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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

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SCOPE FOR FURTHER RESEARCH

REFERENCES

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

RURAL HEALTHCARE MANAGEMENT

BHARATHI N.R
LECTURER
INIMS COLLEGE
BANGALORE

N.SURESH
DEAN
FACULTY OF MANAGEMENT & COMMERCE
MS RAMAIAH UNIVERSITY OF APPLIED SCIENCES
BANGALORE

SUKANYA HEGDE
DIRECTOR
INIMS COLLEGE
BANGALORE

ABSTRACT

Healthcare is one of India's largest sectors, in terms of revenue and employment, and the sector is expanding rapidly. Indicators such as infant mortality rate, maternal mortality ratio, life expectancy at birth, malnutrition, etc., have improved significantly over the last few decades; they remain far below that of countries at similar stage in their economic growth. Furthermore, within the country, there are significant disparities in healthcare infrastructure, spending, and outcomes across states and between urban and rural areas. In order to remove the disparity in the progress of healthcare and to bring health care services in rural, health policy envisages a three tier structure comprising the primary, secondary and tertiary health care facilities to reach the people. The primary tier is designed to have three types of health care institutions, Viz., Sub-Centre (SC), Primary Health Centre (PHC), and a Community Health Centre (CHC) as referral centre for every four PHCs. The study was conducted to analyze and evaluate the Rural Healthcare System in India with the objectives to analyse the trends in progress of Rural Healthcare System and its relation with its progress in the selected states viz., Assam, Himachala Pradesh, Madhya Pradesh, Odessa, Rajasthan and Uttara Pradesh which were selected among 18 states considered as the states with weak healthcare indicators/ infrastructure by National Rural Healthcare Mission. The analyses were made considering Public Healthcare Indicators for Sub-centres with reference to facilities. The study reveals that there is a significant difference among the progress of states in Sub-Centre (SC) indicating that there is no homogeneity in the Progress of development in Rural Healthcare in India. The study also shows that all Healthcare Centres confirms that Progress of Rural Healthcare in India had a strong relation with progress of Healthcare Centres. When progress of healthcare indicators of in Sub-centres of each states are compared with that of India, results reveals that, two healthcare indicators among viz., ANM quarters and ANM living in Quarters are weak in entire Rural India. Similarly, The study brings out the fact that the Healthcare Units have not been able to deliver the intended health care and medical services to the people in the rural areas because of weak facility parameters. The constraints to utilization of their services as identified are the inadequacies in infrastructure, non-availability of medical specialists and para medical staff and non-functional complementary facilities. Suggestions were made to find the strategies to streamline the progress of Rural Healthcare System in Sub-centres so as to ensure the availability, adequacy and functionality of health infrastructural facilities including the medical and para-medical staff in Healthcare Units.

KEYWORDS
healthcare units, sub-centres, national rural healthcare mission.

1. INTRODUCTION
From the survey, it was found that, 700 million people living in 636K villages, 66% of rural Indians do not have access to critical medicine, 31% of the population travel more than 30kms seeking health care in rural India. Hence, the study was organized to analyse and evaluate the Healthcare System in Rural India.

2. STATEMENT OF THE PROBLEM
Healthcare Units viz., Sub Centre (SC), Primary Health Centre (PHC) and Community Health Centre (CHC), were established with the objectives of minimizing the hardships of the rural people arising out of lack of specialized medical services in the nearby areas and their inability to have access to District and other rural referral hospitals which are already overcrowded. Hence, the need to evaluate the scheme was felt. The study would bring out reasons for not providing the intended health care and medical services to the people in the rural areas considering the weak facility parameters. The study would provide useful inputs to the policy makers and the implementers for taking corrective measures on bottlenecks, disparities, etc., if any, in the functioning of Healthcare Units.

3. OBJECTIVES OF THE RESEARCH
Analyze and evaluate the Rural Healthcare System in India with the following objectives:
1.   To analyse the trends in progress of Rural Healthcare System viz., Sub-centres and its relation with its progress in the selected states.
2.   To analyse Public Healthcare Indicators in Rural Healthcare System for Sub-centres with reference facilities.
3.   To analyse the impact of weak rural healthcare indicators on the development of Rural Healthcare Unit in India.
4.   To suggest the strategies to streamline the progress of Rural Healthcare System in Sub-centres, Primary Healthcare Units and Community Healthcare Units.

4. SCOPE OF THE STUDY
Scope of the study is restricted to evaluate the progress of Rural Healthcare System viz., Sub-centres in six states viz., Assam, Himachala Pradesh, Madhya Pradesh, Rajasthan, Odessa and Uttara Pradesh, which has been considered as the states with weak healthcare indicators/ infrastructure by National Rural Healthcare Mission.

5. METHODOLOGY OF RESEARCH

As the secondary data has been used in the study for analysis, the desktop method of research has been used. Purposive sampling has been used for the study. For the purpose of analyzing the progress of Healthcare in Rural India, Healthcare Units viz., Sub-centres was selected. To analyse the progress of healthcare in rural India, six states viz., Assam, Himachala Pradesh, Madhya Pradesh, Rajasthan, Odessa and Uttara Pradesh were selected among 18 states which has been considered as the states with weak healthcare indicators/ infrastructure by National Rural Healthcare Mission. Primary data was collected from the Sub-centres in rural Bangalore through interaction with Medical Officers. This has been used for the theoretical understanding. Secondary data pertaining to Number of Sub-centres functioning in rural India and the facilities available in those centres collected from DETAILED STATISTICS, Bulletin on Rural Health Statistics in India, and Statistical Tables Relating to Healthcare in India, Ministry of Family Welfare during the year from 2005 to 2012.

6. ANALYSIS AND INTERPRETATION

The study was organized to analyse and evaluate the Healthcare System in Rural India considering the weak indicators of facilities in Healthcare Centres.

Hypothesis 1: There is homogeneity in the Progress in Rural Healthcare in India.

Progress of Healthcare Units is a prerequisite for the overall progress of the entire Rural Healthcare System. It is expected that, the progressive development in all the selected states is uniform. In order to test the homogeneity among selected states, one-way ANOVA was used.

6.1 TRENDS OF IN PROGRESS OF SUB CENTRES

CONCEPT

Studies were made with the objective to analyse the trends in progress of Sub Centres using Number of Sub-centres functioning in selected six states as proportion to Total number of Sub-centres functioning in India. Data considered for the study is collected for the period from 2005 to 2012.

TABLE 1: NUMBER OF SUB-CENTRE AS PROPORTIONATE TO TOTAL NUMBER OF SUB-CENTRES IN INDIA

Sl.No	States	2005	2007	2008	2010	2011	2012	Mean	SME
1	Assam	3.50	3.52	3.14	3.13	3.11	3.10	3.25	0.184
2	Himachal Pradesh	1.42	1.43	1.42	1.41	1.40	1.39	1.41	0.013
3	Madhya Pradesh	6.08	6.08	6.05	6.03	5.99	5.98	6.04	0.039
4	Odessa	4.06	4.08	4.58	4.55	4.52	4.51	4.38	0.223
5	Rajasthan	7.20	7.30	7.36	7.81	7.75	7.74	7.53	0.245
6	Uttara Pradesh	14.05	14.13	14.05	13.95	13.85	13.83	13.98	0.110

Source: DETAILED STATISTICS, Bulletin on Rural Health Statistics in India, RHS-2005-12.

Graphical representation of Sub-centre as proportion to Total Sub-centres for the period from 2005 to 2012 was shown in graph 1. Number of Sub-centres as proportionate to Total number of Sub-centre in each state is plotted against the year.

GRAPH 1: TREND OF SUB-CENTRES
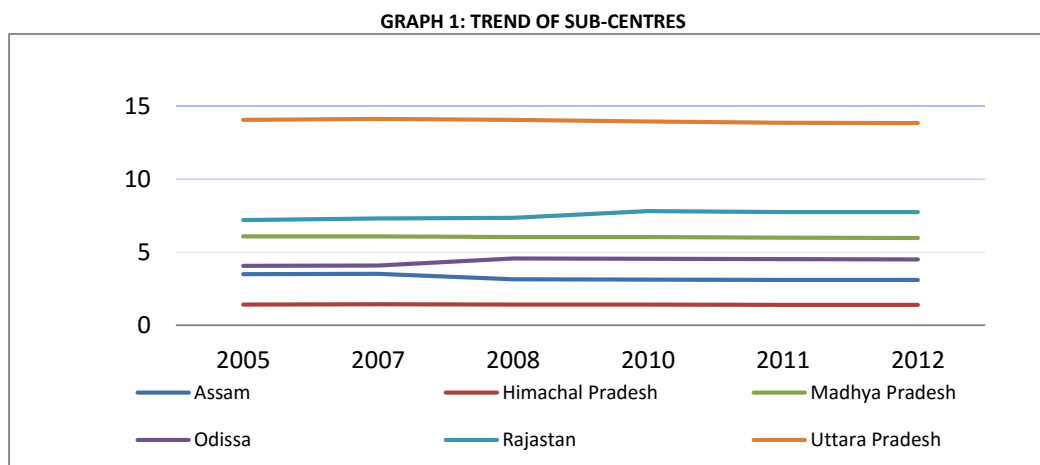
ANALYSIS

It was observed that, among selected States, Uttara Pradesh State has a highest mean of 13.98 % and Himachala Pradesh has a mean of 1.41% as the lowest. It was also observed that, number of sub-centres as proportionate to total number of sub-centre has a steady progress from the year 2005 to 2012 as expected. The standard mean error (SME) was found to be as low as 0.013 for state of Himachala Pradesh and as high as 0.245 for Rajasthan State.

6.2 ONE-WAY ANOVA FOR SUB-CENTRES

By one-way ANOVA, Average number of Sub-centres in proportionate to total Number of Sub-centre and F values are obtained. The mean of the value are ranging from 1.41 of Himachala Pradesh to 13.98 of Uttara Pradesh. The calculated F value was found to be 5.92, which is very high compared to that of table value.

TABLE 2: AVERAGE PROGRESS OF SUB-CENTRES

States	Mean
Assam	3.25
Himachal Pradesh	1.41
Madhya Pradesh	6.04
Odessa	4.38
Rajasthan	7.53
Uttara Pradesh	13.98
F- 6.72**	
CD (Critical difference) = 2.246	

ANALYSIS

It was observed that the average progress of sub-centres is highly significant with 1% level. Further, it was noticed that the homogeneity exists among 'Assam' and 'Himachala Pradesh', 'Madhya Pradesh'' and 'Odessa' when compared by using Critical difference. We found that, there is a highly significant difference between Himachala Pradesh and Uttara Pradesh.

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From the ANOVA results it is found that, F value is significant; and the results indicate that there is contradiction to the general hypothesis for the progress of Sub-centres.

Hypothesis 2: Progress of Rural Healthcare in India had a strong relation with progress of Health Care Units Viz., Sub-centres.

The progress of primary Healthcare System had a strong relation with the progress of Rural Healthcare in India. In order to examine the stated hypothesis, Karl Pearson's Correlation coefficient was computed between them.

6.3 Relationship between Number of Sub-centres functioning in India and each States

CONCEPT

An attempt was made to find the relationship between relationship between number of Sub-centres functioning in India (SC$_I$) and each States (SC$_s$) by the way of coefficient of correlation as shown in table 6.7 for six selected states.

TABLE 3: CORRELATION COEFFICIENT BETWEEN NUMBER OF SUB-CENTRES FUNCTIONING IN INDIA AND EACH STATES

Sl. No	States	2005	2007	2008	2010	2011	2012	r
1	Assam	5109	5109	4592	4604	4604	4604	-0.713
2	Himachal Pradesh	2068	2071	2071	2071	2067	2065	-0.760*
3	Madhya Pradesh	8874	8834	8834	8869	8869	8869	0.658
4	Odessa	5927	5927	6688	6688	6688	6688	0.723
5	Rajasthan	10512	10612	10742	11487	11487	11487	0.902**
6	Uttara Pradesh	20521	20521	20521	20521	20521	20521	0
	All India	146026	145272	146036	147069	148124	148366	

* indicates statistical significance at 10% level

** indicates statistical. significance at 5% level

The correlation coefficient (r) is calculated using the between number of Sub-centres functioning in India (SC$_I$) and in each States (SC$_s$) and tabulated in table 5.7.The value of 'r' is ranging from -0.713 to 0.902. The significance of 'r' was tested by student's t–test. It was found that the critical value of 'r' for (n-2) degree of freedom at 5% and 10% level of significance is 0.811 and 0.729.

ANALYSIS

From the table 3, it was found that, SC$_I$ has a strong positive relationship with SC$_s$ in Madhya Pradesh, Odessa and Rajasthan and negative relationship with Assam and Himachala Pradesh States. The value of 'r' is significant for Rajasthan and Himachala Pradesh. This means that, as number of Sub-centres in Rajasthan State increases, number of sub-centres in India also increases. Hence, the results confirm the hypothesis 'Progress of Rural Healthcare in India had a strong relation with progress of Healthcare Units' for Sub-centres.

Hypothesis 3: Facilities in Rural Healthcare Units viz., Sub-centres are inadequate.

The National Rural Health Mission (2005-12), has identified 18 states for its weak public health indicators and/or weak infrastructure. It seeks to provide effective healthcare to rural population throughout the country with special attention to these states. In our study six state viz., Assam, Himachal Pradesh, Madhya Pradesh, Odessa, Rajasthan and Uttar Pradesh were selected. We have considered facilities in Sub Centre, Primary Health Centre (PHC) and Community Health Centre (CHC) being the three pillars of Primary Health Care System.

6.4 COMPARISON OF FACILITIES IN PRIMARY HEALTHCARE SYSTEM

From the studies it was found that the progress of Sub Centre, Primary Health Centre (PHC) and Community Health Centre (CHC) is a prerequisite for the overall progress of the entire Rural Healthcare System. In order to find the strategy for managing healthcare units, facilities in Healthcare units of each state is compared with that of India.

a) Comparison of facilities in Sub-centres: In order to find the strategy for managing healthcare units, facilities in Sub-units of each state is compared with that of India. Table 4 provides the public health indicators with reference to facilities in proportion to the number of Sub-centres functioning in India and each state.

TABLE 4: PUBLIC HEALTH INDICATORS – FACILITIES IN SUB-CENTRES FUNCTIONING IN INDIA AND EACH STATES

Facilities	Assam	Himachal Pradesh	Madhya Pradesh	Odessa	Rajasthan	Uttara Pradesh	All India
ANM Quarters %	55.2	54.2	78.1	53.4	82.5	75.9	51.3
ANM living in Quarters %	22.5	61.0	54.0	75.4	73.2	24.2	59.5
Regular Water Supply %	53.3	81.5	59.3	66.0	79.8	54.6	74.5
Electric Supply %	9.5	87.0	73.1	60.3	93.2	29.0	74.5
All-Whether Motorable Approach Road %	85.0	73.6	81.2	97.3	97.6	92.1	93.4

Source: DETAILED STATISTICS, Bulletin on Rural Health Statistics in India, RHS-2012.

Comparison of public health indicators with reference to facilities in proportion to the number of Sub-centres functioning in each state viz., ANM Quarters, ANM living in Quarters, Regular Water Supply, Electric Supply and All-Whether Motorable Approach Road, is compared with that of India. The graphical representation is shown in graphs 2 to 7 for the states Assam, Himachal Pradesh, Madhya Pradesh, Odessa, Rajasthan and Uttara Pradesh respectively.

GRAPH 2: COMPARISON OF FACILITIES IN SUB-CENTRES
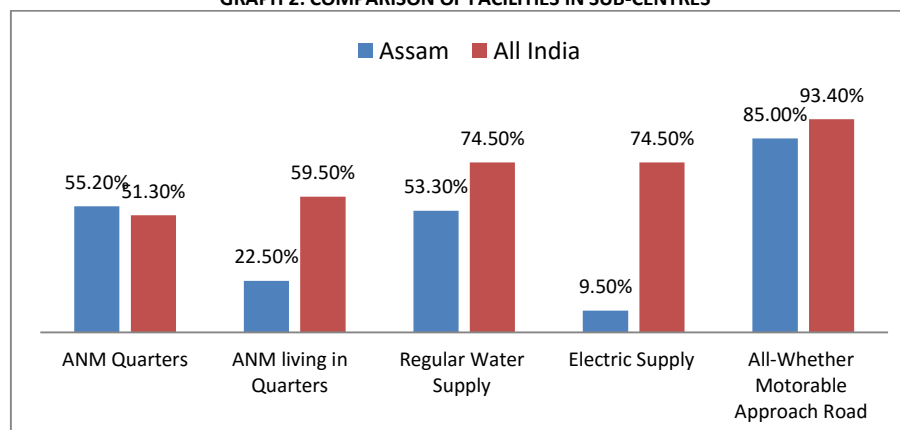
Analysis: It was found that in Assam state**,** ANM Quarters, Regular Water Supply and All-Whether Motorable Approach Road is satisfactory and ANM living in Quarters and Electric Supply is compared unfavorable.

GRAPH 3: COMPARISON OF FACILITIES IN SUB-CENTRES
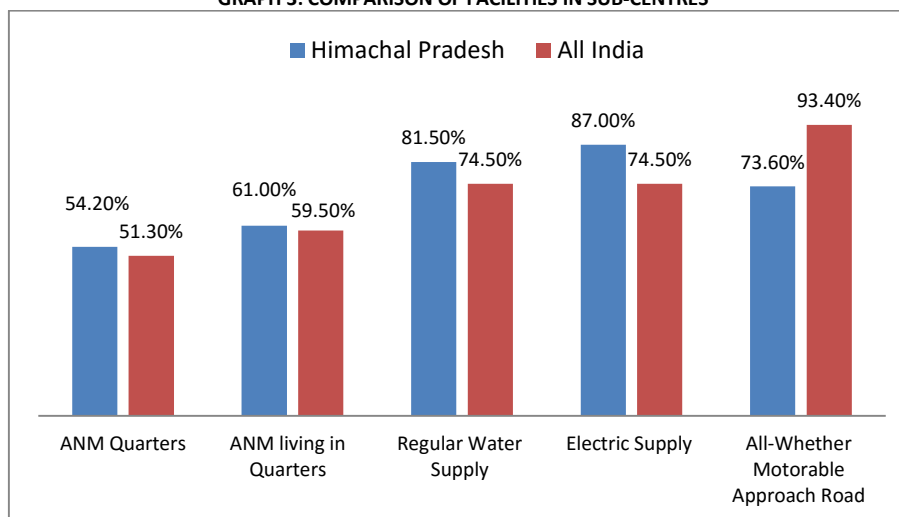
Analysis: It was found that in state of Himachala Pradesh, ANM Quarters, ANM living in Quarters, Regular Water Supply, Electric Supply and All-Whether Motorable Approach Road is favorable when compared to that of India.

GRAPH 4: COMPARISON OF FACILITIES IN SUB-CENTRES
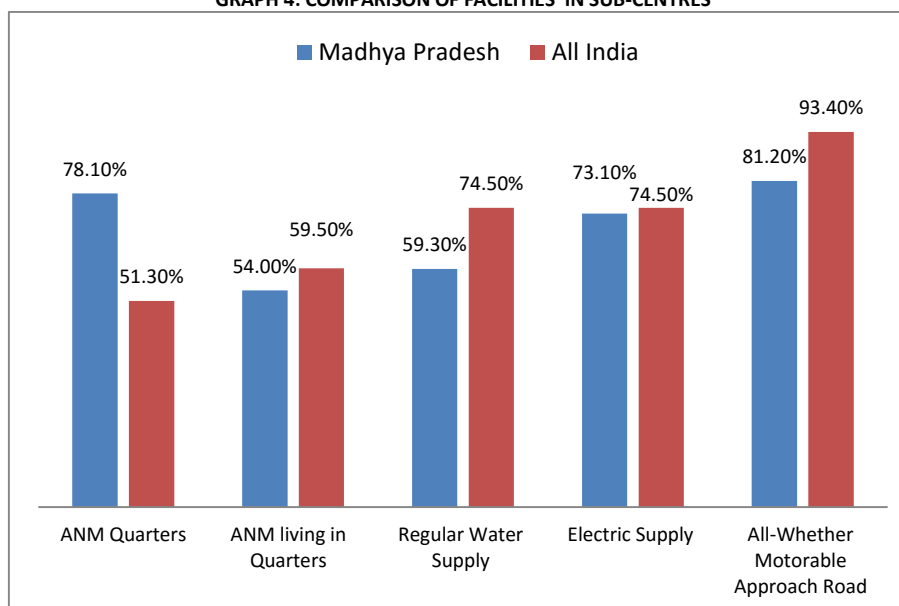
Analysis: It was found that in state of Madhya Pradesh, ANM quarters ANM living in Quarters, Regular water supply, Electric supply and Motorable approach road is satisfactory when compared to that of India.

GRAPH 5: COMPARISON OF FACILITIES IN SUB-CENTRES
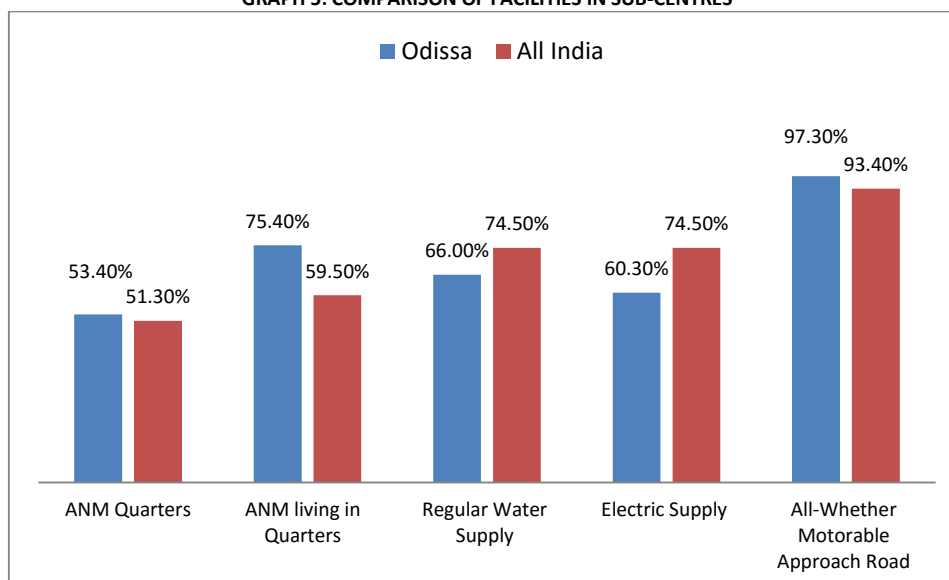
Analysis: It was found that in state of Odessa, ANM quarters ANM living in Quarters, Regular water supply, Electric supply and Motorable approach road is satisfactory when compared to that of India.

GRAPH 6: COMPARISON OF FACILITIES IN SUB-CENTRES
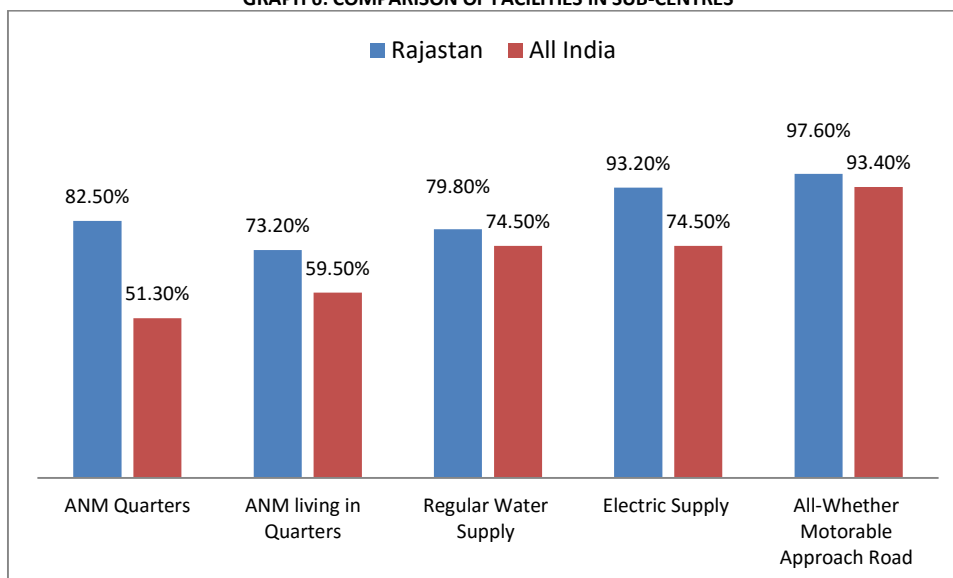
Analysis: It was found that in state of Rajasthan, ANM quarters ANM living in Quarters, Regular water supply, Electric supply and Motorable approach road is satisfactory when compared to that of India.

GRAPH 7: COMPARISON OF FACILITIES IN SUB-CENTRES
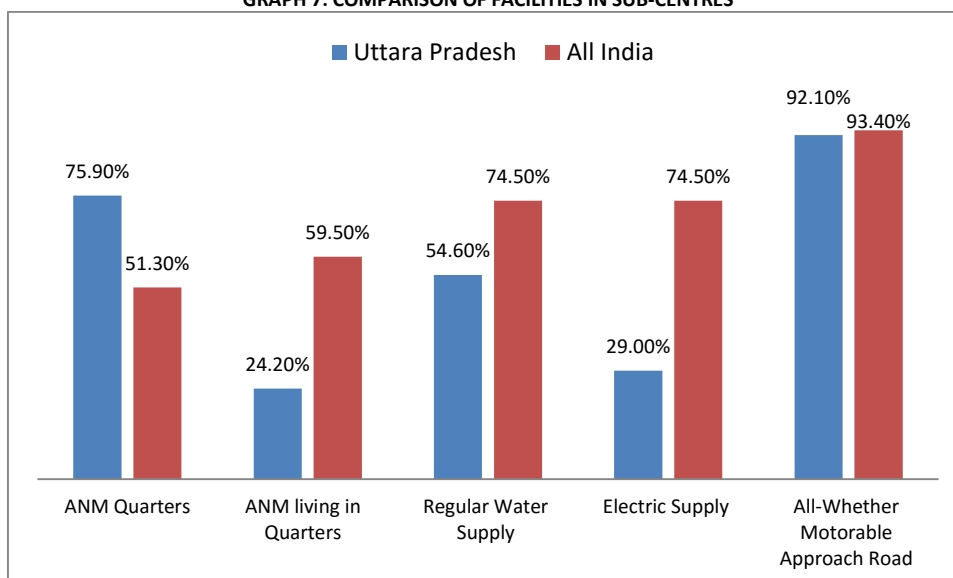
Analysis: It was found that in state of Uttara Pradesh, ANM quarters, Water Supply and Motorable approach road is satisfactory where as ANM living in Quarters and Electric supply, when compared to that of India.

Inference: From the comparison of facilities in Sub-centres it was found that, two healthcare indicators viz., ANM quarters and ANM living in Quarters are weak in entire Rural India. Assam and Uttar Pradesh shows its weakness in Electric Supply.

7. SUMMARY OF FINDINGS

The study was conducted to analyse and evaluate the facilities in Sub-centres and Summary of findings are shown below:

- Growth in the progress of Healthcentres in respect of Number of Sub-centres is in steady state, in which Uttar Pradesh has highest growth rate as13.98 % and Himachala Pradesh has a lowest growth rate of 1.41%.
- It is found that, there is a significant difference among the progress of states in all Sub-centres and it contradicts the general Hypothesis 'There is homogeneity in the Progress of development in Rural Healthcare in India'.
- It was found that, Healthcare Units viz., Sub-centres, confirms the general Hypothesis 'Progress of Rural Healthcare in India had a strong relation with progress of Healthcare Units.'
- In Sub-centres, 'ɼ' is significant in Assam and Rajasthan, indicating that Rajasthan's progress reflected in the progress of healthcare in India, where as decline in the progress in Assam effected the progress of healthcare in India.
- Results reveals that in Sub-centres, two healthcare indicators among viz., ANM quarters and ANM living in Quarters are weak in entire Rural India. Assam and Uttar Pradesh shows its weakness in Electric Supply.

8. SUGGESTIONS

The study brings out the fact that the Healthcare Units have not been able to deliver the intended health care and medical services to the people in the rural areas because of weak facility parameters. The constraints to utilization of their services as identified are the inadequacies in infrastructure, non-availability of medical specialists and para medical staff and non-functional complementary facilities[1]. Notwithstanding these constraints and sub-optimal utilization, the majority of the beneficiaries expressed their preference for the services of public health care institutions to those of other alternatives. The following suggestions are made for improving their performance.

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[1] Rural Healthcare Statistics 2012

- To ensure the availability, adequacy and functionality of health infrastructural facilities including the medical and para-medical staff in Healthcare Units, there is an urgent need to emphasize the systemic mechanism of supervision, monitoring and review of the functioning of primary health care institutions. This will not only help improve the quality of health delivery system, but also ensure optimum use of public resources.
- The existing Healthcare Units should be made equipped with essential infrastructure and diagnostic facilities which will help increase the utilisation rate. Besides, medicines should be made available in Healthcare Units for those who are living below the poverty line.
- To overcome the hardships being faced by the people in the rural areas due to non-availability/absenteeism of doctors, it is suggested that the local village level health workers as paramedics should be trained on basic medicine, health care, hygiene and nutrition for posting in Healthcare Units and their functioning should be monitored and supervised
- There is an urgent need for setting up of a Technical Committee to go into some basic issues relating to the operational aspects of the rural health care institutions.viz.,
- Review the existing guidelines (framed during Fifth/Sixth Plan) in the light of the advances made in medical sciences, change in health and demographic scenario, appearance of new emerging and re-emerging health problems like, HIV, Plague, Dengue, Hepatitis, Japanese encephalitis, etc, and the performance as revealed in the Programme Evaluation Organisation (PEO)[2] evaluation study.
- Review the existing norms for establishment of PHCs/CHCs in view of the findings that location and geographical area coverage are important determinants of access and utilization of these institutions.
- Suggest ways and means to bridge the gap in the availability of manpower (including unwillingness of doctors to serve rural areas) and complementary infrastructure (e.g. the services of anaesthetists).

9. CONCLUSION

Evaluation Study of National Rural Health Mission (NRHM) clearly highlights that utilization of public health facilities for the delivery care is primarily increasing because of motivational efforts and support of key health workers like ASHAs/ANMs/VHNs. Proximity to public health facility depicts strong impact on its utilization. Since peripheral health facilities like Sub Centers and Primary Health Centers are primarily utilized for antenatal and postnatal care, family planning services and children's immunization, further training and retraining of key health workers would further promote their utilization. Healthcare is at a paradigm shifts in terms of changing disease patterns, increasing dual disease burden for both rural and urban India. On the supply side there has been uneven distribution of healthcare infrastructure and resources posing various challenges to the sector. A multi-pronged approach from key stake holders is necessary to address the issue. Both the public and private sector need to work in tandem to make healthcare available, accessible and affordable. India would need various solutions towards this end.

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[2] PEO Evaluation Studies on Functioning of Community Health Centres (CHCs)

CONSUMER DECISION MAKING STYLES: A REVIEW

POORNIMA D
RESEARCH SCHOLAR
VIT BUSINESS SCHOOL
VELLORE INSTITUTE OF TECHNOLOGY
VELLORE

DR. ASHOK D
PROFESSOR & DEAN
VIT BUSINESS SCHOOL
VELLORE INSTITUTE OF TECHNOLOGY
VELLORE

ABSTRACT

Consumer decision making styles help in understanding and recognizing the factors which influence a consumer's purchase decision. This review article related to consumer decision making styles would give an understanding of how the Consumer Style Inventory (CSI) has been put to use in order to study the consumer decision making styles in the past 30 years since its formulation in 1986. In spite of various differences existing between people of different nationalities, the CSI study has indicated that this instrument can be used across nations with modifications. In this review article we have explained how a scale specific to decision making styles related to sports products have been developed and validated gradually. Likewise further research is necessary to develop CSI specific to a product, CSI specific to a culture, CSI specific to a country, CSI specific to a demographic factor like gender etc., and so on.

KEYWORDS
apparel, culture, CSI, decision making, PSISP.

INTRODUCTION

In today's ever changing competitive business world, it has become imperative for businesses to analyze and understand consumer behavior related facets to achieve business success. Studies related to consumer decision making styles, help marketers to understand and recognize the factors which influence a consumer's purchase decision. In 1986, Sproles and Kendall realized the importance of profiling consumers based on consumer characteristics and devised a Consumer Style Inventory (CSI), which helps to uncover the factors influencing the decision making process. Later on CSI was tested and validated by many researchers in different cultural settings. Today CSI is considered a valid and reliable scale to measure consumer decision making styles. This review article brings together important contributions related to CSI from 1986 to the present date.

CONSUMER DECISION MAKING STYLES - OVERVIEW

Consumer Decision Making Style is a consumer's psychological point of reference, which indicates the consumer's approach while purchasing the product of their choice. These styles help to predict the pattern followed by the consumer while taking purchase decisions. Consumers follow different styles or rules to make decisions related to product choices. Even though consumers decision making styles stay stable over a period of time, they might vary depending upon the product or shopping environment. Also it is not necessary that a consumer should possess only one decision making style, since there are chances for two or more decision making styles to be possessed by an individual at a given point of time with reference to one particular product (Sproles 1985; Sproles and Kendall 1986).

ORIGIN OF CONSUMER STYLE INVENTORY (CSI)

In 1985, George B. Sproles envisaged a scale to identify different consumer decision making styles as a clear and valid scale to measure this concept was not formulated till then. During the initial stages based on earlier studies a scale consisting of 50 likert scale items was administered to 111 undergraduate students in the University of Arizona. The scale was tested for nine hypothetical styles . But only six styles namely perfectionism; value conscious i.e., value for money orientation; brand conscious; novelty-fad-fashion conscious; shopping avoider-time saver-sacrificers i.e., people who spend less time for shopping and sacrifice quality for convenience; and confused, support seeking decision makers were identified.

Later Consumer Styles Inventory (CSI) was developed by Sproles and Kendall in 1986 to identify the decision making styles of consumers more accurately. The main motivation was to study the mental characteristics of a consumer's decision making process. With the help of a 40 items five-point likert-scale Sproles and Kendall tried to classify consumer decision making styles of shoppers looking for personal products like clothes, cosmetics, hair dryers, etc. The validity and reliability of the scale was checked by administering the scale to a sample of high school students in the United States. Factor analysis was used to establish 8 different dimensions or styles of consumers.

Following are the eight dimensions or styles or factors as identified by Sproles and Kendall:

1. *Perfectionistic, High Quality-Conscious* consumer purchases with care for the top quality product by weighing against similar products in an orderly manner.
2. *Brand Conscious, Price Equals Quality* consumer purchases well recognized brands which are usually priced high in contrast to similar products. They believe that high priced products are of high quality and buy products from stores which sell costly products.
3. *Novelty-fashion Conscious* consumers look for new and up to date fashion products looking for assortment. These consumers are not price conscious.
4. *Recreational-Hedonistic Conscious* shoppers purchase just for entertainment without any motivation.
5. *Price Conscious, Value for Money* consumers are very sensitive to the price of the product and evaluate prices offered by different stores. They attempt to purchase merchandise put on sale to get best value for money.
6. *Impulsive, Careless* shopper does not plan his shopping in advance and purchases without much deliberation. These people are not concerned about the price of the product.
7. *Confused by Overchoice* consumers are those who cannot make a decision or choose a product with confidence. Due to information overload they get confused.
8. *Habitual, Brand-Loyal* shoppers buy preferred brands habitually from the same stores. Their shopping habit is predetermined and goes by the recommendation given by their habitual store keeper.

After developing an appropriate CSI containing 40 items and eight styles, in 1987 Sproles and Kendall also developed a condensed version of the CSI with 16 items, by bringing together the best two items related to each of the eight styles. This short test was administered to 482 high school students in Arizona and factor analysis was performed to validate the scale. This scale helps to conduct a quick test compared to the 40 item test.

CONSUMER DECISION MAKING STYLES AND DIFFERENT NATIONALITIES

Consumer Style Inventory (CSI) was tested first using the American sample (Sproles and Kendall 1986). To test the validity and reliability of CSI across different nationalities different authors tested the scale using different nationalities.

In 1992, Hafstrom et al compared the results of American sample with that of Korean college students and found that the decision making styles of Koreans were more or less similar to that of Americans. Both samples rated high on perfectionism and brand consciousness. Construct validity of the scale was also confirmed, proving that CSI is reliable and valid across cultures.

When CSI was tested with New Zealand samples, differences were found between American and New Zealand samples especially with respect to impulsive style. In spite of the differences, based on the dimensionality and reliability of the scale, the authors concluded that the CSI is valid and reliable across different nationalities (Durvasula et al 1993).

Later the CSI was tested by comparing samples from four different countries namely, United States, Greece, New Zealand and India. A modified CSI containing 34 items under seven styles was validated by comparing the samples taken from four countries and concluded that CSI is better suited for developed nations rather than developing countries (Lysonski et al 1996).

Consumer Style Inventory was tested with a British sample, to identify differences between American and British samples. The study found that most of the traits of Americans and Britishers were similar. New traits by name store loyalty and time-energy saving were found (Mitchell and Bates, 1998).

Young university students in China were used as a sample to identify Chinese decision making styles. The results were compared with the results obtained from United States and Korea. It was found that the dimensionality with respect to a modified CSI was similar in relation to the three samples, and the differences noticed with respect to consumer decision making styles was attributed to differences in purchasing power and maturity of the consumer market (Fan and Xiao 1998).

Later the original CSI containing 40 items used with Americans was administered to a Chinese sample. This study validated 29 items under 8 dimensions. Four decision making styles namely, perfectionist, brand conscious, recreational and novelty/fashion conscious were similar for Chinese and American samples (Noel and Alice 2001).

In order to segment customers on the basis of consumer decision making styles, CSI was administered to a sample of 455 Germans and six styles namely Perfectionist, brand conscious, Novelty/Fashion conscious, Impulsive, Confused and variety seeking were identified after performing Exploratory and Confirmatory Factor Analysis (Walsh et al 2001).

Again in 2001, Walsh and Vincent studies the decision making styles of German market mavens and found that decision making styles differed between German market mavens and non-mavens.

Canabal (2002) surveyed South Indian students and recognized their decision making styles. Five reliable decision making styles were identified in this study. Some differences and some similarities related to dimensions and item loadings were discovered when this study was compared with the results obtained from American, Chinese and Korean study.

Radder et al (2006) applied the original CSI to Chinese, Motswana and Caucasian students in South Africa. Results indicated that perfectionism is common among the three groups, whereas Chinese are habitual shoppers, Caucasian students are price conscious and Motswana students are image/quality conscious. This study confirms the view of Lysonski et al (1996), that the CSI is more suited to developed nations. The CSI suited very well to the Caucasian sample and Chinese sample showed moderate suitability, where as the CSI did not go well with the Motswana sample. At this point the authors suggested more in depth research related to consumer decision making styles with varied samples and varied products to get a more clear understanding of the CSI especially with respect to developing nations.

Mokhlis (2009) administered the original 40 item CSI to Malaysian under graduate students in their classrooms after translating the questionnaire into Malay language. Exploratory Factor Analysis reduced the items to 28 and confirmed 7 styles namely Novelty & Brand Conscious; Perfectionist/Quality Conscious; Confused; Recreational; Impulsive; Variety-Seeking and Habitual/ Brand-Loyal. The identified styles resembled more or less with the CSI styles. One style namely price consciousness, which is a part of the CSI was not confirmed in this study.

In 2010, Li et al examined the decision making styles of Chinese peasant consumers with respect to purchase of durables. About 5,827 peasants living in 656 villages were administered the CSI randomly. Exploratory and Confirmatory Factor Analysis was used to arrive at a 25 item scale containing eight styles.

Mishra (2010) applied a slightly modified CSI consisting of 38 items with respect to 8 styles to 425 young adult Indian sample. Factor analysis identified 10 styles pertaining to the 38 items. All the 8 styles identified by Sproles and Kendall (1986) were confirmed in this study. In addition to the 8 styles, 2 new styles namely dissatisfied shopping conscious and store loyal style were identified.

Consumer decision making styles of Malaysians were examined by applying the CSI to a sample of 325 young Malaysians. Factor analysis confirmed that four decision making styles namely Perfectionist/High-Quality Conscious; Novelty/Brand Conscious; Recreational/Hedonistic and Impulsive/Careless. (Madahi et al, 2012)

I.-D. Anić et al (2010) used the original CSI containing 40 items to test the decision making styles of young college students in the Republic of Macedonia. Data collected from 304 samples were checked for validity and reliability. Later a scale containing 31 items under 8 styles was considered and valid. The results matched with the original study conducted by Sproles and Kendall (1986).

Dzama (2013) studied the decision making styles of female students in Zimbabwe with respect to clothing. A modified CSI containing 33 items under 8 styles was used to collect data from 100 female students. Except price consciousness and impulsiveness, remaining 6 styles namely perfectionist, confused, brand conscious, novelty/fashion conscious, habitual/brand loyal, and recreational were identified.

Sangodoyin and Makgosa (2014) administered a slightly modified CSI containing 38 items under 8 styles to 894 retail shoppers in Botswana using mall intercept method. After performing Exploratory Factor Analysis, 33 items under 7 styles namely, time energy conserving, perfectionist/quality conscious, fashion/hedonistic conscious, novelty conscious, confused by over choice, habitual and price equals quality were considered valid in the context of Botswana. Among these seven styles time energy conserving, perfectionist and fashion/hedonistic conscious were the prominent styles found among Botswana shoppers. For the purpose of classifying decision making styles of Indian students aged between 18-21 years,

Deepa et al (2014) administered the original CSI containing 40 items under 8 styles to 206 students in Pune. Exploratory Factor Analysis confirmed six decision making styles pertaining to the original CSI namely perfectionist/quality conscious, brand conscious, novelty/fashion conscious, recreational, Habitual/loyal and confused by over choice and a new factor namely shopping avoidance/time saver was recognized through this study pertaining to Indian student sample. Hence a modified CSI containing 24 items under 7 styles was validated in this study.

Consumer Styles Inventory consisting of the original 40 items under 8 styles was tested by administering the scale to 123 adults living in Czech Republic. By performing exploratory factor analysis on the adult data, the scale was reduced to a 34 items scale with 7 styles. Except habitual/brand loyal style, all other seven styles pertaining to the original CSI was confirmed. Also the reliability of the scale was tested using Cronbach's alpha coefficient (Wanninayake 2014).

Consumer decision making styles of Indian youth with respect to shopping at shopping malls were tested using the slightly modified CSI consisting 38 items under 8 styles. In total 223 filled in questionnaires were collected from college students aged between 18 and 24 years. The data was collected by administering the questionnaire in their class rooms. Factor analysis reduced the scale to 29 items under 8 styles. Cronbach's alpha coefficient reported reliability for all seven styles except price consciousness. Hence in conclusion a 29 items scale with 7 styles was considered valid and reliable (Bedi and Lal 2014).

Consumer decision making styles of Zambian females were studied using CSI. Total of 180 samples were used to test the reliability of the scale. Based on Cronbach's alpha coefficients, seven out of eight consumer decision making styles were confirmed. The style which was not supported is habitual/brand loyal style. Quality conscious and recreational style was the most prominent styles noticed among Zambian females (Molise, 2015).

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CONSUMER DECISION MAKING STYLES AND SPORTS APPAREL

Consumer Style Inventory was tested by and large with respect to apparels in general. As consumer preferences tend to change in relation to product categories, there arose a need to test CSI in relation to different product categories.

Hence in 2009, Bae and Miller administered a modified CSI to 822 university students in south eastern United States to identify their decision making styles with respect to sports apparel. The modified CSI contained 27 items relating to seven styles namely, brand consciousness, quality/perfectionism, recreational shopping consciousness, confused by over choice, impulsive/careless, price/value consciousness and habitual or brand loyal. The wordings of the items were modified to suit sports apparel study. Cronbach's alpha showed satisfactory reliability levels for all the seven styles. This study also confirmed gender differences by indicating that female college students dominated male students with respect to quality consciousness, recreational shopping, confusion and impulsiveness. Keeping in view the results of an earlier study (Hafstrom et al 1992), one style namely novelty/fashion consciousness was not tested, as brand consciousness and fashion consciousness were considered to be related to each other.

In continuation to the above study, Bae et al (2009) modified the CSI and developed Purchase Style Inventory for Sports Products (PSISP) by including the endorsement consciousness style in addition to the already existing eight styles. Endorsement consciousness plays a prominent role while deciding to purchase sports products; hence its inclusion makes the scale more appropriate in relation to sports products (Brooks and Harris 1998; McCracken 1989). PSISP consisting of 46 items (40 items related to original CSI and additional 6 items related to endorsement conscious style) was administered to two sets of independent samples (one set consisting of 372 samples and another set consisting of 374 samples) of undergraduate students in the United States. Factor structure of PSISP was checked using two separate exploratory factor analyses (EFA). The results of principal component factor analysis with varimax rotation were similar for the two sets of samples. On the basis of exploratory factor analyses results, the final adaptation of PSISP contained 42 items explaining nine decision making styles after deleting two items each from brand consciousness style and impulsive style. Cronbach's alpha reliability coefficients with respect to the 9 styles ranging from 0.50 to .92 are considered to be satisfactory for an exploratory study (Hair et al 1998). Hence nine styles namely quality consciousness, brand consciousness, fashion consciousness, recreational, price consciousness, impulsiveness, confused by over choice, brand loyal and endorsement consciousness were confirmed to be valid and reliable.

Later in 2010, Bae et al examined the decision making styles of Singaporeans with respect to sports products using Purchase Style Inventory for Sports Products (PSISP). The 42 items PSISP validated by Bae et al in 2009 was administered to 234 college students. Exploratory factor analyses (EFA) using principal component factor analysis with varimax rotation was performed to confirm the factor structure. The results confirmed 9 styles with 35 items loading on any one of the nine styles, leading to a deletion of 3 items from recreational style and two items each from quality and fashion consciousness style respectively. The deletion of seven items from the scale was attributed to cultural differences between Singaporeans and Americans. Cronbach's alpha reliability coefficients with respect to the 9 styles ranging from 0.68 to .91 were satisfactory for an exploratory study (Hair et al 1998). Cronbach's alpha coefficient with respect to seven styles namely brand consciousness, fashion consciousness, price consciousness, impulsiveness, confused by over choice, brand loyal and endorsement consciousness showed nearly similar results with respect to American and Singaporean samples. Quality consciousness and recreational style showed very high Cronbach's alpha coefficient with Singaporean sample compared to American sample. These differences were attributed to cultural and economical variations between Singaporeans and Americans.

The Purchase Style Inventory for Sports Products (PSISP) developed by Bae et al (2009 & 2010) was exploratory in nature. In order to validate the Purchase Style Inventory for Sports Products (PSISP) it is necessary to perform Confirmatory Factor Analysis (CFA). Lam and Bae (2014) administered the 42 item PSISP to 455 college student in USA and used the data to perform confirmatory factor analysis. The model fit pointed out reasonable fit and confirmed the nine styles. In order to improve the model fit, items with less than 0.40 lambda values were removed. In this process four items from quality and one item from price were removed. The new model with 37 items and nine dimensions was named PSISP-II and was again tested using the same procedure used for the original PSISP. The model fit of PSISP-II improved and confirmed nine styles namely quality consciousness, brand consciousness, fashion consciousness, recreational, price consciousness, impulsiveness, confused by over choice, brand loyal and endorsement consciousness. Hence PSISP-II was considered more reliable compared to the original PSISP. This study also studied gender differences and concluded that women are more fashion conscious, price conscious, brand loyal and impulsive compared to men.

Purchase Style Inventory for Sports Products (PSISP) was tested mostly with samples from United States. To validate PSISP across different cultures, Lam et al (2014) tested the construct validity of the Purchase Style Inventory for Sports Products (PSISP) with a Chinese sample. An online survey was conducted in Mainland China using the Chinese version of the original PSISP consisting of 42 items under 9 styles. After a period of 30 days, 576 people participated in the online survey. About 13 items were removed from the original PSISP as they were loading low on their primary factor or they were loading high on two or more factors. In conclusion a modified PSISP containing 29 items with 7 styles namely quality consciousness, brand consciousness, fashion consciousness, price consciousness, confused by over choice, brand loyal and endorsement consciousness was considered valid for the Chinese sample. Recreational and Impulsive style did not match up with the Chinese population.

In order to test PSISP's adaptability to different cultures, it is necessary to test PSISP with samples consisting of people from different nations or cultures. John Bae et al (2015) tested a modified PSISP consisting of 35 items with respect to 9 styles with college students from three different nationalities. Japanese, Singaporean and Taiwanese samples were tested separately to understand the differences or similarities relating to decision making styles of college students from three different East Asian nations with respect to sports products. The results of the study indicated significant differences between samples from different nations with respect to decision making styles while purchasing sports products. Japanese sample exhibited higher levels of brand consciousness compared to Singaporeans and Taiwanese.

The above differences can be attributed to differences in lifestyles, culture, education, religion, economic status, etc. Hence further in depth study is recommended in this area.

CONCLUSIONS

This review article related to consumer decision making styles would have given an understanding of how the Consumer Style Inventory (CSI) has been put in use to study the consumer decision making styles through the past 30 years since its formulation in 1986.

In spite of various differences existing between people of different nationalities, the CSI study has indicated that this instrument can be used across nations with modifications, as in most of the studies quality conscious, brand conscious, fashion conscious and recreational conscious styles were identified.

Most research related to CSI has focused on its cultural generalisability. Only few studies have tried to investigate the other dimensions of consumer decision making styles. McDonald (1993) studied the relationship between consumer decision-making styles and consumer catalogue loyalty. Shim and Koh (1997) investigated the relationship between socialization agents on adolescent consumer decision-making styles. Kwan et al (2008) investigated how lifestyle characteristics influenced decision-making styles of Chinese consumers. Kim and Rita (2009) investigated the relationship between self construals and consumer decision making styles. Bakewell and Mitchell (2003) studied generation Y female consumer decision making styles. Bakewell and Mitchell (2004) studied male consumer decision making styles. Mitchell and Walsh (2004) explored the gender differences in relation to consumer decision making styles of Germans. Yesilada and Kavas (2008) studied the consumer decision making styles of Turkish females living in the city of Cyprus. Mokhlis (2010) investigated the relationship between religion and consumer decision making styles. Zahra (2014) explored the differences in consumer decision making styles of Indians in relation to demographic variables. Salleh (2000) studied consumer decision-making styles relevant to different product classes. Cowart and Goldsmith (2007) explored consumer decision-making styles in relation to online apparel purchases. Claudio et al (2015) investigated consumer decision making styles of Indians related to international apparel brands. I.-D. Anić et al (2014) studied the antecedents of food related consumer decision making styles. Cankurt et al (2013) investigated consumer decision making styles and food shopping behavior. I.-D. Anić et al (2015) explored shopping behavior with respect to consumer's food related decision making styles. Nandi (2013) explored decision making styles of Indian consumer for mobile phones. Mohammad Ali et al (2015) studied consumer decision making styles related to mobile phones in Iran.

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According to Rosenthal and Rosnow (1984) a study has to be repeated fifteen times before we generalize the obtained results. This indicates that further research is necessary in the field of consumer decision making styles. In this review article we have explained how a scale specific to decision making styles related to sports products have been developed and validated gradually. Likewise further research is necessary to develop CSI specific to a product, CSI specific to a culture, CSI specific to a country, CSI specific to a demographic factor like gender etc., and so on.

