Many organization all over the world have begun to take initiatives in developing quality of work life programs. This study reviews the impact work-life balance of female school teachers and how a work life balance program contributes to overall well-being.

KEYWORDS

school teachers, work life balance, job satisfaction.

INTRODUCTION

The work-life balance is currently in vogue among organizations as well as researchers. In organizations all over the world majority of the workforce are showed to a considerable pressures in their jobs, which further adversely affect the balance between their work and personal lives, work satisfaction and overall well-being. Work-life balance has been an anxiety for all individuals anxious in retaining a fine balance among working life and its association with broader eminence of life. The understanding of this elusive relationship is capable of providing direct impact on organization-person fit.

In this study, a different viewpoint on the topic of work life balance than most of the earlier scientific research. This study will focus on the organizational and personal aspects that affect the work life balance of female school teachers and the resultant have an effect on their job satisfaction and on the whole well-being. Throughout the past, work and life were essentially integrated. Life activities like public association, child care, and elder care occur together with the work.

Work life balance is not a new notion. It has enlarged over time. The beginning of work life balance was initially used in the United Kingdom in the late 1970s to describe the balance between an individual's work and private life. In the United States, this turns to phrase in 1986. Among the greatest of all services that can be rendered by human being to Almighty God is the education and guidance of children, so that they can cultivate by grace in the manner of salvation, developing like pearls of divine beauty in the shell of teaching and will be one day the jewel in the crown of eternal glory. The teacher is the standard that measures the achievements and goal of the nation. The worth of a country gets evaluated in and through the work of the teachers. They are the real nation builders. So, the level of satisfaction of teacher's towards their job is very important to study.

According to Robbins and sanghi (2006) "Job satisfaction is set of feelings that an individual holds toward his or her job." It is in regard to one s feelings regarding the nature of their work. The notion of work life has been indistinct from the work satisfaction level of a worker, which is an extrinsic factor of work satisfaction. It intended to provide quality of life for workers and in the mean time maintain the productivity levels of a worker at the work place. Considerable research has already been haulage out on work life balance and worker satisfaction in developed country. Developing countries have also started paying attention on this to increase employee job satisfaction.

In India to a large extent research has been carry out on this issue and additional efforts are being suggested to the higher organizations particularly where longer working hours is a specific norm, to get back a work-life balance for the better of the social and family life of the workers. This study examines the factors liable for work life balance and job satisfaction among the female school teacher's education. Workers are utmost resource of an organization. In Western society; the idea of work life balance is discussed over and over again, yet frequently elusive, idea.

REVIEW OF LITERATURE

Literature shows that organization have valuable role in encouraging employees to manage their work and life activities. Good relationship is exists between work life balance and job satisfaction, hence organization should make policies and programs for employees on work life balance. When employees are not clear about their roles to be carry out then employees are unable to meet organizational objectives and it also has an impact on their individual life and workers become dissatisfied towards their job and organization realizes lack of effectiveness. Job satisfaction can be prejudiced by multiplicity of factors.

Opkara (2002) described that "Factors such as pay, the work itself, supervision, relationships with colleague and opportunities for promotions have been found to contribute to job satisfaction." Job safety is vital aspect of job contentment for the teachers. More the job secure the more the teachers are satisfied with their job.

D.B Rao (2000) "the key sources of satisfaction of teachers are in phase of working with students, rational inspiration, autonomy, holidays and job security". Elasticity in design of work is essential for job contentment as flexible time table and shorter hours of work allows teachers to balance work as well as family life better.

Hammig and Bauer (2009) investigated and discovered that when work-life imbalance and psychological health problems is built-up in both males as well as females, they have a propensity to develop further issues such as pessimistic feelings, desolation, low energy and sleeping disorders.