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A STUDY ON SITUATIONAL FACTORS INFLUENCING PREFERENCE OF CUSTOMERS SHOPPING IN RETAIL MALLS WITH REFERENCE TO COIMBATORE CITY

DR. K. SHANMUGA SUNDARAM
PRINCIPAL
CHIKKANNA GOVERNEMNT ARTS COLLEGE
TIRUPPUR

M. PARAMESWARI
ASST. PROFESSOR
PG & RESEARCH DEPARTMENT OF COMMERCE WITH CA
HINDUSTHAN COLLEGE OF ARTS & SCIENCE
COIMBATORE

ABSTRACT

With the tastes and preferences of the consumers, Retail industry in India is getting more popular and getting organized in the current scenario. Great shift that ushered in the Indian Retail Revolution was the eruption of Malls across all regional markets. Now at its peak, the mall culture actually brought in the organized format for retailing in India which was absent earlier. Today's market is driven and dominated by consumers. It is not easy to predict the complex mind of the consumers as each individual is a unique product of genetics, environment and experience. For this reason, the buyer's mind has been categorized as a black box, which should be opened by the seller in his favour to be a successful marketer. Businesses often try to influence a consumer's behaviour with things they can control such as the layout of a store, music, grouping and availability of products, pricing, and advertising. Some of the factors results in a temporary influence and others are long lasting. This study considers many reasons—personal, situational, and social—why people shop for mall products, buy and use them, sometimes become loyal customers, and then dispose of them.

KEYWORDS
customers shopping, retail malls, coimbatore city.

INTRODUCTION
Retailing which is one of the pillars of the Indian economy is now beginning to evolve transformation that has swept other large economies. There is a vast change in Indian retailing after the liberalization of the consumer goods industry initiated in the mid-80's and accelerated through the 90's. The concept retail, which includes the shopkeeper to customer interaction, has taken many forms and dimensions, from the traditional retail outlet and street local market shops to upscale multi brand outlets, especially stores or departmental stores. The general benefits of organized retail also include improved supply-chain, improved marketability of farmer's produce and it is also expected that it will contribute to heightened economic activity. Organized retail food and grocery stores make constant efforts to induce customers to visit the store by discount offers. Most of these stores believe in creating not just a marketing activity with its customers, but rather favor relationship building with him so as to convert first time customers into a client. They provide better parking facilities to customers and the facility to examine the product. They also offer a wide range of payment options to customers. However, whether consumers are able to perceive newer service dimensions and getting affected for store patronage in new store formats or not remains to be found out.

STATEMENT OF THE PROBLEM
India is one of the largest emerging markets, with a huge population. Comparatively it is evident that India is one of the largest economies in terms of its purchasing power. Merchandising categories had shown tremendous growth in the purchasing power of apparels, cosmetics, electronics and also the luxury items are also becoming lifestyle products that are widely accepted among the Indian consumers. The population profile and the influence among the young people have significant impact in spending. The attitude of the Indian consumers has undergone transformation over the last few years and the consumers today want to lead a life full of luxury and comfort. Hence, retail sector started flourishing in elevating the growth of Indian Economy. The present trend is expected to continue decades. Therefore, it becomes important to assess the situational factors existing in the retail outlets that have significantly influenced the preference, motives and satisfaction during shopping in the retail malls. The study examines whether the factors nature of the retail sector is attractive in all aspects to the customers to visit the malls.

SCOPE OF THE STUDY
The purpose of this study is to analyze the factors influencing customers shopping in retail malls. A comprehensive examination in finding those differentiating parameters may help mall owners to make a best decision and can be proved as value to money proposition for them. The scope and outcome of this study will be immensely useful for the policy makers for the improvement of the service aspects and make the malls more user friendly in the years to come.

REVIEW OF LITERATURE
Ismail El-Adly (2007), in his paper aims to determine the attractive factors of UAE shopping malls from the shoppers' perspective and then to segment shoppers according to these attractiveness factors. This study revealed six mall attractiveness factors from the shoppers' perspective viz., comfort, entertainment, diversity, mall essence, convenience, and luxury. This study also shows that convenience factor is not just ease of reaching mall, but also late working hours and existence of supermarket within mall.

Binti and Moula (2009), in their study reveals that as users of shopping malls, people's needs play an important role in designing shopping malls, as it is not only for the quality of its shops and hospitality that matter, but also the interior public space it provides. They suggested that the interior public spaces at shopping malls must be designed according to people's needs and preferences. The analysis also revealed that seating places, public clocks, plants and water features are perceived as important interior landscape elements at the public spaces provided while artificial plants and business entities are perceived as less important than other interior landscape elements involved in this study.

OBJECTIVES OF THE STUDY
1. To examine the factors influenced to prefer shopping in the malls in Coimbatore.
2. To know the frequency of shopping by the customers in the malls.
3. To analyze the overall satisfaction of the customers in mall shopping.

RESEARCH DESIGN

Primary Data collected from the respondents have been used in the study for the analysis. Questionnaire has been prepared in such a way that it is easy to understand and taken extra care that no unethical questions surface in the survey forms. For the purpose of the research 540 respondents were considered who make frequent visit to the shopping malls. The selection of samples was based on the foot fall of the customers to the retail shopping malls. The surveys were conducted in two large mega shopping malls in Coimbatore city (Brook fields and Fun Mall) to assess the perception of the customers. The respondents were selected using convenient sampling method. Statistical tools used to analyze the collected data are Garrett Ranking Technique and Chi-Square Test.

RESULTS AND DISCUSSIONS

TABLE 1: PERSONAL PROFILE OF THE RESPONDENTS

Sl. No.	Demographics	Frequency(540)	Percentage (100%)
01.	**Age**		
	Below 25 Years	220	40.74
	25 to 40 years	136	25.19
	40 to 55 years	88	16.30
	Above 55 years	96	17.78
02.	**Gender**		
	Male	339	62.78
	Female	201	37.22
03.	**Marital Status**		
	Married	356	65.93
	Unmarried	184	34.07
04.	**Educational Qualification**		
	Upto H.Sc.	150	27.78
	Under Graduate	169	31.30
	Post Graduate	131	24.26
	Others (Diploma/ITI/M.Phil., etc.)	90	16.67
05.	**Occupation**		
	Government Sector	46	8.52
	Private Sector	190	35.19
	Self-Employed	160	29.63
	Others (Home maker/Unemployed)	144	26.67

Source: Primary Data

It is clear from the table 1 that maximum (40.74%) of the respondents belong to the age below 25 years, 25.19% of the respondents are in the age between 25 and 40 years, 17.78% of the respondents fall in the age above 55 years and the remaining 16.30% of the respondents are in the age of 40 to 55 years. Most (62.78%) of the respondents are male and 37.22% of the respondents are female. Most (65.93%) of the respondents are married and 34.07% of the respondents are unmarried. Maximum (31.3%) of the respondents are under graduates, 27.78% of the respondents are qualified with higher secondary, 24.26% of the respondents are post graduates and the remaining 16.67% of the respondents having other qualifications such as Diploma / ITI / M.Phil., etc. Greater (35.19%) numbers of respondents are working in private sector, while 29.63% of the respondents are self-employed, 26.67% of the respondents are having other occupations such as home maker / unemployed, etc. and the remaining 8.52% of the respondents are working in Government sector.

TABLE 2: FREQUENCY OF SHOPPING

Sl. No.	Demographics	Frequency(540)	Percentage (100%)
1	Less frequent	377	69.81
2	Moderately frequent	113	20.93
3	Much Frequent	50	9.26
TOTAL		**540**	**100**

Source: Primary Data

Table 2 clearly reveals that Majority (69.81%) of the respondents shop less frequently, while 20.93% of the respondents indicated moderate frequency in shopping and the remaining 9.26% of the respondents opined that they shop much frequently.

TABLE 3: OVERALL SATISFACTION IN MALL SHOPPING

Sl. No.	Demographics	Frequency(540)	Percentage (100%)
1	Highly Satisfied	301	55.74
2	Slightly Satisfied	88	16.30
3	Moderately Satisfied	96	17.78
4	Least Satisfied	55	10.19
TOTAL		**540**	**100**

Source: Primary Data

It is evident from the Table 3 that More than half (55.74%) of the respondents are highly satisfied towards shopping in the retail malls, while 17.78% of the respondents moderately satisfied, 16.3% of the respondents are slightly satisfied and the remaining 10.19% of the respondents are least satisfied towards shopping in retail malls.

DEMOGRAPHICS AND INFLUENCE

It is observed that the relationship between selected demographics of the respondents such as Age, Occupation, Monthly Income and Shopping satisfaction in retail malls has been measured to find the level of relationship based on the factors influencing preference, motives and satisfaction towards shopping in malls in Coimbatore City. The dependent factors selected are such as Utilitarian attributes, hedonic attributes, pleasure motives, role shopping, service quality and patronage of shopping.

HYPOTHESIS

H_0: There is no significant relationship between selected demographics of the respondents and factor influencing shopping in retail malls.

TABLE 4: SELECTED DEMOGRAPHICS OF THE RESPONDENTS AND FACTORS INFLUENCING SHOPPING IN RETAIL MALLS

(df : Degree of Freedom, TV : Table Value, Sig. : Significance)

Organic Influence	Age (df=12, TV=21.026)	Occupation (df=6, TV=21.026)	Monthly Income (df=12, TV=21.026)	Shopping Satisfaction (df=12, TV=21.026)
Utilitarian attributes	18.384 (Sig.0.105)	18.809 (Sig.0.093)	16.110 (Sig.0.1868)	**24.654* (Sig.0.017)**
Hedonic Attributes	12.139 (Sig.0.435)	17.735 (Sig.0.124)	**26.036* (Sig.0.011)**	**23.839* (Sig.0.021)**
Pleasure Motives	18.835 (Sig.0.093)	**21.125* (Sig.0.049)**	9.190 (Sig.0.687)	**21.334* (Sig.0.046)**
Role Shopping	14.654 (Sig.0.261)	19.242 (Sig.0.083)	14.556 (Sig.0.267)	8.591 (Sig.0.737)
Service Quality	20.475 (Sig.0.059)	18.822 (Sig.0.093)	13.803 (Sig.0.313)	8.899 (Sig.0.712)
Patronage	**23.404* (Sig.0.024)**	**23.506* (Sig.0.024)**	13.362 (Sig.0.343)	**27.976 (Sig.0.006)**

Source: Computed

* Significant @ 5%,
** Significant @ 1%

CHI-SQUARE RESULTS

Age of the respondents was first measured to find the relationship with the factors influencing respondents shopping in retail malls.

It is found that the chi-square value (23.404, Sig.0.024) is more than the table value (21.026) at 5% level, therefore, the relationship between age of the respondents and patronage factor influencing respondents shopping in retail malls is found to be significantly associated and the null hypothesis is rejected. Whereas the other five factors such as Utilitarian Attributes, Hedonic Attributes, Pleasure motives, role shopping and service quality were found not significantly associated with age and the null hypothesis is accepted.

Occupation of the respondents was next measured to find the relationship with the factors influencing respondents shopping in retail malls.

It is found that the chi-square value (21.125, Sig.0.049) is more than the table value (21.026) at 5% level, therefore, the relationship between occupation of the respondents and factors with respect to pleasure motives are significantly associated, followed by the chi-square value (23.506) is more than the table value with respect to the relationship between occupation and patronage are significantly associated and the null hypothesis is rejected. Whereas the other five factors such as Utilitarian Attributes, Hedonic Attributes, Role shopping and service quality were found not significantly associated with occupation and the null hypothesis is accepted.

Monthly Family Income of the respondents was third measured to find the relationship with the factors influencing respondents shopping in retail malls.

It is found that the chi-square value (26.036, Sig.0.011) is more than the table value (21.026) at 5% level, therefore, the relationship between monthly income of the respondents and factors with respect to hedonic attributes are significantly associated and the null hypothesis is rejected. Whereas the other five factors such as Utilitarian Attributes, Pleasure Motives, Role shopping, Service Quality and Patronage were found not significantly associated with monthly income and the null hypothesis is accepted.

Shopping satisfaction of the respondents was finally measured to find the relationship with the factors influencing respondents shopping in retail malls.

It is found that the chi-square value (24.654, Sig.0.017) is more than the table value (21.026) at 5% level, therefore, the relationship between shopping satisfaction of the respondents and factors with respect to Utilitarian attributes are significantly associated, followed by the chi-square value (23.839, Sig.0.021) is more than the table value (21.026) at 5% level are significantly related with shopping satisfaction and hedonic values, the chi-square value (21.334, Sig.0.046) is more than the table value (21.026) at 5% level are significantly related with shopping satisfaction and pleasure motives, and finally, the chi-square value (27.976, Sig.0.006) is more than the table value (21.026) at 5% level are significantly related with shopping satisfaction and patronage, therefore, the null hypothesis is rejected. Whereas the other two factors such as Role shopping and Service Quality were found not significantly associated with monthly income and the null hypothesis is accepted.

GARRETT RANKING

Rating of the respondents for different attributes considered as priority during shopping in retail malls are presented in the Table 5.

TABLE 5: RANKING SHOWING THE FACTORS CONSIDERED ON PRIORITY DURING SHOPPING

Sl. No.	Attributes	Garrett Score	Garrett Mean	Rank
1	Convenience and Ambience	32450.00	60.09	1
2	Décor, Style and reach of the mall	31200.00	57.78	2
3	Selection of products	23675.00	43.84	7
4	Range of products with price factor	24325.00	45.05	6
5	Product Quality and value for money	29562.50	54.75	3
6	Service Quality of Mall Personnel	21762.50	40.30	8
7	Entertainment aspects	26050.00	48.24	5
8	Delicious recipes and varieties in food court	26975.00	49.95	4

Source: Computed

From Table 5 it is observed that the level of rating based on the priority attributes considered by the respondents during shopping are analyzed which shows that the highest rating was towards convenience and ambiance of the mall (M=60.09), followed by Décor, Style, and reach of the mall (M=57.78), third rank was towards product quality and value for money (M=54.75), fourth rank towards delicious recip0es and varieties in food court (M=49.95), 5th Entertainment Aspects (M=48.24), 6th, Range of products with price factors (M=45.05), 7th selection of products (M=43.84) and finally, the least rank was achieved towards service quality of mall personnel during shopping (M=40.30).

SUMMARY OF RESULTS

- Maximum (40.74%) of the respondents belong to the age below 25 years,
- Most (62.78%) of the respondents are male.
- Most (65.93%) of the respondents are married.
- Maximum (31.3%) of the respondents are under graduates.
- Greater (35.19%) numbers of respondents are working in private sector.
- Majority (69.81%) of the respondents stated they shop less frequently.
- More than half (55.74%) of the respondents are highly satisfied towards shopping in the retail malls.

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VERIFICATION OF HYPOTHESES

While measuring the selected demographics, comparing the level of satisfaction with regards to factors influencing shopping in retail outlets, the results shows that,

❖ There is significant relationship between age of the respondents and patronage factor influencing satisfaction in retail shopping.
❖ There is significant relationship between occupation of the respondents and pleasure motive factor influencing satisfaction in retail shopping.
❖ There is significant relationship between occupation of the respondents and patronage factor influencing satisfaction in retail shopping.
❖ There is significant relationship between monthly income of the respondents and hedonic attributes influencing satisfaction in retail shopping.
❖ There is significant relationship between shopping satisfaction of the respondents and utilitarian attributes influencing satisfaction in retail shopping.
❖ There is significant relationship between shopping satisfaction of the respondents and hedonic attributes influencing satisfaction in retail shopping.
❖ There is significant relationship between shopping satisfaction of the respondents and pleasure motives influencing satisfaction in retail shopping.
❖ There is significant relationship between shopping satisfaction of the respondents and patronage influencing satisfaction in retail shopping.

RANK ATTRIBUTES

• From the level of rating based on the priority attributes considered by the respondents during shopping it is inferred that the highest rating was towards convenience and ambiance of the mall and the least rank was achieved towards service quality of mall personnel during shopping.

SUGGESTIONS

✓ Maximum number of the respondents felt that the mall personnel's response was sometimes not much impressive that needs to be significantly improved and also the service quality needs significant improvement.
✓ The hypothesis results also reveals that the service quality was not associated when compared with the shopping satisfaction among respondents. It is recommended that the service quality, display of products in the selves of the retail stores and also hospitality of the retail outlet personnel's' need to be well improved. Special attention towards customers will bring in more business and help the malls to achieve more profits in the years to come.

CONCLUSION

Finally, the study concludes that the overall satisfaction of the customers shopping in malls of the retail outlets had influenced their preference and motivated them significantly to do shopping. Majority of the respondents had opined that they are satisfied and they found it a pleasure to shop in the malls and therefore, it is clear that the factors nature of the retail sector is attractive in all aspects to the customers to visit the malls and also the customers are satisfied towards the services provided by the retail stores in the mall.

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PARTICIPATION OF GUJJAR AND BAKERWAL IN JAMMU AND KASHMIR POLITICS
(WITH SPECIAL REFERENCE TO ANANTNAG AND KULGAM DISTRICTS)

AZHAR UD DIN
RESEARCH SCHOLAR
VIKRAM UNIVERSITY
UJJAIN

DR. JAGDISH NIGAM
PRINCIPAL
GOVERNMENT GIRLS COLLEGE
NAGDA

ABSTRACT
Issues of Tribal's are of great importance in contemporary times. At present more importance is given to tribal issues because they have been marginalised for so long. Throughout most of human history there has existed a great difference in relations of power between general and tribal communities. Thus there exists a major agenda to be addressed in order to overcome tribal invisibility, marginalisation and subordination. Tribal's has now become a critical category for analysis in all fields social, economic, religious, cultural and political. Many current issues in debate and researches are being carried about tribal's their status and role in society, politics and economy are influenced by historical, cultural and other factors. In this paper an attempt has been made to know the role of Gujjar and bakerwal in the political arena and political consciousness in Jammu and Kashmir especially in Anantnag and Kulgam district, to examine the causes responsible for low level participation of Gujjar and Bakerwal in politics. To highlight the trend in the recruitment of Gujjar and Bakerwal candidates by political parties for contesting elections and the constraints faced by Gujjar and Bakerwal in performing their role in electoral politics especially panchayat in Jammu and Kashmir.

KEYWORDS
political participation, gujjar and bakerwal, Jammu and Kashmir.

INTRODUCTION
Political participation in a democracy has got a wider connotation, which ranges from popular participation in electing representatives to the actual participation of representatives in the process of governance. Verba, Schzoman and Brady (1993) define political participation in democratic context as those activities, which have "the intent or effect of influencing government action - either directly by the making or implementation of public policy or indirectly by influencing the selection of people who make those policies.

The nature of society in Jammu and Kashmir is heterogeneous in terms of its ethnic composition as well as religious orientation. The heterogeneity of the state is multilayered and can be seen at racial, linguistic, cultural and religious levels. Dogras, Chibalis, Paharis, Mangolian, Kashmiris, Ladakhis, Gujjars are the various racial groups inhabiting the state. Dogras and Chibalis are concentrated in the Jammu region. Races like Champa, Ladakhi, Balti and Dard inhabit Ladakh region. Kashmir is a Muslim majority region. Besides this there had been a small community of Hindus in Kashmir, commonly known as Kashmiri Pandits. In addition Herdsmen, Shepherds, Galawans, Dums, Boatmen, Minstrels, Watals, Gujjar's, Bakerwal etc are important tribes of Kashmir. Gujjar Bakerwal and Gaddis are main tribal communities recognized as such by the government. Gujjar's and Bakerwal form the third largest ethnic groups in terms of their population in the state. As per census they form 10.9% of population of state.

After partition when assembly segments were constituted in the state of Jammu and Kashmir. The tribal Gujjar and Bakerwal community emerged as a significant political force. Being tribal ethnic group, they were united behind imagination, therefore it embossed as an important vote bank which was very difficult to ignore or surpass by the political parties of the state. In short, the role being played by Muslim minority vote at national level politics, the same role is being played by Gujjar votes in Jammu and Kashmir State. In early seventies after various recommendations by a number of commissions and panels constituted by central and state governments for amelioration of the lot of weaker sections of society in India, the government of India had sanctioned fund for development and upliftment of the Gujjar and Bakerwal of Jammu and Kashmir. Congress and Mrs. Indira Gandhi took keen interest in the political vote bank of tribal's and organized big rallies and conferences. A department was also established to look after Gujjar and Bakerwal affairs. Former Minister Ch. Mohd. Shafi Khatana was entrusted the job of betterment of Gujjar and Bakerwal community and he was given a post of advisor to government of Jammu and Kashmir for Gujjar affairs in 1971-72.

The Gujjar politics has been mainly influenced by *Mian family of Wangat Kangan*. Since 1952 after Mian Nizam-Ud-Din and Mian Bashir Ahmad, Mian Altaf Ahmad is representing Gujjar and Bakerwal in state legislative assembly. This family has been associated with national conference regime as well as congress. Both parties have many times sort assistance from Mian family for achieving their political targets with the help of Gujjar vote bank. Apart from Mian family, a good leadership has emerged among the Gujjar's in Poonch, Rajouri, Udhampur, Baramullah and other districts of Jammu and Kashmir. Which include Ch. Mohd. Shafi Khatana, Ch. Mohd. Aslam (relatives of Mian family), Haji Buland Khan, Ch. Talib Hussain, Mohd. Hussain, Ch. Lal Muhammad, Ch. Basher Ahmad Naaz, Ch. Javaid Rana, Ch. Taj Mohi-Ud-Din and many more.

The panchayat elections in Jammu and Kashmir were held after a gap of 10 years and process began in early 2011. The last panchayat elections were conducted in the State in 2001-02 after a gap of 23 years. The panchayat elections were held for the election of 4130 Sarpanches and 29,719 Panches. These panchayat elections create great enthusiasm among rural masses. Rural masses have shown great interest and participated vigorously in these panchayat elections. Over 79 percent of the electorate exercised their right to vote.

Gujjar's in Jammu and Kashmir form third largest population after Kashmiri and Dogra and they are playing a laudable role in democratic process since 1947. Nine leaders of Gujjar community have been elected to the 12th assembly in Jammu and Kashmir 2014. In this election they have made a massive participation in democratic process. Those who were elected to the State Assembly this time included seven from Jammu province and two from Kashmir Valley. This is for the first time five out of seven MLA's elected from Poonch and Rajouri districts are from Tribal Gujjar ethnicity.

OBJECTIVES
1. To know the role of Gujjar and bakerwal in the political arena and political consciousness in J&K.
2. To examine the causes responsible for low level participation of Gujjar and Bakerwal in politics of J&K.
3. To highlight the trend in the recruitment of Gujjar and Bakerwal candidates by political parties for contesting elections in J&K.
4. To explore the constraints faced by Gujjar and Bakerwal in performing their role in electoral politics especially panchayat in J&K.
5. To provide suggestions with regard to Gujjar and Bakerwal participation in Jammu and Kashmir politics.

RESEARCH METHODOLOGY

The research methodology employed for the present study includes Descriptive, Empirical and Analytical method. Data has been collected from primary and secondary sources. Primary data has been collected by employing Simple Survey and Interview Schedule. Distribution of Interview Schedule will be based on Purposive Sampling. The present study was conducted in Kashmir province comprised of ten districts out of ten districts only two districts were selected viz Anantnag and Kulgam. District Anantnag is divided into 7 blocks where as district Kulgam is divided into 5 blocks respectively. Only 8 blocks were selected 5 blocks from Anantnag district and 3 from the district Kulgam for this purpose. 500 respondents were selected from two districts; Purposive sampling technique was used for selecting the sample from different blocks of Anantnag and Kulgam. Interview schedule and focused group discussions and official government records were used to elicit the required information. Hypothesis testing was also carried out with the help of correlation and chi square test.

RESULTS

PARTICIPATION IN VOTING

Voting is a method for a group such as a meeting or an electorate to make a decision or express an opinion. Participation in voting is very essential for success of democracy. Survey conducted reveals as shown in table.

TABLE 1

S.no	Options	No. of respondents	%age
1	Yes	454	90.8%
2	No	46	9.2%
	Total	500	100%

Source: survey data

Table shows that a significant number of gujjar and bakerwal respondents participate in voting i.e. 90.8% and rest 9.2% do not participate in any kind of voting.

PARTICIPATION IN DISCUSSIONS OF JIRGA /TRIBAL COUNCILS

Jirga is a Persian word. It means a gathering, a public, a "Panchayat" or a consultation. According to Henry Maine (1946) except custom there is no written law in the world and it is an accepted truth and this truth is either good or bad and the custom is the traditional or indigenous system of the social control. 58 percent of the Gujjars and Bakarwals still practice Jirgas and settle their cases within their community while 42 percent have the views that Jirgas do not exist now and they settle their cases with the help of police and modern courts. Survey conducted reveals that 60% of respondents participate in jirga or tribal council decisions while as rest 40% do not participate in tribal council decisions.

TABLE 2

S.no	Options	No. of Respondents	%age
1	Yes	300	60%
2	No	200	40%
	Total	500	100%

Source: survey data

PARTICIPATION IN WHICH TYPE OF ELECTION

An election is a formal decision making process by which a population chooses an individual to hold public offices. There are various types of elections i,e General election, National election, Local elections and Special elections. Study reveals as table depicts.

TABLE 3

S.no	Options	No. of respondents	%age
1	Assembly	-	-
2	Lok- sabha	-	-
3	Local bodies	-	-
4	All	454	100%
	Total	454	100%

Source: survey data

As far as the participation in election is concerned out of 500 gujjar and bakerwal respondents 454 respondents participate in election and these four hundred fifty four respondents (100%) participate in all elections whether it is assembly election, lok-sabha election or election of local bodies.

ATTRACTING ATTENTION OF PANCHAYAT TOWARDS PROBLEMS OF YOUR WARD

Conscious voters are quite rare; usually a conscious voter should be conscious about religious, moral or ethical issues along with administrative or financial ones. Conscious voters are always ready to solve the problems of their society by making the concerned authorities aware about it.

TABLE 4

S.no	Options	Respondents	%age
1	Yes	333	66.6%
2	No	167	33.4%
	Total	500	100%

Source: survey data

While collecting information it has been found that 80% of respondent's i.e majority (66.6%) are conscious enough so that they attract attention of panchayat towards the problems of their ward and remaining 33.4% do not attract attention of panchayat towards problems of their wards.

REASON FOR NOT INTERESTED IN POLITICS

Among 500 respondents only 20.4 % are not interested in politics, the reasons may be different either disinterest in politics or treating politics as a dirty game or because of exploitation by politicians or due to fake promises of politicians. The study conducted reveals as depicted in table.

TABLE 5

S.no	Options	No. of respondents	%age
1	Politics a dirty game	12	11.77%
2	Politicians exploit people	15	14.71%
3	Fake promises of politicians	50	49.01%
4	Not interested in politics	25	24.51%
	Total	102	100%

Source: survey data

Table gives the detail of reasons of disinterest in politics. Out of 102 respondents 11.77% of respondents are not interested in politics because they think politics is a dirty game. 14.71% are not interested in politics because of exploitation by politicians and majority of respondents i.e. 49.01% dislike politics because of fake promises of politicians and rest 24.51% simply have no interest in politics.

INTEREST IN JOINING POLITICAL PARTIES

People join or get involved in political parties for a variety of reasons. It makes people feel of getting involved in their countries government. It allows people to express an agenda or opinion regarding the direction of this country.

TABLE 6

S.no	Options	No. of respondents	%age
1	Yes	325	65%
2	No	175	35%
	Total	500	100%

Source: survey data

While collecting information regarding interest of respondents in joining political parties the study reveals 65% respondents are interested in joining political parties while rest of 35% have no interest in joining any political party.

POLITICAL PARTIES FAVORING TRIBAL PARTICIPATION

Political parties are among the most important institutions affecting tribal political participation. In most countries parties determine which candidates are nominated and elected. Survey conducted reveals as depicted in table below.

TABLE 7

S.no	Options	No. of respondents	%age
1	Yes	150	30%
2	No	350	70%
	Total	500	100%

Source: survey data

While collecting information regarding political parties favoring tribal participation in elections like other communities reveals that only 30% respondents believe that political parties are favoring tribal candidates and rest 70% respondents views are against it.

REASONS WHY POLITICAL PARTIES DO NOT FAVOR TRIBAL PARTICIPATION

There may be a number of reasons why political parties does not favor tribal candidates in election like other categories. Survey conducted regarding lack of favor by political parties to gujjar and bakerwal candidates reveals that 34.3% respondents think it is because of lack of faith in tribal candidates, 22.9% respondents believe it is because gujjar and bakerwal candidates cannot shoulder the responsibility, 17.1% believe tribal's are poor and are not meant for politics and rest 25.7% think it is because they are illiterate that is why political parties do not favor tribal candidates in contesting election.

TABLE 8

S.no	Options	Response	%age
1	Lack of faith in tribals	120	34.3%
2	Can't shoulder responsibility	80	22.9%
3	Tribals are poor	60	17.1%
4	Tribals are illiterate	90	25.7%
	Total	350	100%

Source: survey data

SOCIAL / PSYCHOLOGICAL FACTORS RESPONSIBLE FOR LOW ADJUSTMENT OF GUJJAR AND BAKERWAL BY POLITICAL PARTIES

Gujjar and Bakerwal have not only been marginalized by political parties but society is also equally responsible. The social and psychological hurdles faced by gujjar and bakerwal hinder their adjustment in political parties. While collecting information regarding their low adjustment in political parties, the information collected reveals that among 500 respondents 34.1% think that they are like real busy bees in rearing their cattle and other transhumance activities, 31.1% think they are not capable of doing work required at top, 26.3% think tribal's are afraid of succeeding in politics and rest 8.5% have no answer regarding this question.

TABLE 9

S.no	Options	Response	%age
1	Yes	293	58.6%
2	No	207	41.1%
	Total	500	100%

Source: survey data

TABLE 10

S.no	Reasons for low adjustment	Response	%age
1	Busy in rearing cattle and other transhumance activities	100	34.1%
2	Not capable of doing work required at top	91	31.1%
3	Afraid of succeeding in politics	77	26.3%
4	No answer	25	8.5%
	Total	293	100%

LACK OF COOPERATION OF GENERAL CATEGORY HINDER TRIBAL DEVELOPMENT

Cooperation is important in any field because it allows people and groups to work together to achieve a common goal or deserve mutual benefits. Cooperation exists at many levels and takes place between organizations and individuals. Survey conducted reveals.

TABLE 11

S.no	Options	No. of respondents	%age
1	Yes	450	90%
2	No	50	10%
	Total	500	100%

Source: survey data

While collecting data regarding the lack of cooperation of general category hindering tribal development, the study reveals that 90% respondents believe that the lack of cooperation of general category hinder tribal development and 10% think that they do not.

DATA ANALYSIS AND FINDINGS

After collecting the information, it was tabulated and analysed in the light of the objectives. The questions were explained and analysed and findings were drawn accordingly. The important points emerged out from the observation as well as field data may be summarized as follows.

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1. The respondents are within the age group of 30 -60 Above ,Married 80 % ,Un -married 8% and Divorced 12% , Scheduled Tribe 100%.
2. 100% respondents are followers of Islam and living in urban areas.
3. Illiteracy and empowerment are of great concern not only to India but also to most developing countries. It was seen that 30 % are illiterate, 19% respondents are Post Graduate, 8.4% respondents are having Professional Degrees, 16% are Graduate, 26.6% are Matric pass.
4. Political participation means Participation in the political process by making his/her beliefs known, the power to effectively influence decision making process and policies, to reverse the existing situation whenever they are disadvantageous and to bring about necessary social change.
5. It is untenable to argue that a substantial increase in the representation of Gujjar and Bakerwal will automatically lead to greater promotion of Gujjar and bakerwal interest.
6. Gujjar and Bakerwal interests can be promoted only when factors like dominance of parents, general category and their poor representation at decision making machineries are done away.
7. Gujjar and Bakerwal position in politics was first recognized by the National conference leadership which could not ignore gujjar and bakerwal valuable contribution to the party and also to freedom movement.
8. The political parties generally consider Gujjar and bakerwal capable as flag bearers and are used as important vote bank, but they are not considered capable of fighting elections.
9. Different political parties, in their election manifesto talk about tribal empowerment, right to equality for tribal's in all spheres, reservation of seats for tribal's and so on and so forth. But in practice, they believe in adhocism in dealing with tribal problems.
10. The political parties are to come out of the narrow grooves of treating Gujjar and Bakerwal problem as merely the welfare related measures.
11. Gujjar and Bakerwal themselves have to increase their own awareness as a distinctive constituency as tribal.
12. There are various factors, which are responsible for the low participation of tribal's in politics. These causes include Socio-psychological factors, political factors, economic factors and ideological factors
13. Failure in politics is caused due to mostly family burden followed by poor education and poor economic condition.
14. There is not much satisfactory gujjar and bakerwal contestants in the Jammu and Kashmir Legislative assembly but their participation is increasing with a good pace in panchayat raj institutions, for the first time in their history eight tribal ministers won in 2014 assembly elections.

CONCLUSION

While analyzing the facts it can be concluded that though the participation of Gujjar and Bakerwal in politics is slightly increasing, but it is not to the level of satisfaction. The study revealed that Gujjar and Bakerwal empowerment can be ensured through Gujjar and Bakerwal participation at various stages of political process. Political participation of Gujjar and Bakerwal along with upliftment of levels of education be improved as par with the general category counterparts for social development. Until and unless moral boon of the people are not customized, any commandment on the desired subject would not be influential. The study also emphasis on the fact that Gujjar and Bakerwal empowerment and their full participation on the basis of equality in all spheres of the society including participation in decision making process and access to power are fundamental for achievement of equality, development and peace.

SUGGESTIONS

Suggestions are made so that the Gujjar and Bakerwal actively participate in Jammu and Kashmir politics.
1. Making Gujjar and Bakerwal more conscious of the rights and responsibilities, the implications of the laws governing tribal status in society and developing and understanding about the various manifest and conceal ways which cause tribal oppression.
2. Providing tribal access to knowledge in different areas like social, economic and   political.
3. Assisting gujjar and bakerwal to form their groups for learning and productive activity and strengthening their participation in development process.
4. Gujjar and Bakerwal candidates should be persuaded to stand for elections.
5. Political parties should favor the nomination of tribal candidates.
6. Tribal candidates should have to be voter friendly.
7. Increasing tribal political participation through effective training program.
8. Quota should be given to expand tribal's participation.
9. Revising party structures and procedures that hinder the participation of tribal's.
10. Developing initiatives to ensure tribal participation in all internal policy making structures and electoral nominating processes.
11. Setting specific targets and implementing measures to substantially increase the number of Gujjar and Bakerwal in politics
12. 13. Encouraging greater involvement of tribal's in decision making
13. Proper registration of Gujjar and Bakerwal candidates in voter list.

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IMPACT OF INVESTOR AWARENESS PROGRAM ON PROSPECTIVE INVESTORS IN THE INDIAN STOCK MARKET

S.PERIYASAMY
RESEARCH SCHOLAR
DEPARTMENT OF MANAGEMENT STUDIES & RESEARCH
KARPAGAM ACADEMY OF HIGHER EDUCATION
COIMBATORE

DR. M. ASHOK KUMAR
PROFESSOR & HEAD
DEPARTMENT OF MANAGEMENT STUDIES & RESEARCH
KARPAGAM ACADEMY OF HIGHER EDUCATION
COIMBATORE

ABSTRACT
Liberalisation, Privatisation and Globalisation (LPG) since 1990 has helped our economy to have attain 7th place in the world. It is evident from recent economic growth that Indian corporates scaled new heights in their respective fields. It is inevitable that market capitalisation of listed companies in Indian stock exchanges contribution measured at 67.97 as on 2012 data available with world bank shows that markets plays immense role in economic development by facilitating corporates to generate the required capital for their projects. Most of the FIIs see Indian market as the Investment Avenue for good returns. The ease of doing business, tax advantage, availability of resources and customer support have made India a heavenly place for FIIs to invest whereas retail participation has been shrinking in the past two decades despite various initiatives by the Government of India and Stock Market Regulators along with the market intermediaries. Investor Awareness Program, as one of the initiative to educate and protect investors has helped mobilising Per Capita/Individual Savings into direct investment. It has been ascertained that the total number of retail investors is much less than 1% of the total Indian population as on 2015. However, relatively low participation of retail investors in the corporate sector continues to be a cause of concern which needs to be addressed at the earliest. This study examines the impact of Investor Awareness Program and its impact on prospective investors in India.

KEYWORDS
investor awareness, prospective investor, Indian stock market.

ABBREVIATIONS
FIIs   –   Foreign Institutional Investors
GDP   –   Gross Domestic Product
IPF   –   Investor Protection Fund.

INTRODUCTION
avings and Investment of individuals of an economy are the two variables by which the strength of an economy can be measured. As per International Monetary Fund World Economic Outlook (April-2015) dated June 03, 2015, the Indian economy stands at 7th place in the world in terms of Nominal GDP and 3rd in terms of Purchase Power Parity (PPP). The corporate sector plays an important role in shaping the economy. The investment in top 500 companies in our country by FIIs had reached 23% with the value over $335 billion till the year 2014 as reported by Citigroup report 2015. The Retail participation has come down drastically in the recent decades. This leads to a situation where most of the returns were enjoyed by the FIIs rather than the Retail Investors, who show less participation in direct investment. The reason for less participation by retail investors in the markets is due to lack of financial education among the investors. There is a need for an initiative to be taken by which retail investors can be educated as well as encouraged to take informed investment decisions in the corporate economy.

Investor Awareness Programmes (IAPs) are conducted across India with the objective of creating awareness amongst the investors about fraudulent schemes and facilitating informed investment decisions by the Ministry of Corporate Affairs (MCA) in association with the Institute of Chartered Accountants of India (ICAI), the Institute of Company Secretaries of India (ICSI) and the Institute of Cost Accountants of India (ICWAI). During the period 01.04.2012 to 28.02.2015, 6402 Investor Awareness programmes have been organized as per Press Information Bureau report, Ministry of Corporate Affairs dated March 13, 2015, SEBI conducts Investor Awareness Programs through Resource Persons, Investor Associations, Exchanges, Depositories and Registered Stock Brokers. SEBI and Stock Exchanges also conduct mass media campaigns with regard to fake investment schemes.

There are 27 Investor Associations registered with SEBI and they are undertaking Investor education initiatives at educational institutions across the country and joint public meetings for the first time investors and grievance redressal guidance meetings along with other market intermediaries.

The stock exchanges in India have established their Investor Protection Fund (IPF) Trusts with the focus of spreading awareness among investors through various forms of education initiatives. These IPF Trusts Conduct Investor Awareness Programs across India regularly. These programs are conducted in regional languages with the distribution of Information Booklets in English and vernacular languages to common people to bring more retail investors into the market. The program emphasises "dos" and "don'ts" while investing and the diligence that an investor needs to adopt along with the awareness investment product features and about knowledge uses.

REVIEW OF LITERATURE
The following are the literatures relating to financial literacy programmes among various markets with their inferences: "**Financial Literacy Strategies: Where Do We Go From Here**", by Robert I. Lerman and Elizabeth Bell (Networks Financial Institute – An Indiana State University, April 2006). This paper emphasizes the importance of financial literacy in an increasingly complex market economy and examines the current state of financial education in the U.S. and abroad and concludes that financial education influences savings and investments in a positive manner. "**The Impact of Financial Literacy Education on Subsequent Financial Behaviour**" authored by Lewis Mandell and Linda Schmid Klein was published in Journal of Financial Counselling and Planning (Volume 20, Issue 1 2009). The authors studied the impact off financial literacy education and its impact on 79 high school students of financial management and concluded that there was a positive impact of financial education on investors. "**Numeracy, financial literacy and participation in asset markets**" by Johan Almenbergy and Olof Widmarkz published article with the conclusion of their study that financial literacy has direct link to household savings and investment in financial assets. "**Relationship between Financial Literacy and Investment Behavior of Salaried Individuals**", written by Puneet Bhushan (Journal of Business Management & Social Sciences

Research, Volume 3, No.5, May 2014), studied the level of financial literacy and its impact on Investment behaviour of salaried individuals and concluded that individuals with low financial literacy invest in low risky investments and also emphasised that policy makers should take more initiatives to increase financial literacy among individuals. "**Financial literacy and income level influences on the savings and investment pattern of urban city households**", written by an empirical study with special reference to Coimbatore city was by Bindhu.P.K (March 13, 2015) of Bharatiar University, concluded that there was lack of financial literacy among households in Coimbatore.

STATEMENT OF THE PROBLEM

The Government of India and stock market regulators spent Rs.40 crores on organising 16000 Investor Awareness Programs across 390 districts with 900 resource persons in the last fiscal year. They also informed that Rs.55 crores on Investor protection and education would be spent this fiscal year. The objective of the program was to educate investors about market operations, empower investors, broadening investors' base by way of conducting Investor Awareness Programs across India and campaigning through media. With these measures, they hoped to bring more investors into market. The Swarup Committee report on "Investor Awareness and Protection" titled "Financial Well-Being" dated March 17, 2009 (ref.no.1.57) states that educating individuals in money matters is one of the toughest challenges faced by the national efforts in financial education across the world. This study examines the change in attitude of the participants of the program towards investment in stock markets.

METHODOLOGY OF THE STUDY

The study is analytical in nature. The data required for the study is primary in nature. Primary data was collected through a well-structured questionnaire by adopting random sampling method. The attendees of Investor Awareness Program conducted in and around Coimbatore during the last quarter of 2015. The respondents were the prospective investors who were might invest in shares in future. The collected data were analysed by applying simple percentage and Chi-Square tests.

ANALYSIS AND INTERPRETATION

To evaluate the impact of Investor Awareness Program, Chi-Square test was employed. Based on the data collected from 76 respondents attended IAP sponsored by BSE, NSE and SEBI from areas in and around Coimbatore who, the following demographic details were made up and received and deployed for statistical analysis.

TABLE – I: DEMOGRAPHIC DATA COLLECTED USING QUESTIONNAIRE

Variables	Particulars	Frequency	percentage	Variables	Particulars	Frequency	percentage
Gender	Male	51	67.1	Age	Below 20	14	18.4
	Female	25	32.9		21-25	37	48.7
Back ground	Rural	49	33.6		26-30	21	27.6
	Urban	27	40.2		35 and Above	4	5.3
Medium of Education	English	56	73.7	Income	Less Than Rs.50k	29	38.2
	Tamil	20	26.3		Rs.50k to 1 Lakh	16	21.1
Educational Background	Arts & Science	37	48.7		1 Lakh to 3 Lakhs	12	15.8
	Professional	31	40.8		3 Lakhs to 5 Lakhs	11	14.5
	Engineering	8	10.5		Above 5 Lakhs	8	10.5
Savings Objective	High Returns	27	35.5	Investor in Vicinity	Parents	9	11.8
	Liquidity	2	2.6		Relatives	18	23.7
	Safety	32	42.2		Friends	30	39.5
	Capital Appreciation	6	7.9		Neighbours	19	25
	Tax Savings	9	11.8	Possibility of Stock Market Investment in Future	Low	22	28.9
Impact of IAP	Low	11	14.5		Medium	32	42.1
	Medium	56	73.7		High	22	28.9
	High	9	11.8				

Source: Data from questionnaire

Based on the above table, it is evident that 67.1% participants are Male in Investor Awareness Program with the age group of 21-25 which is higher and safety is the major concern of the participants of Investor Awareness Programs as expressed by 42.2% followed by High Returns with 35.5%, Tax Savings with 11.8%, Capital Appreciation with 7.9% and liquidity with 2.6% of participants. There are 30 respondents having Investors as friends but not influenced towards Stock Investments. 73.7% participants said that the impact of IAP is neither high nor low, but 42.1% participants may consider Investing in Stocks provided further interest from either of the parties shown.

TABLE – II: CHI-SQUARE ANALYSIS

Independent Variables	Chi-Square / X2	Remarks
Age	0.302	Insignificant
Gender	0.007**	Significant
Background	0.087	Insignificant
Profession	0.074	Insignificant
Income level	0.049*	Significant
Educational background	0.365	Insignificant
Medium of Education	0.35	Insignificant
Investor in your vicinity	0.131	Insignificant
Investment Objective	0.514	Insignificant
Impact of IAP	0.00**	Significant

Source: Data from questionnaire

* denotes that the Independent variable is significant at 5 % level
** denotes that the variable is significant at 1 % level.

It is clear from the result of Chi-square test that gender and income level of participants impacted stock market investment decision at 5% significant level whereas the knowledge of resource person on stock market tools, current market trend, global situations and access to regulators which enlightened participants during the program had motivated them to invest in stocks.

SUGGESTIONS

It is suggested to the participants of the program to use the opportunity to get their doubts regarding stock market investments clarified and also to register with any of the Investor Associations. It is also suggested that the assistance provided by regulators via website, study materials and such programs can be effectively utilized to their utmost satisfaction. The market participants such as Stock Brokers, Investment advisors may take up a follow up with the participants of the program to help them in investment decision making. The regulators may also contact the participants via emails and by distributing pamphlets, leaflets in vernacular languages regarding the changes in the market and investor concerns in a periodic interval. The study can be further carried out by narrowing the customer's demography and further suggestions can be provided.

CONCLUSION

Investors' education over the last few years has assumed a very significant role in helping our economy to grow and ensuring that the fruits of economic development reach far and wide. Investor education is not and should not be a Government initiative alone. It requires inclusive efforts of all the shareholders – regulators, educational and professional institutes, market intermediaries, trade and business chambers and even corporates – to contribute their resources towards this objective. Though current research shows that 42.1% of participants who are prospective investors of stock markets said that they might consider investing in shares, it would need more attention from the market participants and regulators to convert them into real investors. SEBI Chairman, during his interview to Business Line – The Hindu dated June 02, 2011, stated that there are only 8% of total savings into equity which need to be increased. Statistics shows that less than 1.5% of Indian population invests in shares compared with almost 10 per cent in China and 18 per cent in the U.S. Just 2 per cent of India's household savings are exposed to equity whereas in U.S.A, the average is 45 per cent.

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BLACK MONEY IN INDIA: A SOCIAL PROBLEM IN INDIA

DR. NIKHIL RANJAN AGARWAL
HEAD
DEPARTMENT OF COMMERCE
WILSONIA DEGREE COLLEGE
MORADABAD

ABSTRACT

India is a land of irony- it is the land of poorest of poor and richest of rich. One such irony is black money. On one hand we have such poor population which can't sustain itself and cannot even afford one meal per day and on the other hand we have people who have riches stashed which if valued, would be more than GDP of a small nation. Another irony is black money. According to various reports, Indians have more black money stashed in foreign assets than any other country. In every budget, government reiterates its promise of bringing back the black money but bitter truth is, black money is not curbed properly. This paper tries to identify the various avenues which lead to black money generation, existing laws and policy regarding black money and some steps to trace, control the quantum and circulation of black money. The present paper also helps to know about present status of black money in India and its Impact on economy.

KEYWORDS
black money, social problems, budget.

INTRODUCTION

There is no official way to define black money in economic literature but most economists consider it to be the unaccounted for and untaxed cash generated in black economy, black market or organised crime. In short, it can be very well be considered to be tax evaded income generally earned by illegitimate means like bribe, smuggling, black marketing, crimes, scams etc. One of the other related problem id the conversion of black money into white money by a process known as Money Laundering which weakens the roots of economy over time and give rise to widespread corruption.

Over decades the stores of black money have increased many fold in the country as well as abroad. Some avenues which gives rise to black money includes various scams and frauds, over pricing the goods and under pricing the invoice, bribery, denial of providing with a bill to the customer, smuggling, organised and unorganised crime, drug and human trafficking, real estate frauds, misuse of donations, chit fund, stock marker frauds etc.

Among the existing laws that aim to curb the menace of black money, main is Black Money (Undisclosed Foreign Income and Assets) and Imposition of Tax Act, 2015 which came into effect on 1st July, 2015. The other older policies have been utterly unsuccessful in curbing the extent and circulation of black money in India. According to the provisions of this Act, offenders can face imprisonment upto 10 years and penalty of 300% of tax on concealed incomes.

Undisclosed foreign income or assets shall be taxed at the flat rate of 30%. No exemption or deduction or set off of any carried forward losses may be admissible. Another provision under this Act includes non filing of income tax returns or filing of income tax returns with inadequate disclosure of foreign assets liable to punishment of rigorous punishment of upto 7 years.

But this Act, although very effective on paper, is not enough to bring back the black money held in assets other than bank accounts. Many policies will have to be changed and new will have to be formed to properly put a check on black money. All the black money is either a result of fraud or illegal activity and hence the black money holders will not declare their stash until strong checks are put on financial transactions from a certain limit. Also money laundering should be checked and other ways should be formulated to bring the black money directly into the economy.

LITERATURE REVIEW

In India, Black money or unaccounted wealth estimated by Professor Kaldor in 1953-54 was 600 crore. By Wanchoo Committee as 1000 crore in 1965-66 and as 1400 crore in 1969-70. Rangnekar placed the figures of black money at 1150 core for 1961-62, 2350 crore in 1964-65, 2833 crore in 1968-69 and 3080 crore in 1969-70.

Chopra's estimate showed that black money in 1960-61 was 916 crore which increased to 8098 crore in 1976-77.

Arpit Guru and Shruti Kahanijow (2010) researched on is black money income? Need for amendment in DTAA & ITEA analysed that black money is spread everywhere in India up to a large extent which continuously stashed towards abroad in a very large amount. They also studied how black money had caused menaces in our economy and in what ways it is used.

According to National Institute of Public Finance and Policy (NIPFP) -

"Black Money is the aggregate of incomes which are taxable but not reported to authorities."

OBJECTIVES

1. The basic objective of this paper is to know the impact of black money on Indian economy this shows how the various scandals spreading their black shadow on the people of our country.
2. To study different variables like GDP, inflation, unemployment, agriculture and import and export of India and china.
3. To make comparative study of two booming countries.

METHODOLOGY

The present research impact of black money on Indian economy and comparative study of India and china is based on secondary data. We collected this data from various news channels, books, magazines and news paper.

PRESENT STATUS OF BLACK MONEY IN INDIA

As we know, in the recent times the issue of black money and corruption has come into being with participation of our civil society and parliament institutions. In this context two main issues have come into being-

Firstly, without any adequate factual basis, a large magnitude /amount of black money and unaccounted wealth stashed abroad every year.

Secondly, Govt. Response to address this issue has been inadequate or we say considerably negligible.

According to 3rd report published in May, 2012, SWISS NATIONAL BANK estimates total deposits as below:

TABLE 1

COUNTRY	MONEY DEPOSITED
INDIA	$ 1,456 billion
RUSSIA	$ 470 billion
UK	$ 390 billion
UKRAINE	$ 100 billion
CHINA	$ 96 billion

SCANDALS IN INDIA

TABLE 2

Scandal	Scandal Year Reported	Scope	Location	Key Player
Indian Coal mining	2012	1,855,91.34 crore	National	Prime minister
2G spectrum	2010	176,000 crore	National	Nira Radia, A.Raja, M.K Kanimozhi, Telecommunication companies
UP Food grains Scam	2003	35,000 crore	UP	Kapil Sibal, Mulayam Sing Yadav, Mayawati
NRHM Scam	2012	10,000 Crore	UP	Mayawati
Wokf Board Land Scam	2012	200,000 crore	Karnataka	Congress Government

Rs. 70,00,000 Crore Indian Black Money in One Swiss Bank. Let's bring back our Money. 1) Yes, 70 Lakhs Crores Rupees of India are lying in Switzerland banks. This is the highest amount lying outside any country, from amongst 180 countries of the world, as if India is the champion of Black Money.

But the Indian Government has not sent any official enquiry to Switzerland for details of money which has been sent outside India between 1947 to 2008. The opposition party is also equally not interested in doing so because most of the amount is owned by politicians and it is every Indian's money.

This money belongs to our country. From these funds we can repay 13 times of our Country's Foreign Debt. The interest alone can take care of the Center s yearly budget. People need not pay any taxes and we can pay Rs. 1 Lakh to each of 45 Crore Poor families.

SOURCES OF BLACK MONEY

Indian corporate invariably under invoice their exports and over invoice their imports from tax heaven countries such as Singapore, UAE, Hong Kong, etc. Thus the promoters of the public limited companies, who hold rarely more than 10% of share capital, earn black money abroad at the cost of majority share holders and tax income to the Indian government.

Politicians, political parties and corrupt higher officials of government and its institutions take bribes from foreign companies and park/invest the money abroad in tax havens for transferring to India when needed. Many times locally earned bribes/funds/collections are also routed abroad through Hawala Channels for evading from Indian tax authorities and consequent legal implications.