In today scenario the demand of employees work life balance is increased by change in business surroundings in the business such as alteration in organizations structure, diversity of personnel and female employees working in organizations is done effectively. It recommended that female workforce should be given more amenities to gain their organizational commitment. As per the study, is Happiness Relative? An effective work life balance makes an individual more contented and more satisfied (Veenhoven, 1991). This satisfaction shows the way to individuals to maintain the level of hard work they put in their respective profession and keep on satisfied.

The study recommended that if the organization takes initiative to reduce work-life conflicts, it will lead to enhancement in employees' job satisfaction. As the aforementioned that "happy one is superior to the unhappy" it is for the reason that extensive reality that a satisfied worker will be highly motivated which in turn leads to a committed, organised, creative, compassionate and positive employees.

J. Redmond et al. (2006) Work-Life Balance due to the fact that it encompasses the experiences and need of parents and non-parents alike, and are a more progressive theoretical framework in which to think about new ways of living and working that are satisfactory to all.

The study by **Francene Sussner Rodgers** (1992) with the sample consisting of employees of 20 Fortune 500 companies; 28 percent of the men and 53 percent of the female state that work-family stress have an effect on their ability to give attention to their work consequently revealing that more than half the female and nearly a third of the men reported that work and family stress exaggerated their ability to focus on the job.

So, organization should make those policies and procedures which help the employee in filling the gap between his or her work and individual lives. Job satisfaction is very important concept in every profession. And level of satisfaction of female school teachers should be necessarily maintained properly because teacher is the real nation builders.

STATEMENT OF PROBLEM

In Rajasthan scenario has been varying significantly due to globalization, high degree of competition and work culture of organization. In present days working females in Rajasthan are continually challenged by the demands of full-time work and when the day is done at the school, they carry more of the responsibilities and commitment to homes. Workings female are juggling between multiple responsibilities at work, in managing the daily routine responsibilities of life and home. The changing phenomenon increasing anxiety among working female where they have to manage the chunks of their family and work and need to strike a balance between their work life and the personal life. Many female are torn between these seemingly incompatible commitments to work and family.

OBJECTIVE OF STUDY

Objective of this study is, to explore the effect of work life balance on worker job satisfaction and to distinguish which factors of work life balance have more have some bearing on employee job satisfaction in teaching sector. This research can be helpful for organization to identify the factors which influence the female school teacher's work-life balance and the job satisfaction in the result.

For any person work life balance is having the correct combination of participation in paid work and other section of lives. The combination will change as people move through life and have changing responsibilities and commitments in their work and individual lives. (Frone, Russel & Cooper, 1992).

RESEARCH METHODOLOGY

SAMPLING DESIGN

For the purpose of this exploration, the researcher takes the descriptive design by way of using both open and closed ended questions to assemble data to assist the scrutiny. This form of research makes an effort to expose things like potential behaviour, values and attitudes. This research design was suitable for this study because it presented a side view to the researcher to expose the relevant fact from an individual and organizational oriented insight.

UNIVERSE AND SAMPLE SIZE

The study targeted the female school teachers of Chittorgarh Rajasthan which are constantly on rise in this region and are struggling to strike a balance between their personal and professional life. The study is confined to this area as this is undergoing transition phase in which females are moving out of their dwelling to work consisted of 240 female school teachers working in Chittorgarh district. The study is associated to female school teachers and the female teachers being the target audience, the opinion of the researcher used to depict the sample from the universe of female. A sample size of 60 respondents is arrived at as 25% of the target universe of 240.

TABLE 1: FRAME OF SAMPLE

Sections	Population, (Frequency)	Percentage	Sample size
Sr.Sec School	25	10.41	10
Middle School	215	89.53	50
Total	240	100	60

DATA COLLECTION TECHNIQUE

The researcher used a questionnaire to accumulate large data and integrated a likert's five-point scale worn to measure the attitude and opinions of respondents to determine the level of work life balance and job satisfaction. This assists the researcher to weigh up the female school teachers move towards work life balance policies and job satisfaction all the way through their agreement or disagreement with the strings of statements. The questionnaire encompasses both open and closed questions.