The Vodaphone tax case is a glaring example where foreign multinational companies also evade tax payments in India by making transactions with shell companies registered in tax haven countries.

EFFECTS OF BLACK MONEY

* It leads to increase in inequalities of income which widens the gap between the rich and the poor people of our country.
* It leads to wasteful consumption in our economy i.e. money which should be used for investment but wasted at consumption.
* It leads to decrease in working efficiency of people as they get used to earn Black money by easy means and they start preferring leisure to work.

RECOMMENDATIONS & SUGGESTIONS

After studying the concept of black money & its various sources of generation in our country, it's time for some recommendations and suggestions that may help to control black money in India. These are as follows:

* Bilateral agreements with tax heavens to provide names of individuals with more than specified limit of assets.
* Putting a tight leash on jewellery market on buying jewellery more than a specified limit, source of fund should be declared.
* Check on micro financiers especially in smaller cities.
* Real estate has emerged to be one major sector for generating black money as well as for money laundering.
* For account holders, if they keep above a certain limit in their accounts, it should be mandatory to declare the sources of such funds.
* Real estate purchasing in tax heavens is another rising trends among the super rich and the black money holders. This should also be curbed.
* All the purchases of property should be thoroughly checked by IT officials to ensure the sources of fund.
* The penalty and imprisonment should be enforced properly. The perpetrators of crime enjoy the loopholes of law.
* A limit should be fixed for cash transactions. It is relatively easier to track sources of money in bank account than in cash transactions.
* If the country moves towards paperless currency, then for sure, black money will be controlled because most of the black money is in hand cash and cash is used for all the transactions.

To control the generation of black money there should be a strong and appropriate legislative framework

CONCLUSION

Indian political leaders are becoming more and more ignorant towards growth and development of country, if the situation continues to get worse, one day will come when the poor people won't have anything at all and the country will seeing the worst ever time, much worse than the period of rule of English people even. Existence of Black money in an economy leads to socio-economic disparity, creating huge gap between rich and poor. To retain the same pace India must take some precautionary steps to protect our self from black money and other dangerous virus that are opposing it from growth and development.

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AN EMPIRICAL APPROACH TO INVENTORY COST REDUCTION

R. JAYARAMAN
PROFESSOR (OPERATIONS MANAGEMENT)
SP JAIN INSTITUTE OF MANAGEMENT & RESEARCH
BHAVANS CAMPUS
MUNSHI NAGAR

ABSTRACT

Five different inventory classification system have been described in literature and used by companies in practice. While many companies seem to prefer the ABC system for inventory management others use the FSN or the VED for spares inventory management. A closer examination of the five systems has yielded some fresh light on the way to manage and control inventory costs. This paper describes an empirical approach which has been adopted for the first time to compare the performance of each of the inventory classification system in terms of the total stocking cost which yields some surprising results. What is evident is that the "most popular" system, ABC, could lead to the highest inventory cost.

KEYWORDS

inventory control, inventory classification, cost of inventory, ABC, SDE, VED, HML, FSN.

INTRODUCTION

Inventory control as a subject has been of great interest to operations management professionals. The reason is very simple - inventories offer many advantages for running a plant smoothly and uninterruptedly. If there are controls imposed on the accumulation of inventories then the production process has one more variable or constraint to deal with. Inventory can be defined as"stocks of products which are held in storage in anticipation of demand, to meet arising (current) demands and to meet sudden surges in demand". Variously called as stock, safety stock, pipeline stock, in-transit stock and so on, inventory is a resource which if utilized rightly can meet routine as well as suddenly developing situations. On a few occasions inventories are held in storage only because the production process could continue to operate in order to complete a"run". The administrative actions of managing inventory have been well covered in the US GAO study (2003). Various studies in the past (Leeuw, Holweg and Williams, 2010; Watts, Hahn and Sohn, 1993; Goran Svensson, 2003; V.Jayaraman, 2008; Richard and Michele Tersine, 1990) have shown the importance of inventory control to the smooth operations of a company and how the same can be managed. An excellent description of the P system, Q system, the EOQ model and its extensions is available in the paper by Buxey (2006). Buxey has also reviewed and summarized the state of inventory theory upto the year 2006. He has also discussed some case studies from the Australian industry. However his coverage is restricted to the ABC system of inventory classification. Gupta, Garg and Tewari (2012) have reviewed the inventory methods in literature and have classified the current knowledge of such methods. Deierlein (2005) describes the management of spares inventory by a new method"Connect Enterprise"wherein computers are used extensively to capture data, raise orders and track performance. However there is no reference to optimizing either costs of orders or inventory carrying. Braglia, Grassi and Montanari (2004) have proposed a"MASTA"(multi attribute spares tree analysis) method for managing spares inventory. In their paper they have proposed several methods for classification of spares for inventory control,such as, quality problem, production loss, domino effect, which helps in the preparation of"trees"to provide a basis for classification of spares. With the advent and advancement of global supply chains many authors (Sahay and Mohan, 2003; Beheshti, 2009; Chandra and Kumar, 2001; Pope and Prasad, 1998) have emphasized the need to control the cost of inventories in large supply chains. In a study of the retail industry Abernathy et al (2000) propose a method which involves the accurate prediction of the demand patterns of inventory items and using this accuracy as a method to reduce the cost of inventory. Kobbacy and Liang (1999) have proposed an"intelligent systems"approach, wherein a knowledge based inventory management system"can lead to lower inventory cost. Using a Visual Basic computer program they have studied the demand patterns of several thousand items in the automotive and airlines industries in the US and show that in many cases the demand patterns can be established using scientific formulae which can then be used for selecting the appropriate model of inventory control (although they have not specified which model is to be selected). By doing so the TSC can be brought down in some cases by 23 % (p 362, *op cit*). However in the literature a comparison of the TSC for different inventory systems has not been done so far. This gap leaves a space for proposing a methodology which can help companies choose the appropriate system to manage inventories from the cost point of view.

PURPOSE OF THIS RESEARCH

Classical inventory theory has attempted to identify factors which influence the cost of holding stocks in inventory. Typically, the Economic Order Quantity (or EOQ) has been the bedrock of this theory. Using this companies have built systems such as Fixed Order Quantity (of FOQ) or Fixed Period (or FP) for day-to-day inventory management. Over the year's inventory studies have shown that there are five different classification methods – ABC, VED (Vital, Essential, Desirable), SDE (Scarce to procure, Difficult to procure and Easy to procure), FSN (Fast moving, slow moving and Non moving) and HML (High cost, Medium cost and Low cost) – which can be used to manage inventories using EOQ and the FOQ or FP systems. (for example see http://knowscm.blogspot.in/2008/03/inventory-analysis.html, http://productivity.in/knowledgebase/Plant%20Engineering/g.%20Spare%20Parts%20Management.pdf). Usually companies choose different classifications for use in different areas of operations. For example, ABC, FSN and HML are chosen for use in manufacturing, whereas SDE and VED are used for spares management. For each of these classifications the ordering policy is clearly defined which then governs the Total Stocking Cost (or the total inventory management cost, TSC). While choosing the classification systems companies do not compare the TSC for the same items under different classifications. For example, companies choose any one of the three classifications – ABC, FSN or VED – for manufacturing without comparing which one of the classification can give the least value of TSC. In this paper we have examined the situations where for the same set of items we compare the TSC's under the different classifications and find that the TSC can vary significantly under each of the classification for the same set of items. By choosing the proper classification system companies can reduce the TSC. (For example, see http://borjournals.com/Research_papers/Jan_2013/1128%20M.pdf, http://usir.salford.ac.uk/19054/1/WP_408-11_Salford.pdf) We believe that our research will help companies to choose the least cost method for inventory management for a given set of items. If the methodology described in our research is used we believe that companies can save anywhere between 4 to 25 % or more of the TSC depending on the items under consideration and the scale of operations. An example of a similar study undertaken, but partially, has been reported in a small scale enterprise in New Zealand. (see http://www.nzabe.ac.nz/conferences/2011/2011_NZABE_Ram_Paper_Final_7%20July.pdf). A description of the importance of the five different inventory classification systems and how they can improve the cost control of inventory items is provided in brief in http://currentnursing.com/nursing_management/ mat erial_management_ABC_VED_HML_analysis.html, and http://www.productivity.in/knowledgebase/Plant%20Engineering/g.%20Spare%20Parts%20Manag emen t.pdf.

RESEARCH METHODOLOGY

We have studied the literature to identify the trends in inventory management especially with respect to TSC. We have then described the main aspects of inventory management – types of inventories carried, costs involved, classification methods. We then describe a framework for comparison. For making the

comparisons we have chosen a set of inventory items from a larger set from a metals manufacturing company in India. Using this data we have studied the TSC under the different classifications. Based on these results we have reached certain conclusions and recommendations for further work.

The key terms used frequently in this paper are defined in the Table 1 below:

TABLE 1: DEFINITIONS OF KEY TERMS USED FREQUENTLY IN THE PAPER

Term	Definition	Explanation of definition / example
Inventory Classification System	The system used to define the basis of classifying inventory items into different categories	ABC – inventory classification system used to classify items based on annual consumption value
Inventory Management System	The system by a company used to optimize the cost of inventory based on cost, convenience and other management considerations	FOQ – Fixed Order Quantity system if inventory management where orders are released whenever the stock in hand reaches a pre-defined quantity
Inventory Categorisation System	The basis on which an Inventory Classification System categorises inventory items	VED – Vital, Essential, Desirable are the three categories used by the VED inventory classification system to categorise inventory items based on requirement for use.
EOQ	Economic Order Quantity	Optimal quantity to order to minimize TSC
Consumption cost	The cost incurred in using the item	Annual consumption cost = annual consumption * item cost (landed cost at the premises of the plant or facility)

CHARACTERISTICS OF INVENTORIES

Inventories can be characterized by where they are held (location), the purpose for which they are held (regular consumption or safety), the stage of production / value addition that they are created at (WIP, Finished Goods). Each of the stages of inventory have implications on the inventory valuation and impact on the input / output of the organization. These are summarized in Table 2 below:

TABLE 2: INVENTORY VALUATION AND ITS IMPACT ON THE INPUT / OUTPUT OF THE ORGANIZATION

Type of inventory	Purpose for holding	Implications on the value chain	Cost of the inventory	Hidden costs of the inventory
Location – at the suppliers end and in-transit between supplier and work place	Waiting for orders, transportation, inspection clearance	Could lead to cancelled orders, quality issues due to delay in despatch	Low as direct value addition is yet to take place	Loss of materials in transit or damages to goods while in transit could lead to high costs
Location – factory	Either as WIP, raw material or finished goods. Defective products awaiting clearance and disposal.	Occupies space, clutters up the shop floor, hides problems, creates a false sense of work being done.	High when in the FG form, medium if in WIP and low if in Raw Materials form. Cost of defectives is generally medium to high.	When WIP is high the hidden costs, like cost of losing production due to clutter on shop floor, disturbances to work leading to quality issues
Location – at the distributors, retailers and in – transit	Awaiting marketing decisions, dispatch clearances	Could lead to obsolescence, damages and theft at the warehouse, returns to the plant or possible write-offs/distress sales in extreme cases	Costs are usually in terms of warehousing costs, obsolescence costs, write-offs and distress sales discounts as well loss of image in the market if such distress sales happen too often.	Indicative of lack of co-ordination between marketing and production / dispatch, between retailers and wholesale distributors, reduction in demand for any reason
Purpose - regular consumption	To meet regular consumption to keep the production lines running smoothly	Minimum cost needed to run the production, must be available on or close to the shop floor for immediate use	More than raw materials but less than WIP	Too much of stockpiling may mean that production plans are going haywire, productivity could be slowing down
Stage of production – WIP	Created due to imbalances in capacities in production line equipment, sudden stoppage of equipment, breakdown of equipment	Place a burden on the production line, create disruptions and occupy floor space	Medium to high	Accumulation could lead to loss of materials, write-offs and distress disposals
Stage of production - finished goods	To meet orders placed by marketing, distributors, to keep physical track of the output	If kept for too long can lead to obsolescence, write-offs. But must be kept in stock to meet sudden surge in demands	High	If defectives have found their way into the FGF then this could lead to customer dissatisfaction if not detected in the distribution or retailer systems

There are many practical methods available and in use for managing inventory. These systems have been designed primarily based on the Economic Order Quantity (EOQ) theory. Figure 1 shows the concept of the EOQ.

FIG. 1: ECONOMIC ORDER QUANTITY
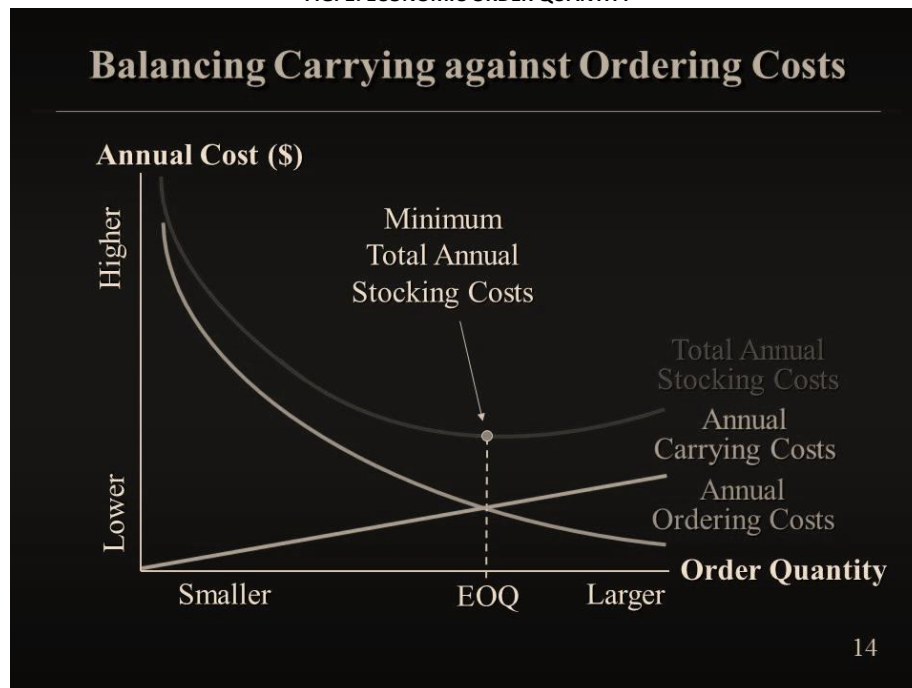
Source: Gaither and Frazier, "Operations Management"

FIGURE 2: THE EOQ FORMULA

Source: Gaither and Frazier, "Operations Management"

Based on the above formula one can calculate the quantities to be ordered for different values of ordering costs. In companies ordering costs usually include the following:

1. Cost of personnel used to place orders
2. Cost of follow-up or expediting the delivery against orders. (These can be in the form of phone calls, suppliers visits, meetings with suppliers and time otherwise spent with suppliers)
3. Cost of ensuring quality of supplies (inspection prior to dispatch at the suppliers end, inspection at the buyers end, third party inspection, sensei efforts by buyer to improve quality at the suppliers)
4. Cost of tracking deliveries (time spent in tracking deliveries, discussion with transporters / logistics operators)
5. Cost of identifying suppliers who can supply on a regular basis to meet the company's requirements (sometimes these are called strategic sourcing efforts)
6. Cost of vendor management (includes cost of appointing vendors, monitoring suppliers performance, cost of providing access to suppliers through use of IT tools to buyers systems)

Such costs obviously will vary depending on the nature of the items being procured, the status of the suppliers, the clauses in the contract between the buyer and the supplier, as also the vendor's overall performance. Hence to find the costs per order some amount of experience, judgment and methodology have to be evolved through a consensus process in the procurement cell.

Before we take a look at the ordering costs for different items, there is another aspect of inventory control which needs to be understood. In practice there are five different types of inventory classification systems prevalent, depending on the way the usage of items are classified. These are shown in Table 3 below:

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TABLE 3: DIFFERENT INVENTORY CLASSIFICATION SYSTEMS

Inventory classification system	Basis for classification	Remarks
ABC (based on the consumption pattern)	Total value of usage per annum of each item	The usage is based only on the cost incurred for using the consumable and no other characteristic. This leads to an intrinsic bias towards high consumption items which get more attention.
VED (Vital, Essential and Desirable) (degree of requirement for the production of the outputs)	Based on the usage requirement	This type of classification is used typically for inventory control of spares. however the basis of classification is based on the need of the item for producing the output. For example, a car cannot be complete without the engine, the wheels, whereas the external rear view mirror or the"singing"horn can be fitted as optional.
SDE (Scarce, Difficult, Easy) (difficulty of sourcing the item)	Based on the ability of the company to procure the items.	This type of control is biased towards the suppliers. The scarce items have to be paid more attention. For example, if an item is being imported from a far off country the availability of the item could be a problem. Similarly if the item is in great demand and the production volumes are low then the availability could be scarce.
FSN (Fast, slow and Non-moving) (based on the usage pattern in terms of regular or irregular)	Based on the rate of quantity consumed.	For example in an electric motor manufacturing company the smaller motors could be produced in large volumes in comparison to the large motors whose demand is restricted. Hence the parts needed for the smaller motors could be needed fast moving due to frequent scheduling.
HML (High, Medium, Low) (based on the cost of the item)	Based on the cost of the individual items	For example, the crank shaft of a car is a high cost item,whereas the mirror will be a low cost item

The ordering costs for each of these systems if inventory control could vary for each item, as shown in Table 4 for the reasons cited.

TABLE 4: POSSIBLE ORDERING COSTS BASED ON THE TYPE OF INVENTORY CLASSIFICATION SYSTEM ADOPTED

Type of inventory classification systems	Basis of ordering costs	Comments on the nature of the ordering costs	Remarks on the ordering costs
ABC (based on the consumption pattern)	Based on whether the item is an A or B or C item	Usually the costs of A items are more, B is less and C is the least	The ordering cost is based on the consumption pattern which indicates the importance attached, leading to more monitoring, more follow-up etc
VED (Vital, Essential and Desirable) (degree of requirement for the production of the outputs)	Based on whether the item is V,E or D	Usually the costs are in the descending order of V,E,D	Ordering costs based on the importance of the use of the item
SDE (Scarce, Difficult, Easy) (difficulty of sourcing the item)	Based on whether the item is S or d or E	Usually the costs are in the descending order of S,D,E	Ordering costs are based on the availability of the item. For example, if the item is a scarce one, more care is required to deal with the vendors.
FSN (Fast, slow and Non-moving) (based on the usage pattern in terms of regular or irregular)	Based on whether the items are F or S or N	Usually the costs are in the descending order of F,S,N, however difficult to say	The ordering cost of fast moving items is more due to the greater attention paid to them, to ensure zero stock out
HML (High, Medium, Low) (based on the cost of the item)	Based on whether the item is H or M or L	Usually the costs are in the descending order of H,M,L, however difficult to say	The cost of ordering of the high cost items could be more due to the nature of the item. The assumption is that high cost items are more carefully handled.

INVENTORY CARRYING COSTS

Apart from the ordering cost the other important cost of inventory is the inventory carrying cost. This is the cost of financing the. The comprehensiveness of the inventory carrying cost has been updated in line with modern business practices (as shown in Table 5 below):

TABLE 5: COSTS OF CARRYING INVENTORY AS APPLICABLE IN THE MODERN BUSINESS CONTEXT

Location of inventory	Cost of carrying inventory
Location – at the suppliers end and in-transit between supplier and work place	Cost of inspection Cost of uncompensated in – transit damages Cost of delayed supplies (in terms of holding up the production of the output) Cost of write-offs due to obsolescence and demand failure
Location – factory	Cost of inspection Cost of storage in plant, including damages, theft, other losses Cost of unloading Cost of moving materials inside the plant Cost of uncompensated return supplies Cost of wastages due to wrong issue, quality issues
Location – at the distributors, retailers and in – transit	Cost of storage Cost of loading and unloading Cost of uncompensated losses and obsolescence Cost of distributor returns Cost of"loss of sight"
Purpose - regular consumption	Cost of wastages on shop floor due to damages, misplacement, wrong issues Cost of obsolescence Cost of occupying plant floor space Cost of storage on plant floor Cost of transportation inside the plant
Stage of production – WIP	Cost of transportation inside the plant Cost of wastage due to misplacement, damages Cost of occupying plant floor space Cost of storage on plant floor
Stage of production - finished goods	Cost of storage, floor space occupied Cost of obsolescence Cost of wastage / damaged goods Cost of taxes paid (for example, in India, all finished goods are levied excise duty which has to be paid as soon as the inventory is moved into the FG godown)
Stage of Production – customer returns	Cost of transport Cost of processing the customer returned product Cost of the write-offs of the product cost Cost of loss of goodwill of the customer due to the bad experience

INVENTORY CONTROL AND MANAGEMENT

The EOQ forms the basis of inventory control mechanisms. In practice there are two broad types of inventory management systems : fixed order quantity (FOQ) and fixed period (FP) ordering.

The EOQ is: $\sqrt{2DS/C}$, where D = annual demand, S = ordering cost, C = inventory carrying cost per unit of item per annum and EOQ is the quantity to be ordered.
C = (I / 100) * item cost, where I = interest rate (percentage per annum) of the bank(s) financing the inventory purchases and 'item cost'is the cost per unit of the item (Rupees)

The total stocking cost (TSC) is: ICC + OC (where ICC is the inventory carrying cost per item per annum and OC is the ordering cost for the item per annum)

TSC = (EOQ/2) * C + (D/EOQ) * S

When the fixed order quantity (FOQ) system is used the quantity ordered remains constant and the period of ordering may vary. In fixed period (FP) system the time period of ordering is constant while the quantity ordered varies. Typically in practice companies follow the FOQ for some items and FP for others. In the FOQ system the record keeping and tracking of inventory levels is continuous whereas in the FP system it is periodic. Quantities to be ordered depend on the lead time for receiving materials from the suppliers.

DEPENDENCE OF THE TSC IN THE INVENTORY CLASSIFICATION SYSTEM

Irrespective of the type of classification used the optimization is achieved by balancing the inventory carrying cost (ICC) with the ordering cost (OC). It would be useful to check out how the five systems of inventory classification work in practice. This is shown in Table 6 below.

TABLE 6: CLASSIFICATION METHODOLOGIES FOR THE FIVE INVENTORY CLASSIFICATION SYSTEMS

Type of items classification	Basis for classification	Practice used for classification
ABC (based on the consumption pattern)	Total value of usage per annum of each item	Collect data for the past three years, arrange all times in the descending order of consumption per annum and calculate the percentage contribution to the total cost of consumption. Those which contribute the top 70 % will be termed A items, the next which contribute about 20% will be classified as B items and the rest as C.
VED (Vital, Essential and Desirable) (degree of requirement for the production of the outputs)	Based on the usage requirements	Collect data for the past three years, identify and pre[pare the list of items with their consumption patterns. Arrive at a consensus on which are Vital, which are Essential and which ones are Desirable. The criteria for classification will include whether the items are Vital for producing many of the products, whether the items are required frequently. For example, if there is an item which is required in the production of 70% of the products then it can be classified as Vital. Another criterion could be – all parts used in the most profitable products. Profitability and profit (ie, volume of production) could be used as the criterion.
SDE (Scarce, Difficult, Easy) (difficulty of sourcing the item)	Based on the ability of the company to procure the items.	In this system items are classified based on whether the procurement is easy – in terms of ordering, transport, documentation, hassle free delivery.
FSN (Fast, Slow and Non-moving) (based on the usage pattern in terms of regular or irregular)	Based on the rate of quantity consumed.	Fast items are those which are consumed in the largest numbers, then the next ones and finally those which are consumed periodically and in smaller quantities. The A,B,C type of percentages can be used for the classification.
HML (High, Medium, Low) (based on the cost of the item)	Based on the cost of the individual items, irrespective of the consumption volume	Arrange all items in the descending order of cost. Then the top 20% of items can be classified as H, the next 20 % as M and the rest as L. However each company has to decide on the cut-off percentages to make business sense.

The TSC is governed by two main factors – the choice of the inventory management system – FOQ or FP, and the inventory classification system. While the choice of the inventory classification system is based on the"importance"of the inventory items to be controlled, the choice of the inventory management system is one of convenience or ease of use or some other such reason. For example, typically, for A items (in the classification ABC) the FOQ system is used . This is because of the high importance of A items (based on their annual consumption value, which is defined as the cost * units consumed per annum), their high consumption cost and the need to monitor continuously the high consumption patterns of these items to establish a close control. However the B and C items are usually controlled by the FP system. This is usually due to the high numbers of such items, the comparatively lower consumption costs, the convenience of administration and the"lesser importance"that the company's personnel attach to these items.

The ABC classification is popular, while others are also used. The belief is that this system, in conjunction with the appropriate choice of FOQ or FP allows companies to optimize their TSC's. However our current research shows that such a choice could be non-optimal under many situations. In fact it appears that the ABC system could lead to the highest cost from amongst the five options.

AN APPROACH FOR AN APPROPRIATE CHOICE OF THE INVENTORY CLASSIFICATION SYSTEM TO ACHIEVE OPTIMAL TSC

It is well established in inventory theory that the FOQ system leads to lower levels of TSC but higher monitoring (or more frequent) and the FP system leads to higher TSC due to higher stock levels but lower monitoring (or less frequent) levels. Companies therefore adopt the FOQ for the highest or the most important items (ie, for the A,V,S,F,H items in the five different inventory classification systems) and for all others adopt the FP system (see Table 7 below for an explanation of the"importance"levels or the"inventory categorization system")

TABLE 7: EXPLANATION OF THE"IMPORTANCE"LEVELS OR THE CATEGORIES UNDER EACH INVENTORY CLASSIFICATION SYSTEM

Inventory classification system	Levels of"importance"or the"Inventory categorization system"		
	High	Medium	Low
ABC	A	B	C
VED	V	E	D
FSN	F	S	N
SDE	S	D	E
HML	H	M	L

For the sake of illustration and calculations we will adopt a set of uniform inventory policies which are shown in Table 8 below:

TABLE 8: INVENTORY POLICIES FOR DIFFERENT INVENTORY CATEGORIES UNDER THE FIVE DIFFERENT INVENTORY CLASSIFICATION SYSTEMS
(for example, the policy applicable for"E"items under the SDE classification is given in row 3)

Items categories	Inventory Policies				
	Ordering Cost	Inventory system to be adopted	Order quantity	Average inventory	Safety stock
A or highest importance	Highest	FOQ	EOQ	As per EOQ	One month
B or Medium importance	Medium	FP	Six orders per annum	One month inventory	One month
C or least important	Least	FP	Four orders per annum	One and a half months inventory	One month

In order to illustrate the effect of the selection of the inventory classification system on the TSC, we looked at a large number of items being used in a large metals manufacturing company in India and selected 98 out of these which we felt would be adequate to illustrate the basic purpose of our research. We classified the items under each of the 5 inventory classification systems . These are listed in Annexure 1.
The summary is given below (Table 9) :

TABLE 9: SUMMARY OF CLASSIFICATION OF 98 ITEMS

Inventory Classification	Number of items	Remarks
ABC (based on the consumption pattern)	A-14	The total consumption value is: (In Rs)
	B-18	A- Rs 1,06,41,884
	C-66	B- Rs. 9,11,184
	Total -98	C- Rs 9,96,404
VED (Vital, Essential and Desirable) (degree of requirement for the production of the outputs)	V – 31	Classification based on experience and consensus
	E – 21	V- Rs 54,39,894
	D – 46	E- Rs 39,91,019
	Total -98	D- Rs 16,65,188
SDE (Scarce, Difficult, Easy) (difficulty in sourcing the item)	S – 5	Classification based on experience and consensus
	D- 20	S- Rs 18,51,351
	E – 73	D- Rs 31,35,681
	Total- 98	E- Rs 75,62,438
FSN (Fast, Slow and Non-moving) (based on the usage pattern in terms of regular or irregular)	F – 35	Classification based on experience and consensus
	S –45	F- Rs 26,40,947
	N –18	S- Rs 59,49,735
	Total -98	N- Rs 39,58,788
HML (High, Medium, Low) (based on the cost of the item)	H – 20	Classification based on experience and consensus, Cut – offs used:
	M – 19	H – Rs 78,58,091
	L – 59	M – Rs 3,58,931
	Total -98	L – Rs 43,32,448

Source: an industrial manufacturing company in India

Annual consumption of all inventory items = Rs. **1,25,49,472**

In classifying the items under three different categories in each classification the following criteria have been used (Table 10):

TABLE 10: CRITERIA USED TO CATEGORISE ITEMS IN EACH CLASSIFICATION

Classification	Categories	Criteria for categorisation
ABC	A,B,C	As per annual consumption (= number consumed per annum * cost of item per unit)
VED	Vital, Essential and Desirable	Based on the judgment of concerned stakeholders in the use of the items in production as well as past consumption data
FSN	Fast, Slow and non Moving	> 205 - Fast, 55 to 204 - Slow, <54 – NM (Numbers show the units consumed per annum)
SDE	Scarce, Difficult and Easy	Based on the judgment of the concerned stakeholders in procuring the items
HML	High, Medium and Low	> 20,000 - High, 10,000 to 50,000: Medium, <14000 – Low (Numbers show the cost of the items per unit)

The criteria shown in Table 10 will change for each company.

TABLE 11: ITEMS WITH DIFFERENT HIERARCHIES UNDER EACH TYPE OF CLASSIFICATION

1	CONVEYOR BELT,1200 MM, M-24,BTH	A	VITAL	NON-MOVING	EASY	LOW
2	HELICAL GEAR BOX, PD-18, 50:1,BTH	A	VITAL	NON MOVING	DIFFICULT	HIGH
3	PUMP,PV180R1K1T1NFWS,PARKER,LUL	A	DESIRABLE	SLOW	EASY	HIGH

As can be seen from Table 11 above, which is an extract from Annexure I, the classification of an item can differ in hierarchy under each classification. For example, the item 10, conveyor belt, has been classified as"A"under the ABC whereas it is classified as Non Moving under the FSN classification. **Hence it is possible that if we have different rules for ordering and stocking for each category under each of the inventory classification systems the TSC incurred for an item could be different** .

This is the basic proposition in our paper that we would like to emphasise. The inventory classification system chosen can change the way that the item is dealt with leading – in ordering and stocking levels - to cost differentials. It follows that the TSC for all the items put together can be lower or higher under each classification for the same set of items. Therefore we can use this tool to reduce the inventory related costs if doing so will suit the business needs.

Now let us examine some typical instances of inventory management for each classification. The ordering costs and policies are shown in Table 12 below:

TABLE 12: INVENTORY POLICIES FOR EACH TYPE OF CLASSIFICATION

Classification	Ordering poilcies	Ordering costs	Bank rate for carrying Inventory
ABC	A - FOQ	A - 1,400	
	B,C - FP	B-1,000	
		C-800	
VED	V - FOQ	A - 1,400	
	E,D - FP	B-1,000	
		C-800	
SDE	S - FOQ	A - 1,400	
	D,E - FP	B-1,000	10%
		C-800	
FSN	F - FOQ	A - 1,400	
	S,N - FP	B-1,000	
		C-800	
HML	H - FOQ	A - 1,400	
	M,L - FP	B-1,000	
		C-800	

For FOQ system the ordering is done as per the EOQ and the lead time demand. The safety stock policy is: one month for all items. We recognize that the safety stock policy will be determined by the uncertainties in the demand and the lead times, as well as the level of service desired, the assumption made is only to illustrate the principles involved.

For the FP system we order the second level items once every two months and the third level items once every three months. Ordering is done for the three months and two months requirements without any reference to the EOQ. Based on the above criteria we have calculated the total cost of carrying inventory and the ordering costs. The total inventory related costs for the five different classifications based on the assumptions made in Tables 10 and 12 are shown in Table 13 and Figure 3:

TABLE 13: COMPARISON OF TSC FOR THE FIVE DIFFERENT INVENTORY SYSTEMS

Inventory Classification	TSC (in Rupees per annum)
ABC	14,35,244
VED	12,82,219
FSN	11,47,544
SDE	11,98,180
HML	14,31,867

FIGURE 3: TSC UNDER THE FIVE DIFFERENT TYPES OF INVENTORY SYSTEMS
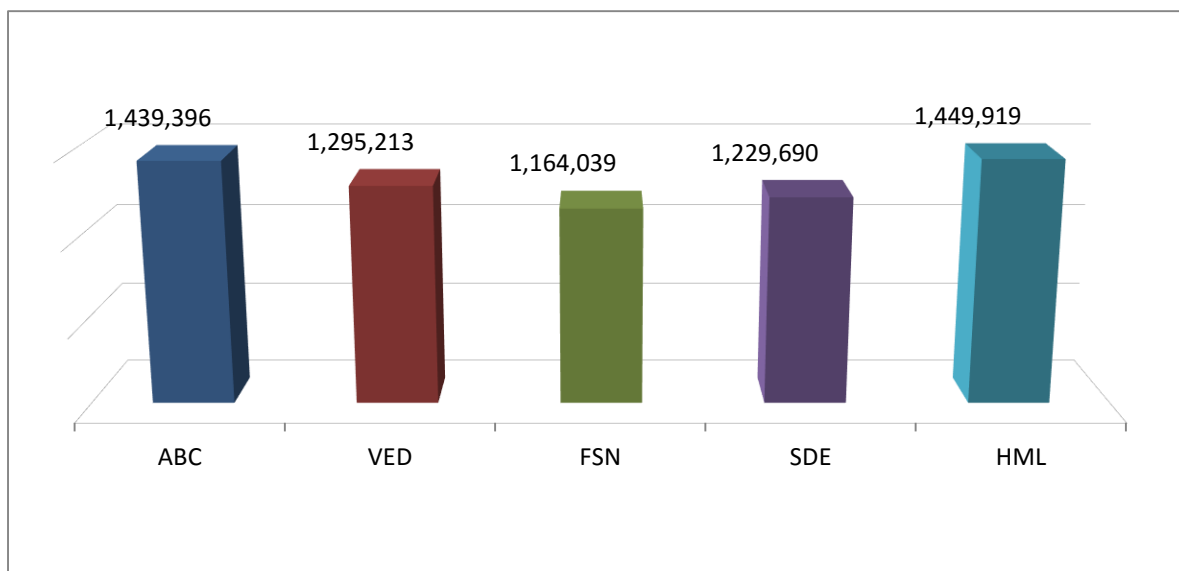
The ranking based on the lowest TSC is shown in Table 14 below:

TABLE 14: COMPARISON OF THE TSC FOR THE FIVE DIFFERENT INVENTORY CLASSIFICATION SYSTEMS

Classification System	Cost higher by
FSN	Base
SDE	Higher by 4 %
VED	Higher by 12 %
HML	Higher by 25 %
ABC	Higher by 25%

The categorization of items into the 3 categories under each classification varies according to the rule selected under the inventory classification system. As per the rules selected and described in the Table 10 the costs of items categorised under A,B,C; V,E,D etc is shown in Figure 4. It is interesting to see that the cost of the category 1 item (most important) is the highest in the ABC and the least in the case of the SDE system. This signifies that in the chosen data set of items the cost of the scarce to get items is much less than the ABC system. Since the most effort is spent in the category 1 items, in terms of inventory monitoring and control, any system that results in fewer items tends to be less expensive in terms of the TSC. However the cost of the other items also need to be taken into account before we can say that the TSC of the inventory will be lower under a specific classification.

FIGURE 4: COMPARISON OF THE COST OF DIFFERENT CATEGORIES OF ITEMS UNDER EACH INVENTORY SYSTEM
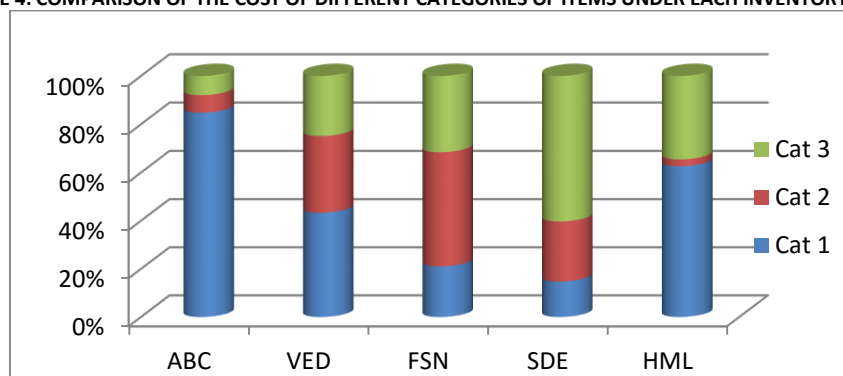
In order to check out whether the results shown in Table 14 are of a general nature and not specific to this data set only we ran a series of sensitivity analyses making different assumptions regarding the "bank rate" and the ordering cost which are the key drivers of the TSC. We examined and calculated the TSC for options of bank rates of 0.05,0.10,0.15 and 0.20 (which are the most likely values of the bank rate, although in developed countries the bank rate could be lower than 0.10) (see Figure 5) as also ordering costs as shown in Table 15 below:

TABLE 15: 4 DIFFERENT CASES OF ORDERING COSTS (RS PER ORDER) CONSIDERED TO CALCULATE THE VARIATIONS IN TSC

Inventory System Categories	Ordering costs			
	Set 1	Set 2	Set 3	Set 4
Highest	1,400	1,600	2,000	2,500
Middle	1,000	1,200	1,700	2,000
Low	800	1,000	1,400	1,800

The comparison of the TSC with the lowest TSC (base case) are shown in Table 16 below. Evidently the benefits of choosing and using an appropriate inventory classification system has advantage to the extent of between 4 to 25 % in TSC.

TABLE 16: COMPARISON OF TSC OF DIFFERENT INVENTORY CLASSIFICATION SYSTEMS

Inventory System	% difference in TSC
ABC	+24 to 25
VED	+ 11 to 13
FSN	Base Case
SDE	+4 to 8
HML	+ 24 to 25

The TSC under various bank rates (varying from 0.10 or 10 % to 0,20 or 20%) is shown in Figure 5 and under the four different sets of ordering costs is shown in Figure 6.

FIGURE 5: VARIATION IN TSC WITH INCREASING BANK RATE FOR THE FIVE INVENTORY CLASSIFICATION SYSTEMS
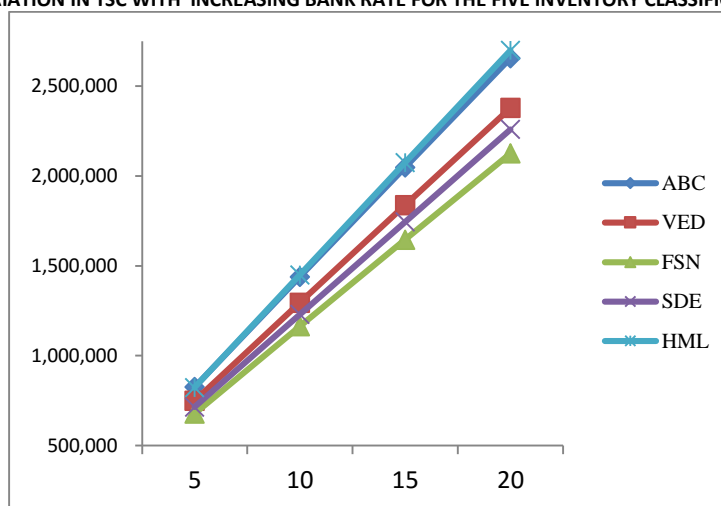
FIGURE 6: VARIATION IN TSC WITH CHANGING OC FOR THE FIVE INVENTORY CLASSIFICATION SYSTEMS
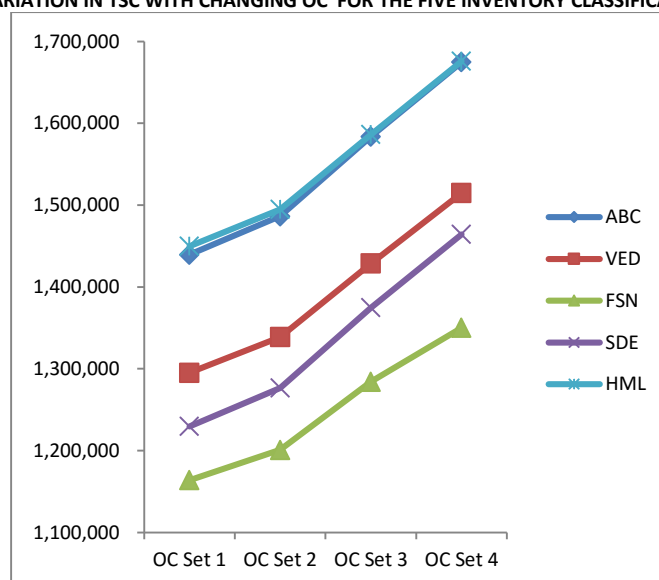
ANALYSIS AND DISCUSSIONS OF THE RESULTS

Results show the following for the dataset examined:

- FSN yields the lowest TSC
- The cost difference between the base case and the other cases can be as high as 25 % and as low as 4 %
- The FSN remains the most favoured system over a range of bank rates (5 to 20 %) and a wide range of ordering costs, including the case of one OC for all the categories.
- The TSC increases with increasing bank rate for any of the systems
- The TSC also increases with the increase in ordering costs
- The TSC for ABC and HML are close to each other and quite distinctively different form the other three. The other three are somewhat close to each other though not as close as the other two.
- The TSC for the ABC, a very popular system in use in many companies, appears to be the highest. In this case it is 25 % more than the base case.

Given the magnitude of the difference in the TSC between each type of inventory classification system there is a good case for trying to understand the underlying reasons for the behavior shown by the results. In Table 9 are given the annual consumption cost of the items under different categories under each inventory classification system. If we tabulate these values we get Table 17, from which we can derive Table 18:

TABLE 17: COMPARISON OF VALUES OF ANNUAL CONSUMPTION COST IN EACH INVENTORY CATEGORY UNDER EACH INVENTORY CLASSIFICATION SYSTEM

Inventory classification system	Annual consumption cost (Rupees per annum)			Total annual consumption cost (rupees per annum)
	High importance	Medium importance	Low importance	
ABC	1,06,41,884	9,11,184	9,96,404	1,25,49,472
VED	54,39,895	39,91,019	31,18,557	1,25,49,472
FSN	26,40,948	59,49,735	39,58,789	1,25,49,472
SDE	18,51,351	31,35,682	75,62,439	1,25,49,472
HML	78,58,091	3,58,931	43,32,449	1,25,49,472

TABLE 18: COMPARISON OF VALUES OF ANNUAL CONSUMPTION COST IN EACH INVENTORY CATEGORY UNDER EACH INVENTORY CLASSIFICATION SYSTEM (PERCENTAGE TO TOTAL ANNUAL CONSUMPTION COST)

Inventory classification system	Annual consumption cost (percentage to total annual consumption cost)			Total annual consumption cost (percentage)
	High importance	Medium importance	Low importance	
ABC	85	7	8	100
VED	43	32	25	100
FSN	21	47	32	100
SDE	15	25	60	100
HML	63	3	35	100

The TSC depends on three costs:
- Cost of carrying inventory (ICC) (or inventory carrying cost)
- Cost of ordering (OC) (or the ordering cost)
- Cost of carrying safety stock (CSS)

The SS for each category is the same – one month of consumption. Hence CSS for each category will be affected by the total cost of the items in the category. While in the ABC system this cost is the highest for the A category the same cannot be said of the other systems. The total OC for the high category depends on the EOQ, which in turn is a function of the ICC and the OC. For the other categories the same will depend on the unit consumption for each item in the category. For example if the consumption is less than 6 and if the item belongs to the medium category then the total OC for that item will be the same as for one order, because the logic is that the entire consumption can be ordered once and the stock carried through the year. Similarly for any item in the low category if the consumption is less than 4 the same rule applies. If not then number of orders will be 6 or 4 for that item.

Given below is a Table which shows the percentage of the TSC under each category. It appears that the TSC for the inventory classification system for which the percentage cost of high importance items is the lowest will likely yield the lowest total TSC.

TABLE 19: PERCENTAGE OF TSC TO TOTAL TSC FOR EACH CATEGORY

Inventory Classification System	High importance	Medium importance	Low importance	Total
ABC	81	7	13	100
VED	47	32	20	100
FSN	13	57	30	100
SDE	23	19	58	100
HML	80	3	17	100

This conclusion can be justified on the basis of the logic that high importance items need the maximum care in inventory management and hence likely to cost the highest. However some more work will be required to make this statement universally true.

In view of the many combination of costs possible it is not possible to be very precise about the outcome of the TSC results for each dataset of inventory items. However one can, from the example given below, understand the reason why the TSC for an item can change under the different inventory classification systems.

TABLE 20: COMPARISON OF TSC FOR THREE CHOSEN ITEMS (SHOWN IN TABLE 9) UNDER THE FIVE DIFFERENT INVENTORY CLASSIFICATION SYSTEMS

Item Number	Item Name	ABC	VED	FSN	SDE	HML
1	CONVEYOR BELT,1200 MM, M-24,BTH	18,739	18,739	16,555	16,555	3,718
2	HELICAL GEAR BOX, PD-18, 50:1,BTH	89,380	89,380	66,785	64,541	89,380
3	PUMP,PV180R1K1T1NFWS,PARKER,LUL	87,080	65,060	62,880	65,060	87,080
		1,95,199	1,73,179	1,46,220	1,46,156	1,80,178

The TSC varies from Rs. 195,199 to Rs. 146,156 due to the fact that the items have been categorized under different heads in each of the inventory classification system. For example, under ABC the items have been categorized as A,A,A while under the FSN they have been categorized as NM, NM and Slow. Hence the TSC's for each item are comparatively lower for the FSN than the ABC because of the underlying method of calculating the inventory management actions – number of orders to be placed and the quantity per order.

CONCLUSIONS AND RECOMMENDATIONS

What is evident is that the most popular inventory classification system, ABC, could also be the most expensive. On of the important conclusion from this study is that for any inventory system it may be a good idea to check if the classification of the items can be done under the five different categories (ideal situation) and make the calculations to see which one results in the lowest TSC. Whether to choose this system for practice is a choice that each company has to make. It is likely that for every set of inventory items one of the classification systems will yield the lowest TSC.

Based on our empirical study it is possible to conclude that the FSN classification system is to be preferred over the ABC or any other system of inventory classification for the dataset of items used in this paper as it results in the lowest TSC. This conclusion appears to be valid over bank rates varying between 5 % to 20 % which are the prevalent values in most economies as well as varying ordering costs. The nature of the inventory management systems and the application of these to the different categories as well the choice of the safety stock levels influence the TSC but the rankling of the TSC remains the same. Since the cost differential can vary between 4 to 25 %, it may be a good idea to try and use the FSN system for this dataset.

Companies can benefit from using these calculations for their inventory items, either in part or encompassing all inventory items, to derive benefits due to the different actions to be taken for managing the inventory under each type of inventory classification system. We believe that we have hit upon a simple but elegant method, which can stand the test of empiricism, to obtain cost benefits. We recommend all companies to take advantage of the contents of this paper to manage their inventories better.

SCOPE FOR FURTHER WORK

While we have studied one set of data (some other datasets have also been studied, with the conclusion that one classification system yields the lowest TSC consistently over many different types of assumptions, but this system may not always be the FSN, as in the case of the dataset used in this paper) . One may obtain different results for the reason that the cost and consumption for each item will be differently related as well as the categorization will change for each item under the different inventory classification system due to the nature of use, availability in the market and vendor capabilities. However for each dataset once the comparative values are obtained then it becomes easy to decide which system of classification to use to derive the maximum benefits. We propose to do some more work in this area and in future publications report on the differences, if any. Another area for further work is to derive a generic model for the problem and study the nature of the costs. We have started this work and perhaps sometime soon we will come back with a proposal.

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ANNEXURE

TABLE 21: FINAL LIST OF 98 ITEMS CLASSIFIED UNDER THE FIVE DIFFERENT INVENTORY CLASSIFICATIONS

Sl No	MATERIAL DESCRIPTION	ABC	VED	FSN	SDE	HML
1	BC 31911,B1200X4(4.5+1.5)	A	DESIRABLE	FAST	DIFFICULT	LOW
2	TRUNNION ROLLER ASSEMBLY,211748, BTH	A	VITAL	NON-MOVING	SCARCE	HIGH
3	SCSRSX1;modified scissor lift,lul,rodding	A	ESSENTIAL	SLOW	EASY	HIGH
4	SCSRSX2;modified scissor lift,lul,rodding	A	ESSENTIAL	SLOW	EASY	HIGH
5	SCSRSX3;modified scissor lift,lul,rodding	A	ESSENTIAL	SLOW	EASY	HIGH
6	BE GEAR BOX TYPE:ZSY 200 FOR RMT	A	VITAL	NON-MOVING	SCARCE	HIGH
7	GEARBOX,31911	A	VITAL	SLOW	EASY	HIGH
8	PUMP;PUMP, SST	A	ESSENTIAL	SLOW	DIFFICULT	HIGH
9	CONVEYOR BELT,1200 MM, M-24,BTH	A	VITAL	NON-MOVING	EASY	LOW
10	CONVEYOR BELT,1200 MM, M-24,BTH	A	VITAL	NON-MOVING	EASY	LOW
11	HELICAL GEAR BOX, PD-18, 50:1,BTH	A	VITAL	NON-MOVING	DIFFICULT	HIGH
12	PUMP,PV180R1K1T1NFWS,PARKER,LUL	A	DESIRABLE	SLOW	EASY	HIGH
13	BUCKET ELEVATOR BELT RMT	A	VITAL	SLOW	EASY	LOW
14	ROLR;WALKING BEAM MODIFIED ROLLER,LUL	A	ESSENTIAL	FAST	EASY	HIGH
15	COVER;42050,CAITC	B	DESIRABLE	SLOW	EASY	HIGH
16	BEARING ROLLER 22232CCK/W33	B	VITAL	FAST	EASY	HIGH
17	SHELL TELUS 46	B	DESIRABLE	FAST	EASY	LOW
18	SHELL TELUS 46	B	DESIRABLE	FAST	DIFFICULT	LOW
19	SHELL TELUS 46	B	DESIRABLE	FAST	EASY	LOW
20	STOPPER PLATE, P&F	B	DESIRABLE	SLOW	EASY	MEDIUM
21	STOPPER PLATE, P&F	B	DESIRABLE	SLOW	EASY	MEDIUM
22	INPUT PINION SHAFT FOR GB, PD 16,50:1	B	VITAL	SLOW	EASY	HIGH

23	BRACKET BEARING,RAM CYL. TOP,10338042,BP	B	VITAL	SLOW	EASY	HIGH
24	FILTER BAGS,ID-125MM,L-2110MM,RMT	B	DESIRABLE	FAST	SCARCE	LOW
25	SHELL ALVANIA RL3	B	VITAL	FAST	EASY	LOW
26	BEARING ROLL,22220CCK/W33	B	ESSENTIAL	FAST	EASY	LOW
27	DUST SEAL, 204401, BTH	B	DESIRABLE	SLOW	DIFFICULT	HIGH
28	CLEVIS ASSEMBLY, 06-4259-0311-01,LUL	B	DESIRABLE	NON-MOVING	DIFFICULT	HIGH
29	CLEVIS ASSEMBLY, 06-4259-0311-03,LUL	B	DESIRABLE	NON-MOVING	DIFFICULT	HIGH
30	FRL - 3/4' BSPP, P3NCA16SGMNNLNA,SST	B	DESIRABLE	FAST	EASY	HIGH
31	TAIL PULLEY 500DIAX1410 LX30MM,BTH	B	DESIRABLE	NON-MOVING	EASY	HIGH
32	BEARING COMB, 4.061 FLANGE AP-4, CAST	B	VITAL	FAST	EASY	HIGH
33	SHELL TELUS 46	C	ESSENTIAL	FAST	EASY	LOW
34	SERVOMESH SP 320, IOCL	C	DESIRABLE	FAST	EASY	LOW
35	SERVOMESH SP 320, IOCL	C	DESIRABLE	FAST	EASY	LOW
36	Bearing 22216cck+H316	C	VITAL	SLOW	DIFFICULT	LOW
37	RETURN IDLER,1200MM BELT,114MM,BTH	C	DESIRABLE	SLOW	EASY	LOW
38	SPHERICAL PLAIN BEARING, GE60DO- 2RS, AB	C	VITAL	FAST	EASY	LOW
39	SHELL VITREA M 460	C	DESIRABLE	FAST	DIFFICULT	LOW
40	SERVO SYSTEM 68	C	ESSENTIAL	FAST	EASY	LOW
41	SHELL VITREA M 460	C	DESIRABLE	FAST	EASY	LOW
42	UNION TEE, 16JLO	C	DESIRABLE	NON-MOVING	EASY	LOW
43	BEARING ROLL,22220CCK/W33	C	ESSENTIAL	SLOW	EASY	LOW
44	EXPANSION UNIT CARD, MESSUNG,X6418	C	VITAL	SLOW	DIFFICULT	MEDIUM
45	PISTON SEAL KIT,MATING STN LIFT TABLE	C	DESIRABLE	FAST	EASY	MEDIUM
46	ISO VG 32	C	DESIRABLE	FAST	EASY	LOW
47	EXPANSION UNIT CARD, MAKE-MESSUNG, X6616	C	ESSENTIAL	NON-MOVING	DIFFICULT	MEDIUM
48	KIT VLV REPR;TYP AIR PULSE	C	DESIRABLE	SLOW	EASY	LOW
49	CARRYING IDLER,1200MM BELT,140MM,BTH	C	DESIRABLE	SLOW	EASY	LOW
50	KIT VLV REPR;TYP PULSING	C	DESIRABLE	SLOW	EASY	LOW
51	KIT VLV REPR;TYP PULSING	C	DESIRABLE	SLOW	EASY	LOW
52	DRIVE SPROCKET BC31911	C	VITAL	SLOW	EASY	MEDIUM
53	BEARING ROLL,22220 EK/C3	C	ESSENTIAL	SLOW	EASY	LOW
54	BEARING ROLL,22220CCK/W33	C	ESSENTIAL	SLOW	EASY	LOW
55	CROSSHEAD, 40010407, MAT	C	ESSENTIAL	FAST	EASY	MEDIUM
56	SAFETY RELAY,PILZ PNOZ-X4,3NO+1 NC	C	DESIRABLE	SLOW	EASY	MEDIUM
57	IMPACT IDLER,1200MM BELT,114MM,BTH	C	DESIRABLE	SLOW	EASY	LOW
58	IMPACT IDLER,1200MM BELT,114MM,BTH	C	DESIRABLE	SLOW	EASY	LOW
59	IMPACT IDLER,1200MM BELT,114MM,BTH	C	DESIRABLE	SLOW	EASY	LOW
60	BUCKET FOR RMT BUCKET ELEVATOR	C	VITAL	FAST	EASY	LOW
61	BUCKET FOR RMT BUCKET ELEVATOR	C	VITAL	FAST	EASY	LOW
62	BUCKET FOR RMT BUCKET ELEVATOR	C	VITAL	FAST	EASY	LOW
63	POPPET VALVE, 1/2"BSP, NC, N315N904549	C	VITAL	NON-MOVING	DIFFICULT	MEDIUM
64	VLV SLND;P/N:N315N904549,PARKER	C	ESSENTIAL	NON-MOVING	DIFFICULT	MEDIUM
65	GFL CAPACITOR,3.5 MICRO FARAD, FCAP 3080	C	VITAL	NON-MOVING	EASY	MEDIUM
66	VALVE PRESS CTRL S 665-3-1/2 D 2, SB	C	DESIRABLE	SLOW	EASY	MEDIUM
67	BEARING ROLL,22220 EK/C3	C	ESSENTIAL	SLOW	EASY	LOW
68	WHEEL RIDING DIA 338 X 130, TC	C	DESIRABLE	SLOW	EASY	LOW
69	Welding electrode CGS 680 3.15 mm	C	DESIRABLE	FAST	EASY	LOW
70	Welding electrode CGS 680 3.5 mm	C	DESIRABLE	FAST	EASY	LOW
71	ELECTRD WELDG;CGS 680,3.15MM	C	DESIRABLE	FAST	EASY	LOW
72	ROD END CYL, 06-4261-2044-03, SB	C	VITAL	NON-MOVING	SCARCE	MEDIUM
73	BEARING ROLL,22218CCK/W33	C	ESSENTIAL	SLOW	EASY	LOW
74	BEARING ROLL,22218CCK/W35	C	VITAL	SLOW	EASY	LOW
75	CHAN;C CHANNEL, MAT	C	DESIRABLE	FAST	EASY	MEDIUM
76	CHAN;C CHANNEL, MAT	C	DESIRABLE	FAST	EASY	MEDIUM
77	GAUGE PRESS, 35-1009-SW-028-XMG-600, SB	C	DESIRABLE	FAST	EASY	MEDIUM
78	GRSE;GREASE OMEGA-57	C	ESSENTIAL	FAST	EASY	LOW
79	ROD END,RH CFM 12T MAKE: SEALMASTER	C	ESSENTIAL	SLOW	EASY	LOW
80	ROD END,LH CFML12T MAKE: SEALMASTER	C	ESSENTIAL	SLOW	EASY	LOW
81	BAG-A;FFT:FOR SHOTBLAST BAG FILTER	C	DESIRABLE	SLOW	DIFFICULT	LOW
82	BAG-B;FFT:FOR SHOTBLAST BAG FILTER	C	DESIRABLE	NON-MOVING	DIFFICULT	LOW
83	BEARING (22217EK), BC31915	C	VITAL	SLOW	EASY	LOW
84	BEARING (22217XEK), BC31915	C	VITAL	SLOW	EASY	LOW
85	Welding electrode CGS 6011 3.15 mm	C	DESIRABLE	FAST	EASY	LOW
86	Welding electrode CGS 6080 3.15 mm	C	DESIRABLE	FAST	EASY	LOW
87	Welding electrode CGS 7016 3.15 mm	C	DESIRABLE	FAST	EASY	LOW
88	SEAL OIL;P/N:TSN-532G,SKF LIMITED	C	ESSENTIAL	FAST	EASY	LOW
89	SPHERICAL BEARING, SBG12 MAKE:SEALMASTER	C	VITAL	NON-MOVING	SCARCE	LOW
90	BOLT;COUNTERSHUNK BOLT M20x140,AM	C	DESIRABLE	SLOW	EASY	LOW
91	DIRECTION VALVE P01254 FOR T/P INDEXER	C	VITAL	SLOW	DIFFICULT	MEDIUM
92	DIRECTION VALVE P1784FOR T/P INDEXER	C	VITAL	SLOW	DIFFICULT	MEDIUM
93	FILTER BAGS, DEDUSTING,AM	C	DESIRABLE	SLOW	EASY	LOW
94	GUIDE;HOIST ROPE GUIDE,3T CRANE,RODDING	C	ESSENTIAL	SLOW	EASY	LOW
95	PISTON LIP KIT 5.00CSB-2HLTS47AC8.5,LUL	C	VITAL	SLOW	DIFFICULT	LOW
96	VALVE PR, EVSA315A061/RHC13/5004940, BP	C	DESIRABLE	SLOW	EASY	MEDIUM
97	BEARING HOUSING SN1 518 TC-SKF	C	VITAL	NON-MOVING	DIFFICULT	LOW
98	BEARING HOUSING SN4 518 TC-SKF	C	VITAL	NON-MOVING	DIFFICULT	LOW

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THE INFLUENCE OF BRAND LOYALTY TOWARDS THE PURCHASE OF COSMETICS IN CHENNAI

V. NITHYA
RESEARCH SCHOLAR
BHARATHIAR UNIVERSITY
COIMBATORE

DR. A. KUMUDHA
PROFESSOR
PSGR KRISHNAMMAL COLLEGE FOR WOMEN
COIMBATORE

ABSTRACT
This study examines the Brand Loyalty towards the various factors trust, value, satisfaction, and price that influences the Brand loyalty in Chennai. The customers how do they prefer the cosmetic brand and their insight of being loyal to the cosmetic brand. Hypotheses are posited and in order to empirically test them The 60 female cosmetic users were the respondents of the survey study. It concludes that the women in Chennai have a perceived value for the cosmetic brands that stands to be the primary factor for them being brand loyal.

KEYWORDS
brand loyalty, satisfaction, cosmetics, Chennai.

INTRODUCTION
The Indian retail Industry has never had it so good. The myriad of spending options available to consumers, their spending is on the rise with the consumers upgrading to items and look groomed with items like cosmetics-which can be termed as 'status acquisitions'. This can be attributed to Indian Cosmetic Retailers aggressively foray in to retailing by adapting multiple and diverse brand of cosmetics, store formats, varying operating models. But now faced with complex consumer preference, diminishing low operational margins, increasing competition. Hence continues pressure to create increasing value for customers.

Ashban and Burney (2001) found that cosmetics buying behavior literature in developing countries in general is inadequate and ambiguous. As it is known from Theory of Reasoned Action of planned Behavior, attitudes have considerable impact on behavior.

Schiffman and Kanuk (2004) revealed four different views are considered for understanding consumer decision-making process and behavior. They are 'economic view', 'passive view', 'emotional view' and 'cognitive view'. Despite the various studies on these four types of decision making but it can be considered as a valid argument that these four behaviors exist while making the buying decision and provide the guideline for the analysis of consumers accordingly by the marketers.

Lars Perner (2010) defines consumer attitude simply as a composite of a consumer's beliefs, feelings and behavioral intentions toward some object within the context of marketing.

Shahzad Khan (2012) explained that attitude is the conduct, nature, temperament, thought and way of behaving. It can be positive or negative and perform a very essential function in purchasing a product.

Debiprasad Mukherjee (2012) conducted a study entitled 'Impact of celebrity endorsement on brand image'. This study shows that consumers report higher self-brand connection for brands with images that are consistent with the image of a celebrity that they aspire to be like, particularly in the case when the image of the celebrity and the brand match.

SATISFACTION
Oliver (1997), defined satisfaction as "the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment".

Szymanski and Henard (2001) describes that many research on consumer's satisfaction focused mainly on the effects of expectations, disconfirmation of expectations, performance, affect, and equity on satisfaction.

Olson & Dover, (1979) Customer's expectations are pre-trial beliefs about a product that function as comparison standards or reference points against which product performance is judged (Oliver, 1980; Bearden & Teel, 1983). The expectancy disconfirmation shift suggests that consumers are satisfied when the product performs better than expected (positive disconfirmation), dissatisfied when consumers' expectations exceeded actual Product performance (negative disconfirmation), and neutral satisfaction when the product performance matches expectations (zero disconfirmation/confirmation) (Oliver, 1980; Churchill & Surprenant, 1982; Oliver & Sarbo, 1988; Bearden & Teel, 1983).

LOYALTY INTENTION
Jacoby and Chestnut (1978), have identified more than 50 operational definitions of brand loyalty, classified as behavioral, attitudinal and the composite approach in the literature. Generally, more than 60% (33) of the 53 loyalty measures are behavioral terms found in Jacoby and Chestnut's (1978) work. Behavioral loyalty has been considered as repeat purchase frequency - Brown, 1952. Mellens, Dekimpe, & Steenkamp, (1996) The attitudinal brand loyalty included "stated preferences, commitment or purchase intentions of the customers".

Jacoby and Chestnut (1978), provided a conceptual definition of brand loyalty as: (i) biased (i.e. non-random), (ii) behavioral response (i.e. purchase), (iii) expressed over time, (iv) by some decision-making unit, (v) with respect to one or more brands out of a set of such brands, and is a function of psychological (decision-making evaluate) processes.

Oliver (1997), customer's loyalty as "a deep held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts that have the potential to cause switching behavior".

Jacoby & Chestnut (1978) Brand loyalty can be operationalized either based on behavioral, attitudinal or composite approach. Brown (1952), Behavioral loyalty has been considered as repeat purchases frequency or proportion of purchase. Cunningham (1956), Mellens et al.,(1996) while attitudinal brand loyalty referred to "stated preferences, commitment or purchase intentions of the customers". Jacoby & Chestnut, (1978), Dick & Basu (1994) the composite approach (attitudinal and behavioral approach) will provide a more powerful definition of brand loyalty Day.

Amine (1988), It is important to note that the entire brand loyalty phenomenon cannot be assessed if the attitudinal loyalty is not extended over the action behavior. East, Gendall, Harmond, & Wendy, (2005) In relation to loyalty, the linkages between attitude and behavior approach was found to be weak. For eg., Hennig-Thurau and Khee (1997) suggested that those studies that used actual behavior outcomes showed weak associations or negative relationships with satisfaction. Based on this, the authors will adopt the attitudinal approach as suggested by Rundle-Thiele and Bennett (2001) in conceptualizing the subject matter.

Rundle -Thiele and Bennett (2001) argue that attitudinal loyalty measures should be appropriate to predict future brand loyalty under these circumstances: (i) where the market is not stable (ii) where there is a propensity towards sole brands, and (iii) where there is a high involvement and high perceived risk.

To review, the issues of loyalty mainly concerned on how loyalty is operationalized. It is very important to understand how we should measure loyalty. Although there are three approaches that can be used to measure loyalty (i.e. behavioral, attitudinal, and composite approaches), most researchers resorted to attitudinal measurement in terms of intention to repurchase and intention to recommend as an indicator of loyalty (e.g. Lau & Lee, 1999; Kandampully & Suhartanto, 2000; Sivadas & Baker-Prewitt, 2000; Chiou et al., 2002).

CUSTOMER RESPONSE (PRODUCT–ORIENTED APPROACH)

Under the people oriented approach we are interested in finding out the probable type of the customer who will buy what products. The knowledge of personal characteristics of consumers points out who are the buyers, where do they live and how do they think. However, we want to know also why consumers buy a product and their response or behavior towards a product or a storage selling the products or brands. Hence, we must find out the bases of segmentation reflecting buyer behavior. These may be: benefits expected, usage response, loyalty response- brand loyalty and store patronage.

OBJECTIVES OF THE STUDY

Major Objectives of the Study

The major objective of this study was to establish the determinants of brand loyalty amongst consumers in cosmetics in Chennai and the specific objectives are as per following:

- To establish whether brand trust influences brand loyalty in cosmetic products in Chennai.
- To determine if the perceived value influences brand loyalty in cosmetics products in Chennai.
- To evaluate the relationship between customer satisfaction and brand loyalty in cosmetic products in Chennai.
- To investigate the relationship between brand price and brand loyalty in cosmetic products in Chennai.

RESEARCH QUESTIONS

- Does brand trust influence brand loyalty in cosmetic products in Chennai?
- Does perceived value influence brand loyalty in cosmetic products in Chennai?
- Does perceived customer satisfaction influence brand loyalty in cosmetic products in Chennai?
- Does brand price influence brand loyalty in cosmetic products in Chennai?

THE CONCEPT OF BRAND LOYALTY

The Brand Loyalty is the preference, repeat purchase, various degrees of commitment. Keller, (1998) maintains that loyalty is a distinct concept that is often measured in a behavioral sense through the number of repeat purchases.

Consumers may be in the habit of buying a particular brand without really thinking about why they do so. Frequent purchasing of a preferred brand may simply result because the brand is glaringly stocked or frequently promoted. When a new or rising competitor providing convincing reasons to switch provokes consumer, then their stick to the brand may be tested for the first time. The attachment a consumer has to a brand is a measure of brand loyalty and reflects how likely the consumer is to switch to another brand, especially when the brand is changed, either in price or product features.

Hofmeyr & Rice, (2000) if consumers purchase a brand repeatedly without attachment it is then called behavioral loyalty. When the consumer repeatedly purchases with an attachment then the consumer is both behaviorally and attitudinally loyal. Loyalty towards buying or using a specific brand of product is created when a brand becomes a consumer's preferred choice. Many top brands have been market leaders for years regardless of the fact that there certainly have been many changes in both consumer attitude and competitive activity. Consumers have valued these brands for what they are and what they represent appropriately enough to stick with them and reject the propositions of competitors, creating a solid stream of revenue for the firm.

THEORIES OF BRAND LOYALTY

The concept of brand loyalty has the main emphasis on two different dimensions of the concept: behavioral and attitudinal loyalty. Oliver, (1997) framework of brand loyalty that includes the full spectrum of brand loyalty based on a hierarchy of effects model with cognitive, affective, conative (behavioral intent), and action (repeat purchase behavior) dimensions.

Oliver, (1999) as, a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior. The concept of e-loyalty extends the traditional brand loyalty concept to online consumer behavior.

Corstjens & Lal, (2000), e-loyalty also has several parallels to the store loyalty concept such as building, repeat store visiting behavior as well as the purchase of established brand name items in the store. Schefter and Reichheld, (2000), e-loyalty is all about quality customer support, on-time delivery, persuasive product presentations, convenient and reasonably priced shipping and handling, and clear and reliable privacy policies. The sections that follow explain the similarities and differences between brand loyalty and e-loyalty.

ATTITUDINAL LOYALTY

The attitudinal brand loyalty includes cognitive, affective, and behavioral intent dimensions. Traditional brand loyalty development efforts have dependent extensively on brand image building through mass media communications. In e-marketplaces, yet, database technology makes it likely to put more prominence on the cognitive dimension by proposing tailored information. As for augmentation the affect disturbing dimension, in e-loyalty the roles of trust, privacy, and security come into sharper focus.

Generally, loyalty infers satisfaction, but satisfaction does not necessarily lead to loyalty. Waddell (1995), Oliver, (1999) accordingly, there is an unbalanced relationship between loyalty and satisfaction. This occurrence is particularly important in e-marketplaces, since (dissatisfied) customers face a greater variety of choices.

Baldinger and Rubinson, (1996) have endorsed that highly loyal buyers tend to stay loyal if their attitude towards a brand is positive. The ability to convert a switching buyer into a loyal buyer is much higher if the buyer has a favorable attitude toward the brand.

BEHAVIORAL INTENT

Mittal & Kamakura, (2001) Behavioral intent is an intermediary between attitude and behavior. It represents the intention to act in the buying decision process. Oliva & Oliver, (1992) Behavioral intent emerges in various forms such as a tendency to buy a brand for the first time or a commitment to repurchase a current brand. Kuhl & Beckmann, (1985) Brand loyalty research has focused on factors related to maintaining and enhancing this repurchase commitment and converting behavioral intent to an actual purchase. Kuhl & Beckmann, (1985) In e-loyalty, which has a relatively compressed buying cycle time, the main emphasis is on converting behavioral intent to immediate purchasing action.

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BEHAVIORAL LOYALTY

Behavioral loyalty has been described in terms of repeat buying behavior. Smith (2000), Factors such as repeat site visits without purchases and extent of time spent at the e- commerce site (site stickiness) has to be considered. Schultz (2000), the importance of satisfying a customer in order to create behavioral loyalty. A satisfied customer tends to be more loyal to a brand/store over time than a customer whose purchase is caused by other reasons such as time restrictions and information deficits.

DETERMINANTS OF BRAND LOYALTY

There a number of determinants of brand loyalty, in this study focus at perceived value, trust, satisfaction and price as determinants of brand loyalty.

PERCEIVED VALUE

Broekhuizen (2006), perceived customer value provides conceptual richness. perceived customer value can be defined as a consumer's perception of the net benefits gained in exchange for the costs incurred in obtaining the desired benefits. However, the term perceived value is often used interchangeably with other value concepts in consumer and marketing research, such as consumer value, and consumption value.

perceived value is linked through the use to some product, service or object; perceived value is something subjectively perceived by consumers rather than objectively determined, and perceived value typically involves a tradeoff between what the consumer receives and gives to acquire and use a product or service. A customer perceived value is the axis in relationship marketing and customer loyalty; therefore, the role of value in consumer loyalty has still received significant attention.

Lee & Overby (2004), Recent researchers argue that perceived value is more complex and difficult to measure. Other than functional (utilitarian) value such as price and product quality, consumption value like shopping enjoyment should be considered by scholars and managers. Utilitarian value and hedonic value appear to be two universal value types most appropriate for describing consumer shopping behavior.

Overby & Lee (2006), Utilitarian value is defined as an overall measurement of functional benefits and sacrifices. Utilitarian value involves more cognitive aspects of attitude, like value for the money and judgments of convenience and timesavings.

Overby & Lee (2006), Hedonic value is defined as an overall judgment of experiential benefits and sacrifices, such as entertainment and escapism. Hedonic value reflects worth or fun found in the shopping experience itself, while utilitarian value reflects task-related worth. Hedonic value can be obtained from the entertainment, the visual appeal, and the interactivity involved. Similar to the role of atmospherics in offline shopping environment inappropriate use of colors, music, and other sensory features of the website might be able to enrich consumers shopping experience.

TRUST

Belanger, Hiller, & Smith (2002), Trust involves the consumers' beliefs relating to products, brand, services, or salespeople, and the establishment where the products or services are bought and sold. Due to the significant influence on the achievement of a long-lasting and profitable relationship, trust has received considerable attention.

Lewicki and Bunker (1995), identified three different approaches on how trust is regarded. In contrast to personality psychologist's view of trust as an individual characteristic, social psychologists consider trust as an expectation that is specific to a transaction and the person with whom one is transacting. Economists and sociologists, on the other hand, are interested in how institutions and incentive reduce uncertainty, and in turn increase trust, associated with transactions.

Therefore, to make the attribution that another person is trustworthy, there must exist the possibility to show that she or he is trustworthy, for brand loyalty to exist trust is a important element that marketing managers need to look into when analyzing brand loyalty.

Blomqvist (1997), associated the risk perception with a situation of lacking information because in total ignorance it is possible only to have faith and under perfect information, there is no trust but merely balanced calculation.

Blois (1999), the construct of trust has been particularly associated with the development of interest in relationship marketing in general and particularly in the context of business-to-business markets. The understanding the nature of trust and the importance of its contribution to loyalty will leave a major impact on how business-to-business relationships are developed and managed.

Parasuraman et al. (1985), initiated trust as a critical success factor in successful service relationships. They suggest that customers need to feel safe in dealings with suppliers and need to be assured that their interaction is confidential in that they are able to trust their suppliers. The relationship marketing is built on the foundation of trust. In addition, trust is an important feature or aspect in the development of quality relationships built through a process of making and keeping promises where customers have assurances that the products they are buying is of good quality and in turn with repeat purchases they become loyal customers. The view of brand trust as part of the brand value can be created and developed through the management of some aspects that go beyond consumer's satisfaction with the practical performance of the products and its attributes, trust can offer an appropriate outline to conceptualize and measure a more qualitative dimension of brand value. Customer commitment as an indicator of customer loyalty, empirically found that brand trust has a direct effect on customer commitment and also can indirectly affect the level of price tolerance.

SATISFACTION

Kotler (1994), states the key to customer retention is customer satisfaction. There is much theoretical and empirical evidence that shows that link between satisfaction and customer retention and customer loyalty.

Aaker (1991), states that satisfaction is a key determinant to every level of brand loyalty. Satisfaction is often thought to affect the likelihood of repurchasing or reusing the service of a provider. Oliver (1997), proposes three dimensions of satisfaction; cognitive, affective and cognitive, that plugs in action loyalty or repeat usage.

According to Blackwell, Miniare and Engel (2006), satisfaction occurs when consumer's expectations are matched by perceived performance. On the other hand, dissatisfaction occurs when experiences and performance fall short of expectations. Satisfaction can lead to repeat purchase. Consumers possessing positive evaluations of a brand or product are much more likely to buy the brand or product again than those who possessing negative evaluations. The fact that retaining an existing customer usually costs less than enlisting a new one, companies are devoted to satisfy their customers.

Heskett et al.(1994), Satisfaction also shapes word-of-mouth communication, which is important for brands to build a good image and reputation. Post-purchase evaluation not only affects consumers future buying behavior, but also influences other behaviors such as sharing consumption experiences, which known as word-of-mouth communication. Satisfied customers become loyal and dissatisfied customers end up switching to another seller. Many researchers directly investigate a link between satisfaction and loyalty, and all found a positive relationship between the two constructs.

If people believe that dealing with customer satisfaction or complaint is costly, they need to realize that it costs as much as 25 percent more to recruit new customers. Customer satisfaction is a direct determining factor in customer loyalty, which, in turn, is a central determinant of customer retention, for businesses to retain customers the customer satisfaction is very important because satisfied customers will always want to enjoy the service they used again.

Therefore, organizations should always strive to ensure that their customers are very satisfied. Based on views and investigations done by numerous researchers, it can be seen that customer satisfaction is crucial to customer loyalty, which lead to the successfulness of an organizations.

BRAND PRICE

According to Cadogan and Foster (2000), price is probably the most important consideration for the average consumer. Consumers with high brand loyalty are willing to pay a premium price for their favored brand, so, their purchase intention is not easily affected by price.

Keller (2003) Customers have a strong belief in the price and value of their favorite brands so much so that they would compare and evaluate prices with alternative brands.

Yoon and Kim (2000), Consumers' satisfaction can also be built by comparing price with perceived costs and values. If the perceived values of the product are greater than cost, it is observed that consumers will purchase that product. Loyal customers are willing to pay a premium even if the price has increased because the perceived risk is very high and they prefer to pay a higher price to avoid the risk of any change. Long-term relationships of service loyalty make loyal customers more prices tolerant, since loyalty discourages customers from making price comparison with other products by shopping around.

De Ruyter etal., (1999) , Price has increasingly become a focal point in consumers- judgments of offer value and their overall assessment of the retailer. Price communicates to the market the company's intended value positioning of its product or brand. Sproles and Kendall, 1986-Price consciousness is defined as finding the best value, buying at sale prices or the lowest price choice.

RESEARCH METHODOLOGY

TARGET POPULATION

The study targeted the 60 (Women Cosmetic Users) Respondents in Chennai. The population of study consisted of women Cosmetic users in Chennai. Cosmetic products and their users on a daily basis which gives them ample knowledge on the basis upon which the consumers choose their products. A survey study was adopted.

DATA COLLECTION

The data was collected using questionnaires. A set of selected questions was used to collect data from the respondents in the sample population. These include close-ended questions. Each item of the questionnaire was developed to address a specific objective of the study.

RESPONSE

The total of 60 questionnaires administered during the study, Demographic Characteristics

The profile of the respondents is looked upon in terms of Age, Level of education, Marital Status, Average Monthly Income and Frequency of Shopping, the researcher sought to establish these characteristics from the respondents.

CHI-SQUARE TESTS

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.825[a]	12	.869
Likelihood Ratio	7.373	12	.832
N of Valid Cases	60		

MARITAL STATUS * BRANDTRUST4 CROSS TABULATION

		Brand Trust 4					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
MS	Unmarried	5	7	4	3	5	24
	Married	7	4	8	10	7	36
Total		12	11	12	13	12	60

CHI-SQUARE TESTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.362[a]	4	.359
Likelihood Ratio	4.418	4	.352
N of Valid Cases	60		

AGE* SHOPPING FREQUENCY

			shopping				Total
			monthly once	once in two months	once in three months	festival offers/discounts	
		5	0	0	0	0	5
	18-20	0	2	3	2	5	12
Age	21-30	0	2	4	8	4	18
	31-40	0	2	2	7	5	16
	41-50	0	1	4	4	5	14
Total		5	7	13	16	19	60

CHI-SQUARE TESTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	69.978[a]	16	.000
Likelihood Ratio	40.191	16	.001
N of Valid Cases	60		

MARITALSTATUS*SHOPPING

			Shopping				Total
			monthly once	once in two months	once in three months	festival offers/discounts	
		5	0	0	0	0	5
MS	Unmarried	0	3	5	6	10	24
	Married	0	4	8	15	9	36
Total		5	7	13	16	19	60

CHI-SQUARE

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	67.646[a]	8	.000
Likelihood Ratio	37.718	8	.000
N of Valid Cases	60		

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INCOME * SHOPPING CROSSTABULATION

Income			monthly once	once in two months	once in three months	festival offers/discounts	Total
Income	5	0	0	0	0	0	5
>10,000	0	0	6	2	1		9
None	0	2	0	2	4		8
10,000-20,000	0	1	1	2	6		10
21,000-30,000	0	3	0	8	6		17
31,000-40,000	0	0	4	6	2		12
40,000-50,000	0	1	2	1	0		4
Total	5	7	13	21	19		65

CHI-SQUARE TESTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.772[a]	24	.000
Likelihood Ratio	71.639	24	.000
N of Valid Cases	60		

SUMMARY OF FINDINGS

The overall impression of the respondents is that brand trust, brand satisfaction, brand price and perceived value influence their cosmetic products buying decisions. From the research conducted,

- Brand perceived value as the most influential factor in determining brand loyalty. (The Consumers value the brand which is extended beyond the loyalty)
- Brand satisfaction as a factor determining brand loyalty to the cosmetic brand was rated the second highest. (The consumers are satisfied towards the usage of the brand and that results in brand trust)
- Brand trust was considered a distant third in determining brand loyalty.
- Brand price was rated the lowest factor at 53.5%. (Even if the price is higher the consumers are ready to spend for it, when they value the brand and have Loyalty towards the brand of Cosmetics)

With all the factors scoring more than 50% level of agreement it is an indicator that all the factors have an influence on the brand loyalty of cosmetic products with the degree of influence varying among the different factors.

CONCLUSION

Customer brand loyalty is major importance for business organizations. Results of current study conclude that factors such as brand trust, brand perceived value, brand satisfaction and brand price of a cosmetic product play a very prime role in strengthening customer brand loyalty. Long-term success and supportable reputation of an organization depends on customer loyalty. This study supports the view that brand trust, brand perceived value, brand satisfaction and price should remain prime focus for the organization to maintain market share in today's competitive business environment. The business whose customers are not loyal with them cannot enjoy a respectable position in the market.

Based on this study, brand perceived value and brand satisfaction have the highest rating as determinants of brand loyalty in cosmetic products. The analysis indicated that brand loyalty has a positive influence on the purchasing behavior of the customers and customers are likely to purchase products, which they are accustomed to through a strong image and exceeding their expectations. The analysis also indicated that customers were more willing to talk to other customers about the products they have used and were satisfied with their results and thus word of mouth form of spreading positive information and thus creating a good avenue for companies seeking to market their cosmetic products.

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ROLE OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN EFFECTIVE IMPLEMENTATION OF CRM PRACTICES

DR. U. KANAKA RAO
ASSOCIATE PROFESSOR
DEPARTMENT OF BUSINESS MANAGEMENT
SWARNA BHARATHI INSTITUTE OF SCIENCE & TECHNOLOGY
KHAMMAM, TELANGANA, INDIA

DANDA. UDAYA SHEKHAR
ASST. PROFESSOR
DEPARTMENT OF BUSINESS MANAGEMENT
MADAWALABU UNIVERSITY
ETHIOPIA

ABSTRACT

In this present paper an attempt is made to understand and analyze Role of information and communication technology (ICT) in effective implementation of CRM practices Information and Communications Technology (ICT) is often used as an extended synonym for information technology (IT), but it is a more specific term that stresses the role of unified communications and the integration of telecommunications such as telephone lines and wireless signals, computers as well as necessary enterprise software, hard ware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate the information. Retaining customers will lead to the creation of sustained competitive advantage and improved profitability for the company. Information technology acts as an enabler in the whole process.

KEYWORDS

ICT, CRM practices.

PRELUDE

ICT (Information and Communications Technology - or Technologies) is an umbrella term that includes any communication device or application encompassing: radio, television, cellular phones, computer hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as video conferencing and distance learning. Information Technology has grown in various directions in the recent years on natural evolutionary path has been the development of the database industry and its functionalities. Data collection, data creation, data management including its storage and retrieval, database transaction processing and data analysis and data understanding has been the way in which it has progressed so far. The term ICT is now also used to refer to the convergence of audio-visual and telephone networks with computer networks through a single cabling or link system. There are large economic incentives to merge the audio-visual, building management and telephone network with the computer network system using a single unified system of cabling, signal distribution and management. The term Infocommunications is sometimes used interchangeably with ICT. In fact Infocommunications is the expansion of telecommunications with information processing and content handling functions on a common digital technology base.

Any marketer will put in sincere efforts to maintain a long term relationship with the customers, which will ensure sustainable competitive advantage in the long run. As it is relatively easier to retain a customer than acquiring new customer, relationship marketing is becoming one of the major element of the corporate strategy for many organizations. Relationship marketing is concerned with the creative development, and enhancement of individualized customer relationships with target customers and customer groups resulting in maximizing the total lifetime value of the customer. The adoption of relationship is the essence of doing business in the modern times. But to achieve this, companies need to develop information enabled systems so as to have direct contact with customers. Retaining customers will lead to the creation of sustained competitive advantage and improved profitability for the company. Information technology acts as an enabler in the whole process.

USING INFORMATION AND COMMUNICATION TECHNOLOGY TO HANDLE CUSTOMER CALLS AND INQUIRES

Help desk: Organizations are flooded with inquiries from customers, sometimes thousand a day. Organizations can establish help desk to answer telephonic calls, emails, fax and even face to face enquiries. Expert systems can have used to expedite helpdesk to facilitate customer search information and it also speed up the work of the help desk employee.

On-line client contact manger: It is a web based tool that helps a sales person to contact with the prospective customer either face-to-face meeting or a telephonic call or email. Web based tools like emails and teleconferencing are used to communication and aid decision making.

Point of sale terminals: These provide faster customer checkout, identify customer preferences and also help to improve inventory content.

Electronic groups: E-groups created for salespersons, help each other to solve the problems. To reduce the load on the post-sales service teams, customers are allowed to use online, the status of the service delivery cycle using a login and a password. Sophisticated software enable customer to find answers by themselves in the corporate database.

Telemarketing: Here, telecommunication and information technologies are used to execute a marketing program for customers who want to shop from their home. It can be done by telephonic calls generated by the computer. Telemarketing being include generating sales leads, gathering information, providing information, improving cash flows, fostering customer service.

Intelligent agent: An intelligent agent is software that assists people to automate repetitive tasks, intelligently. It summarizes the complex data and even makes recommendations. These agents provide greater customized services for customer helping business to market their products to a wider geographical area. They can send automatic email reply over 90% customer queries received. They work around the clock in different time zones and can converse language in which they are programmed. Web based intelligent agents can be used to customer with product and service, facilitating better service.

CAD/CAM (Computer Aided Design / Computer Aided Manufacturing): This allows products designed with CAD to be input an automated manufacturing system that makes the products. This can be used to reduce the cost of customization of products and accurately meet the requirement of the customers.

SBR/IVR (Skill Based Routing / Interactive Voice Response Systems): Information technology finds its wide application in business process outsourcing. In BPO, the right contact is very important. A technique called SBR – skill based routing is used where it quantifies the various skill sets of agents and matches them with the nature of enquiry. The call is passed to the agent who is best equipped to handle the call. IVR – interactive voice response systems which is used to relieve simple and monotonous calls.

ROLE OF INFORMATION TECHNOLOGY IN RELATIONSHIP MARKETING

There has been a paradigm shift in the approach towards marketing i.e., marketing is moving from a transaction based approach to a new paradigm called Relationship Marketing. The traditional activities which emphasized the role of customer acquisition as the primary role of marketing have been replaced by relationship marketing, which recognizes that marketing actually starts after the sale is complete. Information technology has an important role to play in the overall functioning of relationship marketing. According to Adrian Payne, "In considering how CRM should be implemented, information technology has a pivotal role to play in enabling companies to maximize profitability through more precise targeting of market segments and the micro segments within them". In modern times, companies have a marketing, information regarding the consumers and channel partners is collected on an individual base and is used to design the products and services as per the individual requirement. Here, suppliers tend to cooperate with the distributors and retailers on an individual basis so as to serve the customers well.

The technology tools like databases, data warehouses, and data mining etc. which are available to the marketers to assist companies in increasing the customer value and company's profitability. Information technology is of great help in gathering and managing data required not only for a better understanding of the customers but also in framing the appropriate relationship marketing strategies to be adopt as present and future. Moreover, IT can enable the companies to determine the importance of customer acquisition, customer retention and his lifetime value. Research studies have shown that 5% increase customer retention will lead to around 20% to 125% increase in profits. According to gronroos (1994), there are two essential elements of relationship marketing, promise and trust. These elements determine how a relationship is established, maintained and enhanced.

As a result of the profound developments in the field of information technology, the knowledge is slowly but surely replacing natural resources and capital as the basic requirement for running a business. Also, the access to an infinite source of information is aiding in the shifting of power from the marketers side to customers side. This is new state of the customers transforming the traditional marketing from a transaction orientation to a relational paradigm. The marketing dynamics are changing from product driven to customer driven. This in turn requires a good relationship among all the members of the channel, and customer. This IT is enabling the marketing to move towards relationship marketing the companies need to make use of appropriate technologies to improve customer acquisition, customer retention, and customer's lifetime value. The primary job of the management is to develop proper relationship marketing strategy and then develop appropriate information technology base as per their requirements. They require a proper blend of databases, data marts, data warehouses and electronic commerce. The ultimate objective for the incorporation of information technology in the overall marketing strategy is to create opportunities for increasing the profitability with the aid of customer retention, acquisition.

RELATION BETWEEN IT AND RELATIONSHIP MARKETING

There is marked parallelism between the developments in information technology and transformation in the marketing process. This has led to the rise of new technologies like the World Wide Web, electronic commerce and so on. These technologies have arrived "just in time to assist the marketers in implementing the potential aspects of relationship marketing. Moreover technologies have become affordable which is enabling the marketers to deploy widely across a wide spectrum of customers. There exists a symbolic relationship or a virtue cycle between advancements in information technology and the change in marketing paradigm towards relationship marketing. Relationship marketing has grown because of the developments in information technology, some pitfalls of traditional marketing, the increased expectations of the consumers and rising competition.

TECHNOLOGIES OF CRM

In today's market place, attracting and keeping customers is critical to the continued existence of any business. Many companies look to customer relationship management, which is a business strategy focusing on acquiring, cultivating, managing and retaining customers, to help them manage all aspects of customer relations. CRM emerged in the early 1990s when software companies began developing applications to automate the sales process through contact management tools. CRM has evolved into a strategy that uses technology to achieve its goals.

OPERATIONAL CRM

An **Operational CRM System** involves the direct interaction with the customer (front-end). Operational CRM is the aspect of CRM dealing with the automation of customer-facing, or "front office," processes. These processes include sales, marketing and customer service. Since operational CRM involves the automation of customer-facing processes, it relies heavily on the use of computer technology to achieve its goals.

Sales Force Automation: Sales force automation uses software applications to automate sales activities. The activities automated include: lead management, sales forecasting, contact management, and quotation and proposal generation. Lead management software allows businesses to qualify and assign sales leads, or opportunities. Sales forecasting software uses historical sales data to forecast future sales. Contact management software enables companies to manage customer communications from many sources, including websites, emails and faxes. Quotation generation software generates sales quotes from input data, and proposal generation software automates the process of producing sales proposals.

Marketing Automation: Marketing automation refers to the use of software applications to automate marketing campaign management and event-based marketing. Campaign management applications enable targeted communications and offers through the use of customer-related data. Event-based marketing uses events, such as a purchase, to trigger communications and offers to customers.

Service Automation: Service automation enables companies to manage customer service interactions through the use of technology. Customer service automation includes: issue management, inbound call management, queuing and routing, and service level management. Issue management software enables companies to manage customers' problems by storing information about a problem, routing it to the appropriate personnel for resolution and tracking its progress during resolution. Inbound call management software identifies incoming calls and retrieves historical information related to the call. Queuing and routing software manages customer service calls by ensuring that they are routed to appropriate personnel in the order received. Service level management software enables a company to monitor and manage the quality of service of its key performance indicators.

ANALYTICAL CRM

An **Analytical CRM System** uses customer behavior and perceptions in order to provide actionable business intelligence (back-end). Common elements includes:

- Data Mining
- Data warehouses
- Decision support

On Line Analytical Processing (OLAP): The need for non static reporting systems has led to the development of online analytical processing (OLAP). Data is now used in a proactive way that provides value for the firm. This approach uses computing power and graphical interfaces to manipulate data easily and quickly at the convenience of the user. The focus is showing data along several dimensions. The manager should be able to drill down into the ultimate detail of a transaction and zoom up for a general view.

OLAP has several strategies:

- It is a powerful visualization tool
- It is an easy to use interactive tool
- It can be used as a first step in understanding the data

It has also some limitations:

- It does not find patterns automatically
- It does not have powerful analytical techniques.

These limitations are actually the main strengths of DM. It appears from this analysis that data warehousing, OLAP, DM, and operational systems can be integrated in a single framework to serve the needs of knowledge workers. This model is shown in following fig:

FIG. 1

FIG. 2
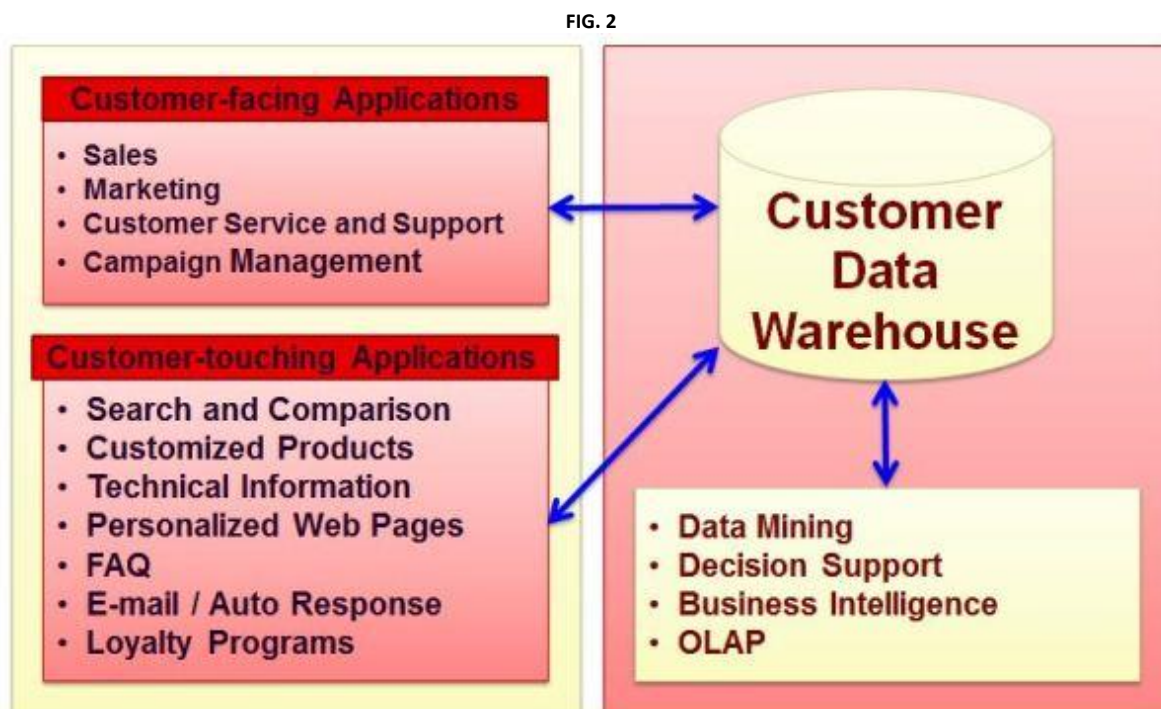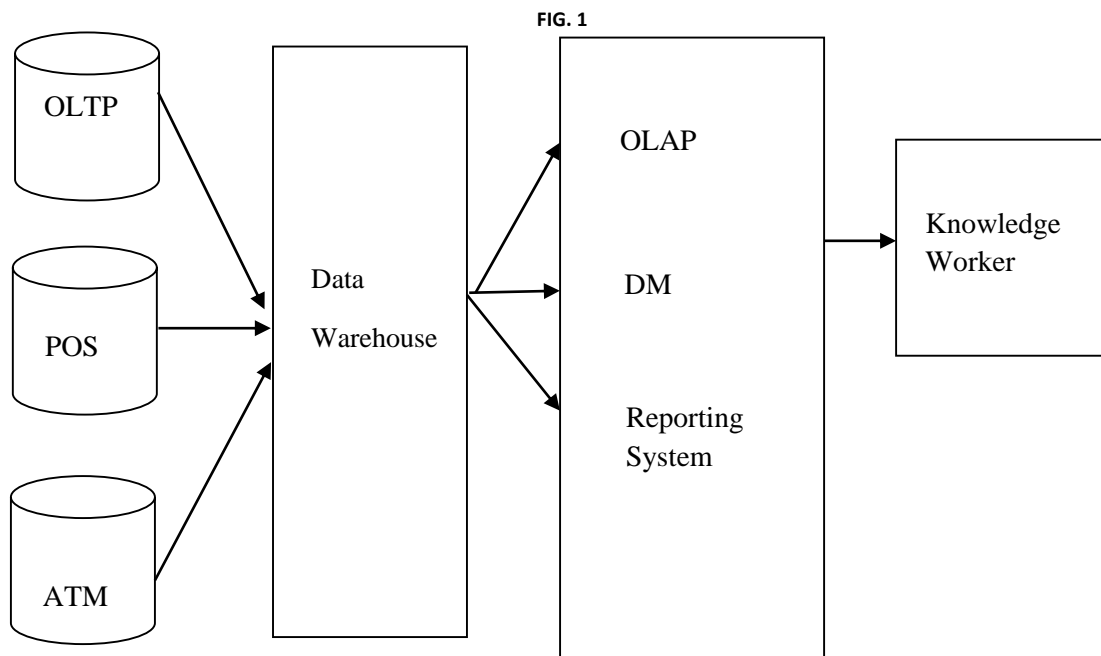
CONCLUSION

Information Communication Technology helps in not only collecting data, analyzing it and learning about the markets and the customers but also assists in transmitting the right information at the right place, in right quantity and in right tempo. This may help the marketers in maintaining long term relationship with the customers. Every transaction with the customer is an opportunity to gather information, invest in relationship marketing and build shareholder value. Moreover, the real time communication enables the marketer to influence each transaction as and when it occurs. Thus, IT has a greater role to play in expanding the opportunities of marketing. The process of gathering information about the customers during each transaction helps the marketer to have complete knowledge about its customers and also build the relationship with the customer.

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INDIAN BANK EMPLOYEES' PERCEPTION OF E-BANKING: AN EMPIRICAL INVESTIGATION

DR. LAKSHMINARAYANA BHAT A
ASSOCIATE PROFESSOR
BESANT EVENING & WOMEN'S COLLEGE
MANGALORE

ABSTRACT

Of late the banking industry has undergone rapid changes characterised by a series of fundamental developments all over the world including India. Most significant among them is the advancement in information technology as well as communication systems. The major objective of the study has been to analyse the perceived level of satisfaction of the employees with the introduction of ICT in the banking sector. This study is restricted to the employees in the banks and the geographical area is confined to Dakshina Kannada (DK) District in Karnataka State. The employee respondents from the Corporation Bank, the Karnataka Bank Ltd and the Axis Bank Ltd., chosen at random have been interviewed aiming at gathering primary information. The primary data were gathered through a field survey, using structured pre-tested Interview Schedules, from the bank employees working in the study area of DK district. The employees in the banks are satisfied with the development of the ICT in the banks. The employee respondents prefer E-banking over traditional banking.

KEYWORDS

employees' satisfaction, product diversification, training.

INTRODUCTION

Banking system constitutes the core of the financial sector of an economy and plays an important role in overall development. Of late the banking industry has undergone rapid changes characterised by a series of fundamental developments all over the world including India. The growing internationalisation of financial markets, increased competition due to the emergence of new generation banks, entry of foreign banks, adoption of Information and Communication Technology (ICT) are the major developments in Indian banking. Most significant among them is the advancement in information technology as well as communication systems. ICT and networking systems have revolutionised the functioning of the banking industry. The new technologies have radically altered traditional ways of carrying out banking business.

REVIEW OF LITERATURE

Considerable research has been carried out and is still continuing on the adoption of Information and Communication Technology (ICT) in banking in India and elsewhere in the world and also in other fields like banking productivity, banking sector reforms and so forth, by economists, academicians, researchers and institutions individually outside the banking system and also by institutions within the field of banking system. A review of the existing literature on the subject has been useful in getting an insight into the topic of study.

In a study Moutinho and Phillips (2002) found that increased efficiency and enhancement of customer service are the two perceived advantages of internet banking. In yet another study Kamal and Sengupta found that the employees are burdened with the same working environment and technology to cope up with the competition from the private and foreign sector banks.

In a joint study Kaleem and Saima (2008) found that the bankers in Pakistan perceive electronic banking as a tool for minimising inconvenience, reducing transaction costs and saving time. It is also found that minimisation of transaction cost as the most important benefit of e-banking and reduction in human resource requirement as the least important benefit of e-banking. Bankers in all segments considered government access to data as the biggest risk associated to electronic banking.

In a joint study Jegan and Gnanadas (2011) found that those employees who are involved in e-banking services for a longer period have high level of job satisfaction compared to those involved in e-banking services for a short period. The study concluded that there are some problems due to which employees feel uncomfortable to work electronically. The study recommended that there is need to solve these problems and effective implementation of some practical strategies to make e-banking more popular and friendly among the employees.

The investigation of the employee perception by Shaikh (2014) found that the employees consider 'saving time', 'minimisation of the risk of carrying cash' and 'minimisation of transaction cost' are the benefits of electronic banking. The study also found that 'need for expertise and training', 'legal and security issues' and 'chances of fraud' are the serious concerns of electronic banking.

NEED FOR THE STUDY

A brief review of the studies undertaken indicates that many studies have been conducted in different aspects of technology-adoption in banking in different countries of the world including India. But no comprehensive study has been undertaken regarding the employee satisfaction of technology driven-banking service offerings and hence this study is devoted to fulfil this research gap and add up to the existing knowledge.

STATEMENT OF THE PROBLEM

Though technology brought relief to banks and customers, its entry into banking system was initially sluggish. The resistance to change is always a challenge. In September 1983 an agreement was made between the Indian Banks' Association and the All India Bank Employees' Association on the installation of electronic machines (other than computers), microprocessors and mainframe computers, to support specified functional areas in branches, zonal offices, and head offices. The successive bipartite agreements of 1988, 1989 and 1993 between Indian Banks' Association and All-India Bank Employees' Associations, banks were able to computerise some or all operations in branches and administrative offices. Further the banks could use ATMs, note-counting machines, signature verification equipment, pass-book printers, and demand draft printers and use the latest communication facilities available under BANKNET, SWIFT etc. The settlements also provided for single window concept at branches and networking within branches. Since then, the process of implementation of ICT has picked up momentum. In this paper an attempt is made to summarise employee perspective and satisfaction during post reforms ICT adoption in the banking industry in India.

OBJECTIVES

The major objective of the study has been to analyse the perceived level of satisfaction of the employees with the introduction of ICT in the banking sector in the study area. However, the specific objectives of the study have been-

- To analyse the benefits of e-banking.
- To analyse the areas of concern under e-banking.
- To investigate the employees' preferred delivery channel.

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HYPOTHESIS

In order to achieve the objectives this study has set the following hypothesis for testing/verification.

* The employees in the banks are satisfied with the ICT adoption in the banks.
* The employees prefer traditional channels over electronic channels.

SCOPE AND LIMITATIONS OF THE STUDY

This study is restricted to the employees in the banks and the geographical area is confined to Dakshina Kannada (DK) District in Karnataka State. The employee respondents from the Corporation Bank, the Karnataka Bank Ltd and the Axis Bank Ltd., chosen at random have been interviewed aiming at gathering primary information. The study has been extended to rural and semi-urban areas besides urban areas. Since the study has been planned to cover the perception of the ICT based banking products in urban, semi-urban and rural areas, samples of the employees have been drawn from all the three types of centres.

METHODOLOGY

The study required the inputs from the employee respondents providing ICT based banking services. The study is confined to employees in the banks of select scheduled commercial banks and the geographical area is confined to DK District in Karnataka State. The employee respondents from the Corporation Bank, the Karnataka Bank Ltd and the Axis Bank Ltd., chosen at random have been interviewed aiming at gathering primary information. The primary data were gathered through a field survey, using structured pre-tested Interview Schedules, from the bank employees working in the study area of DK district during June-September 2013. The survey/ interview was designed and developed after research reviews and consultation with experts in the banking field. Pre-tested interview schedules were used for survey of the respondents.