VALIDITY AND RELIABILITY

To set up the substance validity of the research instrument the researcher required opinions of experts in the field of study. The reliability of the questionnaire was tested using Cronbach's Alpha which processes the internal uniformity. Coefficient of 0.7 is a usually used as the cut of point of satisfactory reliability Nunnally (1978).

DATA ANALYSIS AND PRESENTATION

The completed questionnaires were edited for comprehensiveness and uniformity prior to processing the responses. The questionnaires were then coded to enable the responses to be grouped into various categories. The researcher generally used descriptive statistics and inferential statistics to analyze data. Multiple regressions were used to find out the analytical power of the aspects.

RESULTS AND DISCUSSIONS

The dependability of the questionnaire was assessed through Cronbach's Alpha which moves towards the internal consistency. Cronbach's Alpha was instituted for every objective in order to find out if each scale would produce consistent results should the research be done later on. The findings of the study shows that all the 4 scales were reliable as their reliability values go beyond the arranged doorsill of 0.7.

TABLE 2: RELIABILITY COEFFICIENTS

Scale	Cronbach's Alpha	Number of Items
Job Design	0.693	6
Elastic Policies	0.889	7
Leave Conditions	0.833	6
Welfare Policies	0.745	4

The response rate of the study targeted 60 respondents to collect data with reference to the supremacy of work life balance policies on job satisfaction of female school teachers of district Chittorgarh, Rajasthan. For the study, 60 questionnaires were distributed among the respondents to filled-in and returned the questionnaires. Only 54 questionnaires were returned which make a response rate of 90%.

TABLE 3: JOB DESIGN

Job Design	Mean	Standard Deviation
I am tired and have ignored my family responsibilities due to helplessness to refuse my peers and superiors.	2.334	.147
My cooperative behaviour or helplessness to say no to everyday jobs given to me at work has lead to family dissonance.	2.173	.218
My helplessness to refuse my peers and superiors request to help out at work has lead to family dissonance.	2.121	.216
I think that the superior expectation from me leads to clash between my work and family relations.	2.057	.213
I think that I would improve on my job if job is moving from one place to another place timely.	1.684	.108
I think that if my job is to be less versatile I would do it well.	1.855	.055

INTERPRETATION

The researcher required to ascertain the level of concurrence to a variety of Job Design aspects. According to the result the respondents settled that they are tired and have ignored their family responsibilities revealed through mean of 2.33, their incapability to refuse requests by their peers and superiors to help out revealed through mean of 2.12, that the superior expectation from them leads to clash between my work and family relations revealed through mean of 2.05, they would improve on their job if their job is moving from one place to another place timely revealed through mean of 1.68 and they would like their job is to be less versatile revealed through mean of 1.85.

TABLE 4: FLEXIBLE POLICIES

Flexible	Mean	Standard Deviation
My place of work does not give me technology assistance.	1.047	.311
I have run into a mental disturbance at work produced by incompleteness of family responsibility.	2.268	.302
I have experienced clash in programme when it come up to family events and work.	2.052	.011

INTERPRETATION

The researcher required to ascertain the level of concurrence to a mixture of flexible policies. According to the result the respondents settled that they have experienced clash in programme when it come up to family events and work as revealed through mean of 2.0, the study make out that female school teacher are juggling with mental disturbance at work which is produced by incompleteness of family responsibility as revealed through mean of 2.26 and the study also make out that their place of work does not give them technology assistance as revealed through a mean of 1.04.