The number of the employees as on 30.06.2013 working in DK district was 1009 of which the employees of the Corporation Bank were 539, of the Karnataka Bank Ltd. was 360 and of the Axis Bank were 110. The final sample size obtained has been from sixteen branches selected at random through lottery method. The respondents are selected at random and the final sample used for analysis in the study has been 110 employee respondents of sixteen branches of the select banks. The respondents were 45 employees from the public sector banks, 42 employees from the old private sector banks and 23 employees from the new private sector banks. The proportion of branches has been 18.4 per cent of the total number of branches. The sample of employees has been 10.9 per cent of the total employees.

The primary data gathered were tabulated and analysed with the help of SPSS Ver-13. Descriptive statistics is used to learn about the characteristics of the respondents. Kaiser-Meyer-Olkin (KMO) and Bartlett's Tests were used to measure sampling adequacy and factor analysis was made for the components to reduce large number of variables into smaller number of factors. Appropriate figures are used to make the presentation more discernible.

RESULTS AND DISCUSSION

The distribution of the employees on the basis of branch location shows that of the 110 respondents 13 are from rural branches, 39 are from semi-urban branches and 58 are from urban branches.

VIEW ON BANKER- CUSTOMER RELATIONSHIP

In order to understand the employee perspective the respondents' view has been sought on the banker-customer relationship under E-banking era. Of the 110 respondents 102 (92.7%) respondents consider that the relationship between the customer and the employees has improved during ICT era.

PERCEPTION ON PRODUCT DIVERSIFICATION

It is believed that technology has enabled the banks to diversify the products. Now the banks could provide a larger range of deposit and loan products to the customers. The descriptive statistics on product diversification has been presented in Table 1

TABLE 1: DESCRIPTIVE STATISTICS ON PRODUCT DIVERSIFICATION

Type of Bank	N	Mean	Std. Deviation	Median
(01)	(02)	(03)	(04)	(05)
Public Sector Bank	45	4.29	0.626	4.00
Old Private Sector Bank	42	3.98	0.841	4.00
New Private Sector Bank	23	4.00	0.000	4.00
Total	110	4.11	0.668	4.00

Source: Data gathered through primary investigation, June-September 2013.

The response of the respondents to the issue of product diversification has been done on the basis of the mean score. If the mean score is equal to 3 they are assumed neutral, if the mean score is less than 3 they are assumed to disagree and if the mean score is greater than 3 they agree. Further, if the mean score is greater than 4 it is assumed they strongly agree. The level of agreement of the respondents to the question on product diversification with the introduction of ICT is 4.11 ± 0. 668, which shows the respondents strongly agree with the statement that ICT has enabled the banks to provide a variety of products. The level of agreement of the respondents of public sector banks was 4.29 ± 0.626, which shows that the respondents strongly agree to the statement. The level of agreement of the respondents of the old private sector banks was 3.98 ± 0.841, which shows that the employees agree with the statement. The level of agreement of the employees of the new private sector banks is 4.00 ± 0.00 and it shows that the employees strongly agree with the statement.

VIEW ON COMPETITION

In the sample of 110, 89.1 per cent of the respondents agree with the statement that ICT has intensified the competition among the banks. Therefore, the issue has been the role of technology in improving the competitiveness of the bank compared with the other banks and in providing state of the art facilities.

ISSUES RELATED TO TRAINING

Of the total employee respondents 90.9 per cent felt that the banks provide enough training required in handling the existing and updated ICT delivery channels, whereas, a meagre 9.1 per cent felt that the banks are not providing enough training to the employees. Further, of the total respondents, 61.8 per cent has opined that the banks are providing training frequently and 37.3 per cent has opined that the frequency of training is less. Among the respondents 71.8 per cent has opined that the quality and adequacy of training provided is good and 21.8 per cent opined it as very good.

EMPLOYEES' SATISFACTION

Assessment of the level of satisfaction of the employees with ICT delivery channels is done on the basis of mean score, where if the mean score is equal to 3 they are supposed to be neutral, if the mean score is less than 3 they are supposed to be not satisfied and if the mean score is greater than 3, they are satisfied. Further, if mean score is greater than 4 they are supposed to be highly satisfied. The level of satisfaction of the employees towards ICT delivery channels is 4.33±0.743 shows that they are highly satisfied. In the case of public sector banks the level of satisfaction is 4.47±0.815 and the level of satisfaction of the employees of the old private sector banks is 4.43±0.737 which show that the employees of the old generation banks are highly satisfied and the level of satisfaction of the employees' of the new private sector banks is 3.87±0.344 showing that they are plainly satisfied. **The hypothesis that the employees in the banks are satisfied with the development of the ICT in the banks** is tested, proved and accepted.

BENEFITS OF ICT ADOPTION IN BANKING

The E-banking is an area where the banks try to gain an advantage. The various benefits of E-banking are summarised in the Table 2.

TABLE 2: BENEFITS OF E-BANKING

Advantages of E-banking	Public Sector Bank	Old Private Sector Bank	New Private Sector Bank	Total
	No. of Respondents (Employees)	No. of Respondents (Employees)	No. of Respondents (Employees)	No. of Respondents (Employees)
(01)	(02)	(03)	(04)	(05)
Minimisation of transaction cost	42 (93.3)	39 (92.9)	23 (100.0)	104 (94.5)
Accurate information	44 (97.8)	40 (95.2)	23 (100.0)	107 (97.3)
Increases efficiency	41(91.1)	40 (95.2)	23 (100.0)	104 (94.5)
Reduces labour requirement	44 (97.8)	40 (95.2)	20 (87.0)	104 (94.5)
Saves time in doing work	45 (100.0)	40 (95.2)	23 (100.0)	108 (98.2)
Increases service quality	43 (95.6)	41 (97.6)	23 (100.0)	107 (97.3)

Source: Data gathered through primary investigation, June-September 2013.

Note: Figures in parenthesis are in percentages which are computed.

Minimisation of the transaction cost is a benefit of E-banking for about 94.5 per cent of the respondents, availability of accurate information for 97.3 per cent of respondents, increase in efficiency for 94.5 per cent of respondents, reduction of labour requirement for 94.5 per cent respondents, time-saving for 98.2 per cent of respondents and service quality enhancement for 97.3 per cent respondents.

AREAS OF CONCERN FOR THE BANKING INDUSTRY

The E-banking is not an unmixed blessing and it has certain serious issues of concern. The major problems have been presented in Table 3.

TABLE 3: PROBLEMS IN ICT BASED BANKING SERVICES

Problems	Public Sector Bank	Old Private Sector Bank	New Private Sector Bank	Total
	No. of Respondents (Employees)	No. of Respondents (Employees)	No. of Respondents (Employees)	No. of Respondents (Employees)
(01)	(02)	(03)	(04)	(05)
Chance of data loss	29 (64.4)	18 (42.9)	17 (73.9)	64 (58.2)
Chances of cyber crimes	39 (86.7)	27 (64.3)	20 (87.0)	86 (78.2)
High initial cost of technology	29 (64.4)	29 (69.0)	20 (87.0)	78 (70.9)
Rigorous training required	33 (73.3)	26 (61.9)	20 (87.0)	79 (71.8)
Insufficient knowledge in using ICT	32 (71.1)	28 (66.7)	16 (69.6)	76 (69.1)
Lack of information security	28 (62.2)	27 (64.3)	17 (73.9)	72 (65.5)

Source: Data gathered through primary investigation, June-September 2013.

Note: Figures in parenthesis are in percentages which are computed.

Among the respondents in the banking sector about 58.2 per cent considers chances of data loss, 78.2 per cent of respondents for the chances of cyber crimes, 70.9 per cent high initial cost of technology, 71.8 per cent rigorous training requirement, 69.1 per cent insufficient knowledge in handling ICT and 65.5 per cent lack of information security as the major issues to be addressed.

FACTOR ANALYSIS FOR THE PROBLEMS

Factor analysis was made for the important problems of various E-banking services. The results are summarised in Table 4, 5 and 6.

TABLE 4: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.714
Bartlett's Test of Sphericity	Approximate Chi-Square	281.769
	d. f	15
	Significance	0.000

The analysis shows that, KMO= 0.714 >0.5 and Bartlett's test of Sphericity, p=0.000< 0.01imply sample for factor analysis is adequate and various components have variation among themselves. The Principal Component Analysis (PCA) was used for analysing the underlying factors in the given six variables. On the application of PCA technique, communalities were calculated after which the factors were determined and were justified using Eigen Value Method and Percentage Variance Method.

TABLE 5: DESCRIPTIVE STATISTICS ON THE PROBLEMS OF E-BANKING

Component	Initial Eigen Values			Extraction Sums of Squared Loading		
	Total	Percentage of Variance	Cumulative percentage	Total	Percentage of Variance	Cumulative percentage
(01)	(02)	(03)	(04)	(05)	(06)	(07)
1	3.368	56.142	56.142	3.368	56.142	56.142
2	0.870	14.497	70.638			
3	0.730	12.164	82.802			
4	0.523	8.722	91.524			
5	0.296	4.940	96.464			
6	0.212	3.536	100.00			

Note: Extraction Method: Principal Component Analysis

TABLE 6: COMPONENT MATRIX

Problems	Component
	1
Chance of Data Loss	0.621
Chances of Cyber Crimes	0.735
High Initial Cost of Technology	0.762
Rigorous Training Required	0.793
Insufficient Knowledge Using ICT	0.798
Lack of Information security	0.801

Note: Extraction Method: Principal Component Analysis

Rotated Component Matrix: Only one component was extracted. The solution cannot be rotated.

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The results of the application of factor analysis came out in the form of reduction of six identified factors into one major factor affecting the adoption of ICT services with the variance of 56.14 and the factor includes chances of data loss with a factor loading 0.621, chances of cyber crime with a factor loading of 0.735, high initial cost of technology with a factor loading of 0.762, rigorous training requirement with a factor loading of 0.793, insufficient knowledge in handling ICT with a factor loading of 0.768 and lack of information security with a factor loading of 0.801. The problems of E-banking have made it a major concern for the banks and also an area that needs more careful supervision and tight security.

The view of the respondents on the preference of the traditional and E-banking models will have a strong impact on the future of the channels. The responses regarding the preference are presented in Figure 1.

FIGURE 1: EMPLOYEES' PREFERRED DELIVERY CHANNEL
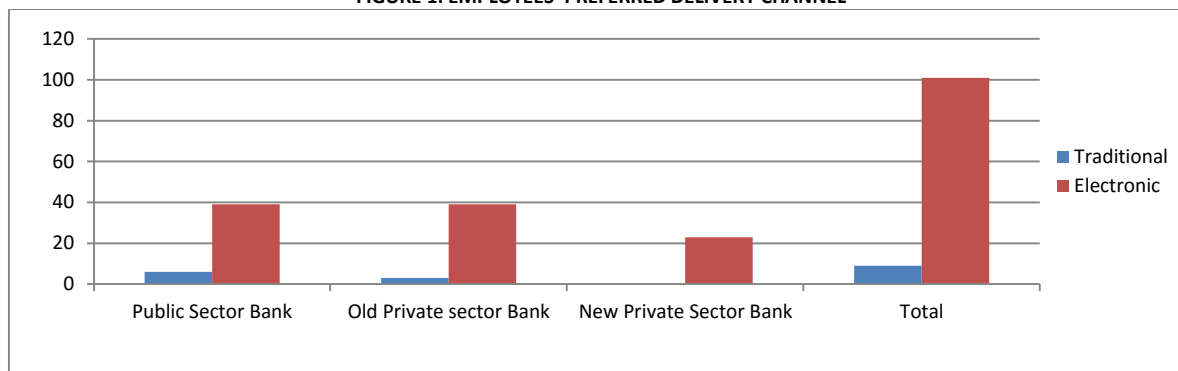
Source: Data gathered through primary investigation, June-September 2013.

In the sample of 91.8 per cent of the respondents prefer E-banking over traditional banking. **Therefore, the hypothesis that the employees prefer traditional channels over electronic channels is rejected.**

MAJOR FINDINGS

The major findings of the study are-
- The respondents consider that the relationship between the customer and the employees has improved during ICT era.
- The employees agree with the statement ICT has enabled product diversification.
- The employees prefer E-banking over traditional banking.

CONCLUSION

The respondents strongly agree with the statement that ICT has enabled the banks to provide a variety of products. It is also found that the banker customer relation has improved during ICT era and employees are satisfied with the E-banking services which they have been using and they prefer such services over the traditional channel. Therefore, the technology has enough potential in the study area in the days to come.

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WORK MOTIVATION OF B. Ed. COLLEGE TEACHERS IN RELATION TO SOME DEMOGRAPHIC VARIABLES

SHEIKH AABID AZAD
RESEARCH SCHOLAR
DEPARTMENT OF EDUCATION
ANNAMALAI UNIVERSITY
ANNAMALAI NAGAR

DR. P.N.NATARAJ
ASSOCIATE PROFESSOR
DEPARTMENT OF EDUCATION
ANNAMALAI UNIVERSITY
ANNAMALAI NAGAR

ABSTRACT

In the present study, the investigators intended to compare the work motivation of B.Ed college teachers with respect to some demographic variables. Work motivation was treated as dependent variables. The independent variables comprised of gender, type of college, teaching experience and educational qualifications. For the purpose of investigation, descriptive survey method was employed. The sample comprised of 300 B.Ed college teachers working in colleges located in Kashmir division affiliated to University of Kashmir and was selected by Random sampling technique. A Work Motivation Scale by Dr. K. G. Agrawal was used in the study. The obtained data was analyzed using means, S.D's and t-test. The findings of the study revealed: i) There is no significant difference in work motivation between male and female B.Ed college teachers. ii) There is no significant difference in work motivation among B.Ed college teachers who are working in different types of colleges. iii) There is no significant difference in work motivation among B.Ed college teachers in their teaching experience.iv) There is no significant difference in work motivation among B.Ed college teachers in respect of their educational qualification.

KEYWORDS

work motivation, gender, type of college, educational qualifications, teaching experience.

INTRODUCTION

India has a long tradition of learning and education has always been valued. Accordingly, education has been assigned high priority in the national development strategy and conscious efforts have made towards the massive expansion of educational facilities in the country. In absolute terms, the educational system created in the country is vast when viewed in respect of the number of institutions, students and teachers and the variety of educational activity. However, effective utilization and success of educational set-up to produce quality output has been a subject matter of concern. Several commissions and committees who examined the functioning of educational set-up in the country have expressed concern about the quality, work motivation of teachers towards an overall improvement of the education system. The Education Commission (1964-66) observed, "The destiny of India is being shaped in her classrooms" and that 'as is the teacher, so is the nation' to emphasize about the importance of the teachers. The commission further observed that all the different factors which influence the quality of education and its contribution towards national development, the quality, competence and character of teachers are undoubtedly the most significant. The National Policy of Education (1986) recognized the crucial role of teachers and stated that the status of teacher reflects the socio-cultural ethos of a society. It further expressed that no people can rise above the level of its teachers and the government and the community should endeavour to create conditions which will help motivate and inspire teachers on constructive and creative lines.

It may be relevant to mention that in the present scenario of education in our country one comes across candidates with relatively superior qualifications and adequate professional degrees getting entry into the teaching profession; yet the problem of deteriorating education standards both qualitatively and quantitatively seems to be assuming alarming dimensions. Therefore, there should be some other important determinants of this phenomenon besides academic and professional qualifications of teachers; such determinants appear to be their work motivation. These factors can be categorized as intrinsic, extrinsic and demographic factors. Intrinsic sources originate from within the individual and have psychological value.

Motivation is factor which affects the performance of teachers. It is basic psychological process and refers to the force within the person that affects direction, intensity and persistence of voluntary behaviour. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private or non-profit". In the words of Vanbaren (2010), work motivation is a process used to encourage and inspire workers to perform their jobs thoroughly and well. Every employer wishes to hire positively motivated people who want to work and will continue to try hard throughout the total period of employment. The schools need highly motivated teachers so as to attain their goals and produce good citizens. It is one of the several factors that go into a teacher's performance. It includes the factors that cause, channel and sustain the behaviour of teachers in a particular committed direction. The researchers assume that motivation among teachers is in short supply and in need of periodic replenishment. Thus, if it is known that what drives the teacher, it will help in understanding their work behaviour. Their efficiency in working will lead to the progress of school which in turn will enhance their commitment to school. To summarize, motivation acts as a powerful tool in educational institutions which may lead to increased efficiency of teachers.

Mittal (1992) revealed a positive and significant correlation between work motivation and job satisfaction. However, the male teachers were found to be more motivated in their jobs as compared to the female teachers. Srivastava and Krishna (1994) indicated that the 'need for achievement' and 'self-control' were the most dominant motivating forces for male as well as female teachers whereas the 'monetary gain' was the least effective motivator for them. Lindholm (1997) indicated that the teachers reported significantly lower incentives for accomplishment and recognition and significantly higher affiliation incentives. Gupta and Jain (2003) reported that a variety of factors such as salary, security, physical conditions, promotion, recognition etc. influence job satisfaction. Kumar, Udayasuriyan and Vimala (2008) reported significant differences in work motivation based on the demographic variables such as age, gender, teaching experience in the present organization, marital status and monthly income. Dombrovskis, Guseva and Murasovs (2011) concluded that the motives of work satisfaction and social status were found to occupy the lowest position in the work motivation structure. Thus, it is assumed that the present study will provide a new information and perspective describing work motivation of B.Ed college teachers.

VARIABLES INVOLVED

In the present study, work motivation has been taken as the dependent variables, whereas demographic variables such as gender, type of College, teaching experience and educational qualifications constituted the independent variables.

OBJECTIVES OF THE STUDY

1. To find out the level of work motivation of B.Ed College Teachers.
2. To find out if there is any significant difference between male and female B.Ed College Teachers in respect of their work motivation.
3. To find out if there is any significant difference among B.Ed College Teachers who are working in different types of colleges (Government and private) in respect of their work motivation.
4. To find out if there is any significant difference between Post Graduate with B.Ed, Post Graduate with M.Ed, M.Phil and Ph.D B.Ed College Teachers in respect of their work motivation.
5. To find out if there is any significant difference among B.Ed College Teachers who in their teaching experience (Less than 5 years, 6-12 years and above 12 years) in respect of their work motivation.

HYPOTHESES OF THE STUDY

1. The B.Ed college teachers' level of work motivation is unfavorable.
2. There is no significant difference in work motivation between male and female B.Ed college teachers.
3. There is no significant difference in work motivation among B.Ed college teachers who are working in different types of colleges.
4. Post graduate with B.Ed and M.Phil having more or less same favorable work motivation than Post graduate with M.Ed and Ph.D.
5. There is no significant difference in work motivation among B.Ed college teachers in their teaching experience.

DESIGN AND METHODOLOGY

The present study employed descriptive survey method and comparison was made to study the work motivation of the B.Ed college teachers in relation to their demographic variables such as gender, type of College, educational qualifications, and teaching experience.

SAMPLE

In the present study, the investigator selected Kashmir valley as his field of investigation. Due to limitation of time the investigator had to take a limited number of colleges for data collection. The present study was confined to the B.Ed college teachers of Kashmir valley. A sample size of 300 Male & Female teacher were selected and taken up for the study by using random sampling technique.

TOOLS

Work Motivation Questionnaire-By Dr.K.G.Agrawal (1988).

STATISTICAL TECHNIQUES USED

Means, SD's and t-test were used to compare work motivation of the B.Ed college teachers with respect to their demographic variables.

ANALYSIS AND INTERPRETATION OF DATA

The objectives of the present study were to compare the work motivation of B.Ed College teachers in relation to demographic variables i.e. gender, type of schools, teaching experience and educational qualifications. To achieve the objectives of the study the data were subjected to t-test. The mean scores for the work motivation of B.Ed college teachers with respect to their gender, type of schools, teaching experience and educational qualifications have been presented in the Table 1.

TABLE-1: THE 't' AND 'f' VALUES FOR MEAN SCORES OF WORK MOTIVATION OF TEACHERS WITH RESPECT TO THEIR DEMOGRAPHIC VARIABLES

Variable	Category	N	Mean	SD's	t-values	f-value
Gender	Male	132	87.57	10.23	1.106*	
	Female	168	86.23	10.60		
Type of College	Government	8	90.62	6.75	1.583*	
	Private	292	86.71	10.51		
Qualification	P.G. B.Ed.	49	87.83	10.10		0.265*
	P.G. M.Ed.	205	86.58	9.97		
	M.Phil	34	87.26	14.44		
	Ph.D.	12	85.58	6.43		
Experience	Less than 5 Years	229	86.93	10.26		0.725*
	6-12 Years	48	85.56	11.06		
	More than 12 Years	22	88.72	11.18		

*Not significant at 0.05 level

The above table-1 shows that the calculated 't' value is found to be 1.106, which is not significant at 0.05 level. The null hypothesis is accepted. It is concluded that there is no significant difference between male and female B.Ed college teachers in respect of their work motivation. From the above cited table, the calculated 't' value is found to be 1.583, which is not significant at 0.05 level. The null hypothesis is accepted. It is concluded that there is no significant difference between Government and Private B.Ed College teachers in respect of their work motivation. From the above table, the calculated 'F' value (0.265) is low than the table value and it is not significant at 0.05 level. Hence, it is concluded that the null hypothesis is accepted and there is no significant difference in work motivation among B.Ed college teachers in respect of their qualification. From the above table, the calculated 'F' value (0.725) is low than the table value and it is not significant at 0.05 level. The null hypothesis is accepted. Hence, it is concluded that there is no significant difference among B.Ed college teachers in their teaching experience in respect of their work motivation.

FINDINGS

1. The level of work motivation of B.Ed college teachers is favorable.
2. Male B.Ed college teachers are having more favorable work motivation than female B.Ed college teachers.
3. Government B.Ed college teachers having more favorable work motivation than private B.Ed college teachers.
4. Post graduates with B.Ed and M.Phil are having more or less the same level of work motivation as Post graduate with M.Ed and Ph.D.
5. More than 12 years B.Ed college teachers having more favorable work motivation than their counter parts.

EDUCATIONAL IMPLICATIONS

- The findings can be used by educational planners, thinkers, demographers, teachers, psychologists, administrators and policy makers for preparing the teacher profile and also for selection of teachers.
- The variables of work motivation scores achieved against them helped us in identifying the factors responsible of creating for an effective learning environment.
- The findings of the present study may have an influence on teacher education both pre-service and in-service.

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IMPACT ASSESSMENT OF MICRO FINANCE ON WOMEN EMPOWERMENT

DEEPIKA GAUTAM
RESEARCH SCHOLAR
DEPARTMENT OF COMMERCE
HIMACHAL PRADESH UNIVERSITY
SHIMLA

DR. O.P VERMA
ASSOCIATE PROFESSOR
DEPARTMENT OF COMMERCE
HIMACHAL PRADESH UNIVERSITY
SHIMLA

ABSTRACT

Microfinance across the globe is being practiced as a tool to mitigate poverty and chiefly as an empowerment tool to strengthen the rural women. The paper has uniquely established that microfinance in Himachal Pradesh have been significantly successful in achieving the objective of economic development of the rural women. The present paper aims to see the noteworthy impacts of financial inclusion on personal, social, family and political empowerment besides economic empowerment. Microfinance play a significant role at creating efficient and effective institutional platforms of the rural poor enabling them to increase household income through sustainable livelihood enhancement and improved access to financial services. Factor analysis has been used to measure the relationship between the observed variables. The results of the study revealed that financial inclusion through SHGs have had greater impact on economic, personal, social, family and political empowerment of the members.

KEYWORDS

rural women**,** microfinance, economic development, self help group**.**

INTRODUCTION

Micro finance is the provision of financial services such as savings, insurance, marketing & training to the rural population as it is a new method to meet the credit requirement in rural areas. Since the bank borrowing requires collateral and the deprived class does not have any type of such collaterals, the success of Bangladesh Grameen Banks attracted the attention of Indian policy makers towards the microfinance and micro credit, which are the new entrants in realm of present rural financing. Microfinance has emerged as a potential instrument for poverty alleviation and women empowerment and it aims at the inclusion of poor households to enable them to manage their money properly for their development and reduce uncertainty to economic shocks. It aims at assisting communities of the economically excluded to achieve greater levels of assets creation and income security by promoting self-employment, income opportunities through the creation & expansion of micro enterprises.

REVIEW OF LITERATURE

- **Linda (1998)** Summarised the findings of microfinance programmes on elevation of global poverty and initiating an upward virtuous spiral on women economic, social and political empowerment in Ethiopia, India, Ghana and UK. The study found that some programmes had played significant role as an entry for mobilizing women around wide gender issue, challenging domestic violence, alcoholism and dowry. The limitation identified were insignificant control over loan use, small share in income as women were involved in low paid traditional activities, increase in domestic tension as men withdrawn their income once women were earning. The study suggested four point strategy with power or increased solidarity with other women from change at household and macro levels.
- **Hussain and Akrams (2011)** studied the impact of microfinance in uplifting income level and standard of living of the poor people in Okara district of Pakistan. Data for the study were collected through questionnaire from 48 randomly selected active borrowers, 16 each from 3 selected microfinance institutions of district Okara: Khushalli Bank Limited, the first Microfinance Bank Limited and the Tameer Microfinance Bank. Result revealed 85.40% increase in the income level of the respondents after getting microfinance facilities. Bank-wise response regarding increase in income level rate was 87.5% (The First Microfinance Bank), 87.5% (The Tameer Bank Ltd) and least at 87.25% (Khushalli Bank Ltd). Investment in agriculture sector was favored by the entire sample respondents. The study suggested for providing more opportunities to the people for loan attainment, knowledge sharing with interested borrowers for better utilization of credit and lowering down of interest rate so that more people can avail microfinance facilities.
- **Koshy, Perumal (2011)** explored how Rural Business Incubators (RBI) and Enterprise Resource Center (ERC) together with microfinance institution can contribute to inclusive growth in India, which contributes to 60 % of GDP, 40% to explore Trade and create 95% of non-farm jobs but have limited access to credit. Also, many of the governmental schemes, MSME promotional & support programs that the government introduces do not reach the targeted enterprises, since many of them work informally without being registered as hidden ventures. RBIs along with ERCs can attempt to bring such ventures into the mainstream and help them attain available governmental support, schemes and institutional credit at lower rates etc. The study suggested more incubators and ERC, one each in every block, to empower Power Alleviation Enterprises in their growth & expansion.
- **DhirajJain and Bhagayashree Jain (2012)** in their study "Does Microfinance Empower Rural Women?- A Empirical Study in Udaipur District, Rajasthan" revealed that Microfinance program like the SHGs in India have been promoted for their positive economic impact and the belief that they empower women. The result of study strongly demonstrates that there is a significant increase in the women empowerment by joining SHGs. However, social backwardness, indebtedness and presence of other microcredit programs in the same or nearby villages have a significant positive influence on women's participation in this program

NATURE AND SCOPE OF THE STUDY

The study is both descriptive and evaluative in nature. It examines the impact of microfinance on women empowerment. The study is limited to three districts of Himachal Pradesh i.e., Shimla, Solan and Mandi. Data are collected from members of SHGs and shall provide useful insight to researchers, NGOs, and cooperative bank official and assist them to assess the impact of micro finance on rural development.

NEED OF THE STUDY

Micro finance is considered as a fast emerging concept and a mechanism for inclusive growth. It is an innovative notion which helps in expanding the bank linkages among people. Access to a well-functioning financial system, enables economically and socially excluded people to integrate better and actively contribute to

development of the economy and protect themselves against shocks. Therefore, micro finance plays a very crucial role in the process of economic growth by channelizing all resources. Literature which is available so far highlights the various dimensions of micro finance and role played by SHGs in empowerment of women, though empirical research on impact of micro finance on personal, family empowerment is scanty. So, need arises to empirically test the relationship, bringing improvement in the process of microfinance which is focus of the study. This study will help the government to frame various policies which contribute substantially towards empowerment.

OBJECTIVES OF THE STUDY

Micro finance has gained increasing prominence in the past few years as national policy initiative for balanced regional & area development.   Accordingly, the present study has been undertaken with the following objectives:

i.   To study the role of microfinance on economic empowerment of women.
ii.   To analyse the contribution of financial inclusion through SHGs on the personal, family, social and political empowerment of women.
iii.   To suggest measures to bring more people within the ambit of financial inclusion and ensure their empowerment.

HYPOTHESIS

Financial inclusion through SHGs has no contribution towards personal, economic, family, social and political empowerment of women.

RESEARCH METHODOLOGY

The present study tries to explore the impact of micro finance on economic, social, political, personal and family empowerment. The study used both primary and secondary sources for collecting required information pertaining to research problem. Primary data are obtained personally from the members of SHGs belonging to three districts i.e., Shimla, Solan and Mandi. The schedule comprised questions in dichotomous form, open ended and ordinal form of 5 point likert scale, where '5' denotes 'strongly agree' and rank '1' denotes 'strongly disagree'. Secondary information has been collected from journals and published information from internet.

RESULTS AND ANALYSIS

To meet stated objective of the study, a scale has been developed comprising of thirty variables. These statements are measured on 5-point likert scale i.e., (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly agree. On the basis of responses from SHG members, factor analysis has been done to extract the factors from observed variables which affect the empowerment of women.

1.1 DESCRIPTIVE STATISTICAL ANALYSIS OF FACTORS EMPOWERING WOMEN

Empowerment is an active multidimensional process to enable women to realize their identity, position and power in all spheres of life. Factor analysis is a multivariate statistical technique used to condense and simplify the set of large number of variables to smaller number of variables called factors. Empowerment provides a greater access to knowledge and resources, more autonomy in decision making, greater ability to plan lives, more control over the circumstances which influence lives, and freedom from customs, belief and practices. This technique is helpful to identify the underlying factors that determine the relationship between the observed variables and provides an empirical classification scheme of clustering of variables into groups called factors. The table shows the descriptive statistics values of mean, standard deviation, skewness and kurtosis for thirty variables. Further, the table depicts that the mean value is highest in case of Independence of mobility (3.3095) as autonomy is not just something that rural women crave; it is a big driver of reward or threat. Independence of mobility is considered an important process indicator that facilitates women's ability to carry out activities of their choice and Table indicates that women undertake various activities and expressed an increase in mobility outside the village after becoming members of SHG.

TABLE 1

Statements	N	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis
Independence of mobility	504	1.00	5.00	3.3095	.95808	.028	-.304
Freedom of Expression	504	1.00	5.00	3.1528	1.13785	-.197	-.598
Sense of Autonomy	504	1.00	5.00	3.2937	.99755	-.168	-.077
Acting Independently	504	1.00	5.00	3.2321	1.05310	-.147	-.383
Great Control Over Life choices	504	1.00	5.00	3.3016	.97295	-.036	-.238
Improvement in skills & Abilities	504	1.00	5.00	3.2083	1.08773	-.216	-.395
Improvement in Family Relationship	504	1.00	5.00	3.0853	1.08242	-.161	-.465
Acceptability regarding decision in household	504	1.00	5.00	3.0972	1.07588	-.185	-.407
Medical care to family members	504	1.00	5.00	3.1111	1.06618	-.203	-.342
Ability to provide nutritious food to children	504	1.00	5.00	3.1190	1.05217	-.167	-.340
Employment to other family members	504	1.00	5.00	3.0873	1.09232	-.220	-.420
Education to children	504	1.00	5.00	3.0655	1.09838	-.148	-.537
Reduction in poverty	504	1.00	5.00	3.0575	1.05451	-.115	-.380
Assisting husband in financial matters	504	1.00	5.00	2.6329	1.02367	.213	-.241
Increase in Income	504	1.00	5.00	2.6548	1.01669	.173	-.210
Increase in Savings	504	1.00	5.00	2.6250	1.03048	.209	-.270
Improvement in standard of living	504	1.00	5.00	2.6329	1.02948	.188	-.267
Independence to spend on comforts	504	1.00	5.00	2.6190	1.01564	.291	-.200
Acceptability in society has increased	504	1.00	5.00	2.9583	1.01492	-.111	-.447
Helping members to protest against dowry	504	1.00	5.00	2.9226	1.04185	-.088	-.563
Assertiveness to fight against injustice	504	1.00	5.00	2.9266	1.03640	-.079	-.555
Protest against alcoholic	504	1.00	5.00	2.9484	1.03292	-.157	-.460
Mingling with others	504	1.00	5.00	2.9385	1.01978	-.046	-.534
Participation in controlling village problems	504	1.00	5.00	2.9226	1.03994	-.079	-.566
Participation in Gram Sabha meting	504	1.00	5.00	2.6647	1.10334	.122	-.673
Participation in election as contestant	504	1.00	5.00	2.6468	1.09684	.199	-.654
Participation in political activities	504	1.00	5.00	2.6806	1.09542	.103	-.644
Access to various organization	504	1.00	5.00	2.6409	1.09399	.227	-.643
Gaining Voice	504	1.00	5.00	2.6389	1.09787	.218	-.656
Voting Independently	504	1.00	5.00	2.6746	1.07255	.211	-.579

Source: Data collected through interview schedule

Further, the calculated values of standard deviation reveal high variation in the factors affecting the empowerment of women. In case of skewness most values are concentrated on the right of the mean with extreme values to the right, so it can be said that distribution is negatively skewed. In case of kurtosis the calculated

values are less than three which depicts that distribution is platykurtic, flatter than normal distribution with a wider peak. The probability for extreme value is less than for a normal distribution and the values are wider around the mean.

1.2 KAISER-MEYER-OLKIN MEASURE OF SAMPLING ADEQUACY AND BARLETT'S TEST OF SPHERICITY

Table 1.2 depicts the results of Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) measures the sampling adequacy which should be greater than 0.05 for a satisfactory factor analysis to proceed.

TABLE 2: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.925
Bartlett's Test of Sphericity	Approx. Chi-Square	41943.584
	Df	435
	Sig.	0.000

Further it shows that the Kaiser-Meyer-Olkin Measure is 0.925, which implies that sample is adequate and factor analysis is appropriate for data. Bartlett's Test is another indication of the strength of the relationship among variables. This tests the null hypothesis that the correlation matrix is an identity matrix in which each variable correlates perfectly with itself but has no correlation with other variables. Further, Bartlett's test of sphericity is significant that is its associated probability is less than 0.05. In fact, it is actually 0.000, i.e., the significant level is small enough the reject the null hypothesis. This means that correlation matrix is not an identity matrix.

1.3 TOTAL VARIANCE

Table 1.3 explains the total variance of all the factors extractable from the analysis along with their Eigen values, the percent of variance attributable to each factor, the cumulative variance of the factor and the previous factor.

TABLE 3: TOTAL VARIANCE EXPLAINED

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	19.127	62.12	62.12	19.127	62.12	62.12	15.669	50.887	50.887
2	4.899	15.91	78.03	4.899	15.91	78.03	6.395	20.769	71.656
3	3.135	10.18	88.21	3.135	10.18	88.21	4.931	16.014	87.670
4	1.124	3.65	91.86	1.124	3.65	91.86	1.282	4.163	91.832
5	1.004	3.26	95.12	1.004	3.26	95.12	1.012	3.287	95.120
6	.400	1.30	96.42						
7	.145	0.47	96.89						
8	.115	0.37	97.26						
9	.113	0.37	97.63						
10	.090	0.30	97.93						
11	.077	0.26	98.19						
12	.067	0.24	98.43						
13	.056	0.22	98.65						
14	.054	0.21	98.86						
15	.043	0.18	99.04						
16	.037	0.16	99.20						
17	.035	0.15	99.35						
18	.030	0.13	99.48						
19	.026	0.11	99.59						
20	.023	0.10	99.69						
21	.017	0.07	99.76						
22	.017	0.06	99.82						
23	.014	0.05	99.87						
24	.013	0.04	99.91						
25	.008	0.02	99.93						
26	.007	0.02	99.95						
27	.006	0.02	99.97						
28	.004	0.01	99.98						
29	.004	0.01	99.99						
30	.002	0.01	100.00						

Extraction Method: Principal Component Analysis

Table 1.3 reveals that, the first factor i.e., Personal empowerment accounts for 62.12 % of the variance, the second factor i.e., Family Empowerment 15.91% , the third factor related to Economic empowerment accounts for 10.18% variance, the fourth factor (Social) accounts for 3.65% and the fifth factor (Political empowerment) 3.26% variance. All the remaining factors are not significant.

1.4 COMPONENT MATRIX

TABLE 4: COMPONENT MATRIX[a]

	Component				
	1	2	3	4	5
Independence of mobility	.711	-.052	.651	-.037	.009
Freedom of Expression	.725	-.001	.676	.030	-.002
Sense of Autonomy	.697	-.029	.669	.000	.004
Acting Independently	.735	-.005	.624	-.009	-.016
Great Control Over Life choices	.687	-.095	.663	.029	.030
Improvement in skills & Abilities	.706	-.041	.683	.048	.038
Improvement in Family Relationship	.922	.016	-.156	.226	.131
Acceptability regarding decision in household	.938	.020	-.172	.196	.115
Medical care to family members	.708	-.010	-.201	.338	.263
Ability to provide nutritious food to children	.928	-.007	-.201	.193	.124
Employment to other family members	.932	.036	-.171	.207	.102
Education to children	.934	.043	-.170	.220	.103
Reduction in poverty	.906	.021	-.192	.139	.046
Assisting husband in financial matters	-.085	.984	.056	.011	.021
Increase in Income	-.106	.981	.041	-.015	.024
Increase in Savings	-.086	.989	.055	.043	.004
Improvement in standard of living	-.085	.986	.055	.014	.003
Independence to spend on comforts	-.087	.988	.042	-.019	-.006
Acceptability in society has increased	.934	.045	-.153	.036	-.253
Helping members to protest against dowry	.943	.065	-.135	.031	-.255
Assertiveness to fight against injustice	.933	.049	-.160	-.003	-.288
Protest against alcoholic	.934	.040	-.147	-.007	-.271
Mingling with others	.942	.044	-.122	.024	-.236
Participation in controlling village problems	.937	.053	-.146	.014	-.277
Participation in Gram Sabha meting	.914	.038	-.153	-.264	.150
Participation in election as contestant	.932	.045	-.145	-.249	.134
Participation in political activities	.927	.029	-.155	-.235	.098
Access to various organization	.927	.037	-.158	-.288	.122
Gaining Voice	.924	.036	-.148	-.306	.121
Voting Independently	.928	.038	-.168	-.241	.108

Extraction Method: Principal Component Analysis.[a]

5 components extracted.

The table1.4 reveals the loadings of the thirty variables on the five factors extracted. The higher absolute value of loading, the more the factor contributes to the variable.

1.5 ROTATED COMPONENT MATRIX

Table 1.5 Exhibit the results of rotated component matrix. Further the table reports that five factors have been extracted through factor analysis i.e., Personal, Family, Economic, Political and Social Empowerment. This rotation reduces the number of factors on which the variables under analysis have high loadings.

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TABLE 5: ROTATED COMPONENT MATRIX

Variables	Component				
	1	2	3	4	5
Independence of mobility	.335	.903	-.048	.064	-.005
Freedom of Expression	.341	.930	.004	.007	.030
Sense of Autonomy	.317	.912	-.023	.032	.014
Acting Independently	.375	.888	-.004	.028	-.002
Great Control Over Life choices	.303	.905	-.088	.026	.054
Improvement in skills & Abilities	.314	.930	-.033	.018	.072
Improvement in Family Relationship	.874	.281	-.039	-.014	.212
Acceptability regarding decision in household	.898	.273	-.038	.000	.282
Medical care to family members	.689	.147	-.054	-.022	.274
Ability to provide nutritious food to children	.898	.243	-.066	.007	.288
Employment to other family members	.894	.271	-.022	-.018	.280
Education to children	.897	.272	-.015	-.027	.289
Reduction in poverty	.085	.239	.992	-.006	.192
Assisting husband in financial matters	-.026	-.021	.989	.002	.005
Increase in Income	-.039	-.044	.986	.022	-.010
Increase in Savings	-.024	-.023	.994	-.033	.014
Improvement in standard of living	-.023	-.023	.991	-.012	-.006
Independence to spend on comforts	-.018	-.036	.991	.007	-.035
Acceptability in society has increased	.926	.282	-.018	-.126	.362
Helping members to protest against dowry	.928	.301	.003	-.124	.340
Assertiveness to fight against injustice	.932	.275	-.016	-.121	.338
Protest against alcoholic	.924	.287	-.023	-.106	.310
Mingling with others	.918	.314	-.017	-.107	.306
Participation in controlling village problems	.929	.289	-.010	-.126	.302
Participation in Gram Sabha meeting	.864	.272	-.021	.363	-.001
Participation in election as contestant	.878	.287	-.015	.342	-.003
Participation in political activities	.881	.277	-.031	.308	-.020
Access to various organization	.881	.273	-.024	.363	-.038
Gaining Voice	.873	.281	-.025	.376	-.051
Voting Independently	.887	.266	-.023	.319	-.015

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Further, table 1.5 reports the loading of different statements on identified five factors. Following variables have been loaded on factor 1 i.e., family Empowerment: Improvement in Family Relationship, Acceptability regarding decision in household, Medical care to family members, Ability to provide nutritious food to children, Employment to other family members and Education to children. The variables which are loaded in factor 2 i.e., Independence of mobility, Freedom of Expression, Sense of Autonomy, Acting Independently, Great Control Over Life choices and Improvement in skills & Abilities. In the factor 3 i.e., Reduction in poverty, Assisting husband in financial matters, Increase in Income, Increase in Savings, Improvement in standard of living and Independence to spend on comforts. The variables which are loaded in factor 4 i.e., Participation in Gram Sabha meeting, Participation in election as contestant, Participation in political activities, Access to various organization, Gaining Voice and Voting Independently. All the remaining variables viz. Acceptability in society has increased, Helping members to protest against dowry, Assertiveness to fight against injustice, Protest against alcoholic, Mingling with others and Participation in controlling village problems are loaded on factor 5 i.e., Social Empowerment.

1.6 RELIABILITY STATISTICS
The results of reliability statistics has been presented in table 1.6. The reliability of the construct is determined by computing the Cronbach's alpha. Cronbach's coefficient alpha value of 0.6 is considered acceptable for the exploratory purposes, 0.7 is considered adequate, and 0.8 good for confirmatory purposes.

TABLE 6: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardization items	No of items
.970	.970	30

Further, table 1.6 reveals that the Cronbach's alpha value based on standardization items obtained is 0.970 which shows high reliability of the scale. The overall reliability and the validity of the scale as depicted by Cronbach's alpha is well above 0.7, therefore it is valid to use this scale.

CONCLUSION

Women in rural districts are for a change. Their social and economic conditions are changing and they are emerging as self reliant, self independent, micro entrepreneur, and decision makers in their house. In theory, microfinance gives poor people access to finance so they can start a business and escape poverty. In practice, microfinance impact evaluations show mixed results. In the present paper, positive impact of microfinance is found on personal, family, social, economic and political empowerment. On the other hand, mixed outcomes are measured regarding income and education. In the wake of inclusive growth for the overall development of the economy, central bank along with financial intermediaries must realize the importance of financial inclusion in promoting the banking habits. For enhancing financial inclusion, suitable mechanism must exist for receiving & redressing SHG members grievances promptly and satisfactorily, subscription to financial services be made mandatory and education should be made compulsory.

LIMITATIONS

All feasible efforts have been made to make the study more reliable, valid and exhaustive, yet certain limitations could not be ruled out and are required to keep in the mind whenever its findings are considered for implementation. Some of the limitations are as under:
1. The study is limited to three districts only because of restricted resources.
2. Indicators to measure impact as well as the outcomes measured differ strongly among the different microfinance impact studies.
3. The study is based on cross-sectional data and further be extended on longitudinal data.
4. The information obtained from the respondents may not be free from subjectivity.

SCOPE FOR FURTHER RESEARCH

Government should provide essential facilities to SHGs to mobilize deposit towards economic growth. Better management of finance upgrading of microfinance institutions from thrift and credit institution to capacity building & livelihood sustaining association of people.

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BRAND SELECTION CRITERIA FOR FMCG PRODUCTS: AN EMPIRICAL RESEARCH ON RURAL CONSUMERS

DR. AJEET KUMAR SAHOO
ASST. PROFESSOR
PIMR
INDORE

AMIT ROY
BRAND MANAGER
PATRIKA
INDORE

DR. AMIT KUMAR
ASST. PROFESSOR
IBMR IPS ACADEMY
INDORE

ABSTRACT
The hair care market in India is estimated at around US$ 200 million. Hair care products consist of hair oils, shampoos, conditioners and hair colors. The shampoo market is the fastest growing item within personal product category. The India shampoo market is estimated at around US$ 550 million. As per the industry estimates, the urban market penetration of shampoo was about 40% whereas in the rural market usage was of the order of 10 % of the total population. Thus, there is a considerable scope for expansion by converting non-users. This paper examines various factors affecting the consumers' buying behavior for various shampoo products in Indian rural market; and attempts to assess the perception of rural consumers for them. The findings and the implications of the study would not only help the shampoo producing companies and marketers but also set guide lines for future research.

KEYWORDS
FMCGs, STP strategies, rural market, rural consumer behavior, extrinsic attribute & intrinsic attribute.

INTRODUCTION
Indian rural market is extremely large in size which has enormous demand base. Around 72% of the Indian population lives in the rural areas and contributes nearly half of the country's GDP. This rural India spreads in 638,588 villages where 741.6 million people live (Census of India, 2001). At present, the approximate size of rural market ranges from 800-950 million. In coming 20 years Indian rural market will be larger than the total consumer markets in countries such as South Korea or Canada today, and almost four times the size of today's India urban market. Undoubtedly, this increasing extent of Indian rural market is very lucrative for any marketers.

The time has gone when fast moving consumer goods (FMCGs) companies ignored rural market, they showed no any concerns to produce or sell products in rural market in India as it was believed that the necessities of rural consumers are very limited on one hand and their paying capacity is much lower than the urban consumers. It was the initial stage of FMCGs companies in India. Recent trends revealed that rural consumers are increasingly beginning to think and spend like urban consumers in India. The socio-economic status of Indian rural consumers is changing rapidly. The present social interaction which is being observed all around today is actually a mix of rural and urban. The rural income trends are also experiencing rapid change. In rural India, 67.3% households were in low income class (Less than annual income of Rs.35, 000) in 1989-90 which fell down to 47.9% in 1998-99. In 1989-90, 10.73% households were in middle income class (Between annual income of Rs.35, 001 to Rs. 1, 40,000) which increased to 16.37% in 1998-99 (National Council for Applied Economic Research, 2000). Thus, FMCGs companies have started realigned their thought process for in-cashing the opportunities lying at rural market. The FMCGs companies in rural India are tipped to touch US$ 100 billion by 2025 on the back of "unrelenting" demand driven by rising income levels. Rural India now accounts for more than half of sales in some of the largest FMCGs categories (The Nielson Company, 2010). Now, FMCGs companies have started recognizing the potential of rural markets; and are investing time and resources very aggressively in understanding and segmenting the rural consumers, based on their spending and needs of their lifestyle.

Tap The hair care market in India is estimated at around US$ 200 million. Hair care products consist of hair oils, shampoos, conditioners and hair colors. Shampoos for hair care are comparatively of recent origin in India. As of 2010, it is a very competitive market with dominant players such as Hindustan Unilever Ltd. and Procter & Gamble Company. Competition in the market is intensifying further with the entry of companies such as ITC and Garnier. The shampoo market is valued at Rs 4.5 billions and has the penetration level of only 13% in India. The market is expected to increase due to increased marketing by players, lower duties, and availability of shampoos in affordable price (The Nielson Company, 2010).

Penetration of shampoos has grown significantly in urban and rural areas in India. In urban India, the penetration of shampoos has increased from 240 households (hhs) per 1,000 in 1992-1993 to 810 hhs per 1,000 in 2001-2002 within the short span of ten years. While in rural India, penetration of shampoos has reached to 239 hhs per 1,000 in 2001-2002 from 50 hhs per 1,000 in 1992-1993. On an average, consumption of shampoos in urban India has increased from 0.18 kg/hhs in 1998-1999 to 0.25 kg/hhs in 2001-2002. Consumption of shampoos in rural India has stood at just 0.05 kg/hhs in 2001-2002 (NCAER, 2002). Therefore, it's obvious that Indian rural market is much promising for shampoo product. The shampoo market is the fastest growing item within personal product category. The India shampoo market is estimated at around US$ 550 million. As per the industry estimates, the urban market penetration of shampoo was about 40% whereas in the rural market usage was of the order of 10 % of the total population. Thus, there is a considerable scope for expansion by converting non-users. As rural shampoo market is getting high attention, it's much needed to understand the typical behavior of the rural consumers.

REVIEW OF LITERATURE
Rural market especially in India, in recent times, is attracting researchers in many ways. Defining rural market Velayudhan (2002) writes - "The attitude towards the rural markets should be that of an investor. The growing market provides the opportunity and the approach should be one of 'Market Seeding'. The marketers has to develop a separate marketing programme to meet rural consumer needs…Rural market is, therefore, the set of consumers who are located in rural area and who exhibit behaviour that is different from the behaviour of consumers in urban areas. The marketing issues and, therefore, marketing decisions in serving the rural markets vary considerably campared to marketing for the urban consumers"

Jha (2003) observed that rural buyers were relatively simpler, more forthright, with low to medium aspiration levels, they are influenced by social pressure, rituals and norms, and have moderate to high risk taking ability but are gullible to dream merchants. Developmental marketing with a constructive mindset and not the killing the golden goose mindset is required to be effective in rural market.

Mishra and Sakthivel (2005) observed that majority of rural people prefer product like shampoo, spices, fairness cream and mosquito repellants, which are purchased on weekly basis in sachets. Sachets need to be used as promotional tool, rather than as a packaging strategy.

Commenting on rural buyers Krishnamachayulu and Ramakrishnan (2006) say "Rural buyers are not brand loyal as they were supposed to be. With improved exposure increased learning and socialization, and availability of products; they are now becoming comparable to their urban counter parts. Innovation adoption analysis shows the politically powerful (Sarpanchs, Village Development Officers etc.) and the educated (teachers, bank officers, school/ college youths etc.) are among the adopters of innovation."

Panda (2006) identified significant differences between urban and rural consumers in terms of source and distribution of income and allocation of expenditure. Marketing infrastructure also varies quite significantly in two markets and is relatively underdeveloped in rural India. Thus, marketing models and assumption based on urban market may not be that successful in rural market.

Studying the shampoo market in India, Shukla (2008) portrayed that if HLL's clinic plus was market leader in shampoo on an all India basis, then Cavin Kare's Chik was Market leader in the rural areas, where Clinic Plus was only distant second.

After a look at available literature on the consumer behavior for various shampoo products in rural market, it was found that there is vacuum of literature pertaining to the standardized model on the association of attributes for various shampoo products with reference to rural market. To fill this void the present study is undertaken that can be fruitfully used by the researchers, marketers, industrialist and consumers.

OBJECTIVES OF THE STUDY
The present study aims following objectives-
1.   To identify the factors that affects the consumers' buying behavior for various shampoo products in Indian rural market.
2.   To find out the differences in the perception of male and female consumers' for various shampoo products in Indian rural market.

RESEARCH METHODOLOGY
A)   THE STUDY
The study is exploratory-cum-descriptive in nature that provides insights into, and an understanding of, the concepts related to consumer buying behavior for various shampoo products in Indian rural market.

The study is mainly based upon primary data. For this empirical research work, 'Survey' method is chosen that systematically gather information from the respondents.