TABLE 5: LEAVE CONDITIONS

Leave Conditions	Mean	Standard Deviation
I have obtained remuneration for zero absent.	2.394	.100
I do not have time for my professional development.	2.026	.020
I do not have the option to choose my leave days.	1.894	.457
I do not obtain free time to take care of family urgent situations.	2.105	.426
I do not get free time from my obligation even when I am not well.	2.442	.234
I have the option to carried forward my leave days from prior year.	2.052	.223

INTERPRETATION

The researcher required to ascertain the level of concurrence to a variety of aspects regarding Leave conditions. According to the result the respondents settled that they have obtained remuneration for zero absent as revealed through a mean of 2.39, they have the option to carried forward my leave days by a mean of 2.05, that they do not have time for their professional development as revealed through a mean of 2.02, they do not have the option to choose my leave days revealed through a mean of 1.89 and that they do not have the free time to take care of family urgent situations revealed through a mean of 2.10.

TABLE 6: WELFARE POLICIES

Welfare Policy	Mean	Standard Deviation
The Organisation does not go on possessions to give a hand to me with my family errands.	2.210	.476
My superior does not have co-operative and supportive nature.	2.378	.169
I have realized that my efficiency is affected by means of pressure and concern of childcare.	2.421	.216

INTERPRETATION

The researcher required to ascertain the level of concurrence to a variety of aspects related Welfare Policies. According to the result the respondents settled that their superior does not have co-operative and supportive nature as revealed through a mean of 2.37, that their efficiency is affected through pressure and concern of childcare revealed through a mean of 2.42, and that the organisations does not go on possessions to give a hand to them with their family errands as revealed through a mean of 2.21.

TABLE 7: JOB SATISFACTION OF FEMALE SCHOOL TEACHERS

Job Satisfaction of Female School Teachers	Mean	Standard Deviation
Job Security		
I have perceived for myself that I am working in this organisation till my retirement.	4.336	.333
Administration		
My superior promotes personal growth and development.	3.785	.445
Efficiency Utilisation		
My work is full of challenges and opportunity to bring out the best from me every day.	3.654	.316
Growth		
Work assigned to me assist me in my personal growth	3.738	.389
Acknowledgment		
My good work is acknowledged and praised well.	3.894	.196
Reliability		
I am satisfied with the existing practices and rules regarding work life balance of female school teachers.	3.967	.201
I am looking forward to have cordial relation with the peer and superior at workplace.	3.526	.304
On the whole I am enormously satisfied for the services render by me for my present Employer.	3.986	.054

INTERPRETATION

The researcher required to ascertain the level of concurrence to a variety of aspects related to Job Satisfaction. According to the result the respondents show a discrepancy to most of these factor, the respondents differ that the work assigned to them is assisting them in their personal growth revealed through a mean of 3.73, that their work is full of challenges and opportunity to bring out the best from them every day shown through a mean of 3.65, that their superior promotes personal growth and development revealed through a mean of 3.78, that they have perceived for themselves that they are working in this organisation till their retirement revealed through mean of 4.33, that their good work is acknowledged and praised well revealed through a mean of 3.89.

When they ask over on their satisfaction with the existing policies and rules regarding work life balance of female school teachers provided by their employers they were unsatisfied as revealed through a mean of 3.96, they did not looking forward to have cordial relation with the peer and superior at workplace as revealed through a mean of 3.52 and they were in the whole unsatisfied for services rendered by them for their present Employer as revealed through a mean of 3.98.

REGRESSION AND CORRELATION ANALYSIS

Correlation analysis is used to set up the association between the study variables while multiple regression analysis is used to assess the predictive of impact of work life balance practices on job satisfaction of Female School Teachers in Chittorgarh, Rajasthan. Inferential figures that is Pearson's product moment correlation analysis is used to study the variables. Pearson's product moment correlation analysis is preferred in turn to think about whether there is an association between the variables study. The technique is also selected because of the rating scale is used in the questionnaire.

As per the table, independent variables have following Pearson's moment correlation coefficient on flexible policies ($r = 0.56$), Job design ($r = .13$), welfare policies ($r = 0.65$), leave conditions ($r = 0.19$). In order to ascertain the strong point of the association between flexible policies and job satisfaction of female school teachers, the finding revealed that there is a strong and constructive correlation between elasticity policies and job satisfaction of female school teachers ($r = 0.56$) exists. Leave conditions ($r = 0.19$) revealed that there is an existence of low correlation between leave conditions and job satisfaction of female school teachers, the findings revealed that there is existence of a positive correlation.