B)   THE SAMPLE
The current research is based on 1000 samples collected from ten villages and distributed as follows:

S.No.	Target Area (Indore District)	No. of Respondents
1	Umarikheda	120
2	Pigdamber	80
3	Bijalpur	60
4	Depalpur	80
5	Mhow Gaon	120
6	Umaria	80
7	Choral	60
8	Kasturba Gram	120
9	Tejaji Nagar	100
10	Rau	180

'Stratified Random Sampling Method' is used to collect the data

All the respondents are collectively represented in form of frequency distribution cross table in Annexure-1; Cross Table 1 to 12. The study is conducted considering the various categories of consumers and shampoo products. The categories of the consumers considered here are 'Sex'-Male and Female; 'Age'-Young (Less than 18 Years), Adult (18-35 Years) and Mature (More than 35 Years); and 'Income'-Low Income (Less than Rs. 36000), Middle Income (Rs. 36000 -1 Lac) and High Income (More than Rs. 1 Lac) while the various categories of shampoo products are 'Types of Shampoo'-Herbal and Non-herbal; 'Criterion of Use'- Cosmetic, Dandruff, Split End and Hair Fall; 'Frequency of Use'- Daily, Once in a Week, 2-3 Times in a Week and Fortnightly; and 'Size of Container'- Sachets (6 to 15 ml), Small Size Bottle (100 – 250 ml), Medium Size Bottle (More than 250 – 500 ml) and Big Bottle (More than 500 ml).

C)   THE TOOLS
FOR DATA COLLECTION
Personal interview with a self-structured questionnaire is used to collect the primary data. The questionnaire was divided into three parts. The first part had 4 close ended questions to reveal the patterns of consumer buying behavior for various shampoo products in rural market. The second part is consisted of 15 close ended items based on five pointer Likert Scale (from 'Strongly Agree – 5' to 'Strongly Disagree – 1') used to identify the various factors affecting it. The third part is based on personal profile of the respondents.

FOR DATA ANALYSIS
The analysis of collected data was carried out using Statistical Package for Social Sciences (SPSS 15.0) and MS-Excel where 'Factor Analysis' and 'Testing of Hypotheses (z-Test)' are conducted.

HYPOTHESES
The hypotheses of the study are as follows:

H_{01}: There is no significant difference in the mean perception of male and female consumers towards 'Extrinsic Attribute' factor related to the consumers' buying behavior for various shampoo products in Indian rural market.

H_{02}: There is no significant difference in the mean perception of male and female consumers towards 'Associated Attribute' factor related to the consumers' buying behavior for various shampoo products in Indian rural market.

H_{03}: There is no significant difference in the mean perception of male and female consumers towards 'Intrinsic Attribute' factor related to the consumers' buying behavior for various shampoo products in Indian rural market.

H_{04}: There is no significant difference in the mean perception of male and female consumers towards 'Environmental Component' factor related to the consumers' buying behavior for various shampoo products in Indian rural market.

H_{05}: There is no significant difference in the mean perception of male and female consumers towards 'Situational Component' factor related to the consumers' buying behavior for various shampoo products in Indian rural market.

RESULTS AND DISCUSSION
The data which is collected through self-structured questionnaire is analyzed by using Statistical Package for Social Sciences (SPSS 15.0). Initially item-total correlation was calculated for all the 15 items to identify which items were significantly contributed towards measuring perception level of respondent regarding their buying behavior for various shampoo products. In the first iteration, one item- 'Expert's/Doctor's Recommendation' is dropped. In the second iteration, one

more item 'Packaging' was dropped. After two iterations, 13 significant items were left that were accepted for the final scale and subjected to principal component method of factor analysis using varimax rotation. As a result of factor analysis, 5 factors were derived. They are – 'Extrinsic Attribute', 'Associated Attribute', 'Intrinsic Attribute', 'Environmental Component', and 'Situational Component'. The above stated 5 hypotheses were set on the basis of these five factors; and z-test was applied to test those hypotheses.

These identified five factors are tabularized with their items, loads and percent of variance explained in *Annexure 2.* The discussion on each factor is as follows:

Factor 1: Extrinsic Attribute is constituted of four items – Colour (Item Load = 0.83), Fragrance (Item Load = 0.80), Price (Item Load = 0.72) and Quantity (Item Load = 0.72). These items are collectively given the name as 'Extrinsic Attribute' as these attributes of shampoo products are those which can easily be seen externally. Amongst all these four items, 'Colour' has the highest load i.e. 0.83 and 'Fragrance' has the next highest load i.e. 0.80. As rural consumers mostly prefer sachets which appear almost same in quantity and price, these two important items 'Price' and 'Quantity' demonstrate lesser loads than other two. The total load of this factor is 3.07 with the highest coverage of 23.09 percent of variance. Thus, in Indian rural market, rural consumers are highly influenced by the factor 'Extrinsic Attribute' for various shampoo products; and their buying decisions are most often driven by this factor not only for consumer durables but for FMCGs products like shampoo also.

Factor 2: Associated Attribute is constituted of three items – Brand (Item Load = 0.55), Advertisements (Item Load = 0.77), and Schemes and Offers (Item Load = 0.72). These items are collectively given the name as 'Associated Attribute' as these attributes of shampoo products are those which are, in broader perspective, associated with the products externally. Amongst all these three items, 'Advertisement' has the highest load i.e. 0.77. The total load of this factor is 2.04 with the second highest coverage of 18.02 percent of variance. As new modes of communication like DTH Television, FM Radio, 3G Mobile Phones are expanding very fast in rural areas; advertisement and promotion activities are playing crucial roles in creating awareness and generating demands for products like shampoo which were a few decades back almost unknown for rural people.

Factor 3: Intrinsic Attribute is constituted of two items – Past Performance (Item Load = 0.89) and Ingredients (Item Load = 0.62). These items are collectively given the name as 'Intrinsic Attribute' as these attributes of shampoo products are those which cannot be seen externally but can be experienced during usage. In these two items, 'Past Performance' has the highest load i.e. 0.89. The total load of this factor is 1.51 with the coverage of 12.40 percent of variance. This factor is the key factor to be sustained in the market because factor 'Associated Attribute' is responsible for creating awareness and driving the demand of products; but actually ability to continue in the market depends on the success of the key ingredients and positive experience regarding the performance of the products.

Factor 4: Environmental Component is constituted of three items – Friend's Recommendation (Item Load = 0.55) and Family's Choice (Item Load = 0.56). These items are collectively given the name as 'Environmental Component' as people are influenced or forced to use particular type and /or particular brand of shampoo by their friends or family members who are their live elements of live environment. In these two items, 'Family's Choice' has the highest load i.e. 0.56. The total load of this factor is 1.11 with the coverage of 10.55 percent of variance. In many rural families, purchasing of groceries is done by respective heads of the families (who are, generally, the earning person) however this practice is found lesser in the villages that are thickly populated and situated nearby urban areas than those of less populated remote villages.

Factor 5: Situational Component is constituted of two items – Unavailability (Item Load = 0.56) and 'Retailer's Choice' (Item Load = 0.49). In these two items, 'Unavailability' has the highest load i.e. 0.56. The total load of this factor is 1.05 with the least coverage of 6.20 percent of variance. 'Situational Component' refers to the circumstances in which people have to behave in different ways than they actually behave in general. In rural areas, most of the time products of consumers' choice becomes out of stocks in the retail shops due to inefficient supply chain. Because of this frequent unavailability of the products consumers are forced to buy other available substitute. This phenomenon equally holds true for shampoo products. Same as, retailers prompted by their own interests do play an important role in influencing the consumers buying decisions.

Five hypotheses that were set on the basis of above five factors in the second stage of the analysis are tested; and the results are tabulated in Table 1. The results of hypothesis tests are showing that the calculated values of z statistics are less than the tabulated value of 1.96 for the hypotheses $H_{01}, H_{02}, H_{04},$ and H_{05}. Thus all the hypotheses were accepted (*Not Rejected*) except H_{03}. It clearly indicates that there is no significance difference in the mean perception of male and female consumers towards the 4 factors-'Extrinsic Attribute', 'Associated Attribute', 'Environmental Component', and 'Situational Component' that affect their buying behavior for various shampoo products in Indian rural market. Though the proportion of rural men and rural women may vary in number but buying behavior of both of them are almost similar for various shampoo products.

Rejection of the hypothesis H_{03} points out that there is significant difference in the mean perception of male and female consumers' towards 'Intrinsic Attribute' factor related to the consumers' buying behavior for various shampoo products in Indian rural market. Looking on the value of mean and standard deviation, it may be said that females are more apprehensive than males towards the factor 'Intrinsic Attribute' which is constituted of 'Past Performance', and 'Ingredients' i.e. female consumers are relatively more concerned with ingredients and/or past performance than male consumers for various shampoo products even in rural vicinities.

TABLE 1

FACTORS	HYPOTHESIS	MALE		FEMALE		CALCULATED	REJECTED/ NOT REJECTED
		Mean x_1	S.D.$_1$	Mean x_2	S.D.$_2$	z- VALUE	
EXTRINSIC ATTRIBUTE	H_{01}	3.56	1.18	3.64	1.23	-1.05	NOT REJECTED
ASSOCIATED ATTRIBUTE	H_{02}	3.12	1.14	3.18	1.15	-0.83	NOT REJECTED
INTRINSIC ATTRIBUTE	H_{03}	3.07	0.98	3.97	0.92	-14.92	REJECTED
ENVIRONMENTAL COMPONENT	H_{04}	3.58	1.04	3.68	1.44	-1.27	NOT REJECTED
SITUATIONAL COMPONENT	H_{05}	3.97	1.22	3.87	1.36	1.23	NOT REJECTED

Comparative Analysis (Test of Hypotheses: z-Test at α=5%)

CONCLUSION AND SUGGESTIONS

As urban markets are being saturated, the FMCGs market is the fastest emerging market in rural areas. Therefore, identifying the factors that affect the consumers' buying behavior for the FMCGs products like shampoo is highly crucial especially in rural Indian market which is huge in size and has potential demand; but different in principles. Amongst various factors affecting the consumers' buying behavior for various shampoo products in rural markets in India 'Extrinsic Attribute' 'Associated Attribute' and 'Intrinsic Attribute' of shampoo are the key factors. In FMCGs market, a well formulated STP strategy is very much critical as this market is highly vulnerable due to intense competition. This market is imperfect in nature where differentiation is the means to be sustained in the market. Amongst all the other differentiation methods – utility based attributes of the products are most important. But there is a requirement of an extra precaution to be taken sincerely that focused attribute is hitting the target or not as it differs person to person; place to place and time to time. After our study it is clear that market of shampoo product in rural India too prove the same. Rejection of hypothesis H_{03} indicates that men and women do not think alike about the usage of shampoo products. As hair care market depends highly on women; shampoo manufacturers and marketers also have to take care of them earnestly. Thus, the STP strategy for a product of FMCGs market like shampoo must be judiciously based on utility/utilities of the product suiting to the individual needs.

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ANNEXURE
ANNEXURE-1 FREQUENCY DISTRIBUTION CROSS TABULATION

CROSS TABLE-1: SEX AND TYPES OF SHAMPOO

Sex	Types of Shampoo		Total
	Herbal	Non-herbal	
Male	100	370	470
Female	120	410	530
Total	220	780	1000

CROSS TABLE-2: SEX AND CRITERION OF USE

Sex	Criterion of Use				Total
	Cosmetic	Dandruff	Spilt Hair	Hair Fall	
Male	199	97	35	139	470
Female	279	79	14	158	530
Total	478	176	49	297	1000

CROSS TABLE-3: SEX AND FREQUENCY OF USE

Sex	Frequency of Use				Total
	Daily	Once in a week	Two- three times	Fortnightly	
Male	79	68	299	24	470
Female	89	58	367	16	530
Total	168	126	666	40	1000

CROSS TABLE-4: AGE AND TYPES OF SHAMPOO

Age	Types of Shampoo		Total
	Herbal	Non-herbal	
Young	66	225	291
Adult	80	305	385
Mature	74	250	324
Total	220	780	1000

CROSS TABLE-5: AGE AND CRITERION OF USE

Age	Criterion of Use				Total
	Cosmetic	Dandruff	Split Hair	Hair Fall	
Young	130	50	13	98	291
Adult	194	63	18	110	385
Mature	154	63	18	89	324
Total	478	176	49	297	1000

CROSS TABLE-6: AGE AND FREQUENCY OF USE

Age	Frequency of Use				Total
	Daily	Once in a week	Two- three times	Fortnightly	
Young	58	40	182	10	291
Adult	56	43	266	20	385
Mature	54	43	217	10	324
Total	168	126	666	40	1000

CROSS TABLE-7: INCOME AND TYPES OF SHAMPOO

Income	Types of Shampoo		Total
	Herbal	Non-herbal	
Low Income	119	486	605
Middle Income	67	182	249
High Income	34	112	146
Total	220	780	1000

CROSS TABLE-8: INCOME AND CRITERION OF USE

Income	Criterion of use				Total
	Cosmetic	Dandruff	Spilt Hair	Hair Fall	
Low Income	295	125	30	155	605
Middle Income	112	45	9	83	249
High Income	71	6	10	59	146
Total	478	176	49	297	1000

CROSS TABLE-9: INCOME AND FREQUENCY OF USE

Income	Frequency of Use				Total
	Daily	Once in a week	Two- three times	Fortnightly	
Low Income	99	86	383	37	605
Middle Income	38	30	180	1	249
High Income	31	10	101	4	146
Total	168	126	664	42	1000

CROSS TABLE-10: FREQUENCY OF USE AND CRITERION OF USE

Frequency of Use	Criterion of Use				Total
	Cosmetic	Dandruff	Split Hair	Hair Fall	
Daily	108	42	5	12	167
Once in a week	61	23	6	33	123
Two- three times	287	104	33	245	669
Fortnightly	21	7	5	8	41
Total	477	176	49	298	1000

CROSS TABLE-11: FREQUENCY OF USE AND SIZE OF CONTAINER

Frequency of Use	Size of Container				Total
	Sachet	Small Bottle	Medium Size Bottle	Big Bottle	
Daily	131	15	19	3	168
Once in a week	123	3	0	0	126
Two- three times	609	31	21	5	666
Fortnightly	40	0	0	0	40
Total	903	49	40	8	1000

CROSS TABLE-12: FREQUENCY OF USE AND TYPES OF SHAMPOO

Frequency of Use	Types of Shampoo		Total
	Herbal	Non-herbal	
Daily	37	131	168
Once in a week	31	95	126
Two- three times	146	520	666
Fortnightly	6	34	40
Total	220	780	1000

ANNEXURE-2

TABLE 13: FACTOR ANALYSIS

S. No.	FACTORS	ITEMS	LOAD	FACTOR LOAD	PERCENT OF VARIANCE EXPLAINED
1	EXTRINSIC ATTRIBUTES	COLOUR	0.83	3.07	23.09
		FRAGRANCE	0.80		
		PRICE	0.72		
		QUANTITY	0.72		
2	ASSOTIATED ATTRIBUTES	BRAND	0.55	2.04	16.02
		ADVERTISEMENT	0.77		
		SCHEMES AND OFFERS	0.72		
3	INTRINSIC ATTRIBUTES	PAST PERFORMANCE	0.89	1.51	12.40
		INGREDIANTS	0.62		
4	ENVIRONMENTAL COMPONENTS	FRIEND'S RECOMMENDATION	0.55	1.11	10.55
		FAMILY'S CHOICE	0.56		
5	SITUATIONAL COMPONENTS	UNAVAILIBILITY	0.56	1.05	6.20
		RETAILER'S CHOICE	0.49		
Total					*68.26*

FDI IN RETAIL: CHANGE AND CHALLENGE

SARVJOT DHUNNA
ASST. PROFESSOR
POST GRADUATE DEPARTMENT OF COMMERCE
KHALSA COLLEGE FOR WOMEN
LUDHIANA

ABSTRACT

Retailing involves a direct interface with the customer and the coordination of business activities from end to end- right from the concept or design stage of a product or offering, to its delivery and post-delivery service to the customer. The Indian retail industry is generally divided into two major segments – organized retailing and unorganized retailing. In 2010, the Indian retail market was valued at $435 billion of which the share of modern retail was 7 per cent. The sector is expected to grow to $535 billion by 2013 with the share of modern retail at 10 per cent. FDI in retail sector is not allowed, it is only allowed up to 51 % in single brand and government is still considering the opinion of allowing FDI in multi brand segment.100% FDI is allowed in cash and carry wholesale and export trading, both wall mart and Carrefour have already entered in India in this segment. Many big giants like Wall mart, Carrefour are waiting to earn their fortune in continuously growing market.FDI in retail sector will have both positive and negative effect if allowed. Both organized and unorganized sector will face adverse competition from global players. With all the hurdles that the recessional economy has posed to inhibit its smooth development, roadmap of FDI in retail sector is nevertheless very encouraging; this needs to be implemented with a lot of caution and care.

KEYWORDS

FDI, retail sector.

INTRODUCTION

For many decades, regional player dominated the retailing sector in India. There were no players with national presence in Indian retailing. In the 1980s, Indian retailing sector witnessed some action with textile companies like Bombay Dyeing, Raymond's, S Kumar's and Grasim establishing retail chains. It was only in the late 1990s that pure retailers, who focused only on the retailing business unlike previous players who even had manufacturing facilities, entered the retail scene. These new entrants targeted consumers on the platform of lifestyles. The new segments included the lifestyle/ fashion segments (Shoppers Stop, Globus, Westside and Lifestyles), apparel/accessories (Pantaloon, Levis and Reebok), books/music/gift (Archies, Music world, landmark, Planet M) Today there are approximately 3 million retail stores, about 85 per cent of which are single proprietorship retailers sell both products and services, and the demand for salespeople in both areas is relatively high, averaging about 20 million employees in recent years. Not all of these employees are salespeople of course. Yet retailing is significant source of salespeople most of whom do not really fit into one of major categories of direct, commercial, technical, or consultative. Retailers may be classified in several different ways such as Chains, Independents, Co-operatives, and Franchises. Retail Stores may also be classified by functions such as Supermarket, Department Stores, and Convenience Stores.

MEANING

It is defined as all activities involved in selling goods or services directly to the final consumer for their personal, non-business use via shops, market, door-to-door selling, and mail-order or over the internet where the buyer intends to consume the product. In 2004, The High Court of Delhi defined the term retail "as a sale for final consumption in contrast to a sale for further sale or processing. Retailing involves a direct interface with the customer and the coordination of business activities from end to end- right from the concept or design stage of a product or offering, to its delivery and post-delivery service to the customer.

EVOLUTION OF INDIAN RETAIL INDUSTRY

It is interesting to focus on the evolution of the retail sector in India. Historically they evolved as a source of entertainment (in the form of village fairs, melas etc.) which was within the rural reach. Later on these were transformed Mom and Pop/ Kirana stores which are of traditional variety neighbourhood shops. Then came the government supported PDS outlets, khadi stores, cooperatives etc. Finally shopping malls, supermarkets, departmental stores etc has brought a great revolution to the Indian retail market.

THEORIES OF RETAIL EVOLUTION

Cyclical Theories. Retail institutions go through cycles over time:
- Wheel of Retailing Theory
- Accordion Theory

Evolution Theories. Retail Institutions change similar to patterns observed in biological evolution:
- Dialectic Process Theory
- Natural Selection Theory

Wheel of Retailing Theory: one of the original theories addressing the issues of retail institutional change is wheel of retailing.

The concept proposes a more or less definite cycle. If exploring retail change based on price/ service cycle. When retailers enter a market they compete by offering goods at the lowest possible price or "the bold new concept, the innovation", in order to attract customers. As retailers develop their experience and gain capital, they tend to increase their level of service and quality and therefore, price. As they increase their price, the opportunity for new to enter the market starts and these new retailers attract the customers and old retailers become mature retailers and enter into up market position. This is called wheel of retailing.

FIG. 1

Accordion Theory. The retail accordion theory suggests that retailers initially enter a market as a general retailer, with experience they focus down on particular groups. Overtime they begin to diversify their offer in order to grow, but again well revert to specialisation. Thus retail accordion is based on cyclical functioning in variety and adjustment.

EVOLUTION THEORIES

Dialectic Process Theory: this theory suggests how the original form of retailers has been changed into new form.

Natural Selection Theory: this theory suggests that retailers with most appropriate organisational structure and formats will survive.

SCENARIO: GLOBAL, REGIONAL AND NATIONAL

If one were to compare India to other developing countries, we are still living in the dark ages. Take China; it has made very significant strides in modern retailing in the last 20 years. So have other Asian countries like Indonesia, Malaysia, Thailand, Singapore and Philippines. Hong Kong is a shopper's delight. This is because most of these countries have realised that consumer spending stimulates the economy. In fact, India is one of the few countries that do not even acknowledge retailing as an industry. In the rest of the world, about 8% to !0% of the GDP of country comes from the retailing sector. Some perspectives on this sector are ass under:

- With total sales of 16.6 billion dollars, it is the largest private industry in the world.
- Over 50 of Fortune 500 companies are retailers.
- As a service industry, retailing is the largest generator of employment after agriculture.
- Retailing in India is an age old profession and accounts for 10% of GDP
- Organised retailing in India is largely represented by four large segments i.e. food, clothing, consumer durables, books and music.

The Indian retail industry is generally divided into two major segments – organized retailing and unorganized retailing.

(a) Organized Retailing - refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses.

(b) Unorganized Retailing - refers to the traditional formats of low-cost retailing, for example, the local kirana shops, owner manned general stores, paan/beedi shops, convenience stores, hand cart and pavement vendors, etc

ENTRY OPTIONS FOR FOREIGN PLAYERS PRIOR TO FDI POLICY (2006)

Although prior to Jan 24, 2006, FDI was not authorized in retailing, most general players had been operating in the country. Some of entrance routes used by them have been discussed in sum as below:-

(a) Franchise Agreements: Most widely used entry route by international retailers. Fast food retailer Domino's have entered through master franchisee route whereas Pizza Hut has entered through regional Franchisee It is an easiest track to come in the Indian market. In franchising and commission agents" services, FDI (unless otherwise prohibited) is allowed with the approval of the Reserve Bank of India (RBI) under the Foreign Exchange Management Act. This is a most usual mode for entrance of quick food bondage opposite a world. Apart from Pizza Hut, players such as Lacoste, Mango, Nike as good as Marks as good as Spencer, have entered Indian marketplace by this route.

(b) Cash And Carry Wholesale Trading: 100% FDI is allowed in wholesale trading which involves building of a large distribution infrastructure to assist local manufacturers. The wholesaler deals only with smaller retailers and not Consumers. Metro AG of Germany was the first significant global player to enter India through this route.

(c) Strategic Licensing Agreements: this route involves foreign company to enter into an agreement with a domestic retailer. Some foreign brands give exclusive licences and distribution rights to Indian companies. Through these rights, Indian companies can either sell it through their own stores, or enter into shop-in-shop arrangements or distribute the brands to franchisees. Mango, the Spanish apparel brand has entered India through this route with an agreement with Piramyd, Mumbai, SPAR entered into a similar agreement with Radhakrishna Foodlands Pvt. Ltd.

(d) Manufacturing and Wholly Owned Subsidiaries: The foreign brands such as Nike, Reebok, Adidas, etc. that have wholly-owned subsidiaries in manufacturing are treated as Indian companies and are, therefore, allowed to do retail. These companies have been authorised to sell products to Indian consumers by franchising, internal distributors, existent Indian retailers, own outlets, etc. For instance, Nike entered through an exclusive licensing agreement with Sierra Enterprises but now has a wholly owned subsidiary, Nike India Private Limited.

CURRENT POSITION AND FDI NORMS IN INDIAN RETAIL

In 2010, the Indian retail market was valued at $435 billion of which the share of modern retail was 7 per cent. The sector is expected to grow to $535 billion by 2013 with the share of modern retail at 10 per cent. In 2007, India was ranked the twelfth largest consumer market and it is expected to be the fifth-largest consumer market by 2025 after the US, Japan, China and the UK (McKinsey & Company 2007). In 2010, India attracted the largest number of new retailers among emerging and mature markets (CBRE 2011). According to study conducted by ICRIER, total retail business in India will grow at 13% annually, from US $322 billion in 2006-07 to US $590 billion in 2011-12 and further US $1 trillion by 2016-17

IMPACT OF FDI AND CHALLENGES

FDI in retail sector is not allowed, it is only allowed up to 51 % in single brand and government is still considering the opinion of allowing FDI in multi brand segment.100% FDI is allowed in cash and carry wholesale and export trading, both wall mart and Carrefour have already entered in India in this segment. Many big giants like Wall mart, Carrefour are waiting to earn their fortune in continuously growing market.FDI in retail sector will have both positive and negative effect if allowed. Both organized and unorganized sector will face adverse competition from global players. Wal-Mart has a turnover of $256 billion and growing at an average of 12 -13 % annually. Average size of its stores is 85000sq ft and average turnover is $51 million. Organized sector retail outlets in India like pantaloons, reliance cannot compare with the giant let alone the small retailers. Indian government still fears that if FDI is allowed in retail then unorganized sector will be affected very badly and it will result in a large lot of unemployed retailers and other youth which is employed in the supply chain, this unemployed lot can't be absorbed in manufacturing or service sector which can ultimately push a large chunk of population below poverty line. In India unorganized retail is a 'forced employment sector', there are large number of retail outlets because when youth dose not find enough employment opportunities or is not educated enough then the easiest resort to earn decent money is to save money or get a loan to set up a shop. On an average a retailer earns Rs.186075 annually and only 4% of 12 million retail outlets have area more than 500 square ft. Now if FDI is allowed in such an unorganized sector than many changes can happen which can be positive or negative.

Talking about the organized sector, which consists of big Indian players who have entered in retail sector just to take advantage of diversification and expand their business, they will also be affected but from different prospects. Major challenges that lie ahead are:

Economies of scale: the global players have economies of scale and are perfect in cost cutting and providing the consumer the best at lowest price which still is a major challenge for Indian retail firms. The way they perform their process itself builds an entry barrier for other new firms.

Brand name: They bring with them world class products which have high quality and a highly valued brand name. The domestic brands don't have that charm and attracting power as of global brands.

Technology: Global players are highly advanced in technology. The tools, equipments, kind of warehouses they use, their way of performing processes are highly advanced and cannot be compared with those used by Indian retail firms, which in turn provides better services and better quality products even in categories like perishable food etc.

Attract skilled employees: The work culture of global players is quite different from those of Indian players. They believe in earning profits by cutting costs as much as possible and at the same time are conscious towards career of their employees. Their approach is more oriented towards achieving ends rather than means. Attractive salary and high incentives can also attract skilled employees towards global players which is also a threat for big Indian retail firms.

Better infrastructure: Better storage facilities, better transportation medium and high investment can pose another threat to Indian retail firms which can hardly match the capabilities of giants on their own.

Joint ventures: Global players may not prefer to enter into joint ventures with Indian firms and may also close down the existing ventures in wholesale and single brand which may adversely affect the Indian firms. This is possible when 100% FDI is allowed in multi-brand retail.

VARIOUS CASE STUDIES SHOWING EFFECT OF FDI

Case Study of China: FDI in retailing was permitted in China for the first time in 1992. Foreign retailers were initially permitted to trade only in six Provinces and Special Economic Zones. Foreign ownership was initially restricted to 49%. Foreign ownership restrictions have progressively been lifted and, and following China's accession to WTO, effective December, 2004, there are no equity restrictions. Employment in the retail and wholesale trade increased from about 4% of the total labour force in 1992 to about 7% in 2001. The numbers of traditional retailers were also increased by around 30% between 1996 and 2001. In 2006, the total retail sale in China amounted to USD 785 billion, of which the share of organized retail amounted to 20%. Some of the changes which have occurred in China, following the liberalization of its retail sector, include: (i) Over 600 hypermarkets were opened between 1996 and 2001 (ii) The number of small outlets (equivalent to "kiranas") increased from 1.9 million to over 2.5 million. (iii) Employment in the retail and wholesale sectors increased from 28 million people to 54 million people from 1992 to 2000. Thus the above discussion and case of China suggest that it is too early to predict the erosion of mom and pop stores in India with opening of multi-brand retail sector in India to foreign investors.

Case Study: Case study of PepsiCo India- Helping Farmers Improve Yield and Income- Today PepsiCo India's potato farming programme reaches out to more than 12,000 farmer families across six states. We provide farmers with superior seeds, timely agricultural inputs and supply of agricultural implements free of charge. They have an assured buy-back mechanism at a prefixed rate with farmers. This insulates them from market price fluctuations. Through our tie-up with State Bank of India, we help farmers get credit at a lower rate of interest. They have arranged weather insurance for farmers through our tie-up with ICICI Lombard.

Case Study: Consumers of Indian Telecommunication and Automobile Retail Sector have benefited a lot from liberalizing FDI. In the telecommunication sector, it has led to more access, better quality, better services and lower prices for consumers. The entry of foreign players in the automobile sector has made the domestic industry globally competitive and even middle and low-income consumers in India can now afford to own cars. Global experiences show that FDI in retail can sometimes negatively impact consumers if corporate retailers adopt anti-competitive practices such as predatory pricing. In India, the Competition Act 2002 has provisions to check abuse of dominant position by major players, including predatory pricing.

Case Study: Spencer's Retail with 200 stores in India and with retail of fresh vegetables and fruits accounting for 55% of its business claims retail reform to be a win-win situation, as they already procures the farm products directly from the growers without the involvement of middlemen or traders. Spencer's claims that there is scope for it to expand its footprint in terms of store location as well as procuring farm products.

CONCLUSION

Government Liberalization of Indian Trade and Economy allowing foreign participation in retail sector has registered substantial growth in retail sector. This is because of India has a very strong investment potential for foreign players. Barring multi-brand products entry, foreign investors are allowed 51% to 100% share in the retail business, depending on the business format for example, cash and carry, franchise agreement. There are specific benefits and drawbacks in FDI and government needs to tackle them with utmost care. This sector is also faced with several critical challenges. With all the hurdles that the recessional economy has posed to inhibit its smooth development, roadmap of FDI in retail sector is nevertheless very encouraging; this needs to be implemented with a lot of caution and care.

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TRAINING PROGRAMME IN PRACTICE IN THE INDIAN STEEL INDUSTRY: A COMPARATIVE ANALYSIS

DR. ITISHREE MOHANTY
ASST. PROFESSOR
KANAK MANJARI INSTITUTE OF PHARMACEUTICAL SCIENCES
CHHEND

DR. SMRUTI RANJAN RATH
DY. REGISTRAR (ACADEMIC & EXAMINATION)
NATIONAL INSTITUTE OF PHARMACEUTICAL EDUCATION & RESEARCH (NIPER)
HAJIPUR

ABSTRACT

Training is an inevitable part of every organization. Effective training practices helps in better decision making, target achievement, motivation, team building, leadership development, learning environment etc. which helps in the development of a good organizational culture. Further, effective training practices helps in building and sustaining profit, growth and achievement for a longer period of time. Training programme is designed to help new employees to adjust to the workplace successfully and include the formal ongoing efforts of organizations to improve the performance and self-fulfillments of employees. In the modern workplace, these efforts have taken a broad range of applications, from training in highly specified job skills to long-term professional developments, and are applicable to all sorts of employees ranging from line staff to the chief executive officer. For the purpose of studying the importance of training programmes in the organizational context, RSP comes out to be the most appropriate company with cultural and organizational heritage with a decade of successful and profitable legacy. The purpose of this study is therefore to make an in depth analysis of the innovative way of training programmes being practiced in Rourkela Steel Plant, vis-à-vis its parent organization the SAIL and other competing steel in India namely, Tata Steel and JINDAL.

KEYWORDS
competence; employee; productivity; steel industry; training.

INTRODUCTION

Training programmes have very specific goals such as operating particular machinery, understanding a particular process, performing certain procedures with great precision. Training programmes are typically tied to a particular subject matter and are applicable to that subject only. Developmental programmes, on the other hand, are centers of cultivating and enriching broader skills useful in numerous contexts. If training programmes are structured and conducted in a meaningful way, it can make employees feel valued. Training programmes are used to ensure that the new employees acquire the basic knowledge to perform the given job satisfactorily. Training programmes are important component in the process of developing a committed and flexible high-potential workforce and socializing new employees. Training programmes are also important to cope up with the changes in technology and with diversity within the organization. Today, because of the unprecedented technological changes, training programmes emphasize on transforming the organizations to learning organizations. Training programmes also create healthy and friendly environment to learn. Training programme is important to avoid the wastage of resources and time and improve productivity. Training programme is important to all members of the organization because it acts as a method of motivating the employees in the organization and to improve their morale, and quality of performance.

TRAINING PROGRAMMES IN PRACTICE IN THE INDIAN STEEL INDUSTRY
A.   Public Sector
1.   TRAINING PROGRAMMES IN ROURKELA STEEL PLANT (RSP)
With the passage of time, the activities of the institute got expanded with a rename as 'Training and Development Centre' in 1985 and subsequently as HRD centre in August, 2000. This centre has been conducting Training programmes towards reinforcement of employee's competence. Today the centre has grown to a position through imparting professional training to new entrants as well as the employees of RSP to bridge the ever-increasing gap of skill, knowledge and experience. Based on the training need received from the different departments, Annual Training Plan (ATP) is prepared indicating the training programmes to be conducted in each thrust area and number of employees to be trained. In HRD centre, the training is imparted in the following broad areas: Induction training, Competence enhancement, Technical skill development training, Redeployment training, Multi skill training, Managerial training, Specific areas, Foreign and External training etc.

2.   TRAINING PROGRAMMES IN SAIL
In SAIL, the training activities are steered and guided by the Training Advisory Board (TAB). Some training programmes of specialized nature that have been conducted at MTI, SAIL through external agencies are advanced programmes in computers, accounting standards, administrative vigilance, and corporate governance. In addition to the regular Management Development Programmes, SAIL has initiated, through its MTI, a number of innovative training interventions focused on key organizational issues like the-
(i)   *Learning from Each Other (LEO) workshops*
(ii)   *Skill gap analysis exercise*
(iii)   *Others*
Some of the other areas that SAIL has addressed through training are: Advanced management programme, Customer relationship management, Communication and presentation skills, Negotiation skills, Managing self and team, Enhancing managerial effectiveness, Time management, Cost control by design, Problem solving and decision making.

B.   PRIVATE SECTOR
1.   TRAINING PROGRAMMES IN TATA STEEL
Keeping in view the large number of its employees and their training needs, Tata Steel organizes the following types of training programmes:4-tier management development courses, Functional and cross-functional courses, Orientation course, Need-based seminars, Lecture meetings and Evening programmes. The company offers refresher courses for supervisors, senior supervisors and managers. Functional and cross-functional courses are offered in the areas of materials management, systematic management, work simplification, job safety etc. In addition, need-based seminars, panel discussions and film-aided discussions are also held. Senior managers are also sent for training at Tata Management Training Centre (TMTC), Administrative Staff College of India, and Indian Institutes of Management. For conducting programmes on safety, health and environment, training needs are revisited quarterly and half yearly to include the changing business requirements.

2.   TRAINING PROGRAMMES IN JINDAL
In JINDAL, the training programme is imparted in the following ways:

(I) INTERNAL TRAINING PROGRAMME

If the number of people identified with a specific need is large, then the programmes are held within the organization by using the available resources like people with professional expertise based on the identified needs.

(II) EXTERNAL TRAINING PROGRAMME

In the event of number of employees being identified with a specific area of improvement being few, then the Division/Department Head communicates to Human Resource Department, the need for identifying institutes where they can be deputed.

LITERATURE REVIEW

Eleanor Macdonald (1985) in his study 'The need for Training and Development' has pointed out that in recent years training and development have come to be regarded as perquisites to promotion. He has concluded that training and development are important management tools.

Hicks and Klimoski (1987) in their study 'Entry into Training Program and its Effect on Training Outcomes: A Field Experiment' have reported that voluntary participation in the training programme resulted in greater satisfaction, greater commitment to the decision to be trained, and strong belief that training is useful and appropriate as compared to those required to participate in training.

Glenn E. Sumners , Richard A. Roy and Thomas A. Gavin (1991) in their work 'Developing a Training Programme' have come up with providing a methodology for developing a training programme that is responsible for the expanding scope of internal audit functions.

G. Dessler (2000) in his study 'Human Resource Management' suggested that training programmes need to be developed on the basis of organizational analysis, operational analysis, and individual analysis. Organizational analysis can be done on the basis of overall objectives of the organization, which includes vision and mission statement and the available resources with the organization. Vision and mission statement of an organization defines where the organization wants to move from its present position, goals to be achieved in future and how these goals can be achieved. Available resources are the boundaries within which those goals need to be achieved. Operational analysis includes job analysis, which provides expectations from the employees to meet organizational objectives. This will give minimum acceptable requirements from the employees to do job effectively. Individual analysis provides information of present and potential capabilities, skills, knowledge and attitude of the employees. Organizational analysis can be done by HRD personnel with the help of top management and individual analysis can be done by individual employees with the help of HRD personnel and line managers.

Reid A. Bates (2001) in the study entitled 'Public sector training participation: an empirical investigation' have pointed out for testing a mediated model of employee participation in training activities in a public sector highway department. Results of the study showed there is a significant proportion of the variance in an objective measure of training attended, a self-report measure of training attended and intentions to participate in future training. The findings suggest that previous transfer success and motivation play a significant role in intentions to participate in training.

Scot M. Duguay and Keith A. Korbut (2002) have conducted an empirical study titled 'Designing a Training Program which Delivers Results Quickly' to emphasize that a well-designed and executed training programme minimizes new employee on-boarding time and time-to-first-contribution. They have suggested that the design of a two-phase training programme for new employees-an initial programme addressing training requirements of a general group and a detail programme requiring skill mastery by individual functional area. The effectiveness of the training programme can be more accurately accessed via leadership team review of expected versus actual progress against the training program objectives.

Priti Jain (1999) has studied 'On-the-job training: a key to human resource development' and found the main on-the-job training needs as information technology, job orientation, customer service/public relations, marketing/publicity, refresher courses and managerial skills.

Clinton O. Longenecker and Laurence S. Fink (2005) have conducted a study 'Management training: benefits and lost opportunities' to explore why organizations often focus little attention and resources on management training and have provided a useful checklist of ways to close the managerial skills gap through training. They have found that organizations fail to properly train managers for a host of reasons like misconceptions about training needs, the ability of managers to handle their own training or the value of training to the organization compared with other efforts. Lack of accountability and poor implementation are other key reasons cited for training failures.

NEED OF THE STUDY

The present study entitled "**Training Programme in Practice in the Indian Steel Industry: A Comparative Analysis** " attempts to empirically examine the nature and extent to which training programs can be an important practices of an organization.

OBJECTIVES

The study has been carried out with the following objectives:

1. To study about the training programmes in practice in major steel industry namely, RSP, SAIL with theoretical comparison with Tata Steel and JINDAL.
2. To find out the views of management respondents regarding the training programme at RSP.

METHODOLOGY

DATA COLLECTION

Basically, the study has been conducted mainly on primary data collected through 'questionnaires'**.** The scale consisting of 12 statements were distributed among the respondents at random and collected back after filled up by the respondents. Secondary data collected from magazines, annual reports in different year.

TOOLS AND TECHNIQUES USED

The important statistical tools and techniques used in the study: t-test.

SAMPLE SIZE

For the purpose of present study the samples are selected purposefully from different strata of employees on random basis. The sample consists of 200 respondents from different hierarchy levels in different department in different major steel industry namely, RSP ,SAIL etc. Proper attention has been paid in selection of the sample.

RESULTS AND DISCUSSION

The present study attempts to find out if the attitude of the employees of Rourkela Steel Plant (RSP) with varied years of experience towards training programme varies significantly. As the employees are having different years of experience, they require specific kinds of skill to be more productive. Hence, if the training programmes are found to be well accepted by the employees, there should not be any significant difference in their attitude towards the training programmes conducted at RSP. Given the above argument, a null hypothesis was formed such as 'designing of training programme does not depend on experience of the employees', the validity of which has been tested through t-test by comparing the mean attitude scores of employees divided into two groups, one with length of experience between 1-20 years and the other with experience above 21 years . The result of has been presented in Table1.

TABLE 1: T-TEST SHOWING THE EFFECT OF EXPERIENCE IN RELATION TO TRAINING PROGRAMME

Experience	N	$\bar{x}$	SD	t	df	Level of significance
1-20 years	123	192.4	23.19	0.0626 (calculated)	198	Not Significant
21years and above	77	192.6	21.18	1.6526(tabulated)		

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The results displayed in Table1 indicate that the employees of RSP irrespective of their length of experience are satisfied with the training programmes , although employees with experience of 21 years and above are slightly more satisfied compared to the employees with experience in RSP of less than 21 years. This difference is confirmed by the calculated t value of 0.0626 which is not significant at 0.05 level as the table value is higher at 1.6526 (df=198). Hence the null hypothesis is accepted. Designing of training programmes thus depends on the length of experience of the employees. Training programmes need to be designed differently to cater to the needs of different employees based on the length of their experience. Designing of training programmes may get influenced by the length of experience.

FINDINGS

Considering the above mentioned objectives, following results have been observed:

I)   COMPARISON OF TRAINING PROGRAMME IN PRACTICE

Organizations i.e., RSP, SAIL, Tata Steel and JINDAL are normally used number of methods such as :1) on-the-job training including job rotation, coaching and job instruction training; and 2) off-the-job training including lectures, audio/visual, case study and discussion etc. in all training programmes. All the methods have their own importance place in the organization usefulness as per the basis of various categories of employees.The training methods in Rourkela Steel Plant (RSP), offer something for everyone from pre-employment preparation for the first job to pre-retirement courses for those who are due to retire soon. The range of training methods in RSP is such that it can provide opportunities to the unskilled to become skilled and to the employees to be promoted to various levels. RSP identify, nurtures and develops human potential to meet positive work culture, leadership, team building and competency mapping.During the past few years, SAIL has witnessed a steady rise in production, productivity and profitability. Now, this is a time for adopting a responsive and proactive approach and a time that calls for to maximize contribution and commitment to the organizational priorities. Tata Steel recognizes the importance of continuous enhancement of knowledge, skills and capabilities of its employees and has invested greatly in education, training (both on and off the job) and development.

JINDAL has a technologically proficient and business oriented human resource to successfully address the challenges and growth opportunities. The basic objective of imparting training to the employees in JINDAL is 'improving performance of the company through people'.   In JINDAL, training is a method of imparting and developing specific skills for a particular purpose. JINDAL considers training as the future of an individual.

A summary of the above described comparison of training programmes at RSP, SAIL, Tata Steel, and JINDAL may be given as in Table 2.

TABLE 2: TRAINING PROGRAMMES AT RSP, SAIL, TATA STEEL, AND JINDAL: COMPARISION

Parameters	RSP	SAIL	Tata Steel	JINDAL
Training methods	Y	Y	Y	Y
Training facilities	Y	Y	Y	Y
Planning and organizing the program	Y	Y	Y	Y
Focus on specialization	Y	Y	Y	Somewhat
Own training centre	Y	Y	Y	Y
Coverage area(Updating technology)	Y	Y	Y	Somewhat

II)   VIEWS OF MANAGEMENT RESPONDENTS TOWARDS TRAINING PROGRAMMES

On the basis of training need assessment, the process of designing a training program is

begins. A well designed training programme will create better opportunities for learning. Training programme provides comfortable environment that helps to increase the satisfaction of the employees. Training programme is the process of imparting specific skills and create learning opportunities which are designed to help the employees to grow. HRD of RSP has served the needs of organizations to provide employees with up-to-date expertise. As evident from the findings the training programmes at RSP are very effective an incorporate some innovative elements. The training practices are done according to the needs of the employees observed by their immediate supervisors. All the training programmes like technical training, multi-skill training, knowledge and skill transfer training, unit training and critical training are done according to the needs of the employees. Training is considered an activity where an expert and a learner work together effectively to cope with the change and to have a competitive edge over other organizations like RSP, SAIL, Tata Steel and JINDAL such as: to improve the performance and job satisfaction of employees and to assist in the attainment of objectives necessary for the better operation. The aim of training programme is enabling the participants to perform their role effectively in work area.

SUGGESTION

Training programme is the system of improvement process to make the organization to solve the problems and to move towards greater organizational maturity. Training programme and practices has been accepted by the employees who also have got transformed into enhanced performance. All organization therefore needs to continue with the current practices, besides coping up with the changing needs.

CONCLUSION

Training is considered an activity where an expert and a learner work together effectively to cope with the change and to have a competitive edge over other organizations like RSP, SAIL, Tata Steel and JINDAL to improve the performance and job satisfaction of employees and to assist in the attainment of objectives necessary for the better operation. With increasing competition, all types of organizations are experiencing pressure to make fundamental changes in the way they operate. And for this training programme is the concept for integrating various resources to train the individual skills needed to perform the job effectively .For all organizations, training programme is important to avoid the wastage of resources and for improving productivity and makes employees to know about the work culture. In this context, RSP is in line with other organizations namely Tata Steel and Jindal engaged in a process of developing workforce that continuously strives for excellence in all spheres of knowledge, skill, and attitudes that leads towards achievement of objectives.

LIMITATION

The scale of this study may not have universal applicability since the study is confined to a definite period and to a definite section of steel industry in India.

SCOPE FOR FURTHER RESEARCH

The present study is designed to assess the training programme practices of employees of RSP, a constituent unit of the SAIL. The findings of the study may not have universal applicability such as to other constituent units of SAIL or to other steel manufacturing companies in the public or private sector because of the diversity in their volume of operation, technological advantage, size and structure of manpower etc. The scope of the study being confined to steel manufacturing unit only, its findings may not hold good to other manufacturing industries and/or service industries but may also be useful to similar other organizations who will also be benefited in shaping their training programmes for improving the organizational performance and productivity.

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STAGES INVOLVED IN BAMBOO BASED ENTERPRISES IN DIMAPUR DISTRICT, NAGALAND

DITALAK MPANME
RESEARCH SCHOLAR
DEPARTMENT OF MANAGEMENT
NORTH-EASTERN HILL UNIVERSITY
TURA CAMPUS
TURA

DR. KH. DEVANANDA SINGH
ASST. PROFESSOR
DEPARTMENT OF MANAGEMENT
NORTH-EASTERN HILL UNIVERSITY
TURA CAMPUS
TURA

ABSTRACT

The paper focuses on the profile of enterprise owners and stages involved in the development of bamboo based enterprises in Dimapur District, Nagaland. By using Five Point Likert Scale, data was collected from 82 bamboo based enterprises in the area of study and analyzed to draw a meaningful conclusion by using factor analysis. Out of the four different stages of enterprise development namely survival stage, growth stage, maturity stage and recession stage, adopted in the study, the first two stages of enterprise development were found among the bamboo based enterprises in the area of study.

KEYWORDS
bamboo based enterprises, bamboo shoot, entrepreneurial activities, Naga society.

I. INTRODUCTION

In the era of modernization process, traditional societies have started evolving their economic pursuits by orienting themselves as entrepreneurs. These societies had been using various available resources for meeting their subsistence needs. Whereas due to increasing their economic demands, they are trying to integrate their economic activities vertically by adding value to their products, increasing production, targeting new segments of customers, diversifying geographical markets, employing labour, acquiring managerial skills etc. (Blowfield et al, 1995).The Naga society has started responding to these changes as well as bamboo based enterprises. The Naga people have survived through the centuries with the diverse and varied uses of bamboo and its products. It continues to play a predominant role in every walk of life, ranging from agricultural tools and implements to shelter, food and livelihood. Bamboo was considered as a poor man's timber at the time when the economic value was not much known. Traditionally, it was used for making food products, handicraft and art products, bamboo huts, mugs etc. But, now with the introduction of innovative machines and tools, value added products such as charcoals, bamboo mats, bamboo incense sticks and wood substitutes such as bamboo ply, flooring tiles, shuttering, curtains etc. are being manufactured (NBDA,2010). Bamboo as a resource can play a significant role in the rejuvenation of rural economy and the overall economic development of the state of Nagaland.

Bamboo is an important resource in the socio-economic, ecological, climatic and functional context for Nagaland and the State has now taken a step in an initiative to harness the potential of bamboo and its benefits. The State announced its bamboo policy on 15th March, 2004 (Dept. of Forest, Ecology, Environment and Wildlife, GoN, 2004) and with it the Nagaland Bamboo Development Agency (NBDA) was established to undertake the programmes and activities of bamboo with the objective to foster in ecological security and economic growth through development and utilization of the bamboo resources (Ibid).

II. REVIEW OF LITERATURE

The importance of bamboo for mankind is unlimited. Boa (1995) found that despite the high value of bamboo in farming system and as a source of food and utility items in rural life, scientific research on this plant group has been limited, especially in comparison to economically important tree species. The emergence of social forestry has seen increased emphasis on understanding the interplay between forestry and agriculture, and also on bamboo research.

In the light of the use of bamboo, Fitri (2002) opined that for centuries the Indonesian people have accepted bamboo as a natural resource. They use bamboo in almost all aspects of their life: for cooking utensils, working tools in the field, furniture, and of course as a building material. The bamboo building designers do not have any handbooks with norms or guidelines but they use their own experience to design a bamboo building.

Woody bamboos are of direct importance to people. They are used for everything from construction to irrigation system, from musical instruments to food and fuel. Their greatest economic importance is in the Asia-Pacific region, but they are also fundamental to local economies in other regions of the world (Bystriakova et al., 2004). In the context of the availability of bamboo, Sta and Romualdo (2006) found that about 80 per cent of the world bamboo resources are found in Asia. China is the leading country with 39 genera of bamboos with around 500 species and a plantation area of 5 million hectares. China is also the largest exporter of bamboo products ranging from food (shoots) and small daily products including chopsticks and toothpicks to handicraft, furniture and industrial products such as bamboo flooring, sheet products, textile, charcoal and vinegar.

Bamboo plays important roles in the daily life and well-being of both rural and urban populations in Ethiopia. Rural and poor people depend on bamboo as major sources for food, medicines, fodder, fibre, household utensils, furniture, and fencing and construction materials. Bamboo products may also form valuable traded commodities at local, regional, national and international levels, providing employment and income opportunities at each level (Tadesse, 2006).

The construction of bamboo houses not only decrease the pressure on timber consumption but also promote the bamboo cultivation in rural areas which ultimately benefits the local farmers. In this context, Smith et al. (2006) opined that market for bamboo can be grouped into traditional and emerging markets. Demand remains high in traditional markets for the products such as handicrafts, blinds and bamboo shoots with profitable opportunities despite moderate growth. Emerging bamboo markets, particularly wood substitutes, have been pioneered by Asian producers and include flooring, panels and furniture (non-traditional). Increased restrictions of certified timber supply create a positive market outlook for bamboo.

Valentijn (2010) observed that industrially manufactured bamboo products are mostly used in indoor applications and hardly in outdoor applications in Netherland. However, there is an increased interest in using bamboo for outdoor applications, yet it remains a relative unfamiliar material. Exploration need to be done to find out the possibilities of bamboo for outdoor applications, focusing on exterior joinery applications.

Again, Business researchers have developed a number of models over the years to define stages of entrepreneurial growth. Rebuilding the work of Rostow (1960), Joseph (1963) has formulated a model that saws the companies moving through five stages of economic development. The stages consists of traditional small company (to be), planning for growth, take-off or departure from existing conditions, drive to professional management and mass production marked by a diffusion

of objectives and an interest in the welfare of society. In contrast, Roland & Bruce (1964) formulated three stages of growth in overall size, volume of production and market coverage. The stages consist of unit management with no specialized organizational parts, unit management with functional parts such as marketing and finance and multiple operating units, such as divisions, that act in their own behalf in the marketplace.

Welsh & White (1978) identified several stages to a successful entrepreneurial growth that should guide an aspiring entrepreneur on his path and help others to understand the behaviour of the entrepreneur. The five stages were existence, survival, success, take-off and resource-mature.

MG Taylor Corporation (1996) articulated seven stages of enterprise growth and development. The stages include conception, looping, success, overshoot and collapse, entrepreneurial button, maturity, turnaround and death.

Rediscovering the work done by Cao, Chen & Wang (2009), Wang & Zhu (2011), analysed the enterprise development strategies based on the features of different stages in enterprise life cycle. The features of different four stages of enterprise development life cycle are listed in Table 1.