Job Design and job satisfaction of female school teachers, the findings revealed that there is a weak and positive correlation among welfare policies and job satisfaction of female school teachers ($r = 0.13$). Welfare policies and job satisfaction of female school teachers, the findings illustrate that there is a strong and positive correlation exists between welfare policies and job satisfaction of female school teachers ($r = 0.65$).

REGRESSION ANALYSIS

A multivariate regression model is used to find out the relation of each of work life balance policies on job satisfaction of the female school teacher in Chittorgarh. The regression model is using the values of the coefficients as of the regression coefficient Table 8 the determine the multiple linear regression equation obtain the form of $Y = 5.05 + .20X_1 + 0.17X_2 + 0.42X_3 + 0.16X_4$

Where Constant = 5.05; when value of the independent variables is zero and the job satisfaction takes the value 5.05;

$X_1 = .20$, an increase in flexible Policies by a unit which in turn results in increase in the job satisfaction by 0.20 units.

$X_2 = .17$, an increase in leave conditions by a unit which in turn results in increase in the job satisfaction by 0.16 units.

$X_3 = .42$, an increase in welfare policies by a unit which in turn results in increase in the job satisfaction by 0.42 units.

$X_4 = .16$, an increase in job design by a unit which in turn results in increase in the job satisfaction by 0.16 units.

TABLE 8: REGRESSION COEFFICIENTS

Model	Consistent Coefficients Beta	Inconsistent Coefficients B	Std. Error	T B	Sig. Std. Error
1 Constant		5.05	3.06	1.65	.10
Job Design	.20	.16	.07	2.22	.03
Flexible policies	.47	.20	.39	5.32	.03
Leave Conditions	.37	.17	.05	3.06	.003
Welfare policies	.62	.42	.79	5.34	.00

DEPENDENT VARIABLE: JOB SATISFACTION

TABLE 9

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.80	.64	.61	.783

The findings as given in the Table 9 signify that the four independent variables described a 61.8% of the disparity in the dependent variable. As a result, the remaining 38.2% is described through erstwhile things which are not considered in this study.

CONCLUSION

Job satisfaction prolongs to be a demanding variable to predict since there are number of aspect that determines it. The purpose of the study is to find out the Impact of work life balance policies on the job satisfaction of the female school teachers in Chittorgarh, Rajasthan and exclusively in consideration of the flexible policies, welfare policies, job design decisions and their leave conditions. The findings revealed that there is a positive relationship exists between the independent and the dependent variables. The regression findings are also be in accord with the correlation findings as indicated in Table 8.

As a result it can be concluded that the administration of the education sector in Chittorgarh district require to think about all the variables measured in this study in turn to improve the job satisfaction of their female school teachers and subsequently this will help the education sector to improve the efficiency and effectiveness of their female school teachers. Nevertheless, there is no ultimate Work Life Balance policy which confirm the seize good for all and consequence in total job satisfaction. It can be achieved only by the mean of making positive working environment all the way through diverse policies and programs.

SUGGESTION/RECOMMENDATION

Female who step outside the socially ascribed roles of wife and mother are experiencing emotional turmoil and stress as they have to manage family and work. The organisation should take care of female teachers and make some strategies that make them more productive at organization and help in manage their homes as well.

Female school teachers with better work life Balance will participate more significantly towards the organizational growth and achievement. The adoption of a wide range of work life Balance policies to deal with a variety of female teacher's needs and demands will have the prospective for the significant positive findings for the organization. Administration would be able to form better policies for female teacher's, such that it would reduce or eliminate levels of work life conflict, and thereby enhance female teacher's performance and organizational effectiveness.

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