TABLE 1: FEATURES OF ENTERPRISE DEVELOPMENT LIFE CYCLE

Sl. No.	Stage	Features
1	Survival	This period includes pregnancy and infancy stages. Enterprises are mostly groping, studying and searching for survival + Has full of creativities and possibilities for the future + possess the best innovativeness + should stand in the market firmly and smoothly transit itself into the growth stage.
2	Growth	In this period, enterprise grows at the highest speed. As a result of the improvement of techniques and the ability of product designing, the cost of production is decreased + the scale effect is raised and the marketability is strengthened + the abundance of fund + the rapid development of enterprise + the improved skills, qualities and creativities of employees. The most remarkable characteristics at this stage are contradiction and lack of continuity.
3	Maturity	It includes the prime and stable period. Leading rules have been established + enterprises enter into the most ideal stage + the peak period in the life cycle curve + enterprise's controlling force and flexibility have arrived at a balanced + satisfy the demands of customers + produce new enterprises and derive new business with its marketing ability or its profitability + the turning point towards recession.
4	Ageing/Recession	It is the early stage of bureaucracy and then death stage. Pay more attention to the external performance + lack of internal innovation + flexibilities continuously turn down + insensitive to the short-time demands + cannot make immediate decisions + out-of-date products and techniques, enterprises lose their competitiveness + generally goes to two directions i. Shrinking and gradually going to die and ii. Reconstructing the enterprises and get rebirth in the recession.

Source: Wang Yue & Zhu Hanxiong (2011), Proceedings of the 8th International Conference on Innovation and Management, Kikakyushu, Japan.

The present paper has adopted the Enterprise Development Stages developed by Cao, Chen & Wang (2009) and Wang & Zhu (2011). But, some variables which were not fit for the paper were ignored. The relevant variables have taken into account to analyse the various stages of bamboo based enterprise development in each stage in the study area.

III. RESEARCH GAP

The findings of various research studies carried out in the past clearly shows that there is high prospects to use bamboo as a source of raw materials for producing high value added products by promoting entrepreneurship. It may be mentioned that not many comprehensive studies have been made on the economic value and stages of enterprise development of bamboo based enterprises situated in Dimapur District of Nagaland. Therefore, the topic is considered for the present study.

IV. STUDY AREA PROFILE

The state of Nagaland lies between the geographical coordinates of 25°6' and 27°4' North latitudes and 93°20' and 95°15' East longitude. It is bounded by Assam in the West, Myanmar (Burma) on the east, Arunachal Pradesh and part of Assam on the North and Manipur on the South. The population of Nagaland is 19.79 lakhs as per census 2011 spreading over to eleven Districts (http./www.census2011.co.in). Agriculture is the most important economic activity in Nagaland, with more than 90 per cent of the population are employed in agriculture and allied activities. Cottage industries such as weaving, woodwork, bamboo based products and pottery are also an important source of revenue. It is a largely mountainous state which is the home of 16 different tribes, each of whom has their distinct customs, languages and dialect (Statistical Handbook of Nagaland, 2014).

Dimapur is the biggest city in Dimapur District and the commercial hub of the state. It is also considered as the gateway of Nagaland and Manipur. It has a population of 3.80 lakhs (as per 2011 census). Dimapur district was a sub-division under Kohima district of Nagaland, and latter it was inaugurated as the eighth district of Nagaland in December, 1997 (GoN, 2004). Besides being referred to as a gateway of Nagaland and Manipur, main commercial activities of the State, is centered in Dimapur, the district headquarter. Dimapur district in Nagaland is bounded by Kohima district on the south and east, Karbi Anglong district of Assam on the west, the Karbi Anglong and stretch of Golaghat District of Assam on the west and the north. The only railway station and airport of the State is located in Dimapur city.

V. OBJECTIVES OF THE STUDY

The objectives of the paper are
1. To acclimatize the profile of bamboo based enterprise owners and
2. To examine the various stages involved in the development of bamboo based enterprises in Dimapur District, Nagaland.

VI. METHODOLOGY

The study is exploratory in nature. Primary data were used to meet the objectives of the study. Demographic variables of the enterprise owners and variables falling under the various stages of enterprise development were selected for the study. The list of registered bamboo based enterprises was collected from the office of DIC, Dimapur. The primary data was collected from the enterprise owners through a well-designed schedule. All the bamboo based enterprises of Dimapur district run by Nagas are included as the research population. As on 31st March 2014, there are 189 number of bamboo based enterprises in Dimapur district of Nagaland, out of which 164 enterprises are run by Nagas (Annual Report, NBDA, 2014). For the purpose of studying the response of the enterprise owners, 50 per cent of the population is taken as the sample size of the study. Collected data were presented in the statistical tables analyzed through descriptive statistics. The sample design of the study is presented below:

TABLE 2: SAMPLE DESIGN

Coverage	Dimapur District, Nagaland
Sample Unit	Registered bamboo based enterprises having existence of minimum 3 years or more with minimum 2 workers either paid or unpaid and run by the Nagas only.
Sample Element	Enterprise Owners
Sampling Frame	Bamboo based enterprises in Dimapur, Nagaland
Sampling Technique	Stratified Random Sampling
Population	189 bamboo based enterprises (out of which 164 are run by Nagas)
Sampling Basis	50 per cent of the enterprises run by Nagas
Sample Size	82 bamboo based enterprises

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VII. DEMOGRAPHIC CHARACTERISTICS OF SAMPLED ENTERPRISE OWNERS

The demographic characteristics of the bamboo based enterprise owners are highlighted in Table 1:

TABLE 3: DEMOGRAPHIC CHARACTERISTICS OF SAMPLED ENTERPRISE OWNERS

Attributes	Category	Frequency	Approximate Percentage to the Total where N=82
Type	First Generation	82	100
	Second Generation	00	00
Category	Trained	56	68
	Untrained	26	32
Age	18-27 Years	08	10
	28-37 Years	36	44
	38-47 Years	16	20
	48-57 Years	14	17
	58 Years and above	08	10
Gender	Male	70	85
	Female	12	15
Marital Status	Married	44	54
	Unmarried	38	46
Caste	Scheduled Tribe	82	100
Religion	Christianity	82	100
Educational Status	Illiterate	00	0
	Below Class X	20	24
	Class X Passed	20	24
	Class XII Passed	18	23
	Graduate	24	29
	Post Graduate	00	00
Experience in the Field of Business	3-5 Years	38	46
	6-10 Years	14	17
	11-15 Years	12	15
	16-20 Years	10	12
	21-25 Years	06	07
	26-30 Years	02	03
Size of Family	2-4 Members	38	46
	5-7 Members	36	44
	8-10Members	06	07
	11 Members and above	02	03
No. of Dependents	No Dependent	07	09
	1-2 Dependents	18	22
	3-4 Dependents	32	39
	5 and Above	00	00

Source: Field Survey and Researcher's Calculation

Table 3 envisaged that all the 82 sampled enterprises are of first generation entrepreneurs out of which 56 entrepreneurs (68 per cent) are trained and the other 26 entrepreneurs (32 per cent) are untrained. 44 per cent of the enterprise owners belong to the age group of 28 to 37 years. The number of enterprise owners between the age of 38 to 47 years measures 20 per cent of the total. It is followed by 14 enterprise owners (17per cent) who are in the age group of 48 to 57 years. The number of enterprise owners in the age group of 18 to 27 years and 58 years and above constitutes 10 per cent in each category respectively.

There are 70 male (85 per cent) and 12 (15 per cent) female enterprise owners out of which 54 percent are married and 46 percent are unmarried. The population of Dimapur District of Nagaland is mostly the various Naga Tribes whose religion is Christianity. As a result, the all sampled enterprise owners falls under Christianity.

While performing various entrepreneurial activities, educational level and the field of study of the entrepreneur may become important. Among the sampled enterprise owners, graduated enterprise owners (29 per cent) are maximum and it is followed by below Class X and Class X passed enterprise owners accounting 24 per cent in each category. Again, 23 per cent of the total enterprise owners fall under Class XII passed category. There are no enterprise owners falling under illiterate and post graduate categories.

In the present study, 46 per cent of the enterprise owners have 3 to 5 years of experience in the field of their business. Those owners having more than 6 to 10 years of experience comprise 17 per cent. It is followed by 15 per cent, 12 per cent, 7 per cent and 3 per cent of the total enterprises having the experience of 11 to 15 years, 16 to 20 years, 21 to 25 years and 26 to 30 years respectively.

The size of the family and number of dependents to the entrepreneur has also considered as one of the demographic variables of the study. In the study, 46 per cent, 44 per cent and 7 per cent fall under the category of families having 2 to 4 members, 5 to 7 members and 8 to 10 members respectively. Only 3 per cent constitute the enterprise owners having 11 members and above. Focusing to the number of dependents to the enterprise owner, 9 per cent of the total samples has no dependent. 22 per cent and39 per cent determines the enterprise owners having 1 to 2 and 3 to 4 dependents respectively. There are no enterprise owners having 5 and more dependents.

VIII. STAGES INVOLVED IN DEVELOPMENT OF BAMBOO BASED ENTERPRISES

The stages under the study comprises of Survival Stage, Growth Stage, Maturity Stage and Ageing/Recession Stage. Only the first two stages were found among the sampled bamboo based enterprises in Dimapur, Nagaland. Enterprise resources and ability of the enterprise are the major variables in all the stages of enterprise development. By using Five Point Likert Scale, the sub variables under these two main variables have measured. The tabular representation of the process of measurement is shown in Table 4, 5, 6 and 7.

TABLE 4: PERFORMANCE OF ENTERPRISES DURING SURVIVAL STAGE

Enterprise Resources		Very poor performance	Poor performance	General Performance	Better performance	Perfect performance	Total enterprise
i.	Enterprise culture	16 (20)	60 (73)	6 (07)	0 (0)	0 (0)	82 (100)
ii.	Knowledge Resource	0 (0)	38 (46)	44 (54)	0 (0)	0 (0)	82 (100)
iii.	Human Resource	0 (0)	30 (37)	52 (63)	0 (0)	0 (0)	82 (100)
iv.	Financial Resource	14 (17)	60 (73)	8 (10)	0 (0)	0 (0)	82 (100)
v.	Material Resource	0 (0)	8 (10)	68 (83)	6 (07)	0 (0)	82 (100)
vi.	Technology Resource	16 (20)	60 (73)	6 (07)	0 (0)	0 (0)	82 (100)
vii.	Market Resource	0 (0)	18 (22)	64 (78)	0 (0)	0 (0)	82 (100)
viii.	Information Resource	0 (0)	52 (63)	30 (37)	0 (0)	0 (0)	82 (100)
Enterprise Abilities							
i.	Entrepreneur's Ability	0 (0)	2 (02)	74 (91)	6 (07)	0 (0)	82 (100)
ii.	Studying Ability	0 (0)	60 (73)	22 (27)	0 (0)	0 (0)	82 (100)
iii.	Innovation Ability	16 (20)	50 (60)	16 (20)	0 (0)	0 (0)	82 (100)
iv.	Strategy Ability	6 (07)	62 (76)	14 (17)	0 (0)	0 (0)	82 (100)
v.	Technology Ability	12 (14)	62 (76)	8 (10)	0 (0)	0 (0)	82 (100)
vi.	Production Ability/Capacity	0 (0)	32 (40)	50 (60)	0 (0)	0 (0)	82 (100)
vii.	Marketing Ability	0 (0)	20 (24)	62 (76)	0 (0)	0 (0)	82 (100)
viii.	Organisation & Mgmt. Ability	0 (0)	40 (49)	42 (51)	0 (0)	0 (0)	82 (100)
ix.	Human Resource Mgmt. Ability	0 (0)	36 (44)	46 (56)	0 (0)	0 (0)	82 (100)
x.	Financial Mgmt. Ability	8 (10)	60 (73)	14 (17)	0 (0)	0 (0)	82 (100)
xi.	Enterprise Brand Ability	16 (20)	64 (78)	2 (02)	0 (0)	0 (0)	82 (100)

Source: Field Survey

Number in parenthesis indicates the percentage of number of enterprises to the total enterprise.

TABLE 5: ALLOTTED SCORE ON PERFORMANCE OF ENTERPRISES DURING SURVIVAL STAGE

Enterprise Resources		S1=1	S2=2	S3=3	S4=4	S5=5		
		Very poor performance	Poor performance	General Performance	Better Performance	Perfect performance	Total Score (S)	Rank
i.	Enterprise culture	16	120	18	0	0	154	18
ii.	Knowledge Resource	0	76	132	0	0	208	8
iii.	Human Resource	0	60	156	0	0	216	5
iv.	Financial Resource	14	120	24	0	0	158	16
v.	Material Resource	0	16	204	24	0	244	2
vi.	Technology Resource	16	120	18	0	0	154	17
vii.	Market Resource	0	36	192	0	0	228	3
viii.	Information Resource	0	104	90	0	0	194	10
Enterprise Abilities								
i.	Entrepreneur's Ability	0	4	222	24	0	250	1
ii.	Studying Ability	0	120	66	0	0	186	11
iii.	Innovation Ability	16	100	48	0	0	164	14
iv.	Strategy Ability	6	124	42	0	0	172	12
v.	Technology Ability	12	124	24	0	0	160	15
vi.	Production Ability/Capacity	0	64	150	0	0	214	6
vii.	Marketing Ability	0	40	186	0	0	226	4
viii.	Organisation & Mgmt. Ability	0	80	126	0	0	206	9
ix.	Human Resource Mgmt. Ability	0	72	138	0	0	210	7
x.	Financial Mgmt. Ability	8	120	42	0	0	170	13
xi.	Enterprise Brand Ability	16	128	6	0	0	150	19

Source: Field Survey and Researcher's Calculation

Note: Total Score (S)=(S1xn)+(S2xn)+(S3xn)+(S4xn)+(S5xn), where S1,S2.....are the scales and n=number of enterprise.

TABLE 6: PERFORMANCE OF ENTERPRISES DURING GROWTH STAGE

Enterprise Resources		Very poor performance	Poor performance	General Performance	Better Performance	Perfect performance	Total enterprise
i.	Enterprise culture	0 (0)	6 (21)	20 (72)	2 (07)	0 (0)	28 (100)
ii.	Knowledge Resource	0 (0)	4 (14)	21 (75)	3 (11)	0 (0)	28 (100)
iii.	Human Resource	0 (0)	4 (14)	22 (79)	2 (07)	0 (0)	28 (100)
iv.	Financial Resource	0 (0)	18 (64)	10 (36)	0 (0)	0 (0)	28 (100)
v.	Material Resource	0 (0)	0 (0)	25 (89)	3 (11)	0 (0)	28 (100)
vi.	Technology Resource	0 (0)	16 (57)	12 (43)	0 (0)	0 (0)	28 (100)
vii.	Market Resource	0 (0)	2 (07)	24 (86)	2 (07)	0 (0)	28 (100)
viii.	Information Resource	0 (0)	7 (25)	17 (61)	4 (14)	0 (0)	28 (100)
Enterprise Abilities							
i.	Entrepreneur's Ability	0 (0)	2 (07)	22 (79)	4 (14)	0 (0)	28 (100)
ii.	Studying Ability	0 (0)	8 (29)	18 (64)	2 (07)	0 (0)	28 (100)
iii.	Innovation Ability	0 (0)	9 (32)	17 (61)	2 (07)	0 (0)	28 (100)
iv.	Strategy Ability	0 (0)	12 (43)	14 (50)	2 (07)	0 (0)	28 (100)
v.	Technology Ability	0 (0)	17 (61)	10 (36)	1 (03)	0 (0)	28 (100)
vi.	Production Ability/Capacity	0 (0)	11 (39)	14 (50)	3 (11)	0 (0)	28 (100)
vii.	Marketing Ability	0 (0)	7 (25)	18 (64)	3 (11)	0 (0)	28 (100)
viii.	Organisation & Mgmt. Ability	0 (0)	5 (18)	21 (75)	2 (07)	0 (0)	28 (100)
ix.	Human Resource Mgmt. Ability	0 (0)	6 (21)	20 (72)	2 (07)	0 (0)	28 (100)
x.	Financial Mgmt. Ability	0 (0)	15 (54)	11 (39)	2 (07)	0 (0)	28 (100)
xi.	Enterprise Brand Ability	0 (0)	17 (61)	9 (32)	2 (07)	0 (0)	28 (100)

Source: Field Survey

Number in parenthesis indicates the percentage of number of enterprises to the total enterprise.

TABLE 7: ALLOTTED SCORE ON PERFORMANCE OF ENTERPRISES DURING GROWTH STAGE

Enterprise Resources		S1=1	S2=2	S3=3	S4=4	S5=5		
		Very poor performance	Poor performance	General Performance	Better Performance	Perfect performance	Total Score (S)	Rank
i.	Enterprise culture	0	12	60	8	0	80	8
ii.	Knowledge Resource	0	8	63	12	0	83	4
iii.	Human Resource	0	8	66	8	0	82	5
iv.	Financial Resource	0	36	30	0	0	66	19
v.	Material Resource	0	0	75	12	0	87	1
vi.	Technology Resource	0	32	36	0	0	68	18
vii.	Market Resource	0	2	75	8	0	85	3
viii.	Information Resource	0	14	51	16	0	81	6
Enterprise Abilities								
i.	Entrepreneur's Ability	0	4	66	16	0	86	2
ii.	Studying Ability	0	16	54	8	0	78	11
iii.	Innovation Ability	0	18	51	8	0	77	12
iv.	Strategy Ability	0	24	42	8	0	74	14
v.	Technology Ability	0	34	30	8	0	72	15
vi.	Production Ability/Capacity	0	22	42	12	0	76	13
vii.	Marketing Ability	0	14	54	12	0	80	10
viii.	Organisation & Mgmt. Ability	0	10	63	8	0	81	7
ix.	Human Resource Mgmt. Ability	0	12	60	8	0	80	9
x.	Financial Mgmt. Ability	0	30	33	8	0	71	16
xi.	Enterprise Brand Ability	0	34	27	8	0	69	17

Source: Field Survey and Researcher's Calculation

Note: Total Score (S)=(S1xn)+(S2xn)+(S3xn)+(S4xn)+(S5xn), where S1,S2…..are the scales and n=number of enterprise

In the initial stage that is the survival stage of enterprise development; out of 82 sampled enterprises 6 (7 per cent) enterprises has better performance on availability of bamboo resources. It is followed by 68 (83 per cent) and 8 (10 per cent) enterprises which shows general and poor performance respectively in getting raw materials for their entrepreneurial activities. The market resource as to which product could be sold and where could be sold did not face much difficulty and shows a general performance by 64 (78%) enterprises and 18 (22 per cent) enterprises are under poor performance in this regard. A general performance on human resource, knowledge resource and information resource has achieved by 52 (63 per cent), 44 (54 per cent) and 30 (37 per cent) enterprises respectively. Only 8 (10 per cent) enterprises can achieve better performance to get financial resources. The availability of technology and maintenance of enterprise culture accounts only 7 per cent of the enterprises with general performance. 60 (73 per cent) enterprises show poor performance in availability of finance, technology and maintenance of enterprise culture. It is followed by 52 (63 per cent), 38 (46 per cent) and 30 (37 per cent) enterprises which faces poor performance in getting information resource, knowledge resource and human resource respectively. Very poor performance in getting technology resource, maintaining enterprise culture and getting financial resource can be seen in 14 to 16 enterprises.

Again, considering the ability of bamboo enterprises there are 6 (7 per cent) enterprises that has better performance on their entrepreneurial ability. A general performance on entrepreneur's ability, human resource management ability, marketing ability, organization &management ability and production ability are found among 42 to 74 enterprises ranging to 51 to 91 per cent of the total bamboo based enterprises. Poor performance can be seen in enterprise brand ability, innovation ability, strategy ability, technology ability, financial management ability and studying ability measuring 60 to 78 per cent of the total enterprises. Again, very poor performance has also experienced by 7 to 20 percent of the total enterprises in strategy, technology, financial management, innovation and enterprise brand abilities in survival stage.

Out of the 82 enterprises, 28 were able to move to the growth stage. Under this stage, 25 (89 percent) did not faced problem with the availability of the material (bamboo) resources and 3 (11 percent) of enterprises were showing better performance. 4(14 percent) enterprises were showing better performance in their ability and 22 (79 percent), 2 (7 percent) of the enterprises were showing general and poor performance respectively. General performance on market resource shows by 24 (86 percent) enterprises, better performance by 2 (7 percent) and 2 (percent) poor performance respectively. In terms of knowledge, the enterprise has improved from the survival stage. Now, 21 (75 percent) of the enterprises is showing general performance, 3 (11 percent) of the enterprises is performing

better and 4 (14 percent) showing poor performance. Human resources in terms of it availability of work force and their correspondence skills shows that there is general performance by 22 (79 percent) of the enterprises, better performance by 4 (14 percent) and poor performance by 4 (14 percent) respectively. The enterprises at this stage is having more information about the market, customers, and its products and so .It shows that 17 (61 percent) is having general performance, 4 (14 percent) is performing better but 7 (25 percent) is still lacking and shows poor performance. Because of the experience earned during the survival stage, the enterprises is able to manage its affairs systematically thereby improving its management ability by 21 (75 percent), working culture by 20 (72 percent) of the total enterprises showing general performance. But, 6 (21 percent) enterprises both in the management ability and working culture are having poor performance. Human resource management ability for 20 enterprises which constitute 72 percent shows general performance, 2 (7 percent) indicates better performance and 6 (21 percent) is reflecting poor performance. General performance in the marketing and studying ability is same with 18 (64 percent) enterprises. However, under better performance category marketing ability is having better performance than the studying ability by 3 (11 percent) and 2 (7 percent) enterprises respectively. As a result of improvement in the knowledge, marketing and studying ability some of the enterprises are now able to come with innovative ideas adding more value to their products and marketing networks etc. This is reflected among 17 (61 percent) and 2 (7 percent) of the enterprises as general performance and better performance. But 8 (29 percent) enterprises is still lacking behind showing poor performance.

Production capacity, strategic, technology, financial management, enterprise brand ability are the areas where the enterprises are not performing well. Technology and Financial resources are the worst among all during this stage. Among these, financial resources is showing the worst performance by 17 (61 percent) of the enterprises. This is due to the fact that they are not able to get any financial assistance from the banks, governments and others for their business expansion. Though their marketing ability has improved but due to the increase in cost of labour, materials, and other cost, their profit margin has not increased much. And therefore, they are not able to get good returns as expected.

Based on, Table 5, 6 and 7, a comparative ranking of key factors influencing enterprise development at survival and growth stages is prepared and presented in Table 8.

TABLE 8: COMPARATIVE RANKING OF KEY FACTORS INFLUENCING ENTERPRISE DEVELOPMENT AT SURVIVAL AND GROWTH STAGES

Survival Stage	Growth Stage	Rank
Entrepreneur's Ability	Material Resource	1
Material Resource	Entrepreneur's Ability	2
Market Resource	Market Resource	3
Marketing Ability	Knowledge Resource	4
Human Resource	Human Resource	5
Production Ability/Capacity	Information Resource	6
Human Resource Mgmt. Ability	Organisation & Mgmt. Ability	7
Knowledge Resource	Enterprise culture	8
Organisation & Mgmt. Ability	Human Resource Mgmt. Ability	9
Information Resource	Marketing Ability	10
Studying Ability	Studying Ability	11
Strategy Ability	Innovation Ability	12
Financial Mgmt. Ability	Production Ability/Capacity	13
Innovation Ability	Strategy Ability	14
Technology Ability	Technology Ability	15
Financial Resource	Financial Mgmt. Ability	16
Technology Resource	Enterprise Brand Ability	17
Enterprise culture	Technology Resource	18
Enterprise Brand Ability	Financial Resource	19

Source: Researcher's Calculation

In the survival stage, entrepreneur's ability, material resource, market resource, marketing ability, human resource, production ability ranks 1st, 2nd, 3rd, 4th, 5thand 6threspectively. This indicates that during this stage the entrepreneur knew very well what he can do and is therefore very confident with the skills, talent and abilities to start the enterprise. With full of energy, enthusiasm and determination the entrepreneur is able to manage all the required resources at-least up-to a minimum level to begin with. The entrepreneur knows what to be done and how to be done. He thinks and belief that his idea will work. The main material resource i.e. the raw bamboo is also easily available in plenty. Nagaland is blessed with these resources and is found in every district. It grows naturally wild in the forest and is even grown in the backyard of the house or near the village areas. It is a renewable resource and can be harvested with a span of 5 years only. Therefore, as far this raw material resource is concern, it faces no problem. The market resource as from where this material can be procured and marketing ability in which the products to be sold can be considered as satisfactory. With the installation of the bamboo treatment plant in Dimapur, the market for the treated bamboo is also made easier for the entrepreneurs. There is knowledge of the usage of bamboo material almost all the Nagas. The traditional knowledge has been passed from generations and therefore, the entrepreneur does not find it much difficulty in getting the work force for entrepreneurial activities. The entrepreneur produce the item which he knows is quite good in the market and as there is neither scarcity of the materials nor the workforce, he has the production ability.

At the bottom of the ranking list, there is the enterprise brand ability which ranks 19th. Here the product image/brand is yet to be noticed by the customers. The product is still in the infancy stage and may require some value addition/modification etc. The entrepreneur tries to explore the market for his product. It will take some time to know the existence and value of the product by the markets. Working culture, financial resource, technology resource and technical ability are some other major issues and shows poor performance during the survival stage. During this stage the financial position of the enterprise remains weak. The entrepreneur does not have much knowledge on the use of technology nor have the capacity to go for installing costly machine. He starts with some simple tools and equipments and does not bother much for the technology. However, the knowledge with regards to his work and skills more or less shows acceptable performance. There is also not much problem in getting the required information, managing human resource and his enterprise.

Then, the enterprise moves to the growth stage which is the second stage of enterprise development. In this stage, material resource ranks1st, that indicates that there is no difficulty at all in getting the raw bamboo material. The entrepreneurial ability and market resource still remains strong as it was in the survival stage and ranks 2nd and 3rd. There is improvement is the knowledge of the enterprise at this stage and is able to move up to the 4th rank. The entrepreneur is now aware of the market scenario, about his product and all such knowledge that is required for the enterprise. He has ability in getting desired manpower and upgrading their skills. The experience gained during the survival stage has made him more confident to move forward. However, financial resource is the major problem faced by the enterprises that ranks 19th at the bottom. The enterprise is not able to get financial assistance either form the bank or from relatives or friends. Due to poor financial condition he is not able to procure machinery which can substitute manual work thereby increase its production capacity with better quality. The entrepreneur is not able to put his innovative ideas into reality because of financial constraint.

IX. FINDINGS

Regarding the demographic profile of the 82 sampled enterprises 56 entrepreneurs are trained and the other 26 entrepreneurs are untrained. 44 per cent of the enterprise owners belong to the age group of 28 to 37 years. The number of enterprise owners between the age of 38 to 47 years measures 20 per cent of the total. There are 70 male and 12 female enterprise owners out of which 54 percent are married and 46 percent are unmarried. Among the sampled enterprise owners, graduated enterprise owners (29 per cent) are maximum and it is followed by below Class X and Class X passed enterprise owners accounting 24 per cent in each category. Again, 23 per cent of the total enterprise owners fall under Class XII passed category. There are no enterprise owners falling under illiterate and

post graduate categories. In the present study, 46 per cent of the enterprise owners have 3 to 5 years of experience in the field of their business. Those owners having more than 6 to 10 years of experience comprise 17 per cent. It is followed by 15 per cent, 12 per cent, 7 per cent and 3 per cent of the total enterprises having the experience of 11 to 15 years, 16 to 20 years, 21 to 25 years and 26 to 30 years respectively. Again, 46per cent, 44 per cent and 7 per cent fall under the category of families having 2 to 4 members, 5 to 7 members and 8 to 10 members respectively. Only 3 per cent constitute the enterprise owners having 11 members and above. Focusing to the number of dependents to the enterprise owner, 9 per cent of the total samples has no dependent. 22 per cent and 39 per cent determines the enterprise owners having 1 to 2 and 3 to 4 dependents respectively. There are no enterprise owners having 5 and more dependents.

The study found only two stages which are Survival Stage and Growth Stage among the 4 stages of enterprise development (Survival Stage, Growth Stage, Maturity Stage and Ageing/Recession Stage). Enterprise resources and ability of the enterprise are the major variables in all the stages of enterprise development.

SURVIVAL STAGE

In the initial stage that is the survival stage; out of 82 sampled enterprises 6 (7 per cent) enterprises has better performance on availability of bamboo resources. It is followed by 68 (83 per cent) and 8 (10 per cent) enterprises which shows general and poor performance respectively in getting raw materials for their entrepreneurial activities. The market resource as to which product could be sold and where could be sold did not face much difficulty and shows a general performance by 64 (78.05%) enterprises and 18 (22 per cent) enterprises are under poor performance in this regard. A general performance on human resource, knowledge resource and information resource has achieved by 52 (63 per cent), 44 (54 per cent) and 30 (37 per cent) enterprises respectively. Only 8 (10 per cent) enterprises can achieve better performance to get financial resources. The availability of technology and maintenance of enterprise culture accounts only 7 per cent of the enterprises with general performance. 60 (73 per cent) enterprises show poor performance in availability of finance, technology and maintenance of enterprise culture. It is followed by 52 (63 per cent), 38 (46 per cent) and 30 (37 per cent) enterprises which faces poor performance in getting information resource, knowledge resource and human resource respectively. Very poor performance in getting technology resource, maintaining enterprise culture and getting financial resource can be seen in 14 to 16 enterprises.

Again, considering the ability of bamboo enterprises there are 6 (7 per cent) enterprises that has better performance on their entrepreneurial ability. A general performance on entrepreneur's ability, human resource management ability, marketing ability, organization & management ability and production ability are found among 42 to 74 enterprises ranging to 51 to 91 per cent of the total bamboo based enterprises. Poor performance can be seen in enterprise brand ability, innovation ability, strategy ability, technology ability, financial management ability and studying ability measuring 60 to 78 per cent of the total enterprises. Again, very poor performance has also experienced by 7 to 20 percent of the total enterprises in strategy, technology, financial management, innovation and enterprise brand abilities in survival stage.

In the survival stage, entrepreneur's ability, material resource, market resource, marketing ability, human resource, production ability ranks 1st, 2nd, 3rd, 4th, 5th and 6th respectively. At the bottom of the ranking list, there is the enterprise brand ability which ranks 19th.

GROWTH STAGE

28 out of 82 total sampled enterprises can attain the growth stage. In this stage, better performance on maximum of the variables under enterprise resources and abilities were experienced by 3 to 14 per cent of the total enterprises. 32 to 89 percent of the enterprises have general performance under all the variables. Poor performance under all variables except "material resource" is also experienced by some of the enterprises. But, the most alarming to the enterprises is the non availability of financial resources. 18 (64 per cent) enterprises are facing this problem even though they are in the growth stage.

In growth stage, material resource ranks 1st, which indicates that there is no difficulty at all in getting the raw bamboo material. The entrepreneurial ability and market resource still remains strong as it was in the survival stage and ranks 2nd and 3rd. There is improvement is the knowledge of the enterprise at this stage and is able to move up to the 4th rank. The entrepreneur is now aware of the market scenario, about his product and all such knowledge that is required for the enterprise. He has ability in getting desired manpower and upgrading their skills. The experience gained during the survival stage has made him more confident to move forward. However, financial resource is the major problem faced by the enterprises that ranks 19th at the bottom. The enterprise is not able to get financial assistance either form the bank or from relatives or friends. Due to poor financial condition he is not able to procure machinery which can substitute manual work thereby increase its production capacity with better quality. The entrepreneur is not able to put his innovative ideas into reality because of financial constraint.

X. SUGGESTIONS

Taking into consideration to the above analyses and findings, the following suggestions are drawn:

1. Out of the four enterprise development stages, only the first two stages are existed among the bamboo based enterprises in the study area. Only 28 enterprises can reach to the growth stage. In order to make the maximum enterprises to attain the growth stage, all enterprise resources and ability has to be hastened and be accessible by the enterprises.

2. The policies on banking and MSME sector initiated over the years by the central government, has a definite reflection to the growth and development of enterprises. But, these programmes and schemes should be implemented effectively and a vigil of a high power monitoring body to the same is also highly recommended.

3. Entrepreneurs and entrepreneurship is the framework of our economy. Bamboo based enterprises are inseparable from MSME sector in any entrepreneurial activity. For reaching the unreached, better information of credit, awareness on credit delivery system, market accessibility, technical know-how, effective training etc. are highly important to entrepreneurs. Optimum utilization of abundant resources to generate income and ultimately create employment for the masses is the alarming need of any business enterprise.

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OPPORTUNITIES AND CHALLENGES IN SUPPLY CHAIN MANAGEMENT IN SMEs: A CASE STUDY OF TEXTILE SECTOR IN INDIA

YASER JEBRIL ALMATARNEH
RESEARCH SCHOLAR
ALIGARH MUSLIM UNIVERSITY
ALIGARH

SAAD BIN AZHAR
RESEARCH SCHOLAR
ALIGARH MUSLIM UNIVERSITY
ALIGARH

ABSTRACT

The purpose of this paper is to review the literature on supply chain management (SCM) practices in small and medium scale enterprises (SMEs) and outlines the key insights to identify the opportunities and challenges to supply chain management in textile sector in India. The paper describes a literature-based research that has sought understand the issues of SCM for SMEs. The methodology is based on critical review of research papers from high-quality, international refereed journals. Mainly, issues are explored under three categories – supply chain integration, strategy and planning and implementation. This has supported the development of key constructs and propositions for textile sector in India. Survival of textile sector will be determined first and foremost by their ability to provide/produce more, at less cost, in less time, with few "defects". The key to this is effective SCM. The issue is much explored in the context of large enterprises but less attention is paid to SMEs. Paper aims to surface out some facts for the same. The paper reports-classifies the literature and development of construct and propositions and the sector needs more investment in E-business.

KEYWORDS
supply chain management, textile, SMEs, India.

1. INTRODUCTION
A supply chain is the concatenation of firms – their facilities, functions, and activities –that are engaged in the production and delivering of a product or service. The process begins with supplying of raw materials and comprises all the available ways to reach the final customer. Facilities include storehouses, production centers, processing, delivering centers, final retail markets, and offices. Functions and activities include forecasting, connecting with suppliers including purchasing process, inventory, information sharing, assurance of quality, scheduling, production management, controlling of distribution and delivery, and monitoring customer service.

Supply chain management is used as strategic coordination tool of business processes within a firm and throughout its supply chain for the purpose of integrating supply and demand management including planning and coordinating activities that include sourcing and procurement of materials and services and controlling logistics.

In textile industry sector the firm is part of at least one supply chain, and many are part of complex supply chains. Supply chains are the lifeblood of textile companies, they connect suppliers, producers, and final customer in a network that is essential to the creation and delivery of finished textile products.

The objective of this study is to explore the supply chain management used by textile companies; nature, techniques, motivating factors. Another objective of the study is to investigate the opportunities available for the textile and challenges facing this core industrial sector in terms of competing with other markets such as china and USA. And study the weakening factors of supply chains in textile sector that reduce productivity, costs, and competeness and hence the effectiveness become threatened which causes a loss of world market share and decrease in profitability in a long term. To achieve the research objectives following research questions become necessary for the study to answer: 1. what is the nature of supply chains used by textile companies and what factors affect supply chain management? 2. What are the procedures and methods that can be used by textile companies to improve and enhance their supply chains?

Inductive approach will be followed to build a scientific framework for the dimensions of the problem and objectives of the research, based on historical data for a sample of textile companies, annual and monthly reports published by ministry of textile and textile committee, journals and articles related to the topic search.

2. LITERATURE REVIEW
2.1 DEFINITION OF SCM
Several authors have defined supply chain management (SCM) in a variety of ways. Hong and Jeong (2006) define SCM as a set of approaches utilized to effectively integrate suppliers, manufacturers, logistics, and customers for improving the long-term performance of individual companies and supply chain as a whole. SCM can also be defined as an actor-oriented approach focusing on how to organize and manage the flow of materials from "point of origin" to "end-user" as the point of departure (Vaaland and Heide, 2008). Arend and Wisner(2005) perceives SCM as a relation- oriented approach focusing on the relationships between the actors in the supply chain, and how co-operation and mutual interests can lead to improvements. Lastly, Lambert et al (1998) uses process-oriented approach to define SCM as "the integration of key business processes from end-user to original suppliers that provide products & services and information that add value to customers and other stakeholder.

Shah (2009) adopted a holistic approach while explaining the concept of supply chain management and explicated that supply chain involves the entire gamut of activities that are required to develop a finished product from the raw material and then delivering it to the end consumer. Supply chain management encompasses planning, design and control of transition of resources, information and capital through the supply chain partners to ensure value creation for all and meeting customer requirements in an effectual way. It is a common conviction that the partners involved in the supply chain are only manufacturers, suppliers and distributors. However, contracting to this, transporters, logistic partners, warehouses and customers also are an integral part of the supply chain. Contemporarily, more and more firms are acknowledging the fact that in the maturing markets, its supply chains that compete with each other rather than the firms themselves.

Coyleet al (2008) analyzed supply chain from the logistics perspective and posit that firms need to develop networks between the actual vendors and the final customers. From the enterprise perspective, supply chain management can be seen as the gradual progression of the function of logistics wherein the firm attempts to see all the business functions in entirety and to achieve cost optimization and augmented process efficiency. The underpinning postulation is value creation for all and supply chain management is seen as a critical strategy for competitive analysis and gaining an edge over the counterparts. Thus, it involves integration of manufacturing, marketing and sales with logistics to develop a value chain.

Adding further, Basu & Wright (2010) see supply chain function wherein the entire network of organizations adopt a "product cradle-to-grave" concept where not only transfer of resources, manufacturing and delivery of products to the ultimate consumers and then disposal of the products post consumption focusing on efficiency enhancement.

Based on the explanation given, the supply chain management can be defined as "*Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses and stores, so that merchandise is produced and distributed at the right quantities, to the right locations and at the right time, in order to minimize system-wide costs while satisfying service level requirements*" (Basu & Wright, 2010, p. 5).

2.2 KEY SUPPLY CHAIN PROCESSES

Thomas, D. J., & Griffin, P. M. (1996) discussed the three fundamental stages of the supply chain, procurement, production and distribution; they concluded that Increasing competitive pressures and market globalization are forcing firms to develop supply chains that can quickly respond to customer needs. To remain competitive, these firms must reduce operating costs while continuously improving customer service. With recent advances in communications and information technology, as well as a rapidly growing array of logistics options, firms have an opportunity to reduce operating costs by coordinating the planning of these stages. However, the underpinning intention of supply chain management is value creation. Groznik & Maslaric (2010) perceives supply chain management to be intended to facilitate escalated momentum of transition of supreme quality and useful information integral for the incessant flow of products to the customers. This warrants highly standardized business processes with a foundation of data base management, information technology aided tools along with competent workforce. All this is channelized to maximize value for all the stakeholders involved. From the value creation perspective, supply chain management requires integration of the chief business processes. Croxton, Lambert, M., & Rogers (2001) highlighted the eight chief processes that are the building blocks of supply chain management:

- Customer Relationship Management
- Customer Service Management
- Demand Management
- Order Fulfillment
- Manufacturing Flow Management
- Supplier Relationship Management
- Product Development and Commercialization
- Returns

The authors posit that these eight processes are expansive across the entire supply chain across the industry vertices and functional demarcations across functions like marketing, research and development, finance, production, procurement and logistics. The process of supply chain cannot be confined to one particular function but the activities of the above processes are majorly restricted to a particular function. Following is the diagrammatic representation of how business processes and functions are integrated across the supply chain.

2.3 NEED OF SCM IN SMEs

Supply chain management (SCM) has increasingly become an important way to enhance competitive strength, and it is commonly argued that present day competition is between integrated supply chains rather than individual organizations. Studies of companies exploiting the benefits of SCM have indicated improvements in individual supply chain functions ranging from 10 to 80 percent (Wagner et al., 2003). Reduced software costs, industry-wide learning of best practices and increased probability of having to compete against rivals enjoying the advantages of SCM are driving forces behind adoption of the SCM concept (Arend and Wisner, 2005). Moreover, over the time the need for effective and efficient supply chain management has been felt amongst the small and medium sized enterprises as well. Adoption of SCM is gaining momentum rapidly across the globe. The advantages that it offers are the source of its need for SMEs: cost optimization, improved customer satisfaction, augmented adaptability, responsiveness, promptness and time management. All these are the core needs of SMEs of today. SCM also helps in integrated flow of information, goods and capital (Chen & Paulraj, 2004;Min et al., 2005).

Çalıpınar (2007) explored the need of SCM amongst the SMEs of Turkey and found that the Turkish SMEs are experiencing bottlenecks due to the on-going harmonization process with the European Union. SCM are the only effective means to eradicate them and allow them to experience consistent growth. In the research, it was asserted that SMEs can develop their self-sufficiency only through adoption of SCM. This is because SCM shall trigger a synergy effect apart from the above mentioned advantages. Moreover, Thakkar & Kanda (2008) advocates that SCM helps in overcoming the issues that SMEs confront due to their structure and scale of operations. Through SCMs, SMEs can battle out the tiff for survival in the market through a trimmer conversion process, low stock management overheads, diminished labor costs and prompt distribution. These will eventually allow the SME to have standardization of production; well-defined supply chains; better use of technology; prompt procurement and distribution process; reduced overheads; competence to take on global competition. Aarabi & Shariatmadari (2012) highlights the need of SCM for SMEs from the perspective of internationalization and globalization. SMEs need SCM to improvise their ability to leverage their ascendable competencies in an integrated mutual network of partners through prompt, swift and easy access to the complementary proficiencies of the channel partners and cater to the customer requirements across borders. Park, Nayyar, & Low (2013) opined that the central challenge confronted by any SMEs is to have maximum output with minimal input. SCM brings with it, operational excellence, better learning and chances to explore newfound markets. Operational excellence is accomplished through process improvement that trims lead times, eliminates operational blunders, and lowers inventory requirements, improved quality and customer service, more innovation and risk management. For better learning through SCM, SMEs get the opportunity to develop mutual agendas with several channel partners and retrieval of databases of innovative information, knowledge and training. From market expansion point of view, SCM helps SME to ploy further and gain entry into the newer geographical markets, newer customer segments through more value-addition. Thus, SCM can assist the weak SMEs in harnessing potent outcomes through continuous learning and improved operational efficiencies and gradually pave their way into new business avenues (Park et al., 2013).

3. OVERVIEW OF TEXTILE SECTOR IN INDIA

3.1 GENERAL OVERVIEW

The Indian textile industry has an overwhelming presence and one of the oldest sectors in the economic life of the country and among the most important in the economy in terms of the production volume, investment and employment power. The sector employs nearly 35 million people. It is also one of the largest contributing sectors of India's exports worldwide. The report of Working Group constituted by the Planning Commission on boosting India's manufacturing exports during 12th Five Year Plan (2012-17), envisages India's exports of Textiles and Clothing at USD 64.11 billion by the end of March 2017. The textiles industry accounts for 14% of industrial production, which is 4% of GDP; employs 45 million people and accounts for nearly 11% share of the country's total exports. National household survey: market of textile and clothes 2010 estimated that 16.6% of households in the country depend on this sector.

Indian textile industry is controlled by ministry of textile responsible for policy formulation, planning, development of export promotion and trade regulation in respect of the textile sector. This includes all natural and manmade cellulosic fibers that go into the making of textiles, clothing and handicrafts. The ministry of textile controls the sector through attached and subordinate offices and other organizations/bodies under the ministry.

3.2 TEXTILE TYPES

According to textile committee: textiles means any fabric or cloth or yarn or garment or any other article made wholly or in part of cotton; or wool; or silk; or artificial silk or other fiber, and includes fiber. According to ministry of textile as declared in annual report 2013, India is the second world cotton production after china with volume of 24 million bale and 21.1 % of world market share as shown in appendix 2. 2387 million metric of silk, with total export of 307.8 US $ million as shown in appendix 3., 3057 million kg of different types of yarn with growth rate of 10 % compared to 2012, as shown in appendix 4., 1591.3 million tons of all kinds of jute with exported value 1598.05 Rs corers.

3.3 POWER LOOM

There are approximately 5.24 Lakh Powerloom Units with 23.24 Lakh Powerlooms as on 30.09.2012. The technology level of this sector varies from obsolete plain loom to high tech shuttleless looms. There are approximately 1,05,000 shuttleless looms in this sector. It is estimated that more than 75% of theshuttle looms are

obsolete and outdated with a vintage of more than 15 years and have virtually no process or quality control devices / attachments. Government funds to the tune of Rs.30 crore was released for implementation of the Powerloom Mega Clusters till December, 2012. Details of Mega Clusters are given in table 1:

TABLE 1

Handloom Sector (6 Mega Clusters)	Handicraft Sector (5 Mega Clusters)	Powerloom Sector (4 Mega Clusters)
1. Varanasi (U.P).	7. Moradabad (U.P.)	12. Bhiwandi (Maharastra).
2. Sivsagar (Assam).	8. Narasapur (A.P.).	13. Erode (Tamil Nadu).
3. Murshidabad (W.B.).	9. Bhdohi-Mirzapur (U.P.).	14. Bhilwara (Rajasthan).
4. Virudhunagar (T.N)).	10. Srinagar (J&K).	15. Ichalkaranji (Maharashtra)*
5. Guntur &PrakashamDistt. (A.P).*	11. Jodhpur (Rajasthan)	
6. Godda& Neighboring* Distt. (Jharkhand)*		

*Announced in Budget 2012-13.

Source: Ministry of textile, outcome budget 2013-2014

3.3.1 EXPORTS
Exports of textiles products from India have increased steadily over the last few years, particularly after 2004 when textiles exports quota were discontinued. India's Textiles & Clothing (T&C) export registered robust growth of 25% in 2005-06, recording a growth of US$ 3.5 billion over 2004-05 in value terms thereby reaching a level of US$ 17.52 billion and the growth continued in 2006-07 with T&C exports of US$19.15 billion recording an increase of 9.28% over previous year and reached USD22.15 billion in 2007-08 denoting an increase of 15.7% but declined by over 5% in 2008-09. Exports of Textiles & Clothing grew from USD 21.22 billion in 2008-09 to USD 22.41 billion in
2009-10 and has touched USD 27.47 billion in 2010-11. In the financial year 2011-12 , exports of textiles and clothing, has grown by 20.05% over the financial year 2010-11 to touch USD 33.31 billion. As per the latest available export data, the salient features of the overall textile exports for the period 2012-13 were valued at Rs.119855.65 crore as against Rs. 112145.10 crore during the corresponding period of financial year 2011-12, registering an increase of 6.88 percent in rupee terms.
In US dollar terms, the same was valued at US$21996.04 million as against US$23819.72 million during the corresponding period of previous financial year registering a decrease of 7.66 percent in US$ terms. It is well-established that India possesses a natural advantage in terms of raw material availability. India is the largest producer of jute, the second-largest producer of silk, the third-largest producer of cotton and cellulosic fiber/yarn and fifth-largest producer of synthetic fibers/yarn.

4. OPPORTUNITIES IN TEXTILE SECTOR
4.1 GOVERNMENT SUPPORT
The developmental activities of the Ministry of textile are oriented towards making adequate quantities of raw material available to all sectors of the textile industry and augmenting the production of fabrics at reasonable prices both from the organized and decentralized sectors of the industry. Towards this objective, the Ministry lays down guidelines for planned and harmonious growth of various sectors of the industry. Special emphasis is given to the development of handlooms in view of its large employment potential. The Ministry monitors the techno-economic status of the industry and provides the requisite policy framework for its modernization and rehabilitation. The Ministry coordinates the activities of Textiles Research Associations and lends financial support to them for undertaking research and development.

4.2 RAW MATERIALS
India possesses a natural advantage in terms of raw material availability. according to annual report of ministry of textile 2013 India is the largest producer of jute(133 lakh bales), the second-largest producer of silk(23679 metric tons), the third-largest producer of cotton and cellulosic fiber/yarn((23.5 million balls) and fifth-largest producer of synthetic fibers/yarn/wool (56145 ton). The government has implemented many initiatives to support and develop quality and quantity of all types of raw materials.
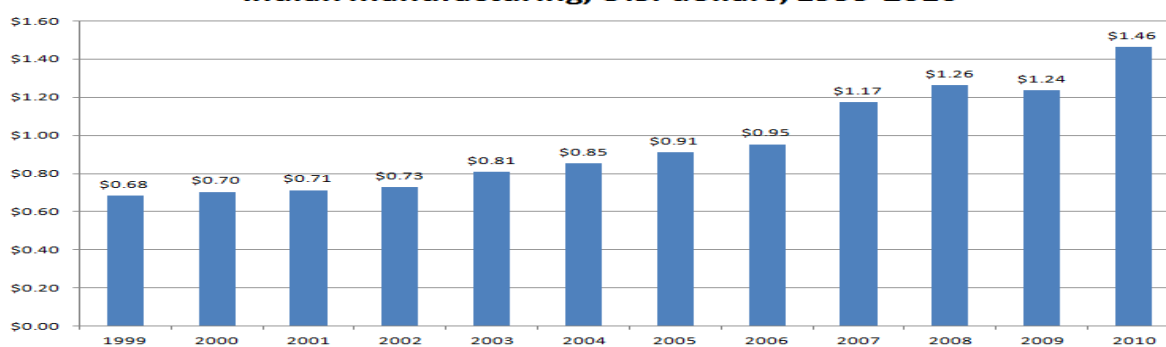Comparing with other countries such as china there is a huge gab in exports 2012-2013 , for example china produced 30.1 million bales of cotton and exported 3443.86 million $, India produced 23.3 million bales and exported 707.32 million $, the same case when make comparisons with USA and turkey.

4.3 LABOR COST
According to bureau of labor statistics/USA, Hourly compensation costs in India have grown steadily in both rupees and in U.S. dollars, but the rate of increase for production workers has been slower than the rate for all manufacturing employees, as shown in figure 2 below.
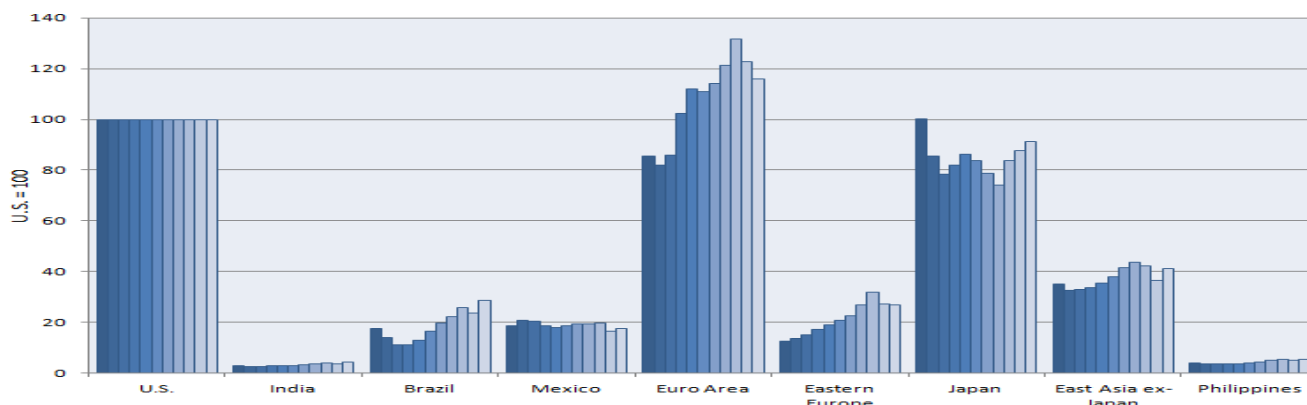
FIGURE 1

Note: Data refer to India's organized manufacturing sector only.
Source: U.S. Bureau of Labor Statistics, International Labor Comparisons

Source: bureau of labor statistics/USA

The hourly compensate costs is very low comparing with other industrial countries as shown in figure 2 below, taking in consideration that 15.3% of Indian workforce is in textile sector after food/beverage/ tobacco with 20.9%.Which makes competitive advantage in reducing total costs.

FIGURE 2

Average hourly compensation costs for all employees in manufacturing, selected economies and regions, 2000–2010

Note: Data for India refer to the organized manufacturing sector only.
For a description of the economic groups, see the technical notes at www.bls.gov/ilc/ichcctn.pdf, Table 2.
Source: U.S. Bureau of Labor Statistics, International Labor Comparisons

Source: bureau of labor statistics/USA

4.4 INCREASE OF DEMAND

According to WORLD APPAREL FIBER CONSUMPTION SURVEY July 2013 , for 112 countries and 14 regions and sub-regions covered indicate the quantity of cotton, wool, flax, cellulosic, and synthetic fibers available for consumption within each country conducted by FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS AND INTERNATIONAL COTTON (FAO),"World fiber consumption has been steadily trending up over several decades. Per capita consumption was about 3.7 kilogram in 1950 and climbed to 10.4 kilogram in 2008. Given the nature of the final products of fibers, clothing and textiles, the per capita consumption of man-made fibers in developing countries increased from 2.8 kilograms in 2000 to 4.9 kilograms in 2008. In2008, total cotton consumption in developed countries accounted for about 50% of world consumption with a per capita consumption of 9.5 kilograms, which was nearly 4 times the 2.4 kilograms consumed in developing consumption in developed countries increased by 5.8 million tons while consumption in developing countries increased by 14.6 million tons. By 2009, the market share of developed countries declined to 39.0%: total demand destruction between 2007 and 2009 amounted to 4 million tons in developed countries, while developing countries experienced demand destruction of 515,000 tons in 2008 but demand increased by 1.9 million tons in 2009. In 2010, total apparel demand in developed countries partially recovered by 2.3 million tons to 27.7 million tons, while developing countries continued experiencing demand growth for 2.3 million tons to 42.0 million tons. As a result, the market share of developed countries partially recovered to 39.8% as shown figure 4.

FIGURE 3: EVOLUTION OF WORLD CONSUMPTION IN MILLION TONS
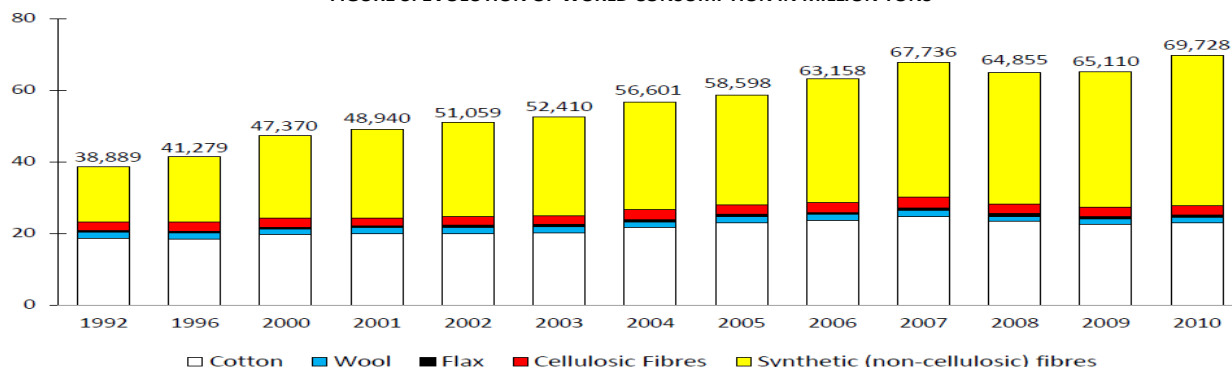
Source: FAO report 2013

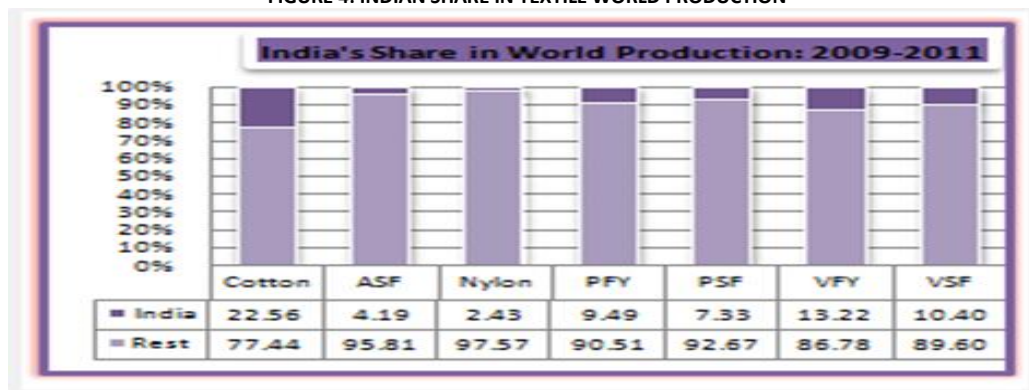## 5. CHALLENGES IN TEXTILE SECTOR

5.1 COMPETITION

The fierce competition of main producer and exporters such as china, USA, turkey, Pakistan and other Asian countries in price and customer services are the most challenge for textile sector in India. Table 2 below shows the top ten textile exporters and figure 4 below shows Indian market share.

TABLE 2: TEXTILE EXPORTS- TOP TEN COUNTRIES (April, 2011 - Dec., 2011 and April, 2012 - Dec., 2012)   US $ Million

Sl No	Country	April, 2011 - Dec., 2011	% Share (Total Textiles Exports)	April, 2011 - Dec., 2012	% Share (Total Textiles Exports)	% Growth (April, 12 - Dec, 12 over April, 11- Dec, 11)
1	U S A	4083.35	17.21	4054.30	18.43	-0.71
2	CHINA P RP	2460.83	10.37	2103.88	9.56	-14.51
3	U ARAB EMTS	1603.25	6.76	1563.76	7.11	-2.46
4	U K	1478.42	6.23	1451.48	6.60	-1.82
5	BANGLADESH PR	758.74	3.20	1136.97	5.17	49.85
6	GERMANY	1391.99	5.87	1063.72	4.83	-23.58
7	FRANCE	734.13	3.09	546.99	2.49	-25.49
8	SPAIN	564.79	2.38	504.34	2.29	-10.70
9	ITALY	705.09	2.97	492.08	2.24	-30.21
10	NETHERLAND	522.00	2.20	411.89	1.87	-21.09

FIGURE 4: INDIAN SHARE IN TEXTILE WORLD PRODUCTION

India's Share in World Production: 2009-2011

	Cotton	ASF	Nylon	PFY	PSF	VFY	VSF
■ India	22.56	4.19	2.43	9.49	7.33	13.22	10.40
■ Rest	77.44	95.81	97.57	90.51	92.67	86.78	89.60

Source: YNFX ONLINE http://www.yarnsandfibers.com/country-reports/india-fibre-report.

The Indian market share in world exports doesn't comply with its mass production of raw materials and its human and agricultural resources, not in textile sector only, but in all its exports share from all sectors.

5.2 UNSKILLED WORKERS

According to Study on mapping of human resource skill gaps in India till 2022 conducted by NSDC (national skill development corporation, New Delhi, 2012) there are many skill gabs at all levels in textile sector we brief it as follow:

a.   Managers: Lack of adequate knowledge to source from international destinations, Awareness of the latest price trends and sourcing destinations is limited to the domestic market, lack of In-depth knowledge of the various types of cotton and quality parameters.

b.   Purchase associate/executive: Insufficient knowledge of various types of product defects and other quality parameters.

c.   Maintenance Manager: Awareness of maintenance requirements of various machines is limited, inadequate knowledge of current machinery.

d.   Maintenance operators: Fitters (Maintenance operator) from ITIs have limited knowledge of maintenance of spinning machinery, The ITIs do not provide training specific to the textile machines which leads to the skill gap.

e.   Production Manager: Inadequate cross-functional knowledge especially of maintenance, inadequate practical knowledge of tools, Insufficient soft skills to manage shop floor people, Awareness of modern production methods and machines is limited.

f.   Supervisor: Lack of man-management skills to manage shop floor Personnel, The supervisors typically have work experience in particular processes of the spinning mill as operator and do not have a formal training/education of other processes, Awareness of modern spinning machines is limited.

g.   Operator: Knowledge/ Skill confined to single or few machines, Lack of knowledge of compliance to quality, inadequate ability to multitask between different types of machines.

h.   Quality Control Supervisor/Manager: Inadequate ability to translate buyer requirements to quality parameters, Lack of knowledge of cause-effect relationships for various defects (such as breakage of threads).

i.   Sales Manager: Negotiation and communication skills. Also, South-based spinning mills require people with knowledge of Hindi which are difficult to find.

j.   Junior Merchandiser: Inadequate understanding of various production activities.

k.   Designer: Inadequate understanding of buyer requirements which leads to number of iterations before the sample is accepted, insufficient knowledge of latest fashion trends in the international markets.

5.3 TRANSPORTATION COST

transportation cost is about half of the total of supply chain cost, this comes from the large distribution of textile sector, bad planning of some companies, very far from shipping ports, lack of coordination, and lack of outsourcing. Figure 5 shows cost distribution.

FIGURE 5: SUPPLY CHAIN COST IN INDIA.

Break-up Of Supply Chain Costs in India
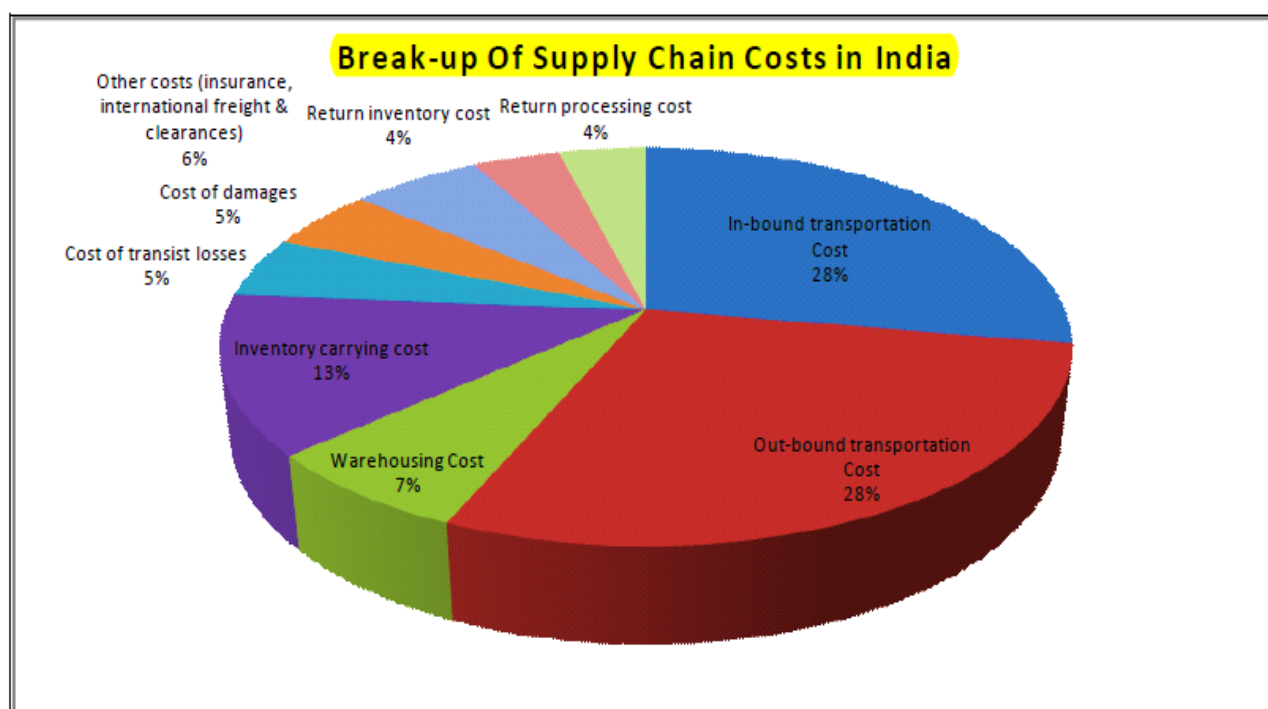
Source: IBM Institute for Business Value 2003 and 2006 Value Chain Studies

5.4 PROMOTION

The government thinks India has the potential to increase its textile and apparel share in the world trade from the current level of 4.5 per cent to 8 per cent and reach $80 billion by 2020. India has the highest number of looms – 1.8 million shuttle looms (at 45 per cent of global capacity) and 2,00,000 shuttle-less looms (at 3 per cent of global capacity).

Indian products still now is not well known especially in Middle East and Africa markets, to achieve 8 percent market share plan in 2020, this ambitious target needs intensive promotion plan for Indian textile, with a strong coordination between government and private sector.

6. FINDINGS

Paper summarizes the reported literature and classifies it based on their nature of work and contributions. It was seen that there is a lack in qualified skills in textile sector, at all levels. Strong need is felt that supply chains need more cooperation and coordination between manufacturers and the government, and between ministry of textile and other textile institutes and committees to organize, control, and develop the textile sector which can help manufactures to take more advantage from Government.

Main challenge for supply chain in textile sector is the transportation cost; it is quite high and consumes half of the total cost of supply chain. It was also concluded that the textile sector exports are focused on limited markets and can easily open to new markets, and finally the sector needs more investment in E-business.

7. MANAGERIAL IMPLICATIONS

Coordination between companies and ministry of textiles should be enhanced so the textile companies can take advantage of ministry initiative, and in other side the government can solve the companies' real problems.

The textile sector should expand its market share by entering new markets. The companies should minimize high cost of transportation, and coordinate with the government to find solutions for it.

Textile sector should focus on quality rather than competing in price with China and other Asian countries.

The textile sector should invest in enhancing e-business capabilities.

Finally, companies should comply to supply chain management metrics to improve its supply chains and reduce defects, reduce cost, and ensure high level of quality assurance.

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A STUDY ON EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS IN RELATION TO THEIR ACADEMIC CLIMATE

SUMEET KHURANA
RESEARCH SCHOLAR
UNIVERSITY SCHOOL OF EDUCATION
G.G.S.I.P. UNIVERSITY
NEW DELHI

ABSTRACT

The present study aims at finding the gender difference in educational adjustment problems of adolescents and whether there is a significant difference in educational adjustment problems of adolescents from good, average and poor academic climate. For this purpose, a sample of 200 adolescents (100 girls and 100 boys) was randomly selected from Patiala and Bathinda cities of Punjab. Academic climate description questionnaire (ACDQ) by M.L. Shah and Amita Shah (1988) and Adjustment inventory for school students (AISS) by A.K.P. Sinha and R.P. Singh (1998) were used as tools for data collection. Analysis of results suggested significant gender difference in educational adjustment problems of adolescents and adolescent boys face more educational adjustment problems than adolescent girls. Results show that educational adjustment problems of adolescents differ in relation to their good, average and poor academic climate. Adolescents perceiving academic climate to be good have significantly lower level of educational adjustment problems than those perceiving it to be poor.

KEYWORDS

academic climate, adolescents, educational adjustment problems.

INTRODUCTION

Education is as old as human race. Its period stretches from cradle to grave. It is a continuous and dynamic process. As Singh (2008) emphasized in Times of India that education after all is the strand that links one generation to another and maintains the continuity of the traditions of learning and knowledge that forms the very essence of human civilization. An individual learns to adjust and makes balance with his capabilities and need of environment with the help of education. Education satisfies the basic needs of the individual so that one can become an adjusted individual.

MEANING OF ADJUSTMENT

Adjustment is the balanced mutual satisfaction between needs and aspirations of an individual in life situations or it may be an interpersonal relationship between one's needs, expectations and his situations.

Arkoff (1968) stated that adjustment is the interaction between a person and his environment. Adjustment of an individual in a particular situation depends upon one's personal characteristics also. In other words, both personal and environmental factors work side by side in adjustment. An individual is adjusted if he is adjusted to himself and to his environment.

Aggarwal (1990) opined that adjustment is an inclusive term that means relationship between an individual and his environment through which his needs are satisfied in accordance with the social demands.

Dash (2005) stated that adjustment is an interaction between the environment and organic factors. Adjustment is our response to the environment, to stress, to pressures, to unplanned disasters and to the challenges of life. These responses may be physical or mental but keeps balance between individual and his environment. But adjustment goes just so far in explaining human behavior.

Adjustment involves the capacity to solve one's personal problem in a socially acceptable and constructive way. An adjusted person is able to handle the interpersonal relationships with insight and understanding. Adjustment, however doesn't mean freedom from problems, conflicts, frustrations or even from all personality deviations, rather, it means the ability to deal with life affectionately so as to satisfy one's needs in a constructive way.

MEANING OF ADJUSTMENT PROBLEMS

Adjustment problems are problems which one faces while adjusting in different aspects of life i.e. in home, in school, with peers, with siblings and in academic climate. According to psychological view, adjustment problems can result from our experiences, our pattern of learning or from our own vision for the outer world.

MEANING OF ADOLESCENCE

Adolescence is an important era in the individual's total life span. Adolescence refers to the period of physical and mental development and adjustments during the transitional period between childhood and adulthood. The transition involves biological, sociological and psychological changes. Taneja (1998) opined that the study of adolescence encompasses all individuals who are psychologically neither unambiguously children nor adults. An individual may be said to enter adolescence when he or she no longer views him/herself to a child.

EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS

Adolescents face many adjustment problems due to their school and home environment. Crow and Crow (1965) opined that a young person's school life was more or less divorced from his home life. Mental development of adolescents becomes critical and fault finder so they have adjustment problems regarding their mental competition. Sometimes school environment also adversely affects the adjustment of adolescents. Misra (2000) remarked that adjustment is connected with the behavior patterns by means of which the individual habitually satisfies his needs. In class educational adjustment problems may be due to unhealthy environment, lack of interest, lack of capability, lack of cooperativeness, lack of attention, low maturity level. Many times educational system doesn't meet the needs of individual so it is difficult for adolescents to adjust with such environment. Over crowded classes also creates adjustment problems in academic climate. Overloaded home work and undesirable study environment in school and home creates tension and conflict in the minds of adolescents. Lack of co-curricular activities due to over burden of study also causes adjustment problems. Adolescents face many adjustment problems in almost every aspect of life and in academic climate they face adjustment problems due to many reasons.

MEANING OF ACADEMIC CLIMATE

Academic climate is combination of different aspect of academic situations. It can be visualised as a concept incorporating (a) the motivation on the part of the student (b) encouragement and inspiration on the part of the teacher (c) inter-personal trust between authority and students (d) an atmosphere where in the hurdles become the part of motivating matrix. Different factors decide whether the academic climate is good, average or poor.

REVIEW OF RELATED LITERATURE

Mehta et al. (1996) studied the effect of achievement motivation, self confidence and assertiveness upon adjustment of higher secondary female students in emotional, social, educational, home, health areas and upon total adjustment. They found that there was no significant difference between girls having high and low achievement motivation, with regard to their level of adjustment in different areas. Secondly they found adjustment in all areas under study was positively affected by the self confidence.

Jain et al. (1998) compared school adjustment of adolescent girls and boys of employed and non-employed mothers. They concluded that there was a difference in total adjustment between boys and girls. The girls had better adjustment than boys. They further concluded that girls were more adjustable than boys in educational area of adjustment.

Kaur (1999) studied the adjustment problems of adolescents in relation to their academic achievement. She concluded that adolescents face adjustment problems and boys and girls differ slightly in their adjustment problems.

Chauhan et al. (2001) studied the extent and forms of academic dissatisfaction among college students. They concluded that male students were more dissatisfied with their academic environment than their female counterparts.

Singh (2003) studied the differences in intelligence and adjustment of learning disabled and normal 8th grade students. The results of the study revealed that the adjustment is not affected by whether he is learning disabled or normal student.

Jimerson et al. (2009) revealed that rejected children had significantly lower academic scores than popular children even when learning problems and age were controlled. Unlike children in developed societies, rejected children did not have significantly higher teacher ratings of sensitivity, delinquency and conduct problems.

Beran et al. (2009) examined the relationship between school achievement and peer harassment using individual and peer characteristics as mediating factors. When factors related to achievement and harassment was considered simultaneously, disruptive behavior problems and peer interactions were found to mediate the link between achievement and harassment. These results suggested that adolescents who were harassed by their peers were at risk of experiencing poor school achievement if they exhibit disruptive behavior problems and poor peer interactions.

RATIONALE OF THE PROBLEM

Adolescence is the most important period in the development of an individual's personality. The individual is expected to prepare for adulthood by replacing childish attitude and behavior with those of adult life.

Adolescents face many problems like-health problems, developmental problems, emotional disturbance, sexual problems and adjustment problems due to sudden physical changes in their body. Many adolescents face great adjustment problems in their academic climate with peers, teaching learning environment, in home with parents or siblings due to many reasons like shyness, less social development, aggressiveness. Sometimes due to unsuitable academic climate adolescents face many educational adjustment problems. So the findings of the study may help the parents, teachers and school administration to solve educational adjustment problems of adolescents, to understand them and their needs, to help them by providing suitable environment in school and help them for being well adjusted in their lives. It is for this reason, the investigator made up her mind to study adjustment problems of adolescents in relation to their academic climate.

STATEMENT OF THE PROBLEM

"A study on educational adjustment problems of adolescents in relation to their academic climate."

OBJECTIVES

1. To study the educational adjustment problems of adolescents.
2. To compare the educational adjustment problems of adolescent girls and adolescent boys.
3. To study the educational adjustment problems of adolescents in relation to their academic climate.

HYPOTHESES

1. There is no significant difference in educational adjustment problems of adolescent girls and adolescent boys.
2. There is no significant difference in educational adjustment problems of adolescents from good, average and poor academic climate.

DELIMITATION

1. The study was delimited to only educational aspect of adjustment problems of adolescents.
2. The sample was drawn from National High School, Senior Secondary Model School, Punjabi University, from Patiala district and Guru Nanak Dev Public Senior Secondary School, M.H.R. Senior Secondary School from Bathinda District.

RESEARCH METHODOLOGY

To collect the sample, Patiala and Bathinda cities were selected through random sampling. Two schools from Patiala city and two schools from Bathinda city were randomly selected. Again 200 adolescents were selected randomly from these four schools. Further sample was divided into two groups. First group consisted of 100 students from two schools of Bathinda city and second group consisted of 100 students from two schools of Patiala city. These two groups were further divided into two sub groups on the basis of gender. Each sub group comprised of 50 male students and 50 female students. Thus simple random sampling and stratified random sampling techniques were used to get the sample of the study. The distribution of the total sample is presented below:
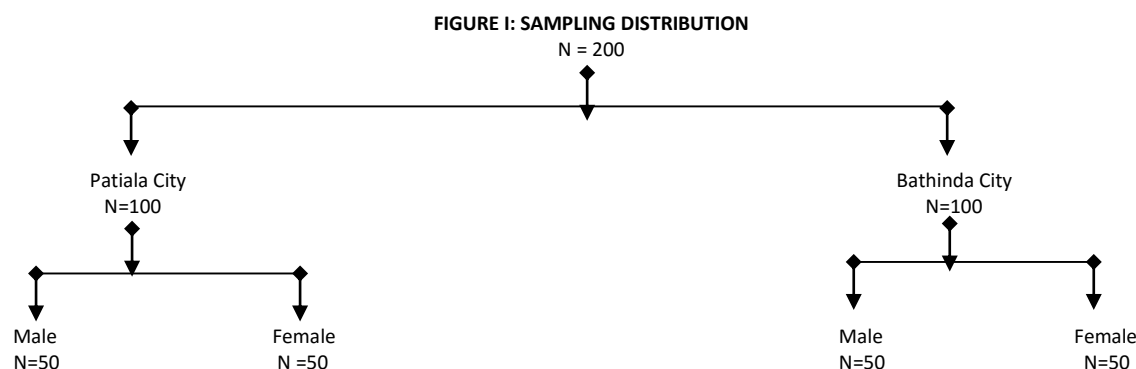
FIGURE I: SAMPLING DISTRIBUTION

N = 200

Patiala City N=100 — Bathinda City N=100

Patiala City: Male N=50, Female N=50

Bathinda City: Male N=50, Female N=50

TABLE-I: SAMPLING DISTRIBUTION

Sr. No.	Name of School	Number of Adolescents
1	Senior Secondary Model School, Punjabi University, Patiala.	50
2	National High School, Patiala.	50
3	Guru Nanak Dev Public Senior Secondary School, Bathinda.	50
4	M.H.R. Senior Secondary School, Bathinda.	50

TOOLS USED

Following tools were used:
1. Academic Climate Description Questionnaire (ACDQ) by M.L. Shah and Amita Shah (1988)
2. Adjustment Inventory for School Students (AISS) by A.K.P. Sinha and R.P. Singh (1998)

ANALYSIS

Keeping in view the objectives of the study, the results pertaining to different variables have been presented in the following headings:
➢ Percentage of Educational Adjustment Problems of Adolescents
➢ Percentage of Educational Adjustment Problems of girls and boys
➢ Gender Difference in Educational Adjustment Problems of Adolescents
➢ Educational Adjustment Problems of Adolescents in Relation to Good, Average and Poor Academic Climate
▪ **PERCENTAGE OF EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS**
Percentage of adjustment problems in educational aspect of 200 adolescents is given in table II.

TABLE-II: PERCENTAGE OF EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS

Total Number of Adolescents	Educational Adjustment Problems
200	63.10%

Educational adjustment problems are 63.10%. This shows that adolescents face educational adjustment problems.
▪ **PERCENTAGE OF EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENT GIRLS AND ADOLESCENT BOYS**
Percentage of educational adjustment problems of 100 girls and 100 boys is shown in table III.

TABLE III: PERCENTAGE OF EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENT GIRLS AND ADOLESCENTS BOYS

Gender	Educational Adjustment Problems
Girls (100)	27.50%
Boys(100)	35.60%

As table III shows that educational adjustment problems in girls are 27.50% whereas educational adjustment problems of boys are 35.60%.
▪ **GENDER DIFFERENCE IN EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS**
The mean score of girls and boys in educational aspect of adjustment inventory along with their respective t-value is given in table IV.
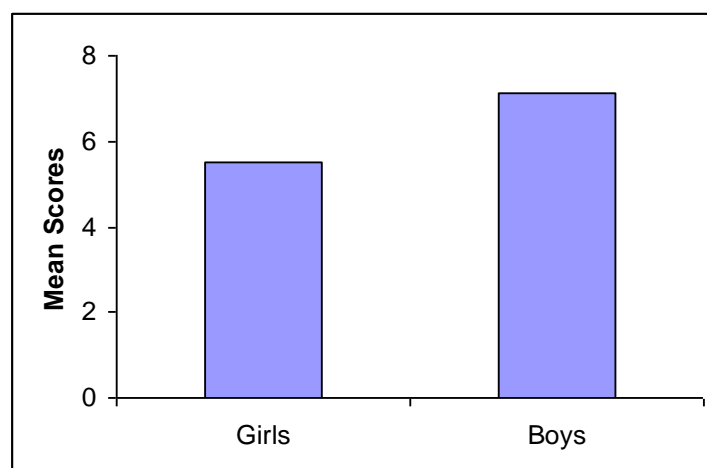
TABLE IV: GENDER DIFFERENCE IN EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS

Gender	N	Mean Score	SD	t-value
Girls	100	5.50	3.0512	3.321*
Boys	100	7.12	3.8059	

* $p < 0.01$
As table IV shows, mean score of girls is 5.50 whereas mean score of boys is 7.12. There is significant difference between mean values of boys and girls as t-value is 3.321 which are more than tabular value at 0.01 level. Hence it is significant at 0.01 level.

FIGURE II: GENDER DIFFERENCE IN EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS

It is clear from figure II mean score of boys (7.12) have significantly greater than mean score of girls (5.50).
Hypothesis 1 states that there is no significant difference in educational adjustment problems of boys and girls but our calculated value (t=3.321) is greater than the tabular value at 0.01 level. Hence hypothesis 1 stands rejected. Reason may be generally boys are not so hard working towards their studies and have carefree attitude than girls.
Jain et al. (1998) and Chauhan et al. (2001) lend support to this result of present study. As Jain et al. (1998) found gender difference regarding educational adjustment problems. Also according to Chauhan et al. (2001) there is gender difference in academic dissatisfaction among adolescents.
▪ **EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS IN RELATION TO GOOD, AVERAGE AND POOR ACADEMIC CLIMATE**
Academic climate was categorized into three parts i.e. good, average and poor on the basis of value of Q_1 and Q_3. Students having score below Q_1 in academic climate questionnaire perceive poor academic climate, students having score between Q_1 and Q_3 perceive average academic climate and students having score above Q_3 perceive good academic climate.
Effect of academic climate of adolescents on their educational adjustment problems has been found out by analysis of variance (ANOVA).

TABLE V: SUMMARY OF ANOVA: EDUCATIONAL ADJUSTMENT PROBLEMS OF ADOLESCENTS IN RELATION TO GOOD, AVERAGE & POOR ACADEMIC CLIMATE

Group	Sum of Squares (SS)	df	Mean Square (MS)	F-value
Between	671.961	5	134.39	14.026*
Within	1858.818	194	9.58	

* $p < 0.01$

As it is revealed from table V, sum of squares between groups is 671.961 (df, 5) and sum of squares within groups is 1858.818 (df, 194). So there exists significant differences in educational adjustment problems of adolescents in relation to good, average and poor academic climate as F-value is 14.026 which is more than the tabular value at 0.01 level. Hence it is significant at 0.01 level.

Hypothesis 2 states that there is no significant difference in educational adjustment problems of adolescents from good, average and poor academic climate but our calculated value (F= 14.026) is greater than the tabular value at 0.01 level. Hence hypothesis 2 stands rejected. Adolescents perceiving academic climate to be good have significantly lower level of educational adjustment problems than those perceiving it to be poor as mean score of good academic climate vs. poor academic climate are (5.148: 9.32). Reason may be in good academic climate peers support, material and non-material facilities leads to decline of educational adjustment problems of adolescents rather than average and poor academic climate.

Jimerson et al. (2009) and Beran et al. (2009) lend support to the result as Jimerson et al. (2009) revealed that there is significant difference in academic scores of different groups of children. Also Beran et al. (2009) found that adolescents who are harassed by their peers are at the risk of experiencing poor school achievements.

CONCLUSIONS

Results of the study may be concluded as under:
- Adolescents face educational adjustment problems.
- Adolescent boys and adolescent girls differ in their educational adjustment problems.
- Adolescent boys face more educational adjustment problems than adolescent girls.
- Educational adjustment problems of adolescents differ in relation to their good, average and poor academic climate.
- Adolescents perceiving academic climate to be good have significantly lower level of educational adjustment problems than those perceiving it to be poor.

EDUCATIONAL IMPLICATIONS

- The identification of educational adjustment problems of adolescents in relation to their academic climate will help the teacher to guide students for their better adjustment.
- The study will help the teacher to understand the psychology and adjustment problems of students.
- The identification of educational adjustment problems of adolescents will help the teacher to guide parents so that they can better understand their children.
- Findings of the study may help the policy planners in different areas.
- There should be more emphasis on student's activities to provide the good academic climate to the students.
- Teacher should make use of various tactics, methods, life situations, teaching techniques to make students' better adjustment.
- Teacher should make the students self-learned, which improves the learning habits, asking questions in class, discussions with friends and parents and help them in attaining their aim of life and solve various adjustment problems.
- Findings of the study may guide the school management to provide better resources for good academic climate.

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GENDER EQUALITY: THE BATTLE FOR JUSTICE

HARPREET KAUR
RESEARCH SCHOLAR
DEPARTMENT OF LAW
PUNJABI UNIVERSITY
PATIALA

ABSTRACT

Worldwide, people are subject to persistent human rights violation because of their gender identity. These human rights violation take many forms, from denials of the right to life, freedom from torture, and security of person, to discrimination in accessing economic, social and cultural rights such as health, housing, education and right too work. Gender inequality refers to unequal treatment or perceptions of individual based on their gender. It arises from differences in socially constructed gender role as well as biologically through chromosomes, brain structure, and hormonal differences. Gender equality is Integral to a country's economic development. Gender based discrimination revels ugly face of the society. This issue is very old and is Global. Really it is a travesty of all canons of social justice and equality for women who constitute half of the world's population and work for two-third of the world's working hours and earn just one tenth of the world property and remain victim of Inequality and injustice. There is a need to change the mind-set of the society. This paper will explore the actual socio legal condition of Indian Women and will also focus on recent break through emerged in judicial arena in the realm of gender justice.

KEYWORDS
gender inequality, violation, discrimination, torture, injustice.

INTRODUCTION

Gender equality is a social order in which women and men share the same opportunity and the same constraints on the full participation in both the economic and the domestic realm. Gender does not mean sex of a person but describes social inequality between the sexes. Gender Equality is based on the idea that no individual should be less equal in opportunity, access to resources and benefits or in Human rights etc. It is a harsh reality that the women have been ill-treated in every society for ages and India is not exception to it.[1]

HISTORICAL BACKGROUND

In Ancient India, Women were respected and were held in high esteem though the families, during this period, practised the patriarchal system; women were look after and educated. But during the medieval period, there was a degradation of the status of women. The daughter began to be regarded as a source a misery. The dowry system, sati and the veil system downgraded women. Their condition was quite pathetic. Even the status of women is not really promising in modern times also. The problem of domestic violence against women has become the part and parcel of their life. Domestic Violence, where a woman is subjected to cruel and inhuman treatment is very common. Women in the Indian society have been victims of Humiliation, torture and exploitation. Domestic violence against women stem from the fact that man cannot even today accept her as his equal partner. They are discriminated on basis of gender. They do not get same access to health care, education, economic rights as the man of their society do. In the recent time, different forms of violence against women such as, female feticide, dowry, eve- teasing, rape and wife beating have been on the rise. Though there are different forms of violence, but ultimately the purpose remains the same. Domestic violence is the most insidious form of violence which our women suffer in silence because of social norms and also because of her economic dependence on the perpetrators of the violence.[2]

GENDER JUSTICE AND THE INDIAN CONSTITUTION

Post-Independence Indian Women attained the bonafide citizenship of new nation. It was widely felt that women should be assigned an equal status with men not merely on ground of justice but also on the basic condition of growth and that step would be taken for transforming degree into de facto equality. Much later Mrs. India Gandhi, the later Indian Prime Minister (1917-84) remarked: I don't think that any society can progress if half of its member do not have equal opportunity and their talent and capabilities are ignored.

The preamble to the Indian Constitution undertakes "to secure to all citizens Justice - social, economic and political, liberty of thought, expression, belief, faith and worship; Equality of status and opportunity; and to promote among them all fraternity, assuming the dignity of the individual and the unity of the Nation".

In order to achieve these objectives, the Constitution Contain a number of provisions. Few of them are Art. 15 guarantee the right against discrimination, Art. 15(3) talks about the special protection for women, Art. 16 provides right to equal opportunity in public employment irrespective of the sex of person. In 77th Amendment of the Constitution, 33% seats have been reserved in panchayats for women's. The 73rd Constitutional Amendment Act, passed in 1992 by parliament ensure one-third of the total seats for women in all elected offices in local bodies whether in rural area or urban area. Art. 39 talk about equal pay for equal work; Art. 42 require the state to make provisions securing humane conditions of work and maternity relief.[3]

ROLE OF JUDICIARY

The Judiciary also in its own turn has helped in the process of Equalization between Man and Women. In our country Judiciary is known as the independent wing of government. This Independent Judiciary has two roles Firstly, the traditional role i.e. to interpret the laws, and secondly, is judicial activisms i.e. to go beyond the statute and to exercise the discretionary power to provide justice. Jurisprudence extended the power of judiciary go beyond the statutory limit to give better and complicit justice, towards gender equality in the interest of society. Judges are applying the discretionary power to provide better justice to women in the new context of the Socio Economic conditions. Judiciary has played an active role in enforcing and strengthening the constitutional goals which talk about protecting the rights of women.[4]

Due to intervention of the supreme court, the Criminal Law (Amendment) Act of 2013 expands the scope of sexual and gender based crimes against women. Under the sexual Harassment of women at the workplace (prevention, prohibition and redressal) Act 2013 the government of India has pledged to establish 100 one stop Crisis centres and creation of 1000 Crore Nirbhaya fund to respond to Violence against Women's and Girls. In ***C. B. Mathamma v. Union of India***[5] the validity of Indian Foreign Services (Conduct and Discipline) Rule of 1961 was challenged in this it was said that female employer will have to obtain written permission of the government before her marriage and at any time after her marriage a women member of the service may be require to resign from service. The Supreme Court held that such a provision is discriminatory against women and hence unconstitutional. in ***Vishakha & Others v. State of Rajasthan***[6] the Supreme Court held that the harassment of women at work places amount to violation of gender justice and right to life and liberty which is clear violation of Art 14, 15 and 21. In ***Mrs. Neera Mathur vs. Life Insurance Corporation of India***[7]. Neera Mathur was a probationer in the Life Insurance Corporation (LIC). During probation she applied and was granted maternity leave. She was simply discharged from service after she returned. Her discharge was defended by the LIC on the ground that she had given false declaration at the stage of entering the service. The court held that 'the particulars to be furnished under columns (iii) to (viii) in the declaration are indeed embarrassing if not humiliating.' These columns were held unreasonable and discharge was set aside. In ***Punjab National Bank by Chairman and another v. Astamija Dash***[8] it was held that as per provision of the maternity benefit Act, 1961 a woman can avail leave during the period of six weeks from the day immediately

following the day of her delivery, miscarriage or medical termination of pregnancy. If request is made by herself, she would not be asked to work for the period specified as per section 4(4). She would be entitled to the benefits of section 6 and 9 of the Act.

In **Ashok Kumar v. State of Rajasthan**[9] the Supreme Court criticised the Session Court for ignoring the evidence, merely because it was given by a lady doctor in a case where victim was woman. The court said; 'we consider it necessary to record that the judge was uncharitable in discarding the testimony of Dr. Patrisia and doubting her truthfulness principally because she was a woman.' In **Air India V Nargesh Mirza**[10] the first Air Hostess case, apart from other questions, the legality of regulation 46(c) was challenged. This regulation provided superannuation of an Air Hostess at the age of 35 years or on marriage if it takes place within four years of service or on first pregnancy, whichever is earlier. The court declared the provision for retirement on first pregnancy to be unreasonable and said, 'Whether the woman after bearing children would continue in service or would find it difficult to look after the children is her personal matter and a problem which affects the Air Hostess concerned and the Corporation has nothing to do with the same.

CONCLUSION

From the above discussion it is clear that the legislature, which take care of rights and privileges of women, are numerous in number but due to ignorance and illiteracy those legislations cannot be properly enforced. The plethora of Indian Legislations aims at women empowerment. The legislative and judicial initiatives have placed the women in a better place in society. Yet the women in India has to go for miles to achieve cent percent Empowerment. Gender equality is genuine equality among human being where neither man is superior nor a woman is superior, they should be treated equally but the law alone cannot do much. All the sectors have to work for this cause whether it be Ngo's or people representatives. As it has been rightly said by Swami Vivekananda "just as bird could not fly with one wing alone a nation would not march forward if the women's are left behind" so for the progress of the nation women's have to be treated equally.

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CONSUMER'S PERCEPTION TOWARDS MAGGI NOODLES WITH SPECIAL REFERENCE TO THE AREA OF TUTICORIN

S. MUTHU LAKSHMI
TRAINEE IN AUDITOR OFFICE
12D, MEEANKSHIPURAM, PILLAIYARKOVIL STREET, TUTICORIN

ABSTRACT
In the light of growing confusion due to an Indian Government laboratory detecting lead levels above permissible limits, Nestle India announced that it would temporarily stop selling maggi noodles until the situation was resolved. Now that the orders of Bombay high court have been compiled with Nestle India has made maggi noodles available for sale once again. Thus the present study focus on consumer's perception towards maggi noodles in Tuticorin.

KEYWORDS
consumer perception, lead, permissible limits, maggi noodles, nestle, Bombay, high court, tuticorin.

INTRODUCTION
Health is the flavour of the season. Food companies in India are growing aware of the increasingly changing consumption trends and taste preferences among the Indian junta. Maggi became successful because it understood consumers. The brand never wanted to change consumer's habit. It did not ambitious about changing Indian's breakfast or dinner preferences what maggi did was to slowly attach itself to Indian consumers need without disruption.

HISTORY OF MAGGI
Maggi noodles were launched in India in the early 1980. Carlo.M.Donati, chairman and managing director of Nestle India Ltd , brought the instant noodle brand to India. Maggi had to fight hard to be accepted by Indian consumers with their hard to change eating habits. The packaged food market was very small at this time. Nestle had to promote noodles as a concept, before it could promote Maggi as a brand, it therefore devised a two prolonged strategy to attract mothers on the 'convenience' plank and lure kids on the 'fun' plank. Gradually the market for instant noodle began to grow.

MAGGI SAFETY SCARE IN INDIA
On June 5,2015, the Food Safety and Standards Authority of India (FSSAI) ordered a recall of all nine approved variants of maggi instant noodles and the oats masala noodles, suggesting that they unsafe and hazardous for human consumption. On the same day, the Food Standards Agency of the United Kingdom launched an investigation into level of lead maggi noodles. On June 6,2015, the Central government of India banned maggi noodles for an indefinite period. Nepal indefinitely banned maggi over concerns about lead levels in the product. Maggi noodles have been withdrawn in five African nations: Kenya, Uganda, Tanzania, Rwanda and South Sudan by a super- market chain after a complaint by the consumer federation of Kenya.
Nestle also questioned the reliability of lab used. Results from testing outside that the maggi noodles are safe. In the later, Bombay high court judgement, the court agreed the test results by the earlier court were unreliable. The court mandated testing to be done at three specific laboratories (Punjab, Hyderabad and Jaipur) where maggi was found safe. The lead may have been naturally occurring in plants and soil or from Indian spices, although within acceptance limits.
Maggi came back to the shelves in India in November 2015. Nestle has also been running a campaign to win back trust of members of the Indian community. Nestle in India resumed production of maggi in all five plants, that is Nanjangud (Karnataka), Moga (punjab), Bicholism (goa) and tahliwal and pantnagar in Himachal Pradesh on 30th November 2015.

REVIEW OF LITERATURE
S.GOVINDARAJAN (2008) studied on the topic "Brand Image Measurement on Maggi Noodles". Examined about the customers' perception, taste, preference and satisfaction of maggi and also analyses the strength and weakness of the maggi.
DIXITA PORWAL, PRATIK GANDHI, RAJWIN PATEL (2012) their study focus on the complete brand study of maggi. It analyses the various products of maggi and their tactics followed in launching the product in India.

IMPORTANCE OF THE STUDY
Based on the above reviews an attempt is made to undergo a study focusing on the consumer's Perception towards maggi noodles. The results and suggestions to improve their product and to maintain the brand loyalty even after the lead issue.

STATEMENT OF THE PROBLEM
In the light of growing confusion due to an Indian government laboratory detecting lead levels above permissible limits on maggi noodles. The Food Safety Authority of India (FSSAI) issued an order to recall maggi noodles from the Indian market and banned its sale and production. Now, that the orders of Bombay high court have been complied with nestle India has made maggi noodles available for sales once again. This urges to analyze the consumer's perception towards maggi noodles.

OBJECTIVES
MAIN OBJECTIVES
To study the consumer's perception towards maggi noodles in Tuticorin.
OTHER OBJECTIVES
* To analyse the socio economic profile of the respondents.
* To know about the respondent's reaction when maggi noodles are banned by Government.
* To find out the consumer's opinion regarding maggi noodles relaunch in Indian market.
* To study the respondent's likings on consumption of maggi after its relaunch in Indian market.

RESEARCH METHODOLOGY
The study is compiled with the help of both primary and secondary data. The primary data were collected from the sample respondents with the help of questionnaire. Secondary data were collected from journals, website and books.
CONSTRUCTION OF TOOLS
* Questionnaire is used to collect data.
* Tables, Percentage, Garrett's ranking technique and Likhert scaling technique are used to analyse the data.

SAMPLING DESIGN

The researcher followed convenience sampling method for collecting data from the respondents in Tuticorin. The study was conducted among 50 respondents.

RESULTS

TABLE 1: REASON FOR CONSUMING MAGGI NOODLES

S. No	Rank / Reason	1	2	3	4
1	Good for health	2	6	22	20
2	Ready to eat	32	16	-	2
3	Tasty	14	18	12	6
4	Others	2	10	16	12
	Total	50	50	50	50

TABLE 2: RESULTS OF GARRETT'S RANKING

S. No	Reasons	Score	Mean Score	Garrett's Ranking Score
1	Good for health	1996	39.92	4
2	Ready to eat	3302	66.04	1
3	Tasty	2738	54.76	2
4	Others	2014	40.28	3

INFERENCE

Garrett's ranking technique is used in Table 1 & 2, to find out reason for consuming maggi noodles. Ready to eat secures 1st rank with highest score, 2nd rank goes to tasty, 3rd occupies others and 4th goes to good for health.

TABLE 3: SOURCES OF INFORMATION ABOUT MAGGI NOODLES

S. No	Rank / Sources of Information	1	2	3	4	5
1	Newspaper	6	12	18	14	-
2	Radio	-	18	8	10	14
3	Tv	36	8	4	2	-
4	Word of mouth	2	8	10	18	36
5	Other sources	4	4	10	8	24
	Total	50	50	50	50	50

TABLE 4: RESULTS OF GARRETT'S RANKING

S. No	Sources of information	Score	Mean Score	Rank
1	Newspaper	2630	52.6	3
2	Radio	2230	44.6	4
3	Tv	3460	69.2	1
4	Word of mouth	2750	55	2
5	Other sources	1960	39.2	5

INFERENCE

Garrett's ranking technique is used in Table 3 & 4, to find out the sources of information from which respondents gather information about maggi noodles. Tv secured 1st rank with highest score, Word of mouth secured 2nd rank, Newspaper secured 3rd place, 4th place goes to Radio and other sources secured 5th place.

TABLE 5: STATEMENTS REGARDING MAGGI NOODLES

S. No	Statements	Strongly Agree	Agree	No opinion	Disagree	Strongly disagree	Score	percentage	Rank
1	Taste of maggi noodles is unique compared to others	140	56	12	8	-	216	28.8	1
2	Availability of different varieties/flavor	30	48	30	-	2	110	14.67	7
3	Hygiene packing & passed many food standards	20	40	102	4	-	166	22.13	4
4	Easily available at nook and corner of any place	130	72	-	4	4	210	28	2
5	Preparation time is low i.e. just in 2 minutes	110	56	6	8	2	182	24.27	3
6	It satisfies the taste of both vegetarian and non-vegetarians	50	48	30	20	4	152	20.27	5
7	Cost is also comparatively low	30	80	24	-	16	150	20	6

INFERENCE

Likhert scale technique is applied in Table 5. This technique finds out statement which secure highest score and lowest rank. Strongly agree was given 5 points, Agree was given 4 points, No opinion was given 3 points, Disagree was given 2 points, Strongly disagree was given 1 points.

TABLE 6: RESPONDENTS REACTION WHEN MAGGI BANNED BY GOVERNMENT

S. No	Reaction	No of Respondents	Percentage
1	Panic about health	10	20
2	Felt discomfort	10	20
3	Believe it or not	14	28
4	Doubt arise about quality of subsidiary products	12	24
5	others	4	8
	Total	50	100

INFERENCE

28% of respondents have chosen believe it or not, 24% have chosen doubt arise about quality of subsidiary products, 20% have chosen felt discomfort and panic about health, 8% have chosen others.

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TABLE 7: LIKINGS ON CONSUMPTION OF MAGGI AFTER RELAUNCH

S. No	Likings on Consumption of Maggi	No of respondents	Percentage
1	Yes	28	56
2	No	22	54
	Total	50	100

INFERENCE

56% of respondents have chosen yes as likings on consumption of maggi after relaunch, 54% have chosen no.

TABLE 8: REASON FOR CONSUMING MAGGI AFTER RELAUNCH

S. No	Reasons	No of Respondents	Percentage
1	It has passed many tests	10	36
2	Maintaining food standards of FSSAI	14	56
3	Other countries are consuming the same maggi noodles	2	7
4	Others	2	7
	Total	50	100

INFERENCE

56% of the respondents have chosen maintaining food standards of FSSAI, 36% have chosen it has passed many tests, 7% have chosen other countries are consuming the same maggi noodles and 7% have chosen others.

FINDINGS

- 76% of respondents were female and 34% are male.
- 64% of respondents belongs to age group of below 25 years, 24 % belongs to age group of 25 -35 years, 8% belongs to age group of 45-55 years and 4% are belongs to above 55 years.
- 68% of respondents were unmarried and 32% are married.
- 56% of respondents were graduates, 20% are post graduates, 12% are higher secondary and 4 % are below SSLC
- 48% of the respondents were having family income of above ₹24000/-, 24% were having family income of ₹18000 - ₹24000/-, 12% were having ₹12000-₹18000/-, and 8% were ₹6000 -₹12000/- & Below ₹6000/-
- 68% of the respondents were stated 'noodles', when they hear the word maggi.
- 52% of the respondents choose maggi, when they hear the word noodles.

SUGGESTIONS

- Since 44% chosen 'no' option for likings of maggi after relaunch. This targeted respondent to be induced to consume the maggi.
- Maggi must use pepper and other healthy Indian spices to be utilized in masala to be added in noodles.
- Non-vegetarian noodles varieties to be increased to satisfy the consumer.

CONCLUSION

At present, the company is engaging actively in social media and is building a strong digital presence to strengthen the maggi brand. Along with tv and print campaign the company is engaging with customers via Facebook and twitter. The company has a digital acceleration team which was responsible for the "We Miss You Too" maggi campaign and has also set up 24X7 toll free consumer's services in order to address consumer concerns. For us, the concept is not just digital media, but of competing in a digitally- connected age.

LIMITATIONS OF THE STUDY

- This study is confined only to Tuticorin area.
- Due to shortage of time, size of sample is confined only to 50 respondents.

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ANNEXURE

QUESTIONNAIRE

1. Name
2. Gender
(a) Male   (b) Female
3. Age
(a) Below 25 yrs   (b) 25-35 yrs   (c) 35-45 yrs   (d) 45-55 yrs   (e) Above 55 yrs
4. Marital status
(a) Married   (b) Unmarried
5. Educational Qualification
(a) Below SSLC   (b) SSLC   (c) HSC   (d) Graduate   (e) Post graduate   (f) others
6. Occupation
(a) Private employee (b) Government employee   (c) business   (d) Housewife   (e) Others

7. Family Income
(a) Below ₹6000/-   (b) ₹6000-₹12000/-   (c) ₹12000-₹18000/- (d) ₹18000-₹24000/- (e) above ₹24000/-
8. What comes first in your mind when you hear the word 'MAGGI'?
(a) Noodles   (b) fast-food   (c) Snacks   (d) None
9. What brand that comes to your mind when we say the word noodles
(a) MAGGI   (b) Top Ramen   (c) yippee   (d) Ching's   (e) others
10. What is the reason for consuming 'MAGGI Noodles'? (Rank)
(a) Good for health (b) ready to eat   (c) Tasty   (d) others
11. You came to know about 'MAGGI Noodles' (rank)
(a) Newspaper   (b) Radio   (c) TV   (d) Word of mouth   (e) other sourcess
12. Tick the appropriate statements regarding' MAGGI Noodles' on following parameters

No	Statements	Strongly Agree	Agree	No opinion	Disagree	Strongly disagree
1	Taste of 'MAGGI Noodles' is unique compared to other brands					
2	Availability of Different varieties /flavours					
3	Hygiene packing & passed many food standards					
4	Easily available at nook and corner of any place					
5	Preparation time is low i.e. just in 2 minutes					
6	It satisfy the taste of both vegetarian and non- vegetarian					
7	Cost is also comparatively low					

13. Which 'MAGGI Noodles' category do you buy regularly
(a) MAGGI Masala   (b) MAGGI veg atta noodles   (c) MAGGI dal atta noodles (d) MAGGI rice noodles (e) MAGGI oats noodles (f) MAGGI chicken (g) others
14. What do you feel when 'MAGGI Noodles' are banned by government?
(a) Panic about health   (b) felt discomfort   (c) Believe it or not   (d) Doubt arise about quality of other subsidiary products   (e) Others
15. Do you like to consume the maggi noodles after its relaunch in Indian market
(a) Yes   (b) No
16. If yes, choose your opinion
(a) It has passed many tests   (b) It is maintaining its food standards of FSSAI   (c) Other countries are consuming the same MAGGI Noodles   (d) others

